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EMPLOYEE MOTIVATION INCENTIVES AND THEIR EFFECT ON THE ORGANIZATIONAL PRODUCTIVITY: THE CASE OF ELSA KOLO HOME MADE PRODUCTS PRODUCER AND DISTRIBUTOR

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December, 2021

ADDIS ABABA, ETHIOPIA

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December, 2021

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**ST. MARY'S UNIVERSITY
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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, the undersigned, declare that this study entitled “Employee Motivation Incentives and Their Effect on organizational Productivity: The case of Elsa kolo homemade product producer and distributor” is my original work and has not been presented for a degree in any other university, and that all sources of material used for the study have been duly acknowledged.

Eyouel Teferi Eshetu

Researcher

.....

Signature & Date

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ABSTRACT

In today's highly competitive business environment, organizations are expected to motivate their employees to meet organizational objectives. The purpose of the study was to examine the effect of employee motivational incentive on the organization productivity in the case of Elsa kolo homemade product producer and distributor. The researcher adopted explanatory research design to explain, understand and predict the cause and effect relationship between variables. A self-administered questionnaire applied in order to gather primary data from survey respondent. Survey was conducted on 215 employees of the case organization out of which 204 questionnaires were responded and used for further analysis. Data were analyzed via descriptive statistics (percentages, frequency, mean and standard deviation) as well as inferential statistics (correlation and regression analysis). The finding of the study showed that, all employee motivational factors have positive relationship or correlation with organization productivity. Moreover, the findings of regression analysis revealed that extrinsic factors were considered to have more significant effects on organizational performance than intrinsic factors. From the hypotheses tested, the result indicated that employee motivation has a significant effect on organizational productivity. Therefore, this study recommended that organizations should figure out factors that motivate their employees and seek ways of ensuring their performance level. The more employees are motivated the better the organizational performance will be.

Keywords: motivation, extrinsic motivation, intrinsic motivation, organizational productivity

Acronyms

SPSS = Statistical Package for Social Science

DW= Durbin Watson Statistics

1. Introduction

1.1. Background of the study

In any organization, whether it is a public sector or any other business sector, its core is its employees; their presence and contribution are very important in such a way that they determine if the organization is going to be successful or not. An organization may have a good manager, a good vision and a good goal. However, if it neglects its employees, that company is practically in turmoil. Employee motivation is a key to the overall effectiveness of organizational performance. Motivation acts as a predictor of individuals' behaviors and performance, all of which in turn contribute to organizational productivity (Ritz et al., 2016).

The employee's motivation has been a long concept in human resource management and has drawn more attentions as a central research topic for scholars and practitioners (Calder, 2006). As a result, a lot of theories and approaches have developed in order to explain the nature of employees' motivation in the private and the public sector.

In this era of globalization and competition, employee motivation and performance are considered to be the key factors for organizations' success (Sakovska, 2012). The employees of an organization are vital for the organizational performance (Bennet, 2002). This is also emphasized by Harvey and Brown (2006), who argues that people are the foundation of every organization. Also, it is commonly said that people working for an organization, are the most valuable, the most costly, and the most volatile of all the resources that it can use to enhance the organizational performance. Organizations need motivated people to get things done (Bennet, 2002; Khan, Farooq and Ullah, 2010).

Motivating employees is a valuable culture which delivers huge value to the organization in maintaining and strengthening its performance growth. The more employees are motivated to tasks accomplishment, the higher will be the organizations' performance and success (Suresh, 2013). Organizations, in desiring to improve their performance, need a system in place that consistently motivates employees.

The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving

worker productivity, which is one of the job performance measures (Borman, 2004). According to Keller (2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel de-motivated. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations.

This study intends to shade more light on the effect of employee motivation on organizational performance, and also proposed useful recommendations to Elsa kolo homemade product producer and distributor for enhancing the organizations performance. The findings of the research will support academicians in broadening the existing body of knowledge in the area of motivation and its impact on performance.

1.2. Background of the organization

Elsa Kolo Homemade product producer and distributor was established on October 21, 2009 with registered and paid up capital of Birr 18,000 using the name of the owner and general manager W/ro Elsabeat Adem Abdela. Its capital has been increased to Birr 21,696,241 Since February 23, 2015. The undertaking business is engaged in the production and distribution to the wholesale and retailers of Kolo, and related home made products. The company supply kolo to all known star hotels, famous and big supermarkets and governmental offices in Addis Ababa and around. The company Have 4 shop outlet and also supply 40 hipper markets and over 200 mini super markets.

1.3. Statement of the Problem

The desire to improve productivity and efficiency in any firms has led to raising academic interest about motivation over the years. Academicians have been highly interested in figuring out what factors are affecting the level of motivation to work. Therefore, for both academicians and practitioners of human resource management, motivation has become an important issue (Loretta Sarpong, 2016). Motivation is not a simple thing; rather it is a complex and it is about

providing for the employees the appropriate guidance, plan or direction, resources and incentives that stimulates the employees to achieve the organizational goal (Ludhans, 1992).

James (2014) cited three warning signs of a demotivated workforce these include poor workplace atmosphere, slipping job standards and decreased productivity. He further stated that if any of these factors is observed to be trending downwards then there is a great chance that the organization is dealing with a demotivated workforce. Most businesses and organizations especially manufacturing industries have failed to recognize the importance of motivation as a concept be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies etc. or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance or improve employee performance as well as organizational productivity levels.

This in turn has continued to represent major managerial concerns for decades as employee productivity levels has relatively declined which has been acknowledged as a subject of growing concern in the aspect of business and management research (Akerele, 2001). Although a lot of factors may also be responsible or even cause a decline in productivity such as poor strategic and structural changes in decisions and executions, lack of infrastructure, leadership styles and organizational culture amongst others. Contemporary investigations that connects the concept of workforce motivation and productivity has laid an emphasis on employee perspective, needs and expectations as factors affecting their performance and productivity levels respectively. As such investigating those factors of importance to employees in the discharge of their duties at work has taken a new dimension.

Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with co-workers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together (Jibowo, 2007).

The above-stated facts call for the researcher to conduct the study and contribute some solutions to indicate how employee's motivation affects organization productivity in the case of the Elsa kolo homemade product producer and distributor. In order to reach the highest organizational performance employees must be highly motivated. With this understanding, the researcher investigates the effect of employee motivation on organizational performance.

1.4. Objectives of the Study

1.4.1. General objective

The general objective of the study is to examine the effect of motivational incentives on organizational productivity at Elsa kolo homemade product producer and distributor.

1.4.2. Specific objectives

- 1) To assess employee motivational incentive by Elsa kolo homemade product producer and distributor.
- 2) To assess the level of employee motivation at Elsa kolo homemade product producer and distributor
- 3) To identify the factors that affect employee motivation at Elsa kolo homemade product producer and distributor productivity.
- 4) To examine the effect of motivational incentives on the level of effectiveness of the workers.

1.5. Research Questions

- 1) What are the employee motivational incentive put in place by Elsa kolo homemade product producer and distributor?
- 2) How extrinsic employee motivational factors affect productivity at Elsa kolo homemade product producer and distributor?
- 3) How intrinsic employee motivational factors affect productivity at Elsa kolo homemade product producer and distributor?
- 4) Which motivational factors are more contributors for productivity of Elsa kolo homemade product producer and distributor?

1.6. Significance of the Study

The study helps Elsa kolo homemade product producer and distributor to restructure the motivations criteria, and flourish the motivations environments and be able to consider important factors in motivating employees.

This study has a number of contributions to different organizations, policy makers, Human Resource Managers, present employees and the future ones. The study will help local top management to understand the needs of their employees and, hence maximize employee effectiveness and efficiency in order for the institutions/companies to gain a competitive advantage. Also this study will also aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the region in matters concerning organizational productivity by seeking ways ensure that employees are adequately motivated in their various organizations thereby increasing overall productivity and performance levels.

Furthermore, the study will also help the researcher for practical fulfillment for Master's degree and wide the knowledge of motivation matters to employees in working areas hence increase effectiveness and efficiency and also it is useful to St. Mary's University of Ethiopia students, to generate knowledge about the employee motivation, factors influencing employees' motivation, the role of employees' motivation and essential ways to improve employees' motivation on organization performance.

1.7. Scope and limitation of the study

Conceptually, the study is delimited to examine the effect of employee motivational factors (intrinsic and extrinsic) on organizational productivity. Geographically, the study is delimited to one homemade product producer and distributor organization called Elsa kolo located in Addis Ababa (main office and four shops) and Dukem (factory), Ethiopia. Elsa kolo was selected because it is the first roasted kolo manufacturing company in Ethiopia and is one of the fastest growing food manufacturing companies currently situated in Ethiopia. Methodologically, the study is conducted based on questionnaire survey method and data were mainly analyzed via descriptive and inferential statistics.

There were some factors that affected the study not to be carried out as expected. Among these factors the majors: -

- The study is limited by shortage of time and
- Some of the employees were not willing to fill the Questionnaires.

1.8. Definition of key terms

- a) **Motivation:** Motivation is the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal (Robbins and Judge, 2008).
- b) **Employee Satisfaction:** Whether employees are happy and satisfied and pleasing their desires & needs at work. Many measures claim that employee satisfaction is a factor in employee not employee goal.
- c) **Organization productivity:** A measure of how efficiently and effectively managers use resources to achieve organizational goals.
- d) **Productivity:** Productivity is that which people can produce with the smallest amount effort Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labor, materials, machines etc. into goods and services
- e) **Effectiveness:** refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.
- f) **Employee Effectiveness:** is a qualitative characteristic that indicates the extent to which job related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.
- g) **Efficiency:** can be derived from the relationship between inputs and outputs, and refers principally to the degree at which outputs are realized while minimizing costs associated with production.
- h) **Employee Efficiency:** refers to the ability of an employee to do what is actually produced or performed with the same consumption of resources.

1.9. Organization of the Study

This thesis is structured in five chapters, the first chapter is about introduction and includes background of the study, statement of the problem, objectives of the study, significance of the study, scope and limitations of the study, definition of key operational terms, and organization of the study. Chapter two contained a review of literature. The research methodology is presented in chapter three. Specifically, this chapter deals with the research approach, research design, data sources and data collection instruments, population and sampling techniques, method of data analysis and ethical considerations. In chapter four, the results and findings of the study were discussed. Finally, the last chapter encompassed the summary of findings, conclusions drawn and recommendations of the results.

2. CHAPTER TWO: LITERATURE REVIEW

This chapter reviews related theoretical and empirical literature on the subject matter. It provides an insight of other people's thoughts and opinions on the effects of motivation on employees and how it affects their productivity levels. At the end, the chapter presents the conceptual framework of the study and research hypotheses.

2.1. The Concept of Motivation

According to Robbins and Judge (2018), motivation is an intensity, direction, and persistence of an employee's effort in order to accomplish goal." Intensity is about how strongly an individual attempts. Majority of us concentrate on intensity when we think about motivation but high intensity not assure best output unless it is through with the right direction that consistent with the firm objective and benefits the firm. The persistence dimension is about how long an individual keep up its attempts. Motivated staffs staying on the job long enough to attain their objectives.

Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as direct and channel behavior towards a goal. Guay, Chanal, Ratelle, Marsh, Larose & Boivin (2010) argued that motivation deals with "the motives underlying behaviors". In addition, (Broussard & Garrison, 2004) defined motivation simply as "those elements that pushes an individual to act or not to act".

Agbeto (2002) also stated that motivation is anything that moves an individual towards a specific goal. Furthermore Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. From the above definitions it can be said that motivation as a whole, is more or less fundamentally concerned with those forces or elements that triggers certain human actions or behaviors. It can also be deduced that creating a work place environment in which adequate motivation is sustained has a positive impact on employee performance. This is because employee motivation is the core of the field of an organization's

behavior and a high level of motivation encourages employees to be highly productive and perform better at their jobs. However creating such an environment still poses a challenge to managers and organizations as a whole. This problem may be based on the fact that an organization's productivity levels increase as the level of employee motivation rises.

From the above many definitions cited by the researcher, the study adapted this as the operational definition to be used throughout the report; thus, motivation is the combination of certain forces perhaps an employee's desire, capacity, and energy directed at achieving an organizational goal or cause of action.

2.2. Theories of Motivation

There are many theories that trying to elaborate the nature of motivation. Mullins, et al. (2006), classified those theories into two broad categories namely content theories and process theories.

2.2.1. The Content (Need) Theories

Content theories are trying to elaborate those specific issues which really motivate an employee at work. Theories under this category are deals with identifying employee's needs and their comparative ability, and the objectives they pursue to satisfy these needs. Generally, content theories focus on the nature of needs and the factors what motivates. Theories that are included under content theories are Hierarchy needs theory (Maslow's hierarchy of needs), ERG theory, Herzberg Two Factor Theory and Acquired needs theory (McClellands/Learned need theory).

2.2.1.1. Hierarchy Needs Theory (Maslow's Hierarchy of Needs)

Abraham Maslow's hierarchy of needs theory is the most popular content (need) theory of motivation (Kinicki et al. 2014). He listed out that each person has a hierarchy of five needs:

- Physiological needs: the needs for food, shelter, clothe, and other basic needs.
- Safety needs: the needs for security and protection.
- Social needs: the need for affection, acceptance, belongingness, and friendship.
- Esteem needs: the need for internal esteem and esteem of others, internal esteem includes self-respect, confidence, independence, strength, achievement and esteem of others includes reputation, status, recognition, attention and appreciation.

- Self-actualization need: the need for achieving one's potential, and self-fulfillment, becoming what one is capable of becoming.

As each of these needs essentially satisfied, the next need becomes more crucial and essentially satisfied need will no longer motivate. Therefore, if someone needs to motivate somebody, according to Maslow, first it is necessary to understand the level of hierarchy that person is currently on and emphasis on satisfying that person's needs.

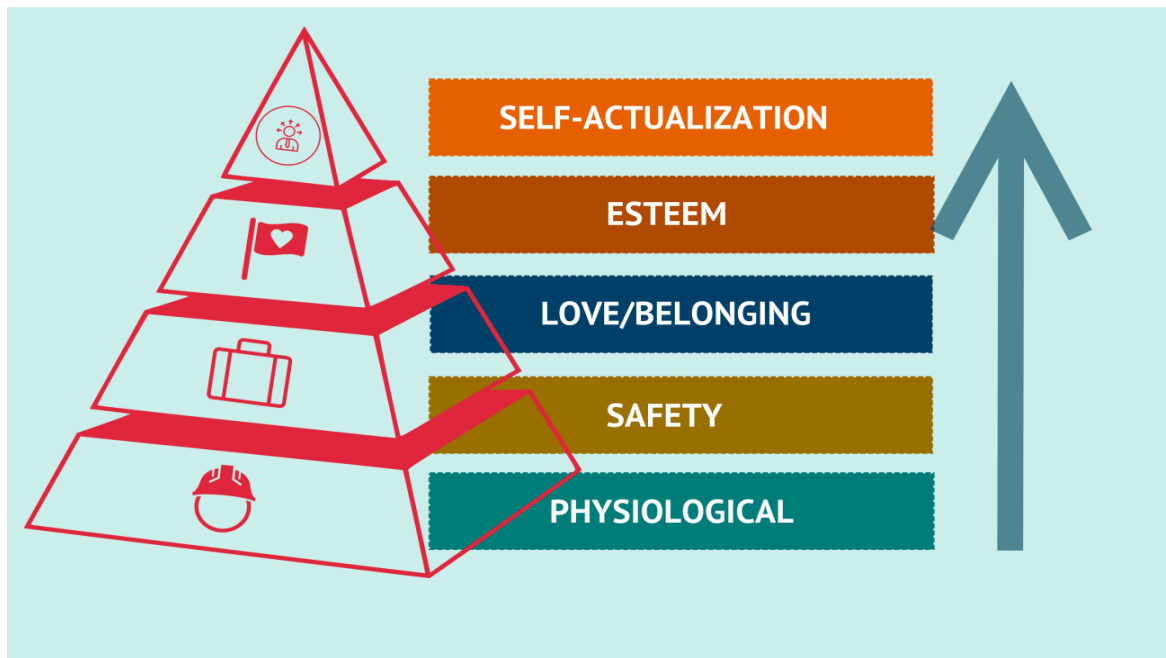


Figure 1 Hierarchy Needs of Abraham Maslow's (Source: FourWeekMBA.com)

Limitations of Maslow's Hierarchy Theory

- The theory assumes that all people experience these needs in the same order, failing to recognize cultural and individual differences. In collectivist societies, for example, social needs may be considered more important than physiological needs.
- Maslow's description of self-actualization and how self-actualized people felt and behaved, was based on writing and talking to selectively chosen people rather than rigorous sampling.
- Maslow restricted the number of self-actualized people in his theory. At one time, he wrote that less than two percent of the total population is made of self-actualizes.

2.2.1.2. ERG Theory

It is an alteration or adjustment of hierarchical needs of Abraham Maslow and it's introduced by Clayton Alderfer. Kinicki et al. (2014), according to Alderfer basic human needs classified in to three groups namely Existence, Relatedness, and Growth. The existence group is about basic material necessity which what listed in physiological and safety needs of Maslow. The relatedness is about the needs for developing relevant interpersonal relationships and its related with social need and esteem of others need of Maslow's. The growth is about intrinsic desire for personal development and aligns with Maslow's need for internal esteem and self-actualization need. According to Alderfer's ERG theory in addition to replacing five needs to three, two needs may go simultaneously.

ERG Theory of motivation states that individuals can be motivated by multiple levels of need at a time, and that the level which is most important to them can change over time. In other words, an individual's priorities and motivations may be fluid and can move between the existence, relatedness and growth levels of need over time. They can move upwards, and they can move downwards. Given this, individuals should not focus on one level of need at a time. Instead, they may wish to balance their motivations across levels. Similarly, leaders should not focus on helping the members of their team satisfy one level of need at a time. Instead, they should be aware of the blend of needs that humans can have and help their team member's progress in relation to a blend of needs, which will change over time.

According to the ERG theory, if the manager concentrates solely on one need at a time, this will not effectively motivate the employee. Also, the frustration- regression aspect of ERG Theory has an added effect on workplace motivation. For instance- if an employee is not provided with growth and advancement opportunities in an organization, he might revert to the relatedness need such as socializing needs and to meet those socializing needs, if the environment or circumstances do not permit, he might revert to the need for money to fulfill those socializing needs. The sooner the manager realizes and discovers this, the more immediate steps they will take to fulfill those needs which are frustrated until such time that the employee can again pursue growth.

2.2.1.3. Herzberg's Two Factor Theory

There are two factors namely hygiene factor and motivators that affect motivation and performance. According to Mullins et al.(2006), the hygiene factors are organizational policy,

work conditions and external to the job itself and become reason to dissatisfaction if not present and if present no dissatisfaction but not satisfaction. The motivating factors are those factors if present used to motivate employees to enhance performance which are accomplishment, recognition, accountability, work itself and intrinsic to the job itself and become reason to satisfaction if present however, if absent cause to no satisfaction but not dissatisfaction.

Both motivational and hygiene factors can motivate workers but they work for different reasons. Hygiene factors tend to cause only short-term satisfaction to the workers while motivators most probably cause longer-term job satisfaction.

The Two-Factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasize upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality.

2.2.1.4. Acquired-Needs Theory of David McClelland's

It is also named as Learned Need Theory or the Three-Need Theory. Kinicki et al. (2014), as the name indicate the three-need theory emphasis on three needs namely achievement, power, and affiliation. This theory was developed in the 1960s and McClelland points out that regardless of our age, sex, race or culture, all of us possess one of these needs and are driven by it.

- Achievement need: The force to succeed, to attain the plan.
- Power need: The need to influence others in order to behave in attaining organizational goal.
- Affiliation need: The need for good friendly interpersonal relationship.

McClelland's theory can be applied to manage the corporate teams by being identifying and categorizing every team member amongst the three needs. Knowing their attributes may certainly help to manage their expectations and running the team smoothly.

McClelland's achievement motivation theory suggests that a strong 'affiliation-motivation' undermines a manager's objectivity, because of their need to be liked, and that this affects a manager's decision-making capability. A strong **power motivation** will produce a determined work ethic and commitment to the organization, and while '**power motivation**' people are

attracted to the leadership role, they may not possess the required flexibility and people-centered skills.

McClelland's motivation theory argues that high-achieving people with strong 'achievement motivation' make the best leaders, although there can be a tendency to demand too much of their staff in the belief that they are all similarly and highly achievement-focused and results driven, which of course most people are not.

2.2.2. Process Theories

Process theories: trying to identify the relationship between the dynamic variables which increase motivation. These theories are interested more with how behavior is begun, directed and maintained. Process theories focus on the real process of motivation. The theories under process theories are Expectancy theory, Equity theory, Goal theory and Attribution theory.

2.2.2.1. Expectancy Theory

According to DuBrin (1978), how hard an employee does their job actually depends on what they anticipate to benefit in achieving organizational goal to satisfy their personal goal is the basic assumption of expectancy theory. This means employees are motivated when they believe that their efforts will result in the desired level of performance (expectancy), that it will lead to the desired outcome (instrumentality), and the outcomes of the performance are desirable (valence).

Expectancy theory, when properly followed, can help managers understand how individuals are motivated to choose among various behavioral alternatives. To enhance the connection between performance and outcomes, managers should use systems that tie rewards very closely to performance. They can also use training to help employees improve their abilities and believe that added effort will, in fact, lead to better performance.

2.2.2.2. Equity Theory

According to Mullins et al. (2006), Equity theory emphasizes on employee's feelings of how fairly they are treated in an evaluation of relative to the treatment others received for the same type of job and performance of job.

2.2.2.3. Goal Theory

It is one of the basic functions of the management to support the employees in order to achieve their goals and to give the required guidance and/or assistance in order to ensure that the employee's goals are compatible with the organizational goals (Kinicki, et al. 2014). Goal-setting theory is one of the most influential theories of motivation. To motivate employees, goals should be SMART (specific, measurable, achievable, realistic, and timely).

The anticipated result of goal setting is:

- Self-Efficacy - This concern employee self-confidence in a performance task. Generally, self-efficacy leads to higher performance through increased effort.
- Goal Commitment - This assumes that individuals will become committed to the goal and be reluctant to leave it. This is true for goals that are openly communicated, self-set by the employee, and consistent with organizational goals.

Goal-setting theory is linked to improved performance, increased output, increased commitment, feelings of self-efficacy, and organizational culture

2.2.2.4. The Reinforcement Theory

An outgrowth of the behavior theories of psychologist B.F. Skinner, the reinforcement theory considers that behavior is shaped by controlling the consequences of that behavior. Any form of behavior that results in a consequence is called an operant behavior. Reinforcement theory focuses on the relationship between operant behavior and its consequences. In essence, reinforcement theory states that behavior that results in a positive outcome will usually be repeated, while behavior with a negative outcome will not. The theory relies on four primary inputs, or aspects of operant conditioning, from the external environment. These four inputs are positive reinforcement, negative reinforcement, positive punishment, and negative punishment.

The basic premise of the theory of reinforcement is both simple and intuitive: An individual's behavior is a function of the consequences of that behavior. You can think of it as simple cause and effect. If I work hard today, I'll make more money. If I make more money, I'm more likely to want to work hard. Such a scenario creates behavioral reinforcement, where the desired behavior is enabled and promoted by the desired outcome of a behavior.

2.3. Types of Motivation

Employee motivation is defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. Employee motivation is all about how engaged an employee feels in tandem to the organization's goals and how empowered he/she feels. Motivation is of two types:

- Intrinsic motivation
- Extrinsic motivation

2.3.1. Intrinsic motivation:

Intrinsic motivation stems from the word “internal” which implies motivation comes from within the individual or from the activity itself and positively affects behavior, performance, and wellbeing. In other words, this type of motivation is self-generated when intrinsically motivated, the individual will also strive to satisfy three innate psychological needs: namely needs for autonomy, competence, and relatedness (Deci & Ryan,2000).

Intrinsic motivation takes place when people feel that the work they do is intrinsically interesting, challenging and important and involves the exercise of responsibility (having control over one's own resources), autonomy or freedom to act, scope to use and develop skills and abilities and opportunities for advancement and growth. It is derived from the content of the job and can be described as the process of motivation by the work itself in so far as it satisfies people's needs or at least leads them to expect that their goals will be achieved. Intrinsic motivation is self-generated in that people seek the type of work that satisfies them, but management can enhance this process through its values as well as empowerment, development and job design policies and practices.

The factors affecting intrinsic motivation include responsibility (feeling the work is important and having control over one's own resources), freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

2.3.1.1. Skill Variety

Skill variety refers to the degree to which a job demands different activities in the execution of the tasks, where various skills and talents of the working person are used. A monotonous job with repetitive tasks doesn't help the employee to develop a variety of talents. A worker who does alternating work is probably more satisfied with his job than a person who routinely produces the same work each and every day. Having different tasks, more responsibility and more independence will be beneficial to a person's intrinsic motivation.

Most studies on job characteristics found that skills variety has an important effect on job performance by motivate employee to reinforce their competencies to achieve the increased demands of job (Pincus, 1986). Form other side skill variety introduce the task as a developed process that enriched the mental capabilities of employee by learning from the diversification of skills.

2.3.1.2. Task Identity

This is the degree to which the work demands a complete process or product. This means that a certain job within the package of tasks has a clear beginning and ending, allowing a person to work on a complete process rather than small parts. Employees often value carrying out a

complete process. Such a work cycle ensures that they are more involved in their work and will most likely feel more responsible than their colleagues who only take on a small part of the process.

Task identity is achieved when there is an opportunity to complete a ‘whole’ piece of work in a job. It involves carrying out several tasks that eventually fit together to make a complete job. This gives the employee a feeling of doing a whole job from beginning to end and realizing a visible output. Consequently the employee attains a sense of achievement and satisfaction in a job (Podsakoff et al., 1990). Task identity needs to be broadened to role identity jobs. Role identity has implications for employees as it determines ‘the role of each individual’ when collaborating with others (Tonges, 1998).

2.3.1.3. Task Significance

Task significance is the degree to which the job has a substantial impact on the lives of other people within the organization, but also on society as a whole. Feeling the meaningfulness of work is important for the employee’s motivation. This can be encouraged when they help others to improve in a physical, financial, and psychological or any other field.

Social researchers conceptualize task significance as a subjective judgment that is socially constructed in interpersonal interactions, seeking to increase job performance by providing social cues to reframe employees’ perceptions of task significance (Griffeth et al., 2000). Although these two theoretical Perspectives emphasize different antecedents of task significance, they share the premise that once perceptions of task significance are cultivated, employees are more likely to perform effectively.

2.3.1.4. Autonomy

Autonomy within a job refers to the degree to which an employee can work independently. The freedom to plan the workday and set up new procedures that must be followed increases one’s sense of responsibility, which in turn benefits motivation. Within managerial positions, supervisory and ministerial positions, employees often enjoy a higher level of autonomy, but this isn’t just the case for managerial or high positions. Other employees can also have a strong sense

of responsibility and autonomy when they're given the freedom to carry out their tasks independently by means of personal initiatives.

The autonomy is influenced by role expectations, organizational culture, opportunities for independent decision making and opportunities to influence work life factors such as scheduling (Stewart et al., 2004). Stewart, Stansfield and Tapp (2004) suggests that autonomy as seen by is not about independent practice and decision making but about providing a unique perspective and contribution to care that includes interdisciplinary co-ordination and collaboration.

2.3.1.5. Feedback

For the performance of the employees, it's important that they are informed of the effectiveness of their recent performances. Feedback can also have a positive effect on their motivation. When managers tell employees they're doing a good job, this will motivate them to continue in the same way. When they hear that their actions didn't meet the requirements, they w

In order for the employees to perform well organizations must also continuously appraise employees through both formal and informal feedback channels on their performance level and what must be done to enhance their performance (Safari, 2010). Poor performing employees need to receive the most feedback from their supervisor or managers on the measures to take to improve their performance, however, high performing employees also need recognition and feedback about their positive contributions (Wiedower, 2001).ill respond accordingly and try to improve their performance.

2.3.2. Extrinsic motivation

Extrinsic motivation refers to motivation that comes from outside an individual in exchange for external rewards and is not derived from the work itself (Deci & Ryan 2000). Extrinsic motivation takes the form of tangible monetary or non- monetary incentives such as pay rise, gift certificates, material possessions, vacation trips wall plagues, company banquets, movie tickets and prestige evaluations among others. Extrinsic rewards can act as positive reinforce, they have been found to be an effective motivation tool for short-term gains (Adam, 2007). That is, meeting immediate goals, it may have long-term adverse effects / impacts on employees behavior.

2.3.2.1. Work Environment

Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations.

A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007).

Businesses are prone to risks and uncertainties as such the capacity of an organization to react effectively to the challenges posed by present-day dynamic nature of economic conditions will to a large extent be determined by how well an organization can effectively and efficiently use the human capital at its disposal.

Brenner (2004) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as productivity level of workforces. This is because the productivity levels of the workforce would not be optimal, if the state of their work environments is not conducive. Better work environments augment worker's productivity. Kohun (1992) described an organization's work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's productivity and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate. However, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Kyko, 2005). He cited several elements that constitute a toxic work environment therefore causing a decrease in productivity of employees and the organization as a whole. These elements are lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations and compensation. Yesufu (2000) claimed that the kind of conditions workers are subjected to physically in the work place is significant to output. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive,

attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Brenner, 2004).

2.3.2.2. Compensation

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, Saberi & Safari, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, Cakiroglu & Cop, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et.al, 2011).

Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words you can say that compensation motivates employee for better performance and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Matthias and Jackson, 2003).

Also overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Tyson, 1999). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head in order to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments (Andrews, 2009). In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi et.al, 2014).

According to Allis and Ryan (2008), the cost of compensating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance.

Although compensating workers may have an effect on productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. As regards validation, workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strives to be indispensable. They want to have a grip on every aspect of operations, which could also be favorable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give listening ears to their opinions as well as involve them in decision making processes (Lake, 2000).

2.3.2.3. Training and Career Development

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success (Bassanini, 2004). Mathis (2003) implied clearly that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound

knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm.

The goal of engaging workers in training is to create the kind of effect that persists and can be sustained far beyond the period or duration of the training activity or program itself. The emphasis is on taking precise actions, decisions, steps as well as commitments that focuses employee attention on integrating freshly acquired skills and concepts in the workplace. It refers to the organizations formal relentless effort and commitment in constantly improving the performance level as well as contentment of its workforce through various means of skill acquisition and educational programs. Presently, these efforts in most companies have assumed an extensive and diverse form of applications ranging from trainings associated with specific highly skilled jobs to long term career growth. Today, training and career development has materialized as an official corporate function, a fundamental strategic tool used in enacting policies that aid in the achievement of an organization's vision, mission, goals and objectives. Furthermore, firms of different sizes have recognized the importance of training and have incorporated continuous learning and other features associated with training and career development as a way of supporting the progress of their workers and also as a means of securing highly skilled workers.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning.(Batram & Gibson, 2000) suggested that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job.

Furthermore most employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers part or all expenses related to formal educational courses as well as degree curriculums, including the expenses associated with books and laboratory supplies (Mathis, 2003). An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers. Workers can be motivated to increase their level of productivity when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay. Such benefits are considered to be practical since it gratifies the workers and leads to an increase in productivity and is probably not expensive when compared to a possible increase in pay (Harris, 2001).

Finally, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction (Altinoz et.al, 2012; Hamidi et.al, 2014; Lumley et.al, 2011; Spector, 1997).

2.4. Impact of Extrinsic Motivation on Intrinsic Motivation

Through the exploration of motivational characteristics, it is shown that people are either intrinsically or extrinsically motivated. Upon further research, two theories explain how intrinsic motivation can be increased or decreased by extrinsic or external motivation techniques. In Theory I, external motivators (incentives, praise, rewards, or punishment) increase intrinsic motivation, while In Theory II, extrinsic motivators decrease intrinsic motivation. Intrinsic motivation inspires individuals to participate in an activity because of the internal enjoyment that activity brings. People who are intrinsically motivated have a need for achievement and aspire to be self-determined and competent, without any perceived external motivator (Akin-Little et al., 2004). Extrinsic motivation

encourages individuals, who do not necessarily enjoy an activity, to perform well in order to receive some kind of reward or to avoid negative consequences, Aamodt M.G. (2007). Autonomy, or self-determination, is experienced when an individual feels they have a choice in performing the activity and feels personally responsible for the outcome, Edward L. et al. (2001).

2.5. Levels of Employee Motivation

According to Robbins et al. (2018), there are three levels of employees' motivations.

- (1) The direction; it refers to consistency with organizational goal.
- (2) The level of intensity; it refers to how strongly an employee's attempt.
- (3) The level of persistence; it refers to how long an employee's keep up its attempt.

Kinicki et al. (2014) stated that the level of motivation is different from one person to other person and even it is different in one person at different circumstances. Organizational staffs satisfaction will leads to customer satisfaction which in turn leads to organizational success. In today's competitive world companies are trying to retaining staffs that have the abilities to provide excellent service because the satisfactions of their customers rely on their staffs to deliver excellent service to their customers (Khan, 2010).

2.6. Organizational productivity

Mathis and John (2003) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational productivity is the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better productivity ratios does not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. McNamara (2003) stated that productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability.

Jennifer and George (2006) Argued that, the performance of workers directly contribute to an organization's level of effectiveness, efficiency and even towards the achievement of

administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. According to Antomioni (1999) a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified.

Brady (2000) claimed that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. Bernardin (2007) clearly stated that the importance of motivational factors cannot be underestimated by an organization in increasing the productivity levels of a workforce especially when trying to gain competitive advantage. He also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers.

2.6.1. Effectiveness

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers' productivity levels meet set goals and objectives of the organization (Yesufu, 2000). Therefore an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

2.6.2. Efficiency

Efficiency on the other hand is productivity of estimated effects; specifically productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be it individual,

corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, and then such an entity is assumed to be efficient. However if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

2.7. Empirical Literature Review

It refers to practical studies already been done by other scholars on this nature of employee motivation on organization performance.

2.7.1. General Empirical Literature Review

This paper provides the effect of employee motivation on organizational performance and the relationship between employee motivation and organizational performance.

Gregory (2008) conducted a study on how does an employee motivation impact organizational performance. The study found that a motivated workforce has more productive employees and this translates into bottom line cost savings. Happy motivated employees are indeed better workers and will help to generate a positive work environment that both customers and employees will better appreciate. The motivated worker is more committed to the job and to the customer. The end result is effective organization performance and organization revenue increased.

Another study on an analysis of the employee motivation factors focuses on age and gender-specific factors. This study results provide more similarities than differences. The employees from both genders and all age subgroups are mostly motivated by challenging job positions, advancement opportunities, good compensation packages for example money and well managed or good work environment. At the same time, benefits, job security, and location of the workplace are less of a motivator for all demographic subgroups. Still, this research study suggests that some statistically significant differences do exist. The two genders give significantly different importance to benefits as a motivator while the age of subgroups gives significantly different importance to security, work environment, and challenge. Based on the

findings, recommendations were given to managers in terms of improvement of motivation policies and practices (Karaskakovavska, 2012).

Waheed (2013) conducted a study, which explains the effect of commitment and motivation on individual and how that contributes towards organizational performance. Found that if employees perceive that their efforts are recognized by the organization they feel motivated and level of commitment will rise. This study intends to explore how motivation contributes to the level of employee commitment.

In a study of the impact of employees' motivation on organizational effectiveness in European, it was identifying the factors that affected employee motivation and examining the relationship between organizational effectiveness and employee motivation. Findings of the literature and various studies concluded that Empowerment and recognition have a positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also, there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success (Ruge, 2012).

Another study sought to describe the ranked importance of the ten motivating factors, job security, and sympathetic help with personal problems, and personal loyalty to employees interesting work, good working condition, tactful discipline, good wages, promotions and growth in the organization, feeling of being in on things, and full appreciation of work done (Linder, 2010). This study shows the employee motivating factors was a help to guide this study.

Farhanabanana (2013) conducted a study on the impact of employee motivation on work performance. Found that motivational factors play an important role in increasing employee job satisfaction. This will result in improving organizational performance. A motivated employee is a valuable asset who creates value for an organization in strengthening business and revenue growth. Motivation is going to work if the right person with suitable skills is made responsible for the job.

In a study on the similarities and differences in employee motivation management between Korean and Japanese executives of Japanese affiliated companies in Korea. Based on questionnaire surveys the respondent's views of employee motivation factors were analyzed by contrast with motivational factors and hygiene factors (maintenance factors) developed by

Herzberg. The survey results reveal that both Korean and Japanese executives realize the importance of employee motivation management and that Japanese executives have a strong awareness of it than Korean executives. Both recognize it for the sake of high corporate performance, employee job satisfaction and customer satisfaction seeing motivation factors. The majority of Korean and Japanese executives regard wages and bonus increases as a strong motivational factor. Employment stability is recognized as a motivational factor by Korean executives and clarifying company policy and job objectives are the most important motivational factor to Japanese executives (Usungami, 2006).

Raghava (2009) conducted a study on the motivational factors in the hospitality industry employees. The findings of this study show that job security and opportunity are not relevant because of the seasonality of employment. The study confirmed good wages as an important motivating factor followed by interesting work and appreciation. Differences were observed in the subgroups of the age and occupation. Respondents also considered trust, responsibility, feedback appraisal, the flexibility of working hours to be motivating factors.

Another study was conducted by Manzoor (2012) on the impact of employee motivation on organization effectiveness. The study found that two central factors empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The organization should design their rules, policies and organizations structures that give space to the employee to work well and appreciate them on the fulfillment and achievements of their tasks. This will surely lead to organizational growth.

Additionally, in 2014, the employee engagement firm TINYpulse carried out a survey “The seven key Trends Impacting Today’s Workplace” which involved over 200,000 employees in more than 500 organizations (Lipman 2014). The aim of the survey was to discover the factors that motivate employees to excel and go for an extra mile in the organization. The results came out were surprising. Money, which often seems to be the major contributor to motivation, was the seventh on the list. On the contrary, peer motivation/camaraderie was ranked first (20%), followed by the intrinsic desire to a good job (17%) and feeling encouraged and recognized (13%). This result had pointed out the paramount importance and huge influence of of intrinsic motivator has surpassed extrinsic motivator. Remi et al (2011)

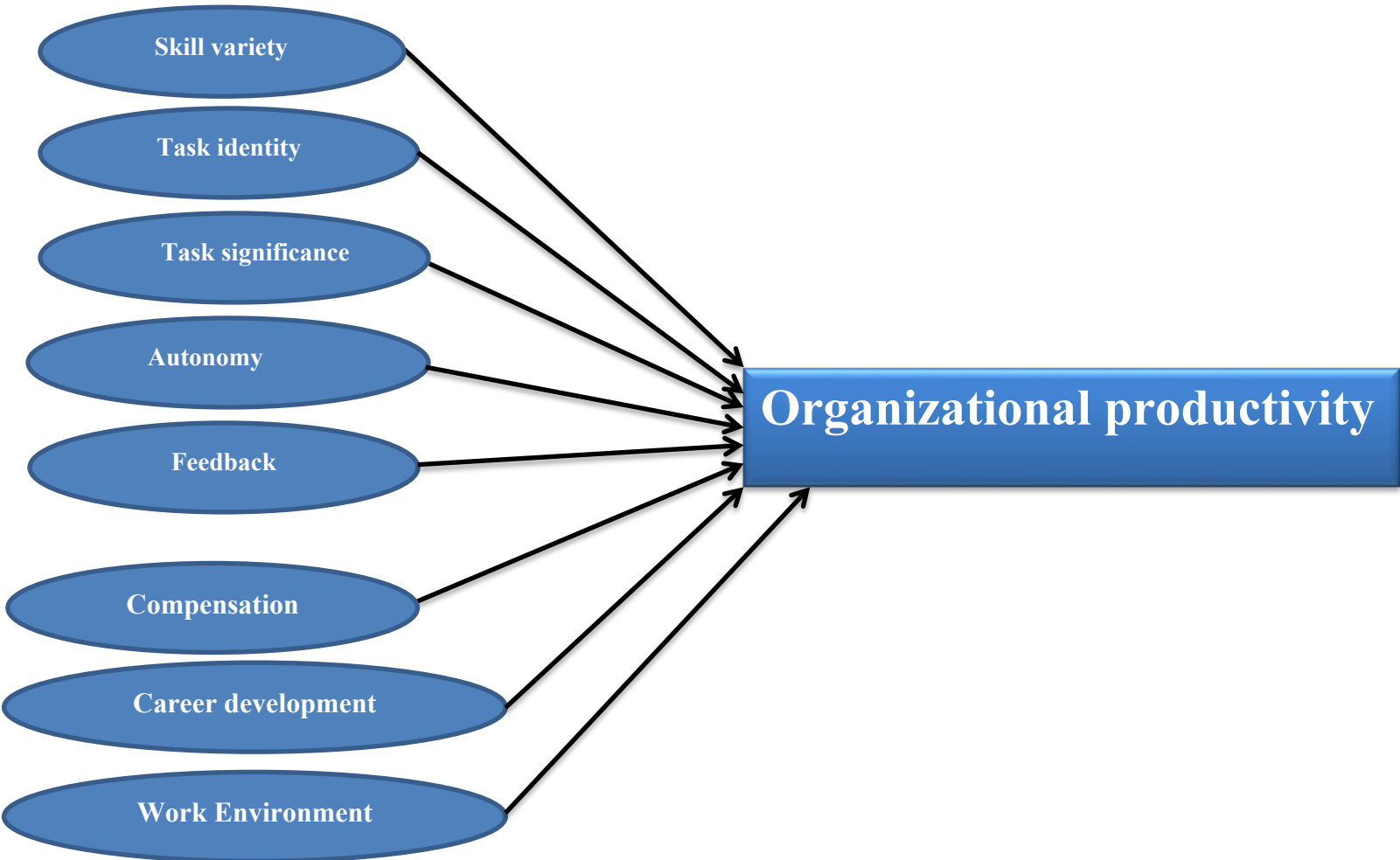
In the developed industrialized countries where majority of these researches are conducted, satisfaction of the basic needs of life such as food, shelter, etc, are taken for granted by a large

majority, hence emphasis has shifted from the extrinsic factors such as pay, incentives, promotion and so on, to intrinsic factors such as interesting work, achievement, recognition, challenge, and self-actualization. The same, however, cannot be said for the less developed and developing the world, such as Nigeria. As Croxton (2009) has studied *An Analysis of Employee Motivation within the Public Sector*, for some, increased salary or incentives may be the highest motivator. Others may find that simply being part of an organization that promotes social good is their greatest motivator. Motivation, as it relates to employees working in the public sector, is analyzed below.

Further, the implications of this motivational research as it relates to the library setting will be considered. In attempting to understand motivational factors influencing public sector employees, one must first review research regarding those who are currently working in the public arena. Overall, research findings suggest that public service employees are more greatly influenced by intrinsic rewards than extrinsic rewards such as salary. They found that public sector workers were more strongly motivated by the desire to work in a supportive working environment than their private sector counterparts. Further, they concluded that public sector employees make fundamental choices and prefer to lead a more balanced life.

2.8. Conceptual framework and research hypotheses

The following diagram shows the variables included in the study and the conceptualization of the relationship between the independent (**Intrinsic and Extrinsic motivational factors**) and dependent variables (**Organizational productivity**).



Source: Conceptual framework own framework (2021)

Figure 2 Conceptual framework of the study

The above conceptual framework inferred that organizational productivity is affected by the intrinsic and extrinsic motivations which are one of the ways to motivate employees. An Exploratory Factor Analysis (EFA), which is also known as 3 Factor Model, of motivation scale was used to determine employee motivation scales. Therefore, this study consists of two basic

variables, employee motivation, and organizational productivity, being the independent and dependent variables respectively. The relationship between the two variables can be mathematically represented as follows:

$$Y = f(X)$$

Dependent variable = f (independent variable)

Where: Y= Organizational productivity; f = Function and X = Employee Motivation (Intrinsic and Extrinsic)

Intrinsic (X1= Skill variety; X2= Task identity; X3= Task significance; X4=Autonomy; X5= Feedback) and extrinsic (X6 = Compensation; X7= Career Development; X8 = Work Environment)

2.9. Development of Hypotheses

Based on the literature and conceptual framework, it is designed to test the following hypothesis:

1. **H1.** Intrinsic employee motivation has a significant effect on organizational productivity
 - **H1a.** Skill variety has a statistically significant positive effect on organizational productivity
 - **H1b.** Task identity has a statistically significant positive effect on organizational productivity
 - **H1c.** Task significance has a statistically significant positive effect on organizational productivity
 - **H1d.** Autonomy has a statistically significant positive effect on organizational productivity
 - **H1e.** Feedback from work has a statistically significant positive effect on organizational productivity
2. **H2.** Extrinsic employee motivation has a significant effect on organizational productivity
 - **H2a.** Compensation has a statistically significant positive effect on organizational productivity
 - **H2b.** Career development has a statistically significant positive effect on organizational productivity
 - **H2c.** Work Environment has a statistically significant positive effect on organizational productivity.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research approach and design

This chapter describes the methodology applied for this study. The purpose of this research is to examine the effect of employee motivation on organizational productivity. The researcher applied a quantitative research approach since data were gathered via structured questionnaire. Moreover, the study applied a combination of descriptive (to assess the level of motivational schemes) and explanatory (to determine the effect of motivational factors on organizational productivity) research designs.

3.2. Research respondents

The respondents for this study constitute management staff, marketing and sales department staff, finance and administration department staff and factory department staff of Elsa kolo through the use of a structured questionnaire.

3.3. Population, sample size and sampling procedure

The study population was 465 staff of the Elsa kolo. The research instrument would be surveyed on the workforce of the organization considering the fact that they all fall under the category of employees within an organization. Sampling is one of the best systematic technologies of choosing a group of respondents large enough to represent the population from which it has been selected. Therefore, it becomes imperative to pick a sample of reasonable size of the purpose of representation. The sample of this research is calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level. (According 465 persons from the data of Elsa kolo)

The calculation formula of Taro Yamane is presented as follow

$$n = \frac{N}{1 + N(e)^2}$$

Where N = Population of study = 465

e = degree of error expected = 0.05

n = sample size

$$n = N/1+N (e) ^2$$

$$n = 465/1+465 (0.05) ^2$$

$$n = \underline{215}$$

3.4. The Sampling Technique

The stratified random sampling was utilized in this study. This was done by segmenting the workers based on their job status ranging from management, Supervisor, expert and support giving workers. This technique is appropriate in order to ensure that every element in the sampling frame has an equal opportunity of being selected (Eshiteti, Okaka, Maragia, Odera & Akerele, 2013, Oladipo & AbdulKadir, 2011; Singh & Masuku, 2014).

Table 1 Target Population Distribution

Department	Target population	Proportion (sub population/total population)	Sample size (proportion x 215)
General Manager & D.General Manager	2	1:2	1
Factory	415	191:415	191
Finance	7	3:7	3
Marketing	26	13:26	13
Human Resource	15	7:15	7
Total	465	215:465	215

3.5. Data sources & data collection method

Data collection involves gathering of relevant and important data used for conducting a particular research work. It is the basis for acquiring data. Data can be collected in two ways which are; primary data and secondary data.

Primary source of data was used for gathering data in this research work. It is the data collected for the purpose of the research, these are the responses generated or obtained from administered questionnaires (Mugenda & Mugenda, 2003).

Questionnaire was used in this research to gather pertinent data as it helps to access a large number of respondents at a minimal cost. The data collected would be gathered, sorted, and analyzed with the use of Statistical Package for Social Sciences.

3.5. Instrument for Data Collection

The instrument used for data collection for in this study was self-administered questionnaire. A questionnaire is a structured or semi structured instrument, an array of questions to be answered by persons in order to provide information for a specific purpose. The questionnaire is structured about the research objectives, the research questions and the research hypotheses (Mugenda and Mugenda, 2003). For the purpose of this research, the questionnaire was based on close-ended questions aimed at generating brief and specific answers from the participants. The questionnaire was adopted and modified based on prior studies (Adeniji, 2011; Kibui, Gachunga, & Namusonge, 2014; McAllister, 1995 and Ajalie Stanley; 2017).

The questionnaire used for this study consists of three sections. Section A was based on the respondents' bio-data using six items, section B contained 40 statements concerning employee motivation and section C contained 10 statements about organizational productivity. Five-point Likert scale (5-Strongly Agreed, 4- Agree, 3-Undecided, 2- Disagree, 1- Strongly Disagree) that best describes the extent to which the respondents agree with each items in the questionnaire was used.

3.6. Validity of Research Instrument

The validity of test reveals the degree to which a measuring instrument measures what it is intended to measure Norland (1990). He stated that the accuracy and significance of inferences are based on research results. The validity of the research instrument is determined by the amount of build in error in measurement. Copies of the survey were made accessible to experts in this study such as my supervisor for comments and opinions so as to create validity in terms of

contrast, content, criterion and readability in order for it to be suitable for the objectives of the study. Areas that are not needed were removed and other areas were collected and added to the research. Also areas considered irrelevant to the study were removed while others were collected and added to the research work.

Content and face validity was used in determining the validity of the research. Content validity is the extent to which a measuring instrument provides suitable coverage for current study that is research items measure the variables of the study while face validity is face to face check. The validity of the research instrument is to be gotten from the various questions posed to the respondents (Ojo, 2003).

3.7. Reliability of Research Instrument

Reliability is the degree to which a measurement is consistent with similar results over time. Measurements can be reliable and yet not useful but if measurements are useful or valid, it is certainly reliable. Also measurements that lack reliability also lack validity. Reliable measurements show stability when tests are repeated with similar outcomes (Ojo, 2003).

Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar, close or the same result if the study is repeated under the same assumptions (Osuagwu, 2006). For Cronbach's alpha test; this is relating each measurement item with the other measurement item so as to obtain the average inter relationship for all the paired associations. Cronbach's alpha method of reliability is for measuring the reliability of this research work (Ojo, 2003). The literature reveals that acceptable reliability should fall between 0.70 and above, however 0.60 may be acceptable. A high value of Cronbach's alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured (Singh & Masuku, 2014). The reliability score of the construct yielded is shown in the table below.

Table 2 Reliability Statistics

Variables	N of items/statements	Reliability or Cronbach alpha	Source of the measurement scales
Skill variety	3	0.742	Aref Abdulkarem , Barjoyai , Maged M. Mahyoub, Mohammed Abdulrazzaq (2021)
Task identity	3	0.745	Aref Abdulkarem , Barjoyai , Maged M. Mahyoub, Mohammed Abdulrazzaq (2021)
Task significance	3	0.768	Aref Abdulkarem , Barjoyai , Maged M. Mahyoub, Mohammed Abdulrazzaq (2021)
Autonomy	3	0.838	Aref Abdulkarem , Barjoyai , Maged M. Mahyoub, Mohammed Abdulrazzaq (2021)
Feedback from work	3	0.792	Aref Abdulkarem , Barjoyai , Maged M. Mahyoub, Mohammed Abdulrazzaq (2021)
Compensation	4	0.728	Riani Leviana Anggita Sari1, Irfan Noviandy Aulia (2020)
Career development	4	0.773	Riani Leviana Anggita Sari1, Irfan Noviandy Aulia (2020)
Work Environment	5	0.789	Aref Abdulkarem , Barjoyai , Maged M. Mahyoub, Mohammed Abdulrazzaq (2021)
Organizational productivity	7	0.755	Jalal Hanaysha (2015)

3.9. Ethical Considerations

This study was guided by the ethical guidelines set out by Saint Mary's University. The researcher applied first to the HR Department of Elsa kolo, to get permission to collect the required data that can help for the study. After getting an approval, the researcher explained about the purpose of the study, the participants in the study, the data collection methods, confidentiality of respondents' information and the expected outcome of the study. The researcher has paid attention to all aspects of research ethics regarding the rights and obligations of both the researcher and respondents. No one was forced to participate in the study and the confidentiality of respondents was maintained. Moreover, all materials taken from other sources were duly acknowledged in this study.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter provides a detailed analysis of data collected from field survey via questionnaire. The questionnaire comprises of three sections. The first section ‘A’ contains six (6) questions on the demographics of the respondents such as sex, age, education, marital status, work experience and job position; the second section ‘B’ contains forty (40) questions on the aspect of motivation and, the third section ‘C’ contains questions on organizational productivity measures. The data collected from the respondents via questionnaire were classified, organized and processed using MS-Excel and statistical package for social sciences SPSS software 20 version. Moreover, descriptive and inferential statistics were used to analyze data.

4.2. General Response Rate

A total of 215 questionnaires were distributed to employees of the Elsa kolo homemade product producer and distributor out of which two hundred and four (204), representing about 94.88% of the respondents were adequately completed, returned and used for further analysis. All fully completed and retrieved 204 questionnaires were used in the analysis of this study.

Table 3 Response Rate

DETAILS	NUMBERS	PERCENTAGE
Total questionnaires distributed	215	100%
Returned questionnaires	204	94.88%
Non-Returned questionnaires	11	5.12%
Analyzed questionnaires	204	94.88%

Source: Researcher’s Field Survey Result (2021)

4.3. Socio-demographic profile of the respondents

This section shows the reported demographic profile of the sample respondents in terms of gender, age, academic qualification, marital status, Work Experience and job status.

Table 4 Demographic distribution of respondents

Demographic Characteristics	Category	Number of respondent	Percent	Rank
Gender	Male	25	12.25	2
	Female	179	87.75	1
Total		204	100%	
Age	Below 30 years	112	55	1
	31-40years	74	36	2
	41-50years	19	9	3
	Above 50 years	2	1	4
Total		204	100%	
Educational Status	Up to grade 12	108	53%	1
	Certificate	40	20%	2
	Diploma	35	17%	3
	First Degree	15	7%	4
	Masters & above	6	3%	5
Total		204	100%	
Marital Status	Single	92	45%	1
	Married	69	34 %	2
	Divorced	29	14%	3
	Widowed	14	7%	4
Total		204	100%	
Work Experience	1-5 years	77	38%	1
	6-10years	75	37%	2
	11-15years	40	20%	3
	16-20years	12	6%	4
Total		204	100%	
Position	Management	6	3%	3
	Supervisor	6	3%	3
	Expert/Officer	60	29%	2
	Support giving	132	65%	1
Total		204	100%	

Source: Researcher's Field Survey Result (2021)

The above table shows the demographic characteristics such as gender, age, marital, educational and Position, of the sample population. It shows that 25 out of the total questionnaires returned were male representing 12.25% of the total sample size while 179 were female representing 87.75% of the total sample size. From the above analysis, it can be inferred that majority of the respondents were females. Also a large number of the respondents are below 30 years of age, specifically 112, and this represents 55% of the total sample followed by 74 respondents in the age bracket of 31-40 which represents 36% of the total sample. 19 respondents are in the age bracket of 41-50 making up 9% of the total sample while 2 respondents are above 50 years of age representing just 1% of the total sample size. The table also presented information on the educational status of the respondents. It shows that 6 respondents have a Master's degree making up 3% of the total respondents. 15 respondents have a first degree representing 7% of the total respondents. 35 respondents have a diploma representing 17% of the total respondents. 40 respondents have a certificate representing 20% of the total respondents. 108 respondents have a certificate representing 53% of the total respondents. It is clearly show that majority of the respondents have a grade 12 graduates as their lowest academic qualification. This had shown that majority of the respondents are well matured, and works are accomplished by employees who are matured enough.

Furthermore, regarding the marital status of the sample population it shows that 92 respondents are married, representing 45% of the sample population which is clearly the largest. 69 respondents are single and this represents 34% of the total respondents. 29 respondents are divorced and this represents 14% of the total respondents. Only 14 respondents are widowed and this represents 7% of the total sample size. These statistics had shown that most respondents were quite single with a higher rate of response rate for female rather than for males. It can thus be inferred that majority of the respondents are single. Finally, based on the respondent's occupational level, 132 were 'supports giving' representing 65% of the total respondents. 60 respondents are experts representing 29% of the total respondents, 6 respondents are supervisors (3%) and 6 respondents are managers (3%) of the total respondents. In consideration of the results, it is observed that the organization has a hierarchical organization structure within each hierarchy motivation must be done accordingly.

4.4. Descriptive Analysis for study variables

In this section the data collected from employees of the target organization are discussed, analyzed and interpreted to identify the prevailing problems and forward possible recommendations to address those exigencies. This section focuses on the responses of the respondents to statements concerning workplace motivation and organizational productivity. Respondents indicated whether they “strongly agree”, “agree”, “Undecided”, “disagree”, or “strongly disagree” with the statements provided. Below are statements, tables and showing mean, frequency, percentage, correlation and regression data, along with their explanation.

4.4.1. Descriptive statistics for employee motivational factors

This sub-section highlights descriptive statistics for motivational schemes, i.e., intrinsic (i.e. Skill variety, Task identity, Task significance, Autonomy, Feedback) and extrinsic (i.e. work environment, compensation, and training and career development) motivational factors.

On the basis of a five points Likert scale, the overall mean (M) score between **1-2.33** is considered as low, the score between **2.34-3.67** is considered as moderate, and the mean score between **3.68-5** is taken as high value (Zaidatol et al, 2012). The interpretation of mean values is made based on this criterion.

Table 5 Descriptive statistics for Skill Variety

Skill Variety	N	mean	Std. Deviation
	Statistic	Statistic	Statistic
Doing different tasks	204	3.343	3.059
Complex skills	204	3.166	2.868
Involvement on different tasks	204	3.627	3.427
Flexibility to perform on different tasks	204	3.004	2.800
Complete several tasks	204	3.519	3.214
Aggregate		3.304	3.049

Source: Researcher’s Field Survey Result (2021)

The table above shows that the aggregate mean value for the ‘task variety’ dimension of intrinsic motivation is 3.3. This implies that respondents have moderate level of perception towards the level of task variety in their job.

Item wise, most of the respondents that is 76 (37%) are agree with the statement in Q1. 45(22%) are neutral with this statement, 34(17%) are strongly agree with the statement while 25(12%) strongly disagree with the statement and 24(12%) of the respondent disagree with the statement. The implication of the mean at 3.059 indicates that most of the respondents are leaning towards agree.

In Q2, 69(34%) of the respondents are agree about the statement. 55(27%) of the respondents and 40(20%) of respondents disagree and neutral with the statement. Of the remaining 40 respondents 25(12%) strongly agree with the statement while the other 15(7%) are strongly disagree with the statement. The implication of the mean at 2.745 indicates that most of the respondents are leaning towards agree.

Majority of the respondents in Q3 comprising 88(43%) tends to strongly agree with the statement. 38(19%) of the respondents and 34(17%) of respondents are neutral and strongly disagree with the statement. The rest 32(16%) and 12(6%) agree and disagree with the statement respectively. The implication of the mean at 3.627 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 61(30%) are agree with the statement. 41(20%) tends to strongly disagree with the statement while 40(20%) are neutral. The rest 34(17%) and 28(14%) disagree and strongly agree with the statement respectively. The implication of the mean at 3.004 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 75(37%) appeared to agree with the statement. Another 45(20%) were strongly agree while 45(22%) are neutral with the statement. The remaining 20(10) are strongly disagree with the statement meanwhile 19(9%) of the respondents disagree with the statement. The implication of the mean at 3.519 indicates that most of the respondents are leaning towards agree.

Table 6 Descriptive statistics for Task Identity

S/N	Task Identity	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	A chance of to complete a pieces of work	204	3.377	3.124
2	Doing a piece of work from beginning to end	204	3.230	2.958
3	A sense of Responsibility for the outcomes	204	3.549	3.216
4	Several tasks fit together to make a complete job	204	3.426	3.120
5	Carrying out several tasks	204	3.313	3.016
	Aggregate		3.379	3.087

Source: Researcher’s Field Survey Result (2021)

The table above shows that the aggregate mean value for the ‘task identity’ dimension of intrinsic motivation is 3.379. This implies that respondents have moderate level of perception towards the level of task identity in their job.

The table above also shows that most of the respondents that is 82 (40%) are agree with the statement in Q1. 41(20%) are strongly agree with this statement, 37(9%) are disagree with the statement while 25(18%) strongly disagree with the statement and 19(9%) of the respondent are neutral with the statement. The implication of the mean at 3.124 indicates that most of the respondents are leaning towards agree.

In Q2, 72(35%) of the respondents are disagree about the statement. 71(17%) of the respondents and 35(17%) of respondents agree and strongly agree with the statement. Of the remaining 26 respondents 15(7%) are neutral with the statement while the other 11(5%) are strongly disagree with the statement. The implication of the mean at 3.230 indicates that most of the respondents are leaning towards disagree.

Majority of the respondents in Q3 comprising 96(47%) tends to agree with the statement. 37(18%) of the respondents and 34(17%) of respondents are strongly agree and disagree with the statement. The rest 25(12%) and 12(6%) are neutral and strongly disagree with the statement

respectively. The implication of the mean at 3.549 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 102(50%) are agree with the statement. 29(14%) tends to disagree with the statement while 28(14%) are strongly disagree. The rest 24(12%) and 21(10%) are neutral and strongly disagree with the statement respectively. The implication of the mean at 3.426 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 116(57%) appeared to agree with the statement. Another 36(18%) were disagree while 24(12%) disagree with the statement. The remaining 16(8) are strongly agreed with the statement meanwhile 11(6%) of the respondents are neutral with the statement. The implication of the mean at 3.313 indicates that most of the respondents are leaning towards agree.

Table 7 Descriptive statistics for Task Significance

S/N	Task Significance	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Outcome and significant effect of the work	204	3.568	3.231
2	Wellness of the work	204	3.627	3.427
3	Significant and importance of the job	204	3.568	3.255
4	Relationship between several jobs.	204	3.377	3.056
5	Economic contribution of the job	204	4.063	3.703
	Aggregate		3.641	3.348

Source: Researcher’s Field Survey Result (2021)

The table above shows that the aggregate mean value for the ‘task significance’ dimension of intrinsic motivation is 3.64. This implies that respondents have moderate level of perception towards the level of task significance in their job.

The table above also indicates that most of the respondents that is 104 (50%) are agree with the statement in Q1. 35(17%) are strongly agree with this statement, 34(9%) are disagree with the statement while 19(9%) are neutral with the statement and 12(6%) of the respondent strongly disagree with the statement. The implication of the mean at 3.568 indicates that most of the respondents are leaning towards agree.

In Q2, 88(43%) of the respondents are strongly agree about the statement. 38(19%) of the respondents and 34(17%) of respondents are neutral and strongly disagree with the statement. Of the remaining 44 respondents 32(16%) agree with the statement while the other 12(6%) are disagree with the statement. The implication of the mean at 3.627 indicates that most of the respondents are leaning towards strongly agree.

Majority of the respondents in Q3 comprising 96(47%) tends to agree with the statement. 42(21%) of the respondents and 34(17%) of respondents are strongly agree and disagree with the statement. The rest 17(8%) and 15(7%) are neutral and strongly disagree with the statement respectively. The implication of the mean at 3.568 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 112(55%) are agree with the statement. 29(14%) tends to disagree with the statement while 24(12%) are neutral. The rest 21(10%) and 18(9%) strongly disagree and strongly agree with the statement respectively. The implication of the mean at 3.377 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 91(45%) appeared to strongly agree with the statement. Another 72(35%) were agree while 21(10%) disagree with the statement. The remaining 12(8) are neutral with the statement meanwhile 8(4%) of the respondents are neutral with the statement. The implication of the mean at 4.063 indicates that most of the respondents are leaning towards strongly agree.

Table 8 Descriptive statistics for Autonomy

S/N	Autonomy	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Considerable opportunity in doing the work	204	2.617	2.471
2	Chance of using personal initiative and judgment	204	2.387	2.216
3	Providing a discretion to schedule work	204	2.642	2.493
4	Responsibility of work outcomes as a job holder.	204	3.416	3.152
5	Freedom of making decisions for accomplishes the work.	204	2.397	2.207
	Aggregate		2.692	2.508

Source: Researcher’s Field Survey Result (2021)

The table above shows that the aggregate mean value for the ‘autonomy’ dimension of intrinsic motivation is 2.692. This implies that respondents have moderate level of perception towards the level of autonomy in their job.

Item wise, in Q1, most of the respondents that is 79 (39%) are disagree with the statement in Q1. 46(23%) are strongly disagree with this statement, 37(18%) are agree with the statement while 28(14%) strongly agree with the statement and 14(7%) of the respondent are neutral with the statement. The implication of the mean at 2.617 indicates that most of the respondents are leaning towards disagree.

In Q2, 82(40%) of the respondents are disagree about the statement. 56(27%) of the respondents and 41(20%) of respondents are strongly disagree and agree with the statement. Of the remaining 25 respondents 14(7%) strongly agree with the statement while the other 11(5%) are neutral with the statement. The implication of the mean at 2.387 indicates that most of the respondents are leaning towards disagree.

Majority of the respondents in Q3 comprising 76(37%) tends to disagree with the statement. 46(23%) of the respondents and 41(20%) of respondents are strongly disagree and agree with the statement. The rest 27(13%) and 14(7%) are strongly agree and neutral with the statement respectively. The implication of the mean at 2.642 indicates that most of the respondents are leaning towards disagree.

In Q4, a great number of the respondents precisely 85(42%) are agree with the statement. 42(21%) tends to strongly agree with the statement while 42(21%) disagree. The rest 21(10%) and 14(7%) strongly disagree and neutral with the statement respectively. The implication of the mean at 3.416 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 89(44%) appeared to disagree with the statement. Another 51(25%) were strongly disagree while 44(22%) agree with the statement. The remaining 12(6) strongly agree with the statement meanwhile 8(4%) of the respondents are neutral with the statement. The implication of the mean at 2.397 indicates that most of the respondents are leaning towards disagree.

Table 9 Descriptive statistics for Feedback

S/N	Feedback	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Constant feedback from supervisor	204	2.931	2.706
2	Information providing by the work	204	3.367	3.053
3	Opportunities to figure out how well is the work	204	3.284	2.990
4	Response of supervisors	204	3.058	2.811
5	Flow of Information across the departments.	204	3.539	3.186
	Aggregate		3.236	2.949

Source: Researcher's Field Survey Result (2021)

The table above shows that the aggregate mean value for the 'feedback' dimension of intrinsic motivation is 3.236. This implies that respondents have moderate level of perception towards the level of feedback they receive in their job.

The table above also shows that most of the respondents that is 76(37%) are agree with the statement in Q1. 44(22%) disagree with this statement, 39(19%) strongly disagree with the statement while 29(14%) are neutral with the statement and 16(8%) of the respondent strongly agree with the statement. The implication of the mean at 2.931 indicates that most of the respondents are leaning towards agree.

In Q2, 97(48%) of the respondents are agree about the statement. 54(26%) of the respondents and 27(13%) of respondents are disagree and strongly agree with the statement. Of the remaining 26 respondents 15(7%) are neutral with the statement while the other 11(5%) strongly disagree with the statement. The implication of the mean at 3.367 indicates that most of the respondents are leaning towards agree.

Majority of the respondents in Q3 comprising 93(46%) tends to agree with the statement. 61(30%) of the respondents and 26(13%) of respondents are disagree and strongly agree with the statement. The rest 13(6%) and 11(5%) are strongly disagree and neutral with the statement respectively. The implication of the mean at 3.284 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 86(42%) are agree with the statement. 42(21%) tends to disagree with the statement while 33(16%) strongly disagree. The rest 26(13%) and 17(8%) are neutral and strongly agree with the statement respectively. The implication of the mean at 3.058 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 110(54%) appeared to agree with the statement. Another 52(25%) were disagree while 30(15%) strongly agree with the statement. The remaining 8(4) neutral with the statement meanwhile 4(2%) of the respondents are strongly disagree with the statement. The implication of the mean at 3.539 indicates that most of the respondents are leaning towards agree.

Table 10 Descriptive statistics for work environment

S/N	WORK ENVIRONMENT	N	Mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Conducive and friendly work environment	204	4.519	4.070
2	Improvement of work environment	204	2.784	2.606
3	level of autonomy in discharging my duties	204	3.166	2.950
4	Environmental programs	204	1.985	1.729
5	Office spacioucity and comfortability	204	2.343	2.171
	Aggregate		2.959	2.705

Source: Researcher’s Field Survey Result (2017)

The table above shows that the aggregate mean value for the ‘work environment’ dimension of extrinsic motivation is 2.959. This implies that respondents have moderate level of perception towards the work environment in their organization.

The table above also shows that most of the respondents that is 131(64%) are strongly agree with the statement in Q1. 60(29%) agree with this statement, 6(3%) are neutral with the statement while 5(2%) strongly disagree with the statement and 2(1%) of the respondent disagree with the statement. The implication of the mean at 4.519 indicates that most of the respondents are leaning towards strongly agree.

In Q2, 75(37%) of the respondents are agree about the statement. 51(25%) of the respondents and 49(24%) of respondents disagree and strongly disagree with the statement. Of the remaining 29 respondents 15(7%) strongly agree with the statement while the other 14(7%) are neutral with the statement. The implication of the mean at 2.784 indicates that most of the respondents are leaning towards agree.

Majority of the respondents in Q3 comprising 87(43%) tends to agree with the statement. 43(21%) of the respondents and 34(15%) of respondents disagree and strongly disagree with the statement. The rest 29(14%) and 11(5%) strongly agree and neutral with the statement respectively. The implication of the mean at 3.166 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 97(48%) are disagree with the statement. 71(35%) tends to strongly disagree with the statement while 24(12%) agree. The rest 8(4%) and 4(2%) neutral and strongly agree with the statement respectively. The implication of the mean at 1.985 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 85(42%) appeared to disagree with the statement. Another 71(35%) were strongly agree while 24(12%) agreed with the statement. The remaining 8(4) are neutral with the statement meanwhile 4(2%) of the respondents strongly agree with the statement. The implication of the mean at 2.343 indicates that most of the respondents are leaning towards agree.

Table 11 Descriptive statistics for compensation

S/N	COMPENSATION	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Payment for the work	204	2.465	2.253
2	On the inclusiveness of more incentives	204	3.970	3.629
3	Satisfaction on current pay	204	2.480	2.292
4	Preference of rewards	204	1.926	1.632
5	Allowances for special duties and overtime	204	4.024	3.646
	Aggregate		2.973	2.690

Source: Researcher’s Field Survey Result (2021)

The table above shows that the aggregate mean value for the ‘compensation’ dimension of extrinsic motivation is 2.97. This implies that respondents have moderate level of perception towards the level of reward and compensation in the organization.

The table also shows that in Q1 most of the respondents 89(44%) tend to disagree with the statement. 44(22%) are agree with the statement and as the same time 44(22%) strongly disagree with the statement. 15(7%) are neutral while 12(6%) strongly agree with the statement. The

implication of the mean at 2.465 indicates that most of the respondents are leaning towards disagree.

In Q2, a great number of the respondents precisely 86(42%) agree with the statement. Another 78(38%) also strongly agree with the statement. 16(8%) are strongly disagree with the statement and of the remaining 24 respondents 12(6%) are neutral while 12(6%) disagree with the statement,. The implication of the mean at 3.970 indicates that most of the respondents are leaning strongly towards agree.

In Q3, majority of the respondents specifically 84(41%) of the workforce disagree with the statement. 48(24%) are strongly disagree while 46(23.0%) agree with the statement. Also 14(7%) of the respondents as well as 12(6%) tends to strongly agree and neutral with the statement respectively. The implication of the mean at 2.480 indicates that most of the respondents are leaning towards disagree.

The table also shows in Q4 that the highest number of respondents precisely 101(50%) of the respondents disagree with the statement. 71(35%) are strongly disagree while 18(9%) agree with the statement. Also it shows that 11(5%) of the workforce are neutral while 3(1%) agree with the statement. The implication of the mean at 1.926 indicates that most of the respondents are leaning towards disagree.

Finally in Q5, most respondents 111(54%) are agree about the statement. 67(33%) strongly agree, 14(7%) strongly disagree while 8(4%) disagree with the statement. Finally 4(2%) of the respondents are neutral with the statement. The implication of the mean at 4.024 indicates that most of the respondents are leaning towards disagree.

Table 12 Descriptive statistics for training and career development

S/N	TRAINING AND CAREER DEVELOPMENT	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Training and development policy	204	1.950	1.668
2	Skill acquisition programs	204	1.950	1.668
3	Support of supervisors on the use of techniques learnt in training	204	1.906	1.581
4	Linking of training and development with business strategy	204	2.058	1.746
5	Preference for new assignments	204	3.377	3.056
	Aggregate		2.249	1.944

Source: Researcher’s Field Survey Result (2021)

The table above indicates that the aggregate mean value for the ‘training and career development’ dimension of extrinsic motivation is 2.24. This implies that respondents have low level of perception towards the training and career development efforts in the organization.

The table also shows that in Q1 most of the respondents 114(56%) tend to disagree with the statement. 64(31%) are strongly disagree while 12(6%) agree with the statement. Of the remaining 12 respondents 8(4%) strongly agree and 6(3%) are neutral with the statement. The implication of the mean at 1.950 indicates that most of the respondents are leaning towards disagree.

In Q2, 114(56%) tend to disagree with the statement. 64(31%) are strongly disagree while 12(6%) agree with the statement. Of the remaining 12 respondents 8(4%) strongly agree and 6(3%) are neutral with the statement. The implication of the mean at 1.950 indicates that most of the respondents are leaning towards disagree.

In Q3, majority of the respondents specifically 123(60%) tend to disagree with the statement. 61(30%) are strongly disagree while 10(5%) agree with the statement. Of the remaining 10 respondents 6(3%) strongly agree and 4(2%) are neutral with the statement. The implication of the mean at 1.906 indicates that most of the respondents are leaning towards disagree.

The table also shows in Q4 that the highest number of respondents precisely 121(59%) of the respondents disagree with the statement while 50(25%) are strongly disagree. Also it shows that 21(10%) of the workforce agree while 8(4%) are neutral with the statement. 4(2%) of the respondents strongly agree with the statement. The implication of the mean at 2.058 indicates that most of the respondents are leaning towards disagree.

Finally, in Q5 the highest number of respondents 112(55%) elected to agree with the statement. 29(14%) were disagree while 24(12%) neutral with the statement. The remaining 21(10%) strongly disagree with the statement meanwhile 18(9%) respondents are strongly agree with the statement. The implication of the mean at 3.377 indicates that most of the respondents are leaning towards agree.

4.4.2. Descriptive statistics for organizational productivity

In this study, organizational productivity is measured via two dimensions namely organizational effectiveness efficiency. The following section presents descriptive statistics for each of these dimensions.

4.4.2.1. Descriptive statistics for organizational effectiveness

Table 13 Descriptive statistics for organizational effectiveness

S/N	EFFECTIVENESS	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Senior managers feedback for quality	204	2.926	2.761
2	Realistic and clearly defined quality goals	204	2.985	2.805
3	Workload and its fairness	204	2.887	2.677
4	Tools and resources to do the job well	204	4.024	3.646
5	Evaluation of supervisors	204	2.480	2.292
	Aggregate		3.060	2.836

Source: Researcher’s Field Survey Result (2021)

The table above indicates that the aggregate mean value for the dependent variable, i.e., organizational effectiveness is 3.06. This implies that respondents have moderately evaluated the level of organizational effectiveness.

The table also above shows that most of the respondents 85(42%) agree with the statement in Q1. Also 46(23%) strongly disagree with this statement. 46(23%) are disagree while 21(10%) strongly agree with the statement leaving 4(2%) neutral with the statement. The implication of the mean at 2.926 indicates that most of the respondents are leaning towards agree.

In Q2, 75(37%) of the respondents agree with the statement while 50(25%) of the respondents disagree with the statement. Also 41(20%) of the respondents strongly disagree with the statement .27(13%) and 11(5) % respondents are strongly agree and neutral with the statement. The implication of the mean at 2.985 indicates that most of the respondents are leaning towards agree.

Majority of the respondents in Q3 comprising 66(32%) tends to agree with the statement. 51(25%) disagree with the statement while 39(19%) indicated that they were strongly disagree. Only 28(14%) strongly agree with the statement and 20(10%) of the respondents are neutral. The implication of the mean at 2.887 indicates that most of the respondents are leaning towards agree.

In Q4, a great number of the respondents precisely 111(54%) are agree about the statement. 67(33%) however chose to strongly disagree with the statement while 14(7%) strongly disagree. Also 8(4%) disagree with the statement while 4(2%) respondents are neutral with the statement. The implication of the mean at 4.024 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 84(41%) elected to disagree with the statement. 48(24%) were strongly disagree while 46(23%) agreed with the statement. The remaining 14(7%) strongly agree with the statement meanwhile 12(6%) respondents are neutral with the statement. The implication of the mean at 2.480 indicates that most of the respondents are leaning towards disagree.

4.4.2.2. Descriptive statistics for organizational efficiency

Table 14 Descriptive statistics for organizational efficiency

S/N	EFFICIENCY	N	mean	Std. Deviation
		Statistic	Statistic	Statistic
1	Praising for completing tasks	204	3.397	3.143
2	Criticizes for the waste of resources	204	3.656	3.319
3	Job schedule	204	2.985	2.805
4	Getting job done properly	204	3.107	2.864
5	prudent on company resources	204	3.754	3.452
	Aggregate		3.380	3.117

Source: Researcher’s Field Survey Result (2021)

The table above indicates that the aggregate mean value for the organizational efficiency is 3.38. This implies that respondents have moderately evaluated the level of organizational efficiency.

The table above shows that most of the respondents are 89(44%) agrees with the statement in Q1. Also 40(20%) of the respondents strongly agree while 38(19%) are disagree, the rest comprising 25(12%) and 12(6%) strongly disagree and neutral with the statement respectively. The implication of the mean at 3.397 indicates that most of the respondents are leaning towards agree.

In Q2, 105(51%) of the respondents agree with the statement. 41(20%) of the respondents strongly agree with the statement while the remaining 21(10%) of the respondents are neutral and 21(10%) disagree with equal proportion. Only 16(8%) respondents strongly disagree with the statement. The implication of the mean at 3.656 indicates that most of the respondents are leaning towards agree.

Majority of the respondents in Q3 comprising 75(37%) tends to agree with the statement. 50(25%) disagree with the statement while 41(20%) indicated that they were strongly disagree. Only 27(13%) strongly agree with the statement and 11(5%) of the respondents are neutral. The

implication of the mean at 2.985 indicates that most of the respondents are leaning towards agree.

In Q4, 91(45%) tends to agree with the statement. 49(24%) disagree with the statement while 30(15%) indicated that they were strongly disagree. Only 20(10%) strongly agree with the statement and 14(7%) of the respondents are neutral. The implication of the mean at 3.107 indicates that most of the respondents are leaning towards agree.

Finally, in Q5 the highest number of respondents 84(41%) appeared to agree with the statement. 65(32%) of the respondents also strongly agree with the statement leaving 26(13) of the respondents disagree. 17(8%) of the respondents strongly disagree with the statement and 12(6%) of the respondents are neutral. The implication of the mean at 3.754 indicates that most of the respondents are leaning towards agree.

4.4.3. Inferential statistics

Inferential statistics (mainly correlation and regression analyses) is used to test the relationship between motivational factors on organizational productivity (effectiveness and efficiency).

4.4.3.1. Correlation Analysis Results

The Pearson correlation coefficient is used to quantify the strength and direction of the relationship between continuous variables. The primary objective of correlation analysis is to measure the strength or degree of linear association between two variables. The correlation coefficient examines the strength and direction of the linear relationship between two variables. Since the correlation analysis shows the degree of association between variables and that indicates the direction in which the variables associate - positively or negatively. The strength of association can be categorized from very low with correlation coefficient (r) less than 0.2 to very high with coefficient greater than 0.9. The sign of the relationship indicates the direction of relationship. A correlation of 0 indicates there is no straight-line relationship at all (SPSS v.20 manual).

The table below shows that there exists a correlation between employee motivation factors and organizational productivity. Correlation between Task identity and organizational productivity was the highest ($r=0.978$; $p<0.01$) followed by feedback ($r=0.938$; $p<0.01$), skill variety ($r=0.777$; $p<0.01$), compensation ($r=0.747$; $p<0.01$), autonomy ($r=0.386$; $p<0.01$) and the least motivational factor correlated with organizational productivity was training and career

development (r= 0.033; p>0.05)

	Organizational productivity	Skill variety	Task identity	Task significance	Autonomy	Feedback	Work Environment	Compensation	Career development
Organizational productivity Sig.(2-tailed) N	1 204								
Skill variety Sig.(2-tailed) N	0.777** .000 204	1 204							
Task identity Sig.(2-tailed) N	0.978** .000 204	0.788** .000 204	1 204						
Task significance Sig.(2-tailed) N	0.916** .000 204	0.908** .000 204	0.874** .000 204	1 204					
Autonomy Sig.(2-tailed) N	0.386** .000 204	- 0.236** .000 204	0.407** .000 204	0.407** .000 204	1 204				
Feedback Sig.(2-tailed) N	0.938** .000 204	0.67 .000 204	0.980** .000 204	0.766** .000 204	0.549** .000 204	1 204			
WorkEnvironment Sig.(2-tailed) N	0.685** .000 204	0.087** .000 204	0.628** .000 204	0.445** .000 204	0.866** .000 204	0.685** .000 204	1 204		
Compensation Sig.(2-tailed) N	0.747** .000 204	0.180** .000 204	0.725** .000 204	0.493** .000 204	0.885** .000 204	0.793** .000 204	0.980** .000 204	1 204	
Career development Sig.(2-tailed) N	0.033** .000 204	- 0.534** .000 204	0.083** .000 204	-0.312** .000 204	0.931** .000 204	0.260** .000 204	0.640** .000 204	0.654** .000 204	1 204

** . Correlation is significant at the 0.01 level (2-tailed).

Table 15 Correlation of Employee Motivation Factors and Organizational productivity

4.4.3.2. Regression analysis

Regression analysis is used for predicting the future (the unknown) based on data collected from the past (the known). A regression analysis determines the mathematical equation to be used to figure out what will happen, within a certain range of probability. It analyzes one variable, the dependent variable, taking into consideration the effect on it by one or more factors, the independent variables. The analysis determines that some independent variables have more effect than others, so their weights must be considered when they are the basis of a prediction. Regression analysis, therefore, is the process of looking for predictors and determining how well they predict.

Regression and correlation are closely related. Both techniques involve the relationship between two variables, and they both utilize the same set of paired scores taken from the same subjects. However, whereas correlation is concerned with the magnitude and direction of the relationship, regression focuses on using the relationship for prediction. In terms of prediction, if two variables were correlated perfectly, then knowing the value of one score permits a perfect prediction of the score on the second variable. Generally, whenever two variables are significantly correlated, the researcher may use the score on one variable to predict the score on the second (Robert Ho, 2006).

Since, from the correlation analysis we found that the employee motivational factors have significant relationship with organization productivity. Then, to find out how significantly it affects the organization productivity a regression analysis was conducted.

Formerly conducting a regression analysis, the basic assumptions concerning the novel data must be made. This is a required prerequisite in explaining the relationships between dependent and explanatory variables.

4.4.3.2.1. Basic assumptions of regression analysis

In this study, five major assumptions of linear regression analysis were checked and proved to be met reasonably well. These assumptions include linearity, normality, multicollinearity, homoscedasticity and no auto correlation.

4.4.3.2.1.1. Linearity

Linear regression attempts to model the relationship between two variables by fitting a linear equation to observed data. One variable is considered to be an explanatory variable, and the other is considered to be a dependent variable.

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables (Darlington, 1968). To determine whether the relationship between the dependent variable organization productivity and the predictor variable employee motivation, is linear; plots of the regression residuals through SPSS V20 software had been used. To test the linearity of associations, scatter plot diagram with line of fit can be used to see if the distribution can be represented by linear relationship.

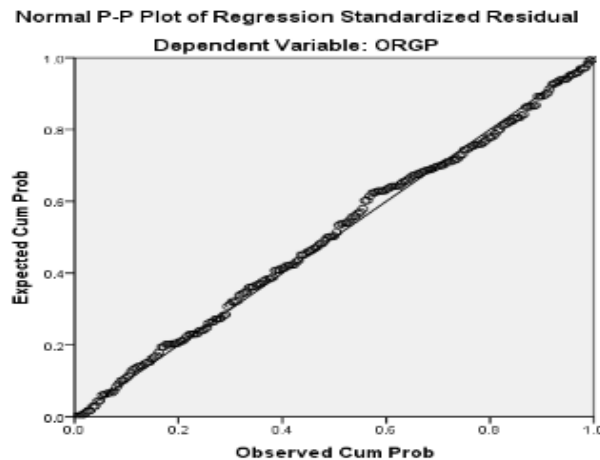


Figure 3 Normal P-P Plots of regression

Source: Own Survey, SPSSv20, 2021

The scatter plot of residuals shows no more variation in the spread of the residuals as you can see from left to right on figure 3 above.

This result suggests the relationship we are trying to predict is linear. As shown in Figure, all the two relationships between dependent and independent variables (organizational productivity with

employee motivation) fit reasonably with linear pattern and it holds that linearity assumption is met.

4.4.3.2.1.2. Normality

Figure 4 shows the frequency distribution of the standardized residuals compared to a normal distribution. Linear regression analysis requires all variables to be multivariate normal (Darlington, 1968). This assumption can best be checked with a histogram and a fitted normal curve or a P-P Plot. As per the Classical Linear Regression Models assumptions, the error term should be normally distributed or expected value of the error's terms should be zero ($E(u_t) = 0$). Thus, the closer the dots lie to the diagonal line, the closer to normal the residuals are distributed.

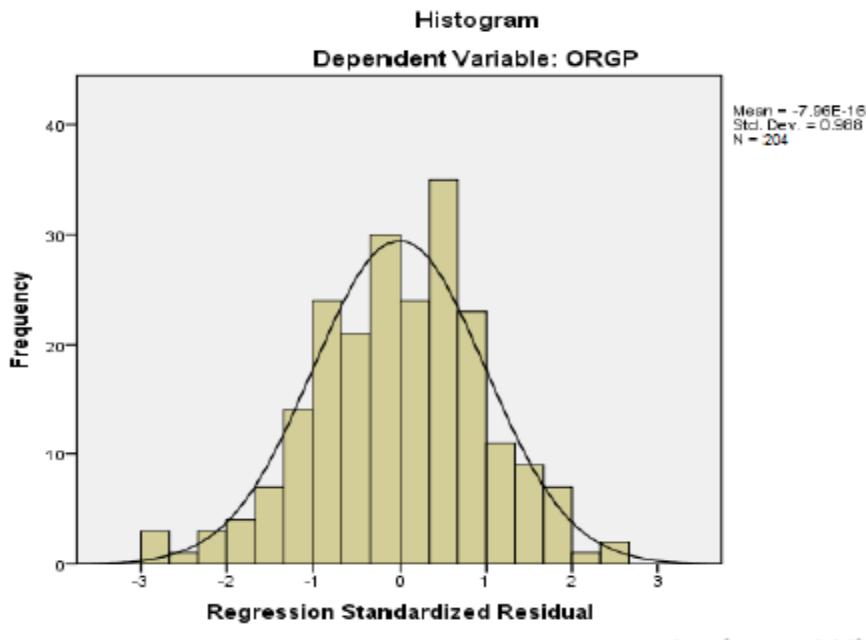


Figure 4 Histogram

Source: Own Survey, SPSSv20, 2021

Moreover, the histogram is bell shaped which lead to deduce that the residual (disturbance or errors) are normally distributed. Thus, there is no violation of the assumption normally distributed error term.

4.4.3.2.1.3 Multicollinearity

According to Andy field (2013) one way of identifying multicollinearity is by scanning a correlation matrix of the predictor variables. SPSS yields various collinearity diagnostics, one of which is the variance inflation factor (VIF). The VIF shows whether a predictor has a strong linear relationship with the other predictor and tolerance statistics which is the reciprocal of VIF. There is no one best rule that determines the value of VIF but there are some general guidelines: If the largest VIF is greater than 10 then there is cause for concern (Bowerman, O’Connell, & Myers, 1990). If the average VIF is substantially greater than 1 then the regression may be biased (Bowerman & O’Connell, 1990). Tolerance below 0.1 indicates a serious problem. Tolerance below 0.2 indicates a potential problem (Menard, 1995). As indicated in the table 16 below tolerance value of all variables was above 0.1 and variance inflation factor (VIF) less than 10 hence, we conclude that there was no multicollinearity issues exist.

Table 16 Collinearity Statistics summary

Coefficients		collinearity statistics	
model		Tolerance	VIF
	Skill variety	.554	1.805
	Task identity	.535	1.887
	Task significance	.648	1.531
	Autonomy	.641	1.562
	Feedback	.643	1.546
	Work Environment	.698	1.433
	Compensation	.612	1.625
	Career development	.571	1.754
a. Dependent variable : Organizational productivity			

Source: Own Survey, SPSSv20, 2021

4.4.3.2.1.4. Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This implies it requires even distribution of residual terms or homogeneity of error terms throughout the data. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). If the error terms are distributed randomly with no certain pattern, the problem is not detrimental for analysis. The scatterplot in figure 5 shows that the standardized residuals in this research are distributed evenly which shows that no violation of homoscedasticity.

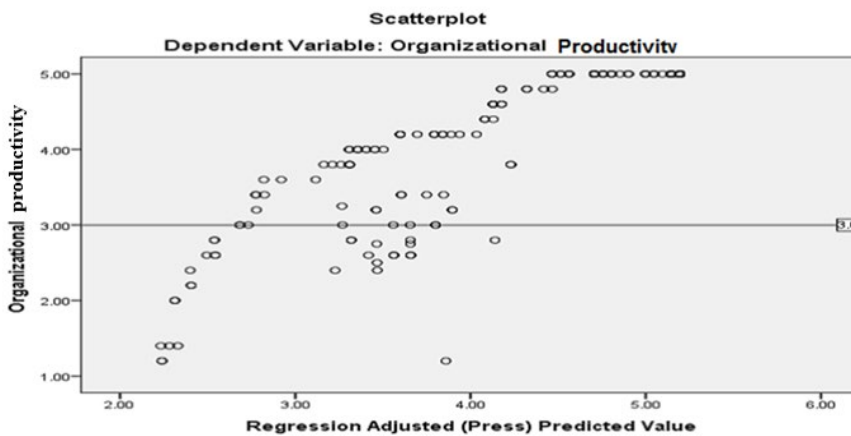


Figure 5 Scatterplot of Standardized Residuals

Source: Own Survey, SPSSv20, 2021

4.4.3.2.1.5 No auto correlation

Autocorrelation refers to the degree of correlation between the values of the same variable across different observations in the data. Thus, autocorrelation or the independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2009). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the DW value needs to be close to 2. Values below 1 and above 3 are problematic and causes for concern that implies greater positive or negative

autocorrelation. To check this assumption we need to look at the Model Summary box presented below.

Table 17 Durbin Watson Statistics

Model	R	R square	Adjusted R Square	Std.Error of the Estimate	Durbin-Watson
1	.764 ^a	.612	.504	.46213	1.764
a. predictors:(constant),Skill variety ,Task identity ,Task significance , Autonomy ,Feedback ,Work Environment, Compensation, Career development					
b. Dependent Variable: Organizational Productivity					

Source: Own Survey, SPSSv20, 2021

The above reveals that errors are responding independently and autocorrelation is not a concern with Durbin-Watson value of 1.764. Therefore, it is possible to say the auto-correlation test has been met.

4.4.4. Regression analysis and Hypothesis Test

Hypothesis testing is based on standardized coefficients beta and P-value to test whether the hypotheses are rejected or not. Regression analysis, therefore, is the process of looking for predictors and determining how well they predict. When only one independent variable is considered, it's called a simple regression. But this study uses more than one independent variable; it uses multiple regressions analysis that shows the influence of two or more variables on a designated dependent variable. The variable we want to predict is called the dependent variable (or sometimes, the outcome, target or criterion variable). The variables we are using to predict the value of the dependent variable are called the independent variables (or sometimes, the predictor, explanatory or regressor variables).

Multiple regressions also allow you to determine the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained. Multiple regressions have been used to test the research hypotheses.

eight (8) hypotheses were raised and tested using regression analysis in the course of this study. In regression analysis, when the significant (sig) value is less than 0.05 for 95% confidence level or less than 0.01 for 99% confidence level we accept the alternative hypothesis and reject the null hypothesis and vice versa.

The results of multiple regression analysis where enter entry method used a dependent variable and any number of predictor (independent) variables are designated are presented in the table 18.

Table 18 results of multiple regression analysis

Model	R	R square	Adjusted R Square	Std.Error of the Estimate	Durbin-Watson
1	.764 ^a	.612	.504	.46213	1.764
a. predictors:(constant),Skill variety ,Task identity ,Task significance , Autonomy ,Feedback ,Work Environment, Compensation, Career development					
b. Dependent Variable: Organizational Productivity					

Source: Own Survey, SPSSv20, 2021

From the above table 18, it has been seen that R value is 0.764 Therefore, R value for the overall employee motivational factors such as Skill variety, Task identity, Task significance, Autonomy, Feedback, Work Environment, Compensation and Career development of employee in the organization suggested that there is a strong effect of independent variables on the organization productivity. From the table 18 also observed that the coefficient of determination i.e. the R-square (R²) value is 0.612, which representing that 61.2% variation of the dependent variable is due to the independent variables, which in fact, is a strong explanatory power of regression and the other unexplored variables may explain the variation in organization productivity. The researcher concludes that 76.4% of the portion of the dependent variable is explained by the nine variables that are included in this thesis.

Table 19 ANOVA

ANOVA^a

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	121.311	3	24.25	156.451	0.000 ^b
Residual	33.068	200	0.155		
Total	154.379	203			

a. Dependent Variable: efficiency
b. Predictors: (Constant), Skill variety, Task identity, Task significance, Autonomy, Feedback, Work Environment, Compensation, Career development

Source: Own Survey, SPSSv20, 2021

According to (Field, 2021) the ANOVA (analysis of variance) tells us whether the model, overall results in a significantly better degree of prediction of the outcome variable. Similarly, ANOVA indicates the overall fit of the model. Hence, as we seen from table 19 the value of F which is computed by dividing the mean square of explained data by the mean square of residual data is $F(3,268) = 156.451, P > 0.001$. Thus, the null hypothesis employee motivation has significant relationship with organization productivity is accepted.

Table 20 Standardized Coefficients

model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Tolerance	VIF
		B	Std.Error	Beta				
1	(constant)	1.421	.161					
	Skill variety	.225	.078	.241	3.551	.000	.554	1.805
	Task identity	.213	.109	.233	8.246	.000	.411	2.187
	Task significance	.404	.238	.249	3.958	.000	.648	1.531
	Autonomy	.214	.242	.239	2.724	.000	.641	1.562
	Feedback	.465	.179	.383	4.694	.000	.643	1.546
	Work Environment	.152	.141	.195	3.632	.000	.698	1.433
	Compensation	.512	.246	.479	6.949	.000	.612	1.625
	Career development	.259	.038	.245	5.531	.000	.571	1.754
a. Dependent variable :organizational productivity								

The coefficient table 20 indicates level of effect of each variable has on the dependent variable. The highest beta value of Time $\beta = 0.512$ indicates that the variable “Compensation” has a strong degree of importance for Organization productivity followed by Feedback with the value of $\beta = 0.465$ than any other variables in the study. Task significance also play its own importance on the organization productivity with a beta values $\beta = 0.404$ and Career development $\beta = 0.259$ has positive importance for the organization productivity. Skill varieties, Autonomy, Task identity and Work Environment also have a significant impact for the organization productivity with the value of $\beta = 0.225, \beta = 0.214, \beta = 0.213, \beta = 0.152$ respectively.

This indicates that once the organization keeps the employee motivational factors, like Compensation, Feedback, Task significance, Career development, Skill varieties, Autonomy, Task identity and Work Environment would enhance the organization productivity. Therefore, all the

above predictor variables are statistically significant and have a positive impact on the Organization Productivity since their p- value is < 0.05.

Standardized coefficient (Beta value) indicates the degree of importance each variable has towards organization Productivity as a result, the affecting variables can be ranked in the following order on the basis of their contribution. Compensation comes first with the highest standardized beta value ($\beta = 0.479$) followed by Feedback ($\beta = 0.383$), Task significance ranked third with beta value ($\beta = 0.249$) followed by Career development ($\beta = 0.245$), Skill variety ranked 5th with beta value ($\beta = 0.241$) followed by Autonomy ($\beta = 0.239$), Task identity ranked seventh with beta value ($\beta = 0.233$), the least one is Work Environment with beta value ($\beta = 0.195$). Therefore, from among the eight variables, Compensation contributes the strongest unique effect on organization productivity. The overall employee motivational factors have a positive and statistically significant effect on the organization productivity.

Table 20 also implies that employee benefit, promotions, training and teamwork have a significant influence on organizational performance at 95% confidence level. All employee motivation factors have been included in the formation of the function and detail expression as follows:

Where: Y= Organizational productivity; f = Function and X = Employee Motivation (Intrinsic and Extrinsic)

Intrinsic (X1= Skill variety; X2= Task identity; X3= Task significance; X4=Autonomy; X5= Feedback) and extrinsic (X6 = Compensation; X7= Career Development; X8 = Work Environment)

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + e$$

$$Y = 1.421 + 0.225X_1 + 0.213X_2 + 0.404X_3 + 0.214X_4 + 0.465X_5 + 0.152X_6 + 0.512X_7 + 0.259X_8 + e$$

H1. Intrinsic employee motivation has a significant effect on organizational productivity

- **H1a.** Skill variety has a statistically significant positive effect on organizational productivity

According to the regression analysis, Skill variety has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Skill variety has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.241$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Skill variety have positive and significant effect on the organization productivity. Thus, in that organizations with better Skill variety can achieve higher organizational productivity compared to those with lower Skill variety. It means that if there is better Skill variety in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Skill variety in their work and organization productivity. Therefore, the alternative hypothesis Skill variety has positive and significant effect on organization productivity is failed to reject.

- **H1b.** Task identity has a statistically significant positive effect on organizational productivity

According to the regression analysis, Task identity has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Task identity has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.233$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Task identity have positive and significant effect on the organization productivity. Thus, in that organizations with better Task identity can achieve higher organizational productivity compared to those with lower Task identity. It means that if there is better Task identity in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Task identity in their work and organization productivity. Therefore, the alternative hypothesis Task identity has positive and significant effect on organization productivity is failed to reject.

- **H1c.** Task significance has a statistically significant positive effect on organizational productivity

According to the regression analysis, Task significance has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Task significance has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.249$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Task significance have positive and significant effect on the organization productivity. Thus, in that organizations with better Task significance can achieve higher organizational productivity compared to those with lower Task significance. It means that if there is better Task significance in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Task significance in their work and organization productivity. Therefore, the alternative hypothesis Task significance has positive and significant effect on organization productivity is failed to reject.

- **H1d.** Autonomy has a statistically significant positive effect on organizational productivity

Similarly, the regression analysis, Autonomy has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Autonomy has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.239$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Autonomy have positive and significant effect on the organization productivity. Thus, in that organizations with better Autonomy can achieve higher organizational productivity compared to those with lower Autonomy. It means that if there is better Autonomy in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Autonomy in their work and organization productivity. Therefore, the alternative hypothesis Autonomy has positive and significant effect on organization productivity is failed to reject.

- **H1e.** Feedback from work has a statistically significant positive effect on organizational productivity

Similarly, the regression analysis, Feedback has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Feedback has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.383$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Feedback have positive and significant effect on the organization productivity. Thus, in that organizations with better Feedback can achieve higher organizational productivity compared to those with lower Feedback. It means that if there is better Feedback in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Feedback in their work and organization productivity. Therefore, the alternative hypothesis Feedback has positive and significant effect on organization productivity is failed to reject.

H2. Extrinsic employee motivation has a significant effect on organizational productivity

- **H2a.** Work Environment has a statistically significant positive effect on organizational productivity

According to the regression analysis, Work Environment has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Work Environment has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.195$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Work Environment have positive and significant effect on the organization productivity. Thus, in that organizations with better Work Environment can achieve higher organizational productivity compared to those with lower Work Environment. It means that if there is better Work Environment in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Work Environment in their work and organization productivity. Therefore, the alternative hypothesis Work Environment has positive and significant effect on organization productivity is failed to reject.

- **H2b.** Compensation has a statistically significant positive effect on organizational productivity

Similarly, the regression analysis, Compensation has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Compensation has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.479$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Compensation have positive and significant effect on the organization productivity. Thus, in that organizations with better Compensation can achieve higher organizational productivity compared to those with lower Compensation. It means that if there is better Compensation in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Compensation in their work and organization productivity. Therefore, the alternative hypothesis Compensation has positive and significant effect on organization productivity is failed to reject.

- **H2c.** Career development has a statistically significant positive t effect on organizational productivity

Similarly, the regression analysis, Career development has been introduced in Model 1 (Table 20) to see the direct effect on organizations productivity. Inconsistent with the initial proposed hypothesis, Career development has a statistically significant positive effect on organizational productivity on table 20 (standardized $\beta = 0.245$, $p < 0.01$). These statistics supported the proposed hypothesis one which hypothesizes Career development have positive and significant effect on the organization productivity. Thus, in that organizations with better Career development can achieve higher organizational productivity compared to those with lower Career development. It means that if there is better Career development in their work, then they become motivated and work well which will increase the organization productivity as well. So, there is direct relationship between Career development in their work and organization productivity. Therefore, the alternative hypothesis Career development has positive and significant effect on organization productivity is failed to reject.

4.5. Summary of the Proposed Hypothesis

The hypotheses of the study are tested through multiple regression analysis by taking direct main effect on dependent and Independent variable the results are summarized below:

Table 21 Summary of hypotheses testing

	Hypothesis	Result	Decision
H1a.	Skill variety has a statistically significant positive effect on organizational productivity	$\beta=0.241$	Accepted
H1b.	Task identity has a statistically significant positive effect on organizational productivity	$\beta=0.233$	Accepted
H1c.	Task significance has a statistically significant positive effect on organizational productivity	$\beta=0.249$	Accepted
H1d.	Autonomy has a statistically significant positive effect on organizational productivity	$\beta=0.239$	Accepted
H1e.	Feedback from work has a statistically significant positive effect on organizational productivity	$\beta=0.383$	Accepted
H2a.	Compensation has a statistically significant positive effect on organizational productivity	$\beta=0.195$	Accepted
H2b.	Career development has a statistically significant positive effect on organizational productivity	$\beta=0.479$	Accepted
H2c.	Work Environment has a statistically significant positive effect on organizational productivity	$\beta=0.245$	Accepted

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

This chapter comprises discussions associated with the findings of the entire research. It includes a summary of the findings, conclusions, recommendations, and suggestions for further study and contribution to knowledge.

5.1. Summary of Findings

- ii. As regards Task variety, most respondents tend to agree they have a chance to do a number of different tasks, using a wide variety of different skills and talents and their job involves in doing a number of different tasks. They also agree on the use of a number of complex skills on their job and their job description has several tasks for them to complete their work.
- iii. In terms of task identity, a great number of respondents tend to agree their job provides them the chance to completely finish the pieces of work they begin and they are claim that the structure of my job allows them to feel a sense of Responsibility for the outcomes. They also agree with the design of their job, it allows them to carry out several tasks that eventually fit together to make a complete job.
- iv. As regards Task significance, most respondents tend to agree by the outcome of their work can significantly affect the work, lives, or well-being of other people and they strongly agree with the relative economic contribution of their job task is critical to the survival of the organization. Most of the respondents in this study tend to agree Failure to carry out the duties in their job can lead to failure of several other jobs.
- v. In terms of Autonomy, a great number of respondents tend to disagree about their job gives them considerable opportunity for independence and freedom in how they do the work and they also disagree their job gives them a chance to use their personal initiative and judgment in carrying out the work. Most of the respondents in this study tend to disagree their job gives them the freedom to make decisions regarding how they accomplish the work.
- vi. A great number of respondents also tend to agree about their supervisor provides them constant feedback about how they are doing the work and they also agree by the work

feedback because the work itself provides them an information about how well they are doing. Also most respondents claim their job is designed such that information freely flows across the departments.

- vii.** As regards work environment, most respondents tend to agree that their present working conditions are okay and they appreciate the work done by the company in order to improve the work environment. However they tend to disagree by the lack of routine safety environmental programs. Also most respondents claim to enjoy a certain level of autonomy in discharging their duties.
- viii.** In terms of compensation, a great number of respondents tend to disagree that the company pays them well. They also prefer cash rewards to in-kind rewards and they are currently not satisfied with their current pay. However they tend to agree that more incentives should be included in their total reward package and claim to receive allowances for special duties and overtime on the job.
- ix.** As regards training and career development, most respondents tend to disagree that the company has a training and development policy applicable to all employees and also they are claim not attended skill acquisition programs sponsored by the company. They also disagree with supervisor's support the use of techniques learnt in training that employees bring back to the job and company links training and development with its business strategy.
- x.** As regards effectiveness of workers, majority of the respondents tend to agree that managers visibly demonstrate commitment to quality and that the company provides realistic and clearly defined quality goals. They also claim that their workload is fair and that they have the tools and resources to do their jobs well while evaluations are carried out by supervisors based on the results they get from their jobs.
- xi.** In terms of efficiency of workers, a higher percentage of respondents tend to agree that the organization provides them with a job schedule to ensure time is properly utilized and claim to be held accountable for resources at their disposal. Also most respondents tend to agree that their managers give them credit for completing tasks in record time as well as criticize them for the waste of resources.
- xii.** Based on the regression coefficients found in the analysis part, the following model has been found.

$$Y=1.421+0.225X_1+0.213X_2+0.404X_3+0.214X_4+0.465X_5+0.152X_6+0.512X_7+0.259X_8+e$$

5.2. Conclusion

In conclusion, this study focused on the employee motivational incentive and their impact on the organizations productivity. Research findings indicate that employee motivation has a significant effect on organizational productivity. Therefore, it is necessary for any employer to understand what truly motivates the employees and how to maximize the overall job performance.

From the correlation analysis it is concluded that there is a strong association between employee motivation and organizational productivity. In line with each hypothesis, the findings of the regression analysis have shown that each motivational factor explains reasonable variation in organizational productivity with positive relationship and it is statistically significant. It is, therefore, concluded that motivational factors in Elsa kolo play substantial role in organization productivity.

The direct effect analysis in regression with organizational productivity, Skill variety, Task identity, Task significance, Autonomy, Feedback, Compensation, Career Development, Work Environment, independently explained variations in performance indicating that they are substantial predictors of productivity.

According to the findings and the summary found out in this study we can conclude that both extrinsic and intrinsic employee motivational factors have a positive and significant effect over the organization productivity. Therefore the organization must strongly work towards employee motivational factors so as to motivate them and brings change towards organization productivity.

This study concludes that employee motivation be it intrinsic or extrinsic in nature has a significant effect and is a predictor of organizational performance level. It also concludes that both intrinsic and extrinsic factors of motivation appeal to employees and the right mix of both are essential in bringing out the best performances from a workforce. These findings validate the Herzberg two-factor theory, Maslow's hierarchy of needs theory and Vroom's Expectancy Theory. From the findings of the study, one can assume that the influence of extrinsic factors more than intrinsic factors on productivity.

5.3 Recommendations

Depending on the outcome of this study the following conclusions were made. The purpose of this study was to examine the effect of employee motivation on organization productivity. For any organizations to be productive and successful, having of motivated employees has the most important issue to be emphasized by the organization. Since organizations will be efficient if and only if their employees are motivated and this could happen among others through having an effective motivation of employees assured by the organizations. On employee motivation, it can also be concluded that promotion, employee benefit package, training, teamwork and working environment have an impact on organization productivity that also leads to increase productivity and performance of employees of the organization. Similarly, compensation, feedback, Task significance and career development have unique and significant contribution to organization productivity based on the result of this study.

Furthermore, the result shows that employees of the company were averagely agreed with the employee benefit currently provided by the organization. Likewise, the result of this study concludes that employee motivation is very important factors that the managements need to focus on to achieve goal as well as to contribute more to company productivity. Ignoring this factor could cause to build demotivated employees, which are subject to reduce productivity, lower commitment, and lower motivation or even, contribute to the lesser productivity of the organization. In contrast working environment has least unique effects on organization productivity in this investigation result which shows that the working environment has an insignificant impact on organization productivity.

In summary, the major finding of this study implies that employee motivation has a positive effect on the Elsa Kolo company productivity. Based on the outcomes and conclusions the researchers recommend that the managements of the company need to motivate and encourage their staffs so as to advance their performance. It is important to work closely with HR departments to have promotion opportunities and flexible career development which are highly prioritized by crews as an important motivation factor. Employees who work harder and perform well and meet their targets should be motivated by their respective organizations by giving them a special treatment in terms of incentives like bonus, salary increment, transportation and housing allowances and training programs to induce others to follow their footsteps. Incentives

were generally developed to generate employee motivation, satisfaction, and greater performance of any company. In addition, with an effective incentive, employees could gain several social and psychological benefits as a result of improving their purchasing power to meet his or her needs of goods and services. Therefore, it can be concluded that incentives have great potential for improving employee work performance and increasing production efficiency through encouraging individuals or groups to act in a desired and productive way. And also the implementation of teamwork can increase efficiency and encourage employees to work smarter and strongly.

5.4 Direction for further study

It is recommended that further studies should take demographic factors into account. The reason for this is because not everyone shares the same motive for motivation. People of different gender, age, different education level, occupation, position, income, or even religion and believes will have different expectations of a job and are influenced by different motivation factors. The research was implemented on a target group which was employees at Elsa kolo homemade product producer and distributor. The majority of the respondents were mostly from below 30 years old with a higher number of females than males. The results acquired are valid for the chosen sample group; however, the accuracy on a larger scale has not yet been examined. Therefore, it would lead to a more solid and generalized conclusion if other researches supporting the same outcomes.

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APPENDIX 1

St. Mary's University
School of Graduates Studies
Masters of Business Administration (MBA)

Nov 6, 2021

Questionnaire for employees

Dear Respondents,

QUESTIONNAIRE ON EMPLOYEE MOTIVATION INCENTIVES AND THEIR IMPACT ON THE ORGANIZATION'S PRODUCTIVITY

I am a Masters student of Business Administration (MBA) at St. Mary's University. This study is conducted to examine *employee motivation incentives and their impact on the organizational productivity at Elsa kolo home made products producer and distributor*. To this end, questionnaire is used to gather pertinent data for respondents. I would indeed be very grateful if you participate in this study and complete the questionnaire freely and honestly. The information provided in the questionnaire will be strictly used for academic purposes and will be treated with utmost confidentiality. I thank you very much for your willingness to spare 15 minutes from your precious time to participate in his study.

Thanks for your cooperation.

Yours Faithfully,

Eyouel Teferi

(Graduating Candidate)

SECTION A: PERSONAL INFORMATION (CIRCLE APPROPRIATELY)

1. GENDER:

- a) Male b) Female

2. AGE CATEGORY:

- a) Below 30 years b) 31 – 40 years c) 41 – 50 years d) Above 50 years

3. EDUCATIONAL STATUS:

- a) up to grade 12 b) Certificate c) Diploma d) First degree e) Masters & above

4. MARITAL STATUS

- a) Single b) Married c) Divorced d) Widowed

5. WORK EXPERIENCE

- a) 1-5 years b) 6-10 years c) 11-15 years d) 16-20 years e) 21& above

6. POSITION

- a) Support giving b) Supervisor c) Officer d) Manager

SECTION B: EMPLOYEE MOTIVATION

The following questions are aimed to assess your perception towards the motivational schemes put in place at Elsa kolo by using 5-points Likert scale items. Please, indicate the extent to which you agree on the statements by putting a tick mark (√) on the box provided in front of your answer.

5 = Strongly Agree (SA)

2 = Disagree (D)

4 = Agree (A)

1 = Strongly Disagree (SD)

3 = Neutral/Not sure

PART A: INTRINSIC FACTORS (TICK APPROPRIATELY)

S/N	Skill Variety	5 SA	4 A	3 N	2 D	1 SD
1	I have a chance to do a number of different tasks, using a wide variety of different skills and talents					
2	I get to use a number of complex skills on this job					
3	My job involves doing a number of different tasks					
4	The structure of my job has inbuilt flexibility for me to perform tasks					
5	My job description has several tasks for me to complete					

S/N	Task Identity	5 SA	4 A	3 N	2 D	1 SD
1	The job provides me the chance to completely finish the pieces of work I begin					
2	The job is arranged so that I can do entire piece of work from beginning to end					
3	The structure of my job allows me to feel a sense of Responsibility for the outcomes.					
4	The design of my job allows me to carry out several tasks that eventually fit together to make a complete job.					
5	The design of my job allows me to carry out several tasks that eventually fit together to make a complete job					

S/N	Task Significance	5	4	3	2	1
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		SA	A	N	D	SD
1	The outcome of my work can significantly affect the work, lives, or well-being of other people					
2	The job is one where a lot of other people can be affected by how well the work gets done					
3	The job itself is very significant and important in the broader scheme of things					
4	Failure to carry out the duties in my job can lead to failure of several other job.					
5	The relative economic contribution of my job tasks is critical to the survival of the organization.					

S/N	Autonomy	5 SA	4 A	3 N	2 D	1 SD
1	The job gives me considerable opportunity for independence and freedom in how I do the work					
2	The job gives me a chance to use my personal initiative and judgment in carrying out the work					
3	my job provides me with the discretion to schedule work by myself.					
4	My job description vests responsibility of work outcomes on me as the job holder.					
5	My job gives me the freedom to make decisions regarding how I accomplish my work.					
S/N	Feedback	5 SA	4 A	3 N	2 D	1 SD
1	My supervisor provides me with constant feedback about how I am doing					
2	The work itself provides me with information about how well I am doing					
3	Just doing the work provides me with opportunities to figure out how well I am doing					
4	Supervisors let us know how well they think we are doing					
5	My job is designed such that information freely flows across the departments.					

PART B: EXTRINSIC FACTORS (TICK APPROPRIATELY)

S/N	WORK ENVIRONMENT	5 SA	4 A	3 N	2 D	1 SD
1	I enjoy a conducive and friendly work environment					
2	My company does a lot to improve the work environment					
3	I enjoy a certain level of autonomy in discharging my duties					
4	My company organizes routine safety environmental programs					
5	My office is spacious and comfortable					

S/N	COMPENSATION	5 SA	4 A	3 N	2 D	1 SD
1	My company pays me well					
2	I believe more incentives should be included in my total reward package					
3	I am not satisfied with my current pay					
4	I prefer in-kind rewards to cash rewards					
5	I receive allowances for special duties and overtime on the job					

S/N	TRAINING AND CAREER DEVELOPMENT	5 SA	4 A	3 N	2 D	1 SD
1	My company has a training and development policy applicable to all employees					
2	I have attended skill acquisition programs sponsored by the company					
3	Supervisors support the use of techniques learnt in training that employees bring back to their jobs					
4	My company links training and development with its business strategy					
5	Employees who use their skills are given preference for new assignments					

SECTION C: ORGANIZATIONAL PRODUCTIVITY

S/N	EFFECTIVENESS	5 SA	4 A	3 N	2 D	1 SD
1	Senior managers visibly demonstrates a commitment to quality by providing feedback					

2	My company provides realistic and clearly defined quality goals					
3	My company does a lot to ensure that workload is fair					
4	I have the tools and resources to do my job well					
5	My supervisor evaluates the results I get when he assigns work to me					

S/N	EFFICIENCY	5 SA	4 A	3 N	2 D	1 SD
1	My boss always praise me for completing tasks assigned to me on record time					
2	My boss criticizes me for the waste of resources allocated to me while carrying out certain assignments					
3	My company provides me with a job schedule to ensure time is properly utilized.					
4	I often get my job done properly in good time at the least cost possible					
5	I am very prudent with company resources because I am held accountable					

