

A REVIEW OF SELECTED MOTIVATIONAL THEORIES FOR THE ENHANCEMENT OF WORKERS PERFORMANCE AND PRODUCTIVITY IN ORGANIZATION

BY

¹Stanley Aibieyi, Ph.D and ²S.Y Ibrahim

*¹Institute of Public Administration and Extension Services, University of Benin,
Benin City, Edo State, Nigeria*

²Dept of Public Administration, University of Maiduguri, Borno State

ABSTRACT

Every organisation exists to achieve a set goals and objectives. In achieving them, there is need to also take cognizance of workers needs. Motivation of workers in every organization cannot therefore be overemphasized. Several motivational theories have been propounded for workers higher performance and productivity. Yet, most organizations are still not able to motivate their workers adequately by apply some of these theories. This paper therefore reviews relevant theories on motivation for the enhancement of staff performance. The paper concludes that the productivity of staff will be high if they are well motivated through the provisions of a good working environment, higher responsibility, good remuneration and training opportunity. It is recommended amongst others that organisation should recognize and reward hard work. The society and government from all ill-gotten money, and that adequate training programme be organized for workers so as to increase their level of performance.

INTRODUCTION

Motivation is an essential topic in human management as it affects employee's productivity in organizational effectiveness. The quality of an individual's productivity depends or involve his or her level of productivity. It comes from the word "Motive", which means an inner state that energizes, activates, or moves and that directs or channels behaviour towards a goal in other words, motivation is a general term applying to the entire class of drives, desires, needs and wishes and similar forces. To motivate therefore, is to do those things which will hopefully satisfy these drives and desires.

According to Akpovi (2000) it is important for people in management and supervising positions to understand the various alternatives and adapt their leadership style accordingly.

The management functions of planning, controlling, organizing and motivating are important in any type of organization or level of management. Motivation plays a large role in determining the level of performance of employee which in turn influences how effectively the organisation goals will be achieved. Motivation reflects what they are perceived as rewards or incentives that sharpen the drive or effort to satisfy those wants. A manager or an administrator can do much to sharpen motives (energy) by establishing an environment conducive to certain drives, that influences an individual's behaviour.

Motivation as a set of independent and dependent relationship that explains the direction, amplitude and persistence of an individual's behaviour holding constant the effects of aptitude, skills, understanding of a task and the constraints operating in the work environment. Individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has in fact a bearing on the willingness and quality of an employee's performance.

MOTIVATIONAL THEORIES

Several theories have been propounded by various scholars who commented on the subject matter motivation. Prominent amongst these scholars are, Abraham Maslow's theory of hierarchy of needs, Maclelland need theory, Herzberg's two-factor theory of motivation, Victor Vroom's valence expectancy theory, McGregor Theory X and Y, Leon Festinger (consistency theory of motivation). Clayton Alderfer existence relatedness growth needs, B.F. Skinner behavioural conditioning and so on.

For the purpose of this study attention will be paid to Maslow's theory of hierarchy of needs, Victor Vroom's valence expectancy theory, Herzberg's two factors theory of motivation and McGregor Theory X and Theory Y.

Abraham Maslow Hierarchy Of Need

Abraham Maslow, a noted American psychologist have long observed that man is a wanting being, there is always some needs he wants to satisfy. Maslow therefore carefully identified five (5) important needs in a hierarchy order which he believes could be universalized , these needs are;

1. Physiological
2. Safety
3. Social
4. Esteem
5. Self-Actualisation needs

1. **Physiological Needs:-** Which are basic necessities of life, include; food, shelter, and clothing at the base of Maslow's hierarchy of need.
2. **Safety Needs:-** This is the second need in Maslow, hierarchy of needs. There are basically two types of needs here they are; physical and psychological in dimensions. The physical dimension involves freedom from physical danger on the job. In meeting this need organizations provide their workers with safety equipment and safety rules to protect them from physical danger. Management of organizations also provide accident, health and life insurances to help meet safety needs.

In the psychological aspect the worker desire security of their jobs, guaranteed and continued employment, even though the payment not be too high. When physical and psychologically hazards are under some control, there is a tendency for a good number of workers to be motivated for increased productivity and a reasonable amount of commitment and loyalty to their responsibilities.

3. **Social Needs:-** Social needs is the third level of need in Maslow's hierarchy. It simply reflects man's social nature to interact with others with a view to achieving meaningful relationships. The need for friendship and affection for one

another come after the physiological and safety needs have been satisfied.

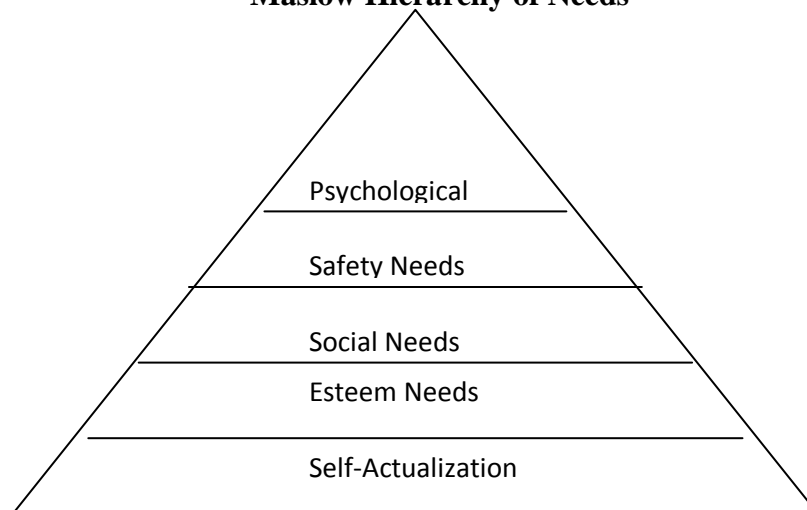
4. **Esteem Needs:-** Esteem needs which is also referred to as “Ego Needs” in some circles incorporates the needs which people have for self-respect and self-expect this has much to do with the way or manner of the workers personal feelings.

In organizations, factors such as job title like “the Managing Director or General Manager” can greatly boost the ego of those who occupy such positions regardless of the amount of remuneration attached to such positions.

It is noted that organizations cannot directly give out esteem as they do say in the safety needs, but they could create the right climate or environment where people can aspire to satisfy this need.

5. **Self-Actualization:-** Self-actualization could alternatively be referred to as self-actualization, self fulfillment, self-creatively, self-express or self-development as the case may be. Maslow himself defined as the “desire to become more and more what idiosyncratically is, to become everything that one is capable of becoming”, it refers to someone who strives to accomplish a goal within the context of his almost ability.

Maslow Hierarchy of Needs



Victor Vroom's Valence Expectancy Theory

Victor Vroom postulated that a person's motivation towards an action at any time would be determined by his or her anticipated values of all the outcomes (both positive and negative) that person's expectancy that the outcome would yield the desired goal. In other words, he claimed that motivation was a product of the anticipated worth to a person of an action and the perceived probability that the person's goal would be achieved. As was phrased, Vroom's theory has been stated this way: $\text{Force} = \text{valence} \times \text{expectancy}$ where force is the strength of a person's motivation, valence is the strength of an individual performance for an outcome, and expectancy is the probability that a particular action will lead to a desired outcome. Thus, a person would have no motivation to achieve a goal if the expectancy were zero and negative, the force exerted to do something will therefore depend on both valence and expectation.

One of the great attractions of Vroom's theory is that it recognized the importance of various individuals' needs and motivation, Vroom's theory is said to be completely consistent with the whole idea of management by objectives. It seems to simply recognize the complexity of motivation.

FREDERICK HEZBERG TWO FACTOR THEORY

Hezberg developed a theory of work motivation commonly known as two-factor theory or hygiene factors. Hezberg considered that man has two sets of needs.

- (i) Maintenance needs and
- (ii) Motivation needs

The maintenance needs are concerned with the avoidance of pain and dissatisfaction while the second motivational needs are concerned with the actively seeking and achieving satisfaction and fulfillment.

Hezberg's research conducted on jobs satisfaction and productivity identified different types of conditions that led to good and bad feelings on their job respectively. This led Hezberg to conclude that motivation consists of two factors.

- (i) Hygiene factors which are associated with negative feelings.
- (ii) Motivators which are associated with positive feelings which assist in motivating workers to higher productivity.

Frederick Hezberg Hygiene and Motivating Factors

Hygiene Factors (Environment)	Motivators (Work Itself)
Money (salary)	Work itself
Supervision	Recognition in the company
Status	Possibility of advancement
Security of job	Growth
Working conditions	Responsibility assigned
Companies policies and administration	Personal achievement

According to Hezberg, all these factors considered as hygiene variables produce no growth in the workers output capacity but will merely prevent a decline in his productivity. He prefer therefore to call these variables “maintenance factor.”

Similarly in the same table factors associated with positive feelings such as the challenging work situation, recognition given to the workers, responsibilities assigned on the job and achievement on the job are typical examples of motivating variables. Hezberg concluded that these variable often lead to increasing one’s total output capacity on the job.

McGregor’s Theory X and Theory Y

According to McGregor, the external control of workers is based upon certain assumptions about human and motivation. This believe lead him to propound two theories (Theory X and Theory Y). Theory X: makes the following assumption about people.

1. Work, if not done right is distasteful and onerous to perform in order to survive.
2. The average human being has an inherent dislike for work and

would avoid it if he can.

3. Because of his human characteristics dislike for work, most people must be coerced controlled, directed or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.
4. The average human prefer to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all.

Managers who accept theory x assumption must structure control and closely supervise their workers. The objectives of the workers must be redirected to conform with that of the organization. This model is authoritarian and exploitative. It is usually characterized by the use of force coercion in the achievement of set goals.

McGregor (1969) himself believes that there is a better alternative of human assumption which he developed and called theory Y.

Theory Y: made the following assumptions

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. The external control and threat of punishment are not the only means for bringing about effort towards achieving organizational objectives. Man will exercise self direction and self-control in the service of objectives to which he is committed.
3. The commitment to objectives is a function of the association with their achievement.
4. The average human being learns under proper condition only to accept and to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problem is not widely distributed in a population.
6. Under the condition of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Consequently, empirical study shows that the management philosophy for managing the human resources in most organizations is based on the traditional stereotype and value, which invariably is the assumption of the theory X where workers are subjected to structural control, close supervision, cool shoulder treatment, exploitation and authoritarian treatment, the use of force and coercion.

However, since conditions are negative, employees feel explored, lack confidence in their supervisors and as such employees adopt for less positive patterns of behaviour. Be that as it may, the use of their methodology has been the major problem that is responsible for the low productivity and militate against qualitative performance in some organizations.

Mcgregor's theory Y assumption best explains the nature of motivation that is widely accepted and legally compatible with labour laws (globally and nationally) and best suit the environment of most organizations. Holding to the fact that human being indeed responds to their environment and indeed demonstrates many desirable behaviour at work, provided appropriate conditions exists. If these are favourable (e.g when employees are treated with respect and fairness by their managers) they will become hard working, committed to organizational goals and objectives and develop many other desirable behaviour.

Organizational structure shows clearly that over seventy-five percent (75%) of organizational staff strength are educated professional, labourers and as such McGregors theory Y best suit the management style that should be practiced in organisation rather than redirecting of the organization through the use of force and coercion in compelling people to work. Thus if management objectives is in a rational manner that will not violate the dignity and integrity of workers to put in their best, management requires.

1. A re-orientation of management believe on the assumption of the theory X about human nature and the adoption of the theory Y assumption about human nature.
2. The efficient and effective utilization and application of management principles and techniques (motivation) to stimulate employees behaviour/productivity.

TECHNIQUES OF MOTIVATION

There are various incentives and techniques which organization can use in motivating their employees. Incentives are usually defined as tangible rewards that are given to those who perform at a given level. Such rewards may be available to workers, supervisors, or top managers. These incentives may be divided into two

- (a) Financial and
- (b) Non-financial or non monetary incentives

Financial Incentives:- Some individuals are ready willing to define motivation as money. Most people are motivated by money. Under financial motivation such things as compensation business, leave allowances, other financial benefit and remuneration may come. Monetary reward as a motivator is high in developing economies due to the very low quality of living.

Non-Financial Incentives:- The non-financial motivators give personal satisfaction to the individual but cannot be measured and qualified in term of money. Example of non-financial motivators are, job security, more responsibility and authority, sense of belonging and recognition, job enrichment, better quality of work life both on and off the job, opportunity for growth and promotion, job rotation, encouragement and praise.

Promotion

Promotion raises staffs status and makes workers to show enthusiasm in working harder. In modern personal management practice, experts in this field advocate promotion based on job merit. Also majority of workers in health organization strongly support the idea that promotion should be based on job merit. According to Nnamdi (2009) “promotion can be considered as the advancement of an employee to a better job. Better in term of greater skills especially increased rate of pay or salary, reasonable working conditions may also be characterized by “better job” but if it is an employee who seek “promotion” but if it is the job alone without higher pay, then it is

not to be considered as promotion.”

Participation in Decision Making

The importance of workers participation decision making in an organization cannot be overemphasized. Participation improves motivation because employees feel more accepted and involved in situation or issues. Workers self esteem, job satisfaction and cooperation with management also improve remarkably through participation. The resultant effect is that it often minimize conflict and stress, enhance more commitment to goal as better communication as people mutually discuss work problems regarding issues that affect them and organisation.

A situation permit some form of subordinate participation in decision making. It is likely to be valued as reward base on the human need of self esteem and self actualization. Anticipated return to organization would include higher quality decision when subordinates possess relevant information unavailable to manager's and greater acceptability of resulting decision and greater identification with the organisation and its goals.

The important thing we are concerned with is that every manager gets things done through people and can only be effective if the people are motivated to be effective. The manager should act in such a way that workers would want to willingly do their job which will ultimately lead to the achievement of the organisation set objectives.

Staff Training and Manpower Development

It is said that for an organisation to function effectively, the workers have to apply their skills in their duties. Management therefore should endeavour to train their workers in order to attain efficiency and effectiveness in the carrying out of their duties and responsibility.

Training is the systematic development of attitudes, knowledge, skill and pattern required by an individual to perform a given task or job adequately. While manpower development is a process of intellectual and emotional growth achieved through providing the means of which people can grow on their job. Opportunity to apply one knowledge in higher area,

should be given to employees, for it is said that “if you confine a man an idea job, you kill his creativity and innovativeness (mental faculty). Some of the training schemes available include the followings;

- (a) **Induction Training:-** This is designed to familiarize the trainee with the organization. Its background, structure, rules and regulations and personnel policy. it is also to give them some insight into their duties and responsibility as well as educate them on their signing power authority.
- (b) **On-the-Job Training:-** This simply means training while still on the job. It is designed to equip staff with tools of their job and also to enhance their overall job performance.
- (c) **Tutelage and Understudy:-** This means getting individual to work under a superior officer who will train him as he works. While in the case of understudy, the individual may eventually take over the duties of the superior office on completion of the understudy.
- (d) **Supervisory Training:-** This is the most recent in training scheme designed by the federal and state government audits parastatals in realization of the civil service reforms guide line of 1988. the training scheme is usually for a period of nine (9) months or more depending on the course and the training institution the scheme is introduced in the service to improve the intellectual and professionals skills of civil service at the tertiary institutions in the service, training may be with or without pay depending on the policy of the establishment and approving authority.

CONCLUSION

Evidence from the study has revealed that the individuals is an important factor in the achievement of the set goals of the organisation. The study also shows that the productivity of the individual will be high if he is well motivated by providing him with a good working environment. It has been discovered that a much better place of work would add to workers morale, and thus improve on their level of productivity, the researcher also deduced from the study that adequate training enhances workers productivity.

The study also shows that an individual in the organisation brings to his work certain needs, which he seeks to satisfy. It is the responsibility of the

management to reconcile these individual needs with the goals of the organization.

RECOMMENDATIONS

On the basis of this study, the following recommendations are made-

1. In order to motivate workers to high productivity, the society should recognize the need for hard work and honesty.
2. Iii-gotten wealth should be frowned at and condemned in its entirety by the society and government.
3. For sometime now, workers have been groaning under the heavy weight of inflation. As a result, salary increase have not served the purpose for which they were intended even the recent increase salary structure introduced by the federal government, had not in any way solved workers problem. It could not be logical therefore for any body to recommend curbing inflation, through rise in salary.
4. In order to wake up workers motivation and productivity from their present deep slumpber, the government and management should arrange from time to time adequate training programme for workers under the new civil service dispensation to make them masters of their work.
5. The management By Objective (MBO) system should be pursued with greater vigour. In this direction, every staff should have clearly defined objectives or goals which he or she has. In addition, there should be a system of control to censure that a particular staff does not deviate from the set goals. Where the staff achieves the set goals, he or she should be commended orally or in writing, and such commendation should count for future promotions and advancement.
6. Informal groups, if any, should be allowed to coexist with the formal groups. Management should recognize such groups and take interest in their activities.

7. Finally, management should ensure good leadership and human relationship at all levels. This greatly helps the organisation to achieve success.

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