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HIGH PRODUCTIVITY AND STAFF MOTIVATION IN ORGANISATIONS: A STUDY OF MARKET SQUIRE COMPANY BAYELSA STATE

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Introduction

One of the complex issues in present day organization is the problem of employee motivation towards high productivity. Because employees are the means of effective and efficient service delivery within organizations. Employees always put in mind on the level of compensation and remuneration as regards to their services within organizations and with the concern given to employees by the management to a large extent that enable the employees to put more efforts towards enhancing high productivity. Effective pay system is importance to the level of the employees in high productivity in organizations because employees' desire to high productivity are tied

Abstract

This paper investigates the high level of productivity and staff motivation in organisations and a study of market squire company Bayelsa state. High productivity is a consequence of employees' level of motivation within an organisation. Motivation direct the employee towards achieving high productivity within the organisation and it is said that sufficient increase of incentives to employees will greatly induce them to put more efforts towards achieving high productivity in organization because a motivated staff is more productive than an employee who is not motivated. The theoretical analysis used in this work was human relation theory of motivation and the qualitative approach was

employed and it was based on content analysis. The study revealed that motivation of employees in the market squire company play an important role in promoting and increasing high productivity and motivation also helps to improve effective and efficient service delivery between management and staff which draws customers' attention towards organisational high productivity. It was also showed that motivation has a strong link with high productivity in the market squire company because of its core values of trust, service, integrity, initiative, teamwork, and leadership accountability. The paper recommended that staff needs should be highly considered if there would be high productivity in the organisation and management should frequently interact with staff in identifying their immediate demands towards increasing high job productivity.

Keywords: *Motivation, Organisation, High Productivity, Staff, Theory*

To the nature of the basic pay, the kind of incentives and the fringe benefits.

For Akiagba (2004) most employees want to know how well they are doing and how they can improve their performance. Management, too, is interested in obtaining the highest quality of work from employees, but the process of employee evaluation is among the most difficult problems that management has. Employee expectations cannot be disregarded either. Employees resent average or low ratings because they think of them in terms of money, promotion, and survival. Aluko (2014) in Nwannebuife (2017: 1) stated that an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances are that their morale would be high as such performance and productivity levels would increase thereby to a large extent boosting overall organizational performance level. In order to achieve high levels of productivity as such boost organizational performance or productivity, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee motivation leads to reduced productivity which is harmful to organizational performance and continuous success. Markora and Ford (2011) in Yahala, Kinyata and Maicibi (2016: 65) asserts that the real success of companies originate from employees willingness to use their creativity, abilities and know-how in

favour of the company and it is the organizations task to encourage and nourish these positive employee inputs by effective reward practices in place. Vroom (1964) suggested on the basis of a number of experiments that:

The effects of motivation on performance are dependent on the level of ability of the worker, and the relationship of ability to performance is dependent on the motivation of the worker. The effects of ability and motivation on performance are not additive but interactive. The data presently available on this question suggest something more closely resembling the multiplicative relationship depicted in the following formula:

Performance = Ability X Motivation

This formula expresses more than the truism that you cannot perform a task without some ability and some motivation. The emphasis is on the multiplicative relationship between the two factors, from which it follows that when ability is low, increase in motivation result in smaller increase in performance than when ability is high. Similarly; when motivation is low, increase in ability result in smaller increase in performance than when motivation is high. The implication is that it is as necessary to concentrate on improving ability by means of good selection and training as it is to concentrate on improving motivation by some manipulation of the extrinsic and intrinsic factors affecting it. At the same time, more is gained from increasing the motivation of those who are high in ability than of those who are low in ability, and more is to be gained from increasing the ability of those who are highly motivated than of those who are relatively less well motivated cited in (Ilesanmi and Famolu 2016:18).

Tambou (2018) most employees in organizations actually need to be motivated for them to be better and good towards their outlook and jobs and by so doing they perform highly in achieving the organisational goals. Some employees to some extends need money and while others need reward, recognition as a means of motivation and by so doing they see the overall growth of the organisation because motivation of staff by management has a serious positive impact on the level of staff high productivity. Employees who are highly motivated show greater happiness in the workplace and they embark on positive determination in ensuring high productivity within the organisational set rules. For Amagonou (2018) Management of market

Squire Company plays important role in motivating their staff towards high productivity despite the high growth of the company within the Yenagoa metropolis, which is in line with the organisation mission to be the foremost indigenous grocery retail company using available local resources to bring products and customers together in a modern marketplace for the benefit of all stakeholders and its core values comprises trust, service, integrity, initiative, teamwork, leadership accountability.

Conceptual Clarification

Motivation and Productivity in Organisation

According to Akpotohwo, Ogeibiri and George (2017:107) Motivation in relation to work could be defined as the condition of being influenced to do something. It is the process of influencing workers to give off their very best to their organisation. Simply put, it is the driving force that stimulates an individual, i.e. a worker, into action in order to achieve his or her organisation's objectives. It is also described as the willful or volition act on the part of an individual.

French (2007) summarizes the definition of motivation by stating that it is the propensity to act in the direction of a particular outcome or set of outcomes which is a function of both needs and the perceived probability that those needs will be met. It therefore follows that for workers to be motivated, management must identify their needs, wants, desires and drives. There is equally the need for these factors to be satisfied. The inability of management to satisfy the factors may lead to frustration, low morale, discontent and low productivity. Odugbesan (1985) views motivation as the means of triggering the mind of an individual to direct or channel his behaviour or activity towards the achievement of specific goals. Motivation is the willingness to put forth effort in the pursuit of organizational goals. Motivation involves taking those actions that will induce performance on the part of employees. The process of motivation consists of:

- (i) Identification or appreciation of an unsatisfied need;
- (ii) The establishment of a goal which will satisfy the need; and
- (iii) Determination of the action required to satisfy the need.

Motivation is to steer one's actions towards certain goal and to commit a certain part of ones energies to reaching them.

Adewumi (1988) defined motivation “as the inner stimulus that induces us to behave the way we do”. A study of motivation provides an explanation on how behaviour is stimulated, sustained, directed and how it can be terminated. Cited in Ilesanmi and Famolu (2016: 16).

For Ezeani (2006) the necessity for managers and administrators to motivate their employees cannot be over-emphasized. There is no doubt that the ability of any organised enterprise and indeed any group, to achieve its goals depends to a large extent on the motivation of its employees. Indeed, no manager or administrator can succeed in achieving optimal productivity for his or her enterprise without knowing what motivates people. Motivation of employees become very essential when it is realized that although people work in an organized enterprise or participate in all kinds of groups in order to achieve some desired goals that they cannot attain as individuals, this does not imply that they will necessarily put in maximum efforts to ensure that these goals are accomplished.

In a similar line, Jennifer and George (2006) in Nwannebuife (2017:9) 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

Productivity in Organisation

Productivity is the measure of how well resources are brought together in organisation and utilized for accomplishing a set of results. Mali (1978) defines productivity as reaching the highest level of performances with least expenditure of resources. Wich (1995) uses the term productivity to describe how well or efficiently an economy’s resources are used in the process of production. Productivity is brought about by a combination of factors. The total productivity of resources in a production process is determined by the quantities of the resources used; the qualities of the resources used; the state of technology to be used; and political climates and work environment.

In developed countries, a substantial part of the gains in productivity that have occurred in the twentieth century is attributable to increased investment in the education and training of the labour force Ewurun (2000)

productivity in industrial relations, therefore involves relationship between labour as in input and industrial output. There are two types of productivity. They are total productivity which refers to the ratio of an index of real outputs of products to an index of real inputs of resources, whereas partial productivity refers to ratio of the real outputs of production process to the real inputs of a given kind of resources in Anugwom (2007:141).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005).

Bhatti (2007) and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2000) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components. (Cited in Nwannebuife 2017:25).

Staff Motivation and Its Factors in High Production in Organisation and in Relation to Market Squire Company

According to ken (2018) Motivation of staff in organization and especially in market squire plays a key role in improving effective and efficient management and employees' relation which helps the company to have a cordial relationship between management and customers because the overall interest of employees in the company is to see the vision, mission of the company being accomplished. And that several factors help organization to achieve high productivity and among them are: prompt salary payment, conducive working environment, adequate allowances, effective decision-making, cordial relationship between management and staff, adequate compensation, provision of leave, staff quarters etc. James (2019) Market

sqire company is a supermarket outputs, which has its organisational goals through effective and efficient leadership style and staff, customers cordial relation, provision of adequate staff welfare, provision of work shift among employees, adequate daily feeding provision and good communication gap. For Ebi (2019) Market sqire Supermarket possess the following qualities; staff and management trust, service, integrity, initiative, effective teamwork, effective leadership style, accountability in dealing with staff high productivity. That the following factors help market sqire organisation to improve on high productivity; Enhancing effective and efficient staff motivation services through motivation, proper staff time management, efforts of staff as easily recognized, effective, enhance public image, adequate improvement of working skills.

Theoretical Analysis

The theoretical framework used for this study was human relation and the major contributors and proponents of this framework were Mary Parker Follet, Elton Mayo, Roethlisberger, Dickson etc. This theory is linked to the research carried out at the western electric company in Chicago, USA between 1924 and 1939 respectively, where by some groups of workers were selected; one group was to test or act as experimental group and while the other a control group. The bases of the research was to experiment to examine the effects of the environment on productivity. As pratt and Benneth (1979:19) in Ezeani (2006) state” the consultants began by increasing the level of lighting in the test group’s work era, “arguing that if lighting was improved, output should similarly improve. The anticipated output of the test group did indeed rise; but so did that of the control group”. Even the test group’s lighting was reduced, output rose in both groups. So with confusion then, Mayo came up and selected females employees and transferred them from a normal working environment to a different room for five weeks , before then, their output was measured and recorded without them knowing. At the end of the period, mayo introduced a series of changes to their working conditions; a group incentive scheme, hours of work, rest pause, refreshments were all varied. The study lasted five years, during which regular medical examinations showed no signs of fatigue, and absenteeism fell by 80 percent. However, Mayo and his team concluded on the basis of the

results that the physical environment was not all-important, as they had previously supposed. They attributed the high productivity to the following:

1. the group felt important: management cared about them
2. the style of supervision was more friendly than the style to which the group was accustomed;
3. the girls had been allowed considerable freedom to organize and control their own work;
4. as a group, they had developed close friendship.

Mayo new proposition was that productivity and work satisfaction are largely products of social relationships between workers and between workers and their supervisors. One of the most important findings made during the Mayo's Hawthorne studies was the existence of informal work groups and their role in determining the level of productivity (cited in Ezeani 2006: 130).

According to Basu (2012) The Hawthorne experiments proved that men are not atomistic or voluntaristic creatures, but are motivated by a variety of factors (not purely economic) in work, and are influenced by their social environment. These studies proved that organisations are social systems comprising thinking and acting individuals. If further disclosed the tendency of workers to form small informal social groups with their own code of ethics and conduct in matters of work, behaviour, belief and goals which may be often different from the goals of management and the stated objectives of the organisation. It assumed also that the study of organisational behaviour is a very complex process which has to take into account, both the economic and the non-economic variables. For a realistic analysis of workers behaviour, all the factors motivating them have to be studied.

The framework made us to understand that humanists lay greater emphasis on the study of major psychological processes such as perception, learning and motivation which revealed a worker's personality more than other mechanical factors. And that organisational goals were deemed as important as goals of individual workers. Every efforts should be made to see that the organisational work fulfils the worker's talent and creative potential and leaves him satisfied with his job. It is the goal of every management to strike a balance between the workers needs and those of the organisation.

In addition, the framework clearly revealed that organisations should allow the operation of informal structures in bringing up high productivity, there

should be efficient and effective workers motivation in enhancing high productivity in organisation, management should strictly contribute a modest working environment as regards to have high productivity and management should at any point in time care about workers in other to bring up high productivity within the organisation.

Methodology

The method employed in this study was on qualitative approach and it uses content analysis. The population of the study comprises the staff of Market Squire Company in Bayelsa state in ascertaining high productivity and staff motivation in organisation.

Findings and Conclusion

The research revealed that organisations as corporative mechanism in achieving it goals play so much role in providing the overall interest and aspiration of workers that would lead to high productivity as a result of motivation. Motivation as a tool of improving workers behaviour to a large extend help to produce effective and desirable outputs within the organisation. The study revealed that market squire as a wholesale and retail supermarket in Bayelsa state provide efficient environment for workers to have high productivity which made the company to be favourable within the state.

More so, the study revealed that motivation of employees in the market squire company plays an important role in promoting and increasing high productivity and motivation also helps to improve effective and efficient service delivery between management and staff which draws customers' attention towards organisational high productivity. It was also showed that motivation has a strong link with high productivity in the market squire company because of its core values of trust, service, integrity, initiative, teamwork, and leadership accountability. Also, findings showed that market squire goals towards high productivity usually cause employees to perform effectively and efficiently with their staff well-structured pay packages and with the current increasing company inputs and outputs towards the state business outlets which made its organisation more favourable. .

Recommendations

Based on the research, it recommends the following:

- Staff needs should be highly considered if there would be high productivity in the organisation
- Management should frequently interact with staff in identifying their immediate demands and urgently solve them as regard to increasing high job productivity.
- There should be extra pay for those staff in the organisation that have extra work load in order to see that the organisation have high level of productivity
- Management should frequently review the pay structure of staff in the organisation in order to increase their efficiency and effectiveness towards high job productivity
- Management should embark on the job training with good package allowances in order to pursue greater productivity within the organisational goals
- Organisation as a matter of effective and efficient service delivery should study other organisations by analyzing their strength and weaknesses in creating room for improvement

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