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**Motivation as a Human Resource Management Tool for Increasing Productivity: A Case Study of Federal College of Education (Technical) Omoku**

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**Abstract**

Workers in any organization are considered to be the life wire of that organization. This is because the growth of such organization solely depends on the effort put forth by those workers. This research has its main objective in finding out the relationship between adequate motivational factors and productivity. . Specific objectives include, to find out whether adequate motivational factors affect the productivity of workers in Federal College of Education (Tech) Omoku, to find out those factors that retard production, to find out the relationship between hygiene factors and production and how it influences workers perception to work and productivity and finally to use the findings of this study as a basis for enhancing improved working relationship between management and staff. To achieve these goals, a questionnaire was used in collecting the data. The completed questionnaires were processed and analyzed using simple percentages and mean percentages. The findings of the study revealed that motivational factors such as salaries, allowances, working materials, good working environment, indiscipline, heavy work load and conflict discourages production. Also it was revealed that hygiene factors such as supervision, policy and administration, nature of the job, relationship with supervisors, participation in decision making play a key role in increasing workers level of production. It was concluded that efforts should be put in place by the management of FCE(T) Omoku to apply and improve on the motivational and hygiene factors while the non-motivational factors should be reduced to it barest minimum or even eradicated

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**Introduction**

The human resource of any organization is said to be the workers (employees). They are considered to be the most valuable asset of any organization as without them all other resources cannot function appropriately. As a result of their complex nature, every management has to treat them with care and respect. Every worker in an organization need to be moved to do something and as such the term motivation comes in.

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Motivation comes from a Latin word “movere” which means to move. This term was defined by (Crane, 2000) as an inner state that energizes or move (hence motivation) and that directs or channel behavior towards goals. The output of workers can only be increased generally when they are motivated. The presence of continuous labour strike within an organization is by every indication showing that the organization is facing some motivational problems. To avoid such problems, the organization should be concerned with what they must do to achieve high level of performance through people. This is considered very important because the rise and fall of any organization to an extent depends on the level of performance and cooperation of the workers.

Workers in the public sectors engage in several levels of strike like the one carried out by Academic Staff Union of Universities (ASSU) for almost four months. This is because the Government and management pay little or no attention to workers demand. The management of a public sector such as the Federal College of Education Technical Omoku needs to put in place policies which will help to increase the performance of its workers to perform maximally. This not centered only on finance since motivation covers all aspect of a workers life (including conducive working environment). Therefore for greater performance by workers every motivational factor must be put in place.

Research in the relationship between motivation and productivity is justified on at least two grounds. The first justification is the rapidly changing workplace environment and its meaning to the young generation of employees in high paying jobs in the oil and gas and other high technology related organizations who do not accept the traditional approach to employee motivation. Who, according to Singh, et al. (2012), do not accept the 'status quo', and have moved from obedience to questioning; and who assess work in terms of its significance in human life and human nature. Secondly, this study is also timely in the Nigerian economy with the current recession characterized by low employee morale, low sales volumes, challenges to industrial harmony, etc. It is argued that motivation is the key to economic recovery in the country (Aremu, 2017).

### **Statement of the problem**

The current state of affairs of public and private sectors in Nigeria as relating to the workforce motivation makes it necessary to temper this issue with caution. Public workers most of the time are always on strike “over what”? They are asking for more and more pay rise after one is granted. What more do they want? The question often asked is what workers in general want from their employers. College of Education Academic Staff Union (COEASU) has been battling with the Federal Government over several issues regarding their welfare (motivation) as well as the Academic staff Union of Polytechnic (ASUP) and the list continues. What is their borne of contention? Is it increase in wages? Can there be an end to the clamour for increase in wages? Why do workers work and what induce them to give their best? These are the issue we encounter in Nigeria today. In this study we shall attempt to find out whether workers given the right incentives can put in their best to contribute to the productivity and growth of any organization to achieve the desired organization objectives.

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## **Objectives of the Study**

The focus of this study is to analyze the relationship between adequate motivational factors and productivity of workers. The study specifically seeks to:

1. Find out whether motivational factors affect the productivity of workers in Federal College of Education (Technical) Omoku.
2. Find out those factors that retard workers production.
3. Find out the relationship between hygiene factors and production and how it influence workers perception to work and productivity.
4. Use the findings of this study as a basis for enhancing improved working relationship between management and staff, of Federal College of Education (Technical) Omoku.

## **Research Question**

This work will answer the following research questions:

1. What are the motivational factors that increase workers productivity in Federal College of Education (Technical) Omoku, Rivers State?
2. What are those factors that retard production among workers in Federal College of Education (Technical) Omoku, Rivers State.?
3. How do hygiene factors influence workers productivity in Federal College of Education (Technical) Omoku, Rivers State.?

## **Significance of the Study**

The findings of this study will be of great benefit to the management and staff of Federal College of Education, managers of establishments, proprietors of schools as well as policy makers of other organizations. The result of this study will be hopefully significant in the sense that it will enable both the management and labour union to better understand how the various motivational factors can be harnessed to inspire staff to work hard to boost production.

## **Review of Literature**

The most popular theory of motivation in the classical literature is perhaps that of a United States psychologist, Abraham Maslow's Hierarchy of Needs Theory. Maslow (1943) discussed five levels of employee needs: physiological, safety and security, social, esteem or ego and self-actualization. According to this theory, people have many needs which motivate them to work, that those needs are arranged in a hierarchical manner in such a way that lower level needs (physiological and safety) had to be satisfied before the next higher level social need would motivate employees to work hard and increase productivity. The second theory of motivation is the two factor theory or motivator and hygiene theory developed by Frederick Herzberg (Herzberg, 1966).

Motivators or intrinsic factors such as drive for achievement and advancement, being treated in a caring and considerate manner and receiving positive recognition are inherent in the job itself and which the individual enjoys as a result of successfully completing the task, produce job

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satisfaction and motivate employees to work harder. Hygiene or extrinsic factors, such as salary, benefits and job security are external to the task and often determined at the organizational level can lead to dissatisfaction and lack of motivation if not present in positive degrees. Uzonna (2013) argues that one important element of Herzberg's theory is that knowing employee needs can help us motivate today's young, ambitious and knowledge and technology-based workers. Given the fact that these workers already command high paying jobs, we can infer that money or cash rewards alone does not provide enough of an incentive as a motivator for performance. This implies that to motivate workers, organizations need to look beyond monetary rewards.

### **Empirical Studies on Motivation**

Almost all the theories discussed above have been tested empirically. One of the early empirical studies on Maslow's hierarchy of needs theory tried to test whether the list of needs derived from American culture by Maslow is applicable to other cultures. The study found that managers had these needs and that they were important. However, although these needs may be universally accepted the importance attached to the satisfaction of different needs varies from culture to culture (Haire, et. al., 1963). A survey conducted by Velnampy (2007) to test Maslow's hierarchy of needs theory reveals that consciously or unconsciously lower level employees in both public and private sector organizations of Sri Lanka attach more importance to lower level needs and higher level employees emphasize higher level needs. In another study, Sajuyigbe, et al. (2013) collected data from 100 employees of selected manufacturing companies in Ibadan, Nigeria and concluded that pay, performance bonus, recognition and praise were significantly related to organizational performance, supporting Herzberg's motivation hygiene theory. Apart from cash or monetary rewards, motivation theories and empirical studies also attest to the role of non-cash rewards in motivation especially in technology-based, high paying jobs. Brown and Armstrong (1999) reported that the non-financial schemes in their survey were particularly popular among knowledge and technology based sectors as well as sales and service companies.

### **Methodology**

#### **Research Design**

The researcher's design used for the study is a survey design through this the research was carried out using questionnaire. The information generated will be the basis of analysis. The population of this study was drawn from staff of Federal College of Education Omoku. With the population of 2000 staff. A total of 100 staff was used as the sample size for the research work. A simple random sampling technique was used to select the 100 staff used for study. The instrument used was questionnaire structured in line with the research questions. Questionnaire was used to elicit data from respondent. The questions were geared towards collecting information for the study and appeal to them to co-operate in filling the questionnaire. To ensure validity of the instrument, the instrument will be given to an expert in research to check on content and face validity. This will help to determine the degree to which the instrument gathered the intended information. The feedback from researchers and scholars will be used to make necessary adjustments on the instrument for instance by removing the ambiguous items, spellings that could have been made. Copies of the questionnaire was administered to chosen sample and collected by the researcher. The basic simple

analytical tools used in the analysis are the simple percentage and mean (average). The simple percentage was used to respond to research questions while the calculated mean (average) was used to analyze the data gotten from the questions.

## Results

### Research Question 1:

**What are the motivational factors that increase workers productivity FCE(T) Omoku?**

**Table 1-Motivational factor that increase workers productivity**

S/N	Item	SA%	A%	D%	SD%	Total%
1	Salary is the source of motivation of workers.	68	22	7	3	100
2	Allowance is important for workers to work hard.	50	31	13	6	100
3	Workers work hard when they are provided with working material.	42	30	18	10	100
4	A good working environment increases workers productivity.	35	30	25	10	100
5	Job security motivates workers to increase their production	20	52	18	10	100
6	A good working relationship between workers and their boss motivate them to work harder	43	29	15	13	100
7	Training and retraining of workers increases their level of productivity	49	30	13	8	100
8	Provision of housing for workers increase their level of output	20	37	23	20	100
9	Recongnition of worker effort through praises increase the worker level of output	45	29	16	10	100
	Mean %	41%	32%	17%	10%	100%

From the table above 41 respondent representing 41% strongly agreed (SA) that motivational factors such as salary, allowance, working materials, working environment, job security, good working relationship, provision of housing and recognition will increase workers productivity.32% Agree(A) these factors increase workers productivity. On the other hand 17% Disagree (D) that these factors will increase workers productivity while 10% Strongly Disagree (SD) that these factor will increase workers productivity.

**Research Question 2:** What are those factors that retard production among workers in FCE(T) Omoku?

**Table2: Factors that Retard Production among Workers in FCE(T) Omoku.**

S/N	Item	SA %	A%	D%	SD %	Total %
1	A bad working environment increase workers productivity	48	32	12	2	100
2	Indiscipline can negatively affect workers productivity	43	20	20	17	100
3	Heavy work load decrease a workers level of output	40	25	20	15	100
4	Conflict among workers can decrease their production	38	32	15	15	100
5	Low work load lead to low output	38	21	21	20	100
	Mean%	41%	26%	22%	14%	100%

From the table above 41% strongly agreed (SA) that factors such as bad working environment, indiscipline, heavy work load, conflict and low work load retards production. 26% agreed (A) that these factors indicated above retard productivity. On the other hand 22% disagreed (D) that these factors retard production while 14% strongly disagreed (SD) that these factors retard production.

### Research Question 3

: How do hygiene factors influence workers productivity in FCE(T) Omoku?

**Table 3: Hygiene Factors that Influence Workers Productivity in FCE(T) Omoku.**

Ite m	Question	SA%	A%	D%	SD%	Total%
1	Supervision of workers increase workers productivity	30	39	20	11	100
2	A good policy and administration can increase workers output	32	40	20	8	100
3	Nature of job can increase workers output	25	35	25	15	100
4	Good relationship with supervisor increase workers output	58	25	10	7	100
5	Participation in decision making motivate workers to increase productivity	25	40	27	8	100
6	Increase in sales and growth motivate a worker to increase productivity.	30	26	24	20	100
	Mean %	32%	35%	21%	12%	100%

From table above, 32% strongly agreed (SA) that hygiene factors such as supervision, policy and administration, nature of job, relationship with supervision, participation in decision making, and sales and growth will positively influence production. 35% agreed (A) that these factors will

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positively influence production. On the other hand 21% disagreed (D) that these hygiene factors will positively influence production while 12% strongly disagreed (SD) that these factor will positively influence production.

### **Discussion and findings**

The findings under Research question 1 reveals that factors such as salary, allowance, working materials, working environment, job security, good working relationship, provision of housing and recognition leads to an increase in productivity. This findings is supported by (Koontz & Weihrich, 1990, as cited in Uzonna, 2013) his work entitled “Impact of Motivation on Employees Performance he believed that there was considerable evidence that performance increases given adequate reward (motivators). In his theory (Expectancy theory) he said people will work effectively if they are properly motivated.

Data also reveals that some factors do not motivate workers (non motivators) to increase their level of output. These factors include bad working environment, indiscipline, heavy work load, conflict and low work load. The findings of this study agree with the research work conducted by Koretz (1995) on production in a mining company in Texas (USA). He noted that these factors will cause workers to work little or even abandon their work. The findings of this study also agree with that conducted by Eden (2004) in a tea estate. From his research work he discovered that workers work under harsh condition; without working materials, too much work load and lack of job security. He also observed that workers work in a low capacity and some leave their jobs. He concluded that lack of provision of motivators leads to poor productivity.

Finally findings under Research question three reveal that hygiene factors influence workers productivity. This findings tally with that conducted by (Vrancic, 2015) in a coal mining company in USA. In his study it was observed that 57% of the miners agree that participation in decision making affect their approach to work and productivity. Also the findings of this study tally with that conducted by Leiberman in a shoe factory in USA in which has 587 workers. In his finding, 60% of the workers said that supervision play an important role to production as workers tend to work hard when they are properly supervised.

Tyilana (2012) on a National Broad casting station in South Africa in which 630 journalist were studied. In his findings, 88% of the staff said that the hygiene factors influence their productivity positively. The findings of this study also tally with conducted by Hartt Spack in a meat factory in alabam. According to the findings workers who have a good relationship with their supervisors tends to work hard and better than those who bad relationship.

### **Conclusion**

Based on the findings of the study, Federal College of Education Omoku which is under study must reappraise her management of human resources strategy in order to effectively motivate employees to prevent the increasing reoccurrence of the problem of poor job satisfaction of staff in the College (organization). This definitely will go a long way to achieving the vision of the College which is to establish a centre of excellence with adequate qualified and motivated employees engaged

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in high quality teaching and research for the production of graduates that can compete with their peers anywhere in the world.

### Recommendation

Based on the finding, the following recommendations are

1. The various motivational factors should be properly harnessed and provided to the workers of Federal College of Education. This will help boost productivity.
2. Non motivational factors should be reduced to its barest minimum or even eradicated from the organization due to its negative on production.
3. There should be job enrichment and job enlargement, coupled with deliberated policy to improve workers ability to work. These deliberated policies are training and retraining as well as opportunities further studies.

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