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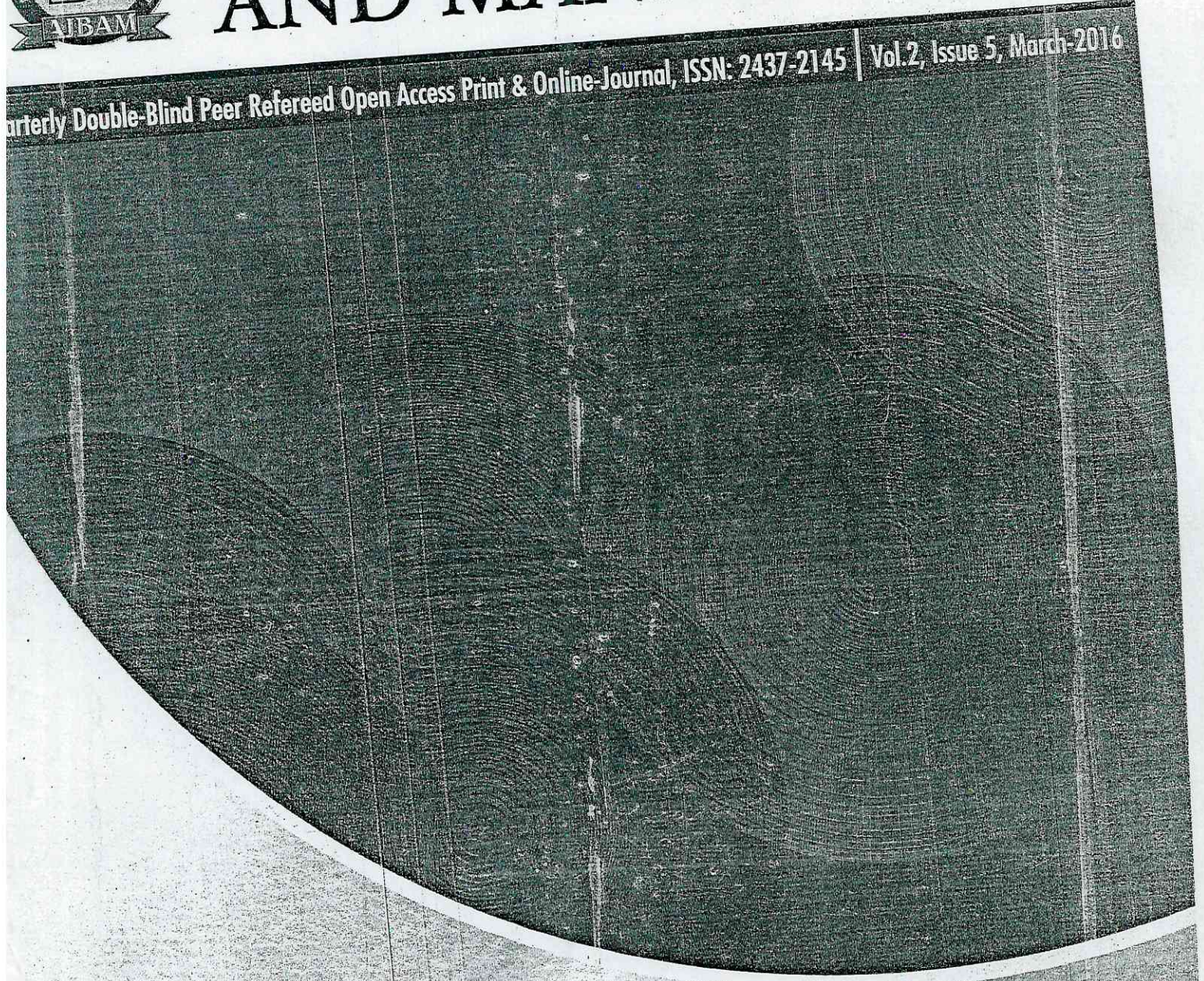




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Motivation as a Determinant of Employees' Productivity: A Study of Communication Network Support Service Limited (CNSSL), Ilorin

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Abstract: Even though series of research efforts have been directed towards analyzing the impact of motivation on employee's behavior, very few of such researches were empirically situated and not much of such were carried out in private organizations in Nigeria. It is against this backdrop that this research study was conducted to empirically examine the influence of motivational packages on productive prospect of employees using workers of CNSSL, Ilorin as the case study. The main objective of the study is to determine how motivational factors affect productivity of employees in an organization. Survey design was adopted to achieve the objectives of the study. Data for the study were collected through the use of questionnaires. Frequency Distribution was used for descriptive analysis while chi-square (χ^2) was also used as the inferential statistical tool. The study found that motivational factors such as attractive salary package, housing, promotion, training, safety and security etc are the factors with most significant impact while poor motivational incentives such as poor work environment, salary deduction and delays in promotion of employees are some of the factors that are found to be insignificant which negatively affect productivity of CNSSL employees. The study thus, concluded that motivation is an important determinant of employee's productivity and it is recommended that employers of labour should take the motivational incentives of their employees more seriously as it will go a long way in making them achieve their business objectives more effectively and efficiently.

Keywords: CNSSL, Motivation, Organizational Goals, Performance, Productivity.

1. Introduction

Technically, it could be said that productivity has been the long run aim of every work organization, from the smallest to the largest work organization; the zeal to be productive is supposed to be the goal of all and sundry in the work organization. As it is, because it has been realized that no work organization could survive without the productivity of its members, productivity has been one of the major areas of study in many disciplines such as Business administration, Economics, Public administration, Industrial relations and so on (French 2003). According to Tangen (2002), the concept of productivity has been a subject of enquiry among intellectuals since over two centuries before now and has been applied in many different circumstances on various levels of aggregation in the economic system. It is argued that productivity is one of the basic variables governing economic production activities and perhaps the most important one. With this observation, it could be said that the dilapidated state of Nigeria's economy as manifested in the persistent increase in the rate of unemployment and many other socio-political problems could be as a result of increasing closure of business setups as a result of lack of employee's productivity.

Specifically, in the field of industrial relations, the conception is that the productive level of the worker is not haphazardly realized, rather, it is a consequence of various factors ranging from the individual micro elements to societal macro factors. In the view of some classical scholars of organizational studies such as Frederick Taylor, Henry Fayol; productivity in the workplace is essentially the consequence of managerial style. For the neo-classical theorists such as Urwick, Mooney, Brech and so on; productivity in the work place is a consequence of certain factors such as the work environment, the lightning system, the financial incentives received by the individual workers. For some other researchers such as Maslow (1949), productivity in the workplace is highly psychological as the zeal to satisfy certain basic needs is grossly the factor determining productivity in the workplace.

Furthermore, the human relations theorists such as Elton, Mayor (1880-1949); Hostfede (1980,1991), Oloko (1977) are of the view that productivity in the workplace is as result of sociological factors such as the culture, the group type, group norm, the educational background of the employees and so on. To some many others, the causal factor for enhanced productivity in the work place could be located in the

leadership, gender factor, and political-economic factors and so on (McGregor, 1987; McClelland, 1997) and to some, motivational packages could be a factor determining people's behavior in the workplace (Adam, 2001).

From the foregoing, it could be seen that productivity is an important fact for survival of any work organization and that scholars are of the different opinions on the different factors that enhanced or affect productivity in a work organization. In other words, the foregoing discussion points to the fact that productivity in the workplace is a consequence of varying factors and motivational elements could be one of such important factors. Although, researches has been geared towards this direction but not much of such research were empirically conducted and not much of it was conducted on communication network services in Nigeria. In this regard, this research is posed to provide answers to the following questions: (i) What are the motivational incentives available for employees in the study area? (ii) What is the productive prospect of employees in the study area? (iii) Do the existing motivational packages have significant relationship with employee's productivity?

By providing answers to the above questions, this research effort would go a long way in improving the productive capacities of employees and by that would create the effect of developing the general industrial sector in Nigeria and would invariably solve unemployment issue which is one of the major social problems in Nigeria. Academically, this paper would cover the gap of insufficient empirical research on the relevance of motivational packages on productivity of employees. The findings emanating from this research would benefit managers and employers of labour as well as Academia in the Management and Industrial relations and it would also serve as the bedrock on which similar researches could be laid upon in the future. Specifically, the main objective of the study is to determine how motivational factors affect productivity of employees of Communication Network Support Service (CNSSL), Ilorin, Kwara State.

1.2 Test of Hypotheses

The following formulated hypotheses will be tested in the course of the study:

H₀₁: Salary attractiveness does not have significant relationship with target meeting dispositions of employees

H₀₂: Salary attractiveness does not have significant relationship with employee's support of organizational goals

H₀₃: Employees' conception of work environment does not have significant relationship with their target meeting disposition

H₀₄: Employee's conception of work environment does not have significant relationship with their support for organizational goals

2. Literature Review

2.1 Concept of Motivation

The word 'motivation' is derived from Latin word '*Movere*' which means 'to move' (Luthans, 2002). According to the Oxford Advance Learners Dictionary (2006), motivation is the element that propels a person to do something or behaves in a particular way. This is why Akinwunmi (2000) conceived of motivation as the psychological state of mind that causes a person to behave in a way that will make the accomplishment of goals possible. Kootz (2005) defined motivation as a general term that drives desires, needs and wishes. Analoui, (2000) sees motivation as the general set of forces that cause someone to act or react in certain ways.

Cole (2002) defined motivation as the processes, both instructive and rational which occur in an individual when seeking to satisfy perceived needs and wants. It is the term used to describe those processes both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger overt behavior. Oyedeki (1998) defined motivation as one of the ways of making

people to put forth their best efforts in an efficient and effective way. Robbert & Angelo (2004) defined motivation as psychological processes that arouse feelings and direct behavior; it is that important element that makes an individual choose an action while he has an alternative.

Deducing from the above; motivation could be described as something which comes from within an individual and expresses itself in various ways such as work commitment, job involvement; work productivity and so on. Typically, motivation could be classified in different ways depending on the context in which it is used. For instance, in terms of feasibility, motivation could be categorised into intrinsic and extrinsic motivation. According to Sansone, & Harackiewicz, (2000), intrinsic motivation could be conceived as the internal/unseen factors which propel action; when intrinsically motivated, a person is moved to act due to an inner drive rather than because of external pressures, or rewards. In humans, intrinsic motivation is not the only form of motivation, but it is a pervasive and important one.

Although, in one sense, intrinsic motivation exists within individuals, but not everyone is intrinsically motivated for a particular task in the same manner and level. Because intrinsic motivation exists in the nexus between a person and a task, some authors have defined intrinsic motivation in terms of the task being interesting while others have defined it in terms of the satisfactions a person gains from intrinsically motivated task engagement. In sum, it could be said that intrinsic motivation is one important form of motivation which psychologists have really looked into due to its importance not only in determining the direction of the extrinsic motivation but also in determining the general direction of the action.

According to Ryan & Deci (2000), although intrinsic motivation plays significant role in the general direction of behavior but its major challenge is that it cannot be seen and as such cannot be effectively measured and as such has received little attention in general academic discourse. According to Akintoye (2000), financial reward refers to those monetary payments that are given to workers as compensation for performing their job and this included salary and wages. However, non-financial rewards are those other social and welfare incentives and benefits which are given by the management of manufacturing industry to stimulate positive organizational behaviors and maximum productivity (Okolo, 2006).

2.2 Meaning of Productivity

Productivity is one of the most important elements of any work organization and any organization that is not optimally productive cannot withstand the test of time. It has been argued that productivity is one of the basic variables governing economic production activities and perhaps the most important one (Tangem, 2002). Conceptually, the term is generally defined as the relationship or the difference between output and input, that is, the difference between what is expended on a given product and what the product returned. In a practical sense, the term is an ambiguous term which could be used on both tangible and intangible resources. Generally, researchers on the subject have seen it as not only a relative term but also a term which in actual sense cut across virtually every aspect of the production process (Singh, Motwani & Kumar, 2000). Productivity is therefore closely connected to the use and availability of resources; this means that productivity is reduced if a company's resources are not properly used; it is strongly linked to the creation of value. Thus, high productivity is achieved when activities and resources in the manufacturing transformation process add value to the products (Kinnander & Gröndahl, 1999). Furthermore, the opposite of productivity is represented by waste, and it is usually caused by indolence and other counter-productive work behaviours.

According to Tangem (2002), **productivity** is the output of an industrial concern in relation to the materials, labour, etc, employed. It is simply the measure of how well an operation system functions. Technically thus, productivity is said to be a measure of how effective all the factors of production have been put into use (Mullins, 2004). However since it is the labour that is responsible for the utilization and management of all other factors of production, thus, the productive capacity of the laborers are usually given utmost attention in many researches on productivity (Misterek, Dooley & Anderson, 1992; Koss & Lewis, 1993; Mullins, 2004; Armstrong, 2006). In this regard, productivity is the effectiveness of productive effort, especially in industry, as measured in terms of the rate of output per unit of input. Forrester, (1993) defined productivity as the relationship between output (O) of goods and services and the input (I) of resources human and non-human used in the production process.

The population of the study consists of 634 employees who work in the MTN call centre otherwise referred to as CNSSL in Oke-Odo area of Ilorin, Kwara state. These are majorly employees who are employed to pick calls to respond to MTN customers' queries. The sample for this study consists of 25 per cent of the 634 employees which amount to one hundred and fifty nine employees of the centre who were selected through simple random sampling technique. This sampling technique was utilized because of the homogenous characteristics of the respondents in relations to the variables under study.

However, of the 159 questionnaires distributed, only 144 were returned and out of which 130 of the returned questionnaire were found valid which was used for analysis. For the purpose of analysis, descriptive and inferential statistics were employed; frequency distribution and percentage were used for descriptive analysis of data collected while, chi-square was used as inferential statistical tools for the study. Chi-square was used to ascertain if significant relationship exist between the independent and dependent variables of the study.

4. Results and Discussion

4.1 Presentation and Analysis of Data

As could be seen in Table 1, the gender distribution of the study respondents reveals that 62 (47.7%) of the respondents are male while the rest of the respondents (68 or 52.3%) were females. This might be as result of the fact that work organization is customer care oriented and as such more females than males were employed due to the nature of the job. The educational background of the respondents also varies significantly, as about 58 (44.6%) are HND holders and 66 (50.7%) of the respondents were university graduates with B.sc, B.A, LLB or B.A and respondents with post graduate certificates were 6 constituting a minute 4.6% of the total number of respondents and none of the respondents has PhD qualification.

Table 1: Descriptive Analysis of Socio-demographic Features of Respondents

1	Gender	Frequency	Percentage
	Male	62	47.7
	Female	68	52.3
	Total	130	100.0
2	Educational Qualification	Frequency	Percentage
	HND	58	44.6
	B.Sc., B.A; LLB.	66	50.7
	Post graduate and Other qualifications	6	5.7
	Total	130	100.0
3	Years spent	Frequency	Percentage
	not up to a year	18	13.9
	a year and above	112	86.1
	Total	130	100.0
4	Marital Status	Frequency	Percentage
	Single	82	63.1
	Married	44	33.8
	Divorced	4	3.1
	Total	130	100.0
5	Age	Frequency	Percentage
	Below 20 years	12	9.2
	21 - 29 years	79	60.7
	30 - 39 years	25	19.2
	40 years and above	14	10.9
	Total	130	100.0

Source: Researcher's Fieldwork (2015)

On the number of years that has been spent with the organization, the frequency distribution of the respondents reveals that, those that have not spent up to a year with the organization were 18 (13.9%), while 112 (86.1%) of the respondents have spent a year and above. The number of the respondents that

were single is 82 (63.1 %) while 44 (33.8%) were married and only 4 (3.1%) or the respondents were divorced. On the age distribution of the respondents, 12 (9.2%) of the respondents were below 20 years of age and those between the ages of 21 and 29 years were 79 (60.7%), while those whose ages ranged between 30-39 was 25 (19.2%) and those aged 40 years and above were 14 (10.7%).

Table 2 is used to give descriptive analysis of respondents' conceptions of the motivational packages of the organization. In the Table, the distribution of respondents based on the attractiveness of their salary shows that 57 (43.8%) of the respondents conceived that their salary were attractive and 73 (56.2%) of the respondent's think otherwise. Those with 'not-attractive' responses could be in a lower level or might not appreciate their salary scale. Furthermore, it was also shown in the table that a minute 14 (10.7%) of the respondents are okay with fringe motivational packages of the organization while a significant number of 116 (89.3%) of the total respondents were not okay with the existing fringe motivational packages used by the organization.

Responses based on the description of work environment shows that 59 (45.1%), were okay with their work environment, while 31 (23.2%) are of the view that their work environment is fair and 40 (31.7%) of the respondents are not okay with the work environment. Result of the data collected based on the general system of motivation in the organization shows that 66 (50.7%) respondents were okay with the motivational package of the organization, while 42 (32.3%) said that the motivational package is fair and 22 (17.0%) of the respondents were not okay with the motivational packages of the organization. Lastly, the respondents' responses of the organization policy on bonuses show that 58 (44.6%) of the respondents were okay with the organizational policy on bonuses while 40 (30.8%) respondents were of the opinion that the bonus system is fair and 32 (24.6%) of the respondents were not okay with the organizational policy on bonus.

Table 2: Descriptive Analysis of the Motivational Incentives Available in the Organization

1.	Salary attractiveness	Frequency	Percentage
		57	43.8
	Attractive	73	56.2
	Not attractive		
	Total	130	100.0
2.	Description of the available fringe motivational package	Frequency	Percentage
		14	10.7
	Okay	116	89.3
	Not okay		
	Total	130	100.0
3.	Description of work environment	Frequency	Percentage
		59	45.1
	Okay	31	23.2
	Fair	40	31.7
	Not okay		
	Total	130	100.0
4.	general system of motivation in the organization	Frequency	Percentage
		66	50.7
	Okay	42	32.3
	Fair	22	17.0
	Not okay		
	Total	130	100.0
5.	Conception of the organization policy on bonuses	Frequency	Percentage
		58	44.6
	Okay	40	30.8
	Fair	32	24.6
	Not okay		
	Total	130	100.0

Source: Researcher's Fieldwork (2015)

Table 3 is used to make descriptive analysis of the some work dispositions that could be used to measure employee's productivity in the organization. In the table, description of target meeting habit of the

employees shows that 70 (53.8%) of the respondents do meet the set call targets while 55 (42.3%) said that the target meeting habit of the employees is fair Only 5 (3.9%) said that the target meeting habits of the fellow workers is bad. On the level of task fulfillment, 79 (60.7%) have high task fulfillment orientations while 51 (39.2%) have low task fulfillment propensity. This is an indication that larger proportions of the workers in the organization have favorable task fulfillment orientations. In the question measuring employees' level of concern for the organization in terms of achieving its sets goals and objectives, it is evident from the table that 64 (46.2%) were keen, that is those that have concern for the organization to achieve its goals and objectives while a majority 66 (53.8%) of the respondents were not kin, that is to say they are less concerned about the organization. Lastly, the aggregate, description of employees' performance shows that 77 (59.2%) said the general performance outlook of the employees were okay, while 44 (33.8%) said that the general performance outlook is fair and just 9 (7.0%) are of the view that the aggregate description of employees' performance outlook is bad. The next sub-section is used to test the hypotheses raised in the study.

Table 3: Descriptive Analysis on Employees' Productivity

1.	Description of target meeting habit of fellow employees	Frequency	Percentage
	Good	70	53.8
	Fair	55	42.3
	Bad	05	3.9
	Total	130	100.0
2.	Target meeting habit over time	Frequency	Percentage
	Often	78	60.1
	Not often	52	39.9
	Total	130	100.0
3.	Level of task fulfillment	Frequency	Percentage
	High	79	60.7
	Low	51	39.3
	Total	130	100
4.	being keen about achieving the organizational goals	Frequency	Percentage
	Kin	60	46.2
	Not kin	70	53.8
	Total	130	100
5.	aggregate description of employees' performance	Frequency	Percentage
	Okay	77	59.2
	Fair	44	33.8
	Not okay	09	7.0
	Total	130	100

Source: Researcher's Fieldwork (2015)

4.2 Test of Hypotheses

H₀₁: Salary attractiveness does not have significant relationship with target meeting dispositions of employees

Table 4: Relationship between Salary Attractiveness Target Meeting

Salary attractiveness	Target meeting dispositions		Total
	Meet target	Does not meet target	
Attractive	68	19	87
Not attractive	17	26	43
Total	85	45	130

$$\chi^2_c = 8.115; df=1; n=130; \chi^2_{(0.05)} = 3.111; H_0 \text{ rejected.}$$

Table 4 presents a summary of the results of chi-square analysis. From the table, the analysis revealed that the observed (calculated χ^2_o) value of 8.115 is greater than the tabulated (critical χ^2_t) value of 3.11 at 0.05 levels of significance and degree of freedom of 1. Deducing from this, the null hypothesis which stated that there is no significant relationship between salary attractiveness and target meeting dispositions of employees is rejected and the alternative hypothesis is accepted. This finding is in line with the findings of several scholars such as Adebisi (1995), Mullins (2004), Yusuf (1997) all who agreed that monetary incentives is one of the motivational factors determining the productive propensity of workers in a typical work setting.

H₂: Salary attractiveness does not have significant relationship with employee's support of organizational goals

Table 5: Salary Attractiveness and Employee's Support to Organizational Goals

Salary attractiveness	Being kin about meeting organizational goal		
	Keen	Does not keen	Total
Attractive	51	31	82
Not attractive	18	30	48
Total	69	61	130

$$\chi^2_o = 13.035; df = 1; n = 130; \chi^2_t(0.05) = 3.111; H_o \text{ rejected.}$$

Table 5 is the chi-square summary results. An observation of the chi-square analysis conducted in the table shows that the observed (calculated χ^2_o) value of 13.035 is greater than the tabulated (critical χ^2_t) value of 3.11 at 0.05 levels of significance and degree of freedom of 1. It could thus be deduced therein that, the null hypothesis which stated that there is no significant relationship between salary attractiveness and employee's supporting of organizational goal is rejected and the alternative hypothesis is accepted. In other words, salary factor as a motivational element could enhance the productive prospect of the employees. This finding is in line with the findings of several scholars such as Oloko (1977).

H₃: Employees' conception of work environment does not have significant relationship with their target meeting disposition

Table 6: Conception of the Work Environment and Target Meeting

Conception of the work environment	Target meeting dispositions		
	Always meet target	Does not always meet target	Total
Okay	55	08	63
Not okay	29	38	67
Total	84	46	130

$$\chi^2_o = 2.035; df = 1; n = 130; \chi^2_t(0.05) = 3.111; H_o \text{ accepted.}$$

Table 6 also presents summary of the Chi-square results. The table shows that the observed (calculated χ^2_o) value of 2.035 is less than the tabulated (critical χ^2_t) value of 3.11 at 0.05 level of significance and degree of freedom of 1. Deriving from these statistical figures therefore, the null hypothesis which stated that there is no significant relationship between employee's conception of the work environment and target meeting is accepted and the alternative hypothesis is rejected. This invariably means that there is no significant relationship between work environment and target meeting disposition of employees of CNSSL. This finding is generally in contrast with the conceptions of the classical and neo-classical management theorists such as Mayo (1949) who held that the work environment is an important determinant of productive potential of employees in the work organizations. Such an un-usual finding might be as a result of the sanction the employees were subjected to when they failed to meet their targets. In this sense, the employees in a bid to save their job would have to be productive irrespective of the condition of the work environment.

H₄: Employee's conception of work environment does not have significant relationship with their support for organizational goals

Table 7 revealed that the observed (calculated χ^2) value of 21.123 is greater than the tabulated (critical χ^2) value of 3.11 at 0.05 levels of significance and degree of freedom of 1. Deducing from this, the null hypothesis which stated that there is no significant relationship between employee's conception of the work environment and being keen about the organization achieving its set objective is rejected and the alternative hypothesis is accepted. This invariably means that an improved work environment could enhance the productive prospect of workers. This finding is in support of the view of many early studies in organizational management that support the idea that the work environment is an important factor influencing productive prospect of employees in a work setting.

Table 7: Conception of the Work Environment and Supporting Organizational Goals

Conception of the work environment	being keen about meeting organizational goal		
	Keen	Does not keen	Total
Okay	71	12	83
Not okay	11	36	47
Total	82	48	130

$\chi^2_c = 21.123$; $d.f. = 1$; $n = 130$; $\chi^2_{(0.05)} = 3.111$; H_0 rejected.

4.3 Major Findings

Hypothesis one revealed that, there is significant relationship between salary attractiveness and target meeting dispositions of employees. This means that if the employees conceived of their salary as being attractive, then they would always strive to meet targets set for them by the organization. Hypothesis two also shows that salary attractiveness could make the employees to support the organization to achieve its goals and objectives effectively and efficiently. Finding of hypotheses three show that employee's conception of the work environment does not have significant effect on their target meeting disposition, this finding could be as a result of the fact that inability to meet target are controlled by some other factors such as sanctioning through salary reduction or not promoting the employees as at when due. The last hypothesis also revealed that employee's conception of the work environment has significant relationship with the employees being keen about the organization achieving its set objective. The findings from this study further reveal that motivational incentives such as housing, promotion, training, safety and security, are important factors conditioning productivity of employees and that the cause of non-productivity of the employees could be attributed to poor motivational incentives by organizations.

5. Conclusion and Recommendations

Without mincing words, it is evident from the foregoing that motivational elements are indeed a strong predictor for workers' productivity. This could be seen not only from the review of existing literatures on the subject but also from the empirical findings of this present study. Motivation is therefore an important organizational key that could be used to enhance the productive capacity of workers. Based on this findings therefore, the study recommends that the management crew of CNSSL should take the issue of staff motivation more seriously in order to improve productivity level of its employees. Based on the study finding, this study could specifically recommend for the management to improve on the welfare packages as well as bonus schemes used in the organization so that the workers could be more motivated. Also, the immediate work environment of the centre such as sitting arrangement, restrooms and other conveniences should be improved upon in order to make the environment more stimulating and to boost the productive capacities of its employees. This is necessary as it has been found out that lack of adequate motivational incentives could lead to series of problems in the work organization.

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