

ISSN: 2315-7844

Website: www.arabianjbm.com/RPAM_index.php

Publisher: Department of Public Administration Nnamdi Azikiwe
University, Awka, Nigeria and Zainab Arabian Research Society
for Multidisciplinary Issues Dubai, UAE

MOTIVATION: PANACEA FOR INCREASED EMPLOYEES' PERFORMANCE IN ORGANIZATION

Ovaga, Okey H. (Ph.D)

*Department of Public Administration and Local Government, University of Nigeria,
Nsukka*

Abstract

The success or failure of an organization depends largely upon the performance of the organizations' employees. These employees are endowed with various degrees of skills, knowledge and capabilities, which organizations should exploit to their own advantage. To do this, they (employees) should be motivated to enable them give out their best to the organizations. The focus of this paper is to find out the extent to which employees can be motivated to enhance their performance towards increasing organizations' productivity. During the course of the paper, it was discovered that workers respond more positively to intrinsic motivation factors than extrinsic needs. In other words, workers' performance increase more when organizations pay greater attention to their emotion and feelings through better supervision and increased workers' participation in decision making.

Introduction

The term motivation has been generating a lot of concern among prominent scholars who are interested in studying organizations and the way they are managed. This is because more acquisition of skills, knowledge and ability, do not in most cases ensure best performance among employees of organizations. It is in this context that the following basic questions arise. Why do most of the employees not mobilize their potential skills, knowledge and capabilities to achieve optimum performance?, why do the employees of one organization work more efficiently than those of another that have the same potentials?, and what are the factors and conditions that can impel individuals to achieve excellence in their fields of endeavour? (Basu, 2006:165).

These and other questions might have led to the wide notion that the ability of any organization to achieve its objectives will depend largely on the motivation of its workers. No wonder why Ezeani (2006:136), contended that no manager or administrator can succeed in achieving optimal productivity for his or her enterprise without knowing what motivates workers. It is on this premise that this paper sought to find out how and the extent to which employees can be motivated to bring increased productivity in organizations.

Clarification of concepts:

Motivation:

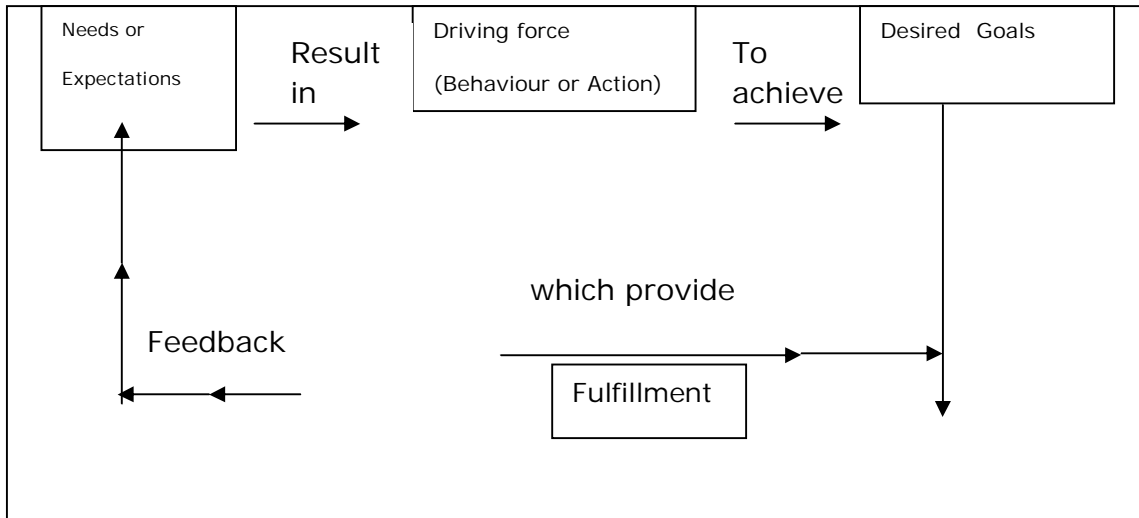
There are various definitions of motivation. According to Naidu (2006:313), motivation means “will to do”. He said, “it is the direction, strength and persistence of an individual’s behaviour”. In the same way, Ivancevich et al (1994), understood motivation as a set of forces that initiate behaviour and determine its form, direction, intensity and duration. It equally means an act of directing an individual’s behaviour towards a particular end through the manipulation of incentives (Obiajulu and Obikeze, 2004:299).

In his own view, Glueck (1979), saw motivation as a process that arouses, sustains and channels behaviour into specific course. Irune (2009:33) shares the same view with the above writer when he summed up the definition of motivation as inner state that energizes, channels and sustains human behaviour. But Morhead and Griffin (1989) quoted in Onah (2005:119), had a different view about motivation. According to them, to attain high level of performance in an organization, an employee must want to do the job (motivation/willing), be able to do the job (ability), and have the materials to do the job (environment). But Onah (2005:119), contended that, of the three factors mentioned by the above writers, motivation takes the priority since even if a worker is able to perform a task and the environment is most conducive, the task can be performed only if he is willing. In other words, there will be no appreciable increase in production in any organization if workers are not properly motivated. That is to say that increase in productivity cannot be guaranteed in an organization without motivation.

Emphasizing more on the indispensability of motivation in the performance of employees towards achieving the organizational goals, Sharma and Sadana (2007:665), argued that an employee may be skilled or very competent to do a work, but nothing can be achieved if he is not willing to work. Therefore, motivation in simple term, means creation of a will to work. Stressing more on the willingness to work, Robbins (1980:320), saw motivation as the willingness to do something, which is conditioned by this action’s ability to satisfy some internal state that makes certain outcomes appear attractive (need) for the individual.

In more explicit form, motivation can be described as extrinsic and intrinsic. According to Mullins (1996:7), extrinsic motivation is related to tangible rewards such as salary, fringe benefits, security, promotion, contract of service, etc while intrinsic motivation is associated with psychological rewards which include the opportunity to use one’s ability, a sense of achievement, receiving appreciation, positive recognition, e t c. Mullins expressed his view further by providing basic motivational model as shown below:

Basic Motivation Model:



In his own words, Onah (2003:16), described motivation as the forces that cause people to behave in certain ways. He supported his view with cases of:

- (i) A student who stays up all night to ensure that his or her term paper is the best it can be, and
- (ii) A medical doctor who makes follow-up phone calls to his or her patient to check on their conditions, are all motivated. According to him, they are simply motivated to achieve different types of things. From the manager's viewpoint, the objective is to motivate people to behave in ways that are in the organization's best interest (Moorhead and Griffin, 1995), quoted in Onah (2003:16-17). From the foregoing, motivation can simply be termed as an inducement that makes one to behave in a special way in order to achieve a target proposed by an organization.

Organization:

Scholars of Human Resources management have defined organization in various forms. One of them includes Hall (1972:22), who in his own view, defined organization to mean a collective effort with relatively identifiable boundary, normative order, ranks of authority, communication systems and membership. This collectivity exists on a relatively continuous basis in an environment and engages in activities that are usually related to a goal. This definition is observed to be broad in all ramifications but has some flaws. An organization is understood to be a social system, which involves human effort before the organization goals are achieved. The writer concentrated more on how to adopt organization structures and process to the socio-psychological needs of human beings within each organization (Onah, 2006:241). Hall ignored the human side enterprises and emphasized on the work and work place technology.

In his own contribution, Barnard (1938), defined organization as a system of consciously coordinated personal activities of two or more persons held together by a capacity to generate a common purpose. This will in addition to willingness on the part of its members contribute to its process, and by effective communications. He claimed that organizations function properly through an "equilibrium" of contributions and inducements. Barnard suggested that an organization, at each level, must provide satisfaction to its members through material incentives

or inducements (money and opportunities for distinction), desirable conditions for work, ideal benefits, pride and workmanship, patriotism, and loyalty to organization. He said, to maintain equilibrium in an organization, these inducements must be provided in sufficient quantity. Barnard's contribution has actually closed the gap created by some earlier writers, who unconsciously omitted human factor in their definitions.

Performance:

According to Honrby (2001:865), performance is an act of doing something well or badly. But in contrast, Elekwa (1996:49), defined it as the relationship between inputs used to produce a service and the output or results of that service. He was of the view that performance can be increased through getting a job done with less resources or getting more or better work done with the same resources. That is why performance stresses efficiency in attaining a goal. Elekwa made himself clearer by citing an instance of two men and one truck that can pick up as much garbage at a point, and with the same result in sanitary or cleanliness standards, as four men and two trucks did previously. According to him, performance has increased since two men and one truck could complete the same work, which four men and two trucks were able to do. Technically, Elekwa summarized his work by stating that performance is the total of an organization's outputs divided by inputs for a given year.

In order to help employees improve their present performance and plan for their future careers, employees' performance should be regularly evaluated or appraised. It is in the light of this thinking that Onah (2003:196), defined performance appraisal as the process of determining how well employees do their job compared with a set of standards and communicating the information to the employees concerned. Precisely, he saw it as:

- (a) Setting work standards;
- (b) Assessing the employees' standards; and
- (c) Providing feedback to the employees with the aim of motivating them to eliminate performance deficiencies or to continue to perform at about par.

In the mind of the writer, the main thrust of the employees' assessment was to find ways of motivating them so as to increase their performance for the attainment of the organizational goals. Therefore, efforts made by any organization to increase workers' performance through motivational approach cannot be overemphasized, thus, motivation should be regarded as a driving force or inducement to an employee to increase his performance towards achieving organization's desired objectives.

Theories of Motivations:

Motivation has been drawing attention from renowned scholars who study organization and their management. Their interests in motivation eventually resulted to the propounding of certain theories, which provided an insight into human behaviour, that can promote organizational efficiency if properly guided. Thus, theories of motivation have been classified into Prescriptive, Content and Process theories.

Prescriptive Theories:

The proponents of these theories, Taylor (1856-1915) and Mayor (1978), were concerned with how the workers' performance in organizations could be raised to attain desired goals. In essence, the main objective of any good management should either be to increase productivity or reduce unit cost. One of the approaches to achieve this is to motivate the workers. According to

Taylor (1856-1915), quoted in Basu, (2006:130), motivation can be either positive or negative. For instance, a worker should be rewarded appropriately if his or her output achieves an optimum level under desirable conditions. Conversely, if his or her output falls below expectation, penalty should be imposed on the defaulters. Therefore, Taylor and his co-traditionalists were concerned with the use of rewards and punishment to induce workers to accomplish desired behaviour. Taylor also believed that employees could be induced to work harder, if paid higher wages. He asserted that financial incentives, which can take the form of salary increases, bonuses, merit increases, can add a great deal to the efficiency of workers.

It is a known fact that an average human being dislikes to work until he is coerced, directed or threatened with punishment to put forth adequate effort toward the achievement of organizational objectives (Ezeani, 2006:158-159). To achieve this, Basu (2006:130), suggested the payment of high wages by the management. In the same vein, Irune (2009:35), opined that financial reward can be a good source of motivation to workers, whom he believed were essentially lazy.

It is pertinent to note that the underlying principle propagated by Taylor and other writers that money or financial reward was enough to motivate workers has been proved to be inadequate. In other words, money alone cannot motivate or induce workers to increase their performance. Therefore, the economic incentive system put forward by Taylor has not withstood subsequent tests of its adequacy (Naidu, 2006:78).

The obvious deficiency in Taylor's motivational approach led to the Hawthorne experiments and Human Relations approach. The researcher, Mayor (1927-1932) in Stoner (1978:47), discovered a gap in Taylor's theory. The essence of his research was to find out the best motivators that could eventually lead to employees' optimum performance. According to him, people do not necessarily work for high wages. He argued that economic means or material rewards alone would not raise workers' performance rather the emotional attitudes of workers towards their organizations and co-workers were the major factors that ensured increase in the organization's productivity. The outcome of his experiment revealed that production increased when work groups felt that they were important and their efforts meaningful. In other words, workers performed more efficiently because special attention was devoted to them. In response to Mayor's submission, management of organizations began to pay greater attention to employee's emotion, feelings, through better supervision, increased workers' participation in decision making and attention given to informal work groups (Irune, 2009:35). The importance of Mayor's research to organizations cannot be overemphasized since his work has developed a more complex and realistic model, which has recognized human being as an influential input into organization's performance. Now, man is regarded as a key contributor to increased performance in the organizational goal attainment.

Content Theories:

The theories focus on particular needs that motivate individuals to act in certain ways (Obiajulu and Obikeze, 2004:299). In the same vein, Ezeani (2006:138), asserted that content approach is concerned with what motivates people to behave in certain ways. Sharing the same view with the above writers, Irune (2009:36), Understood content theories as work motivation that stresses the importance of understanding the factors within individuals that cause them to act in special ways. It is crystal clear from the above contributions that the approach emphasizes on special needs, which must induce workers to behave in particular ways. This shows that

increase in workers' performance will depend largely on the urge to satisfy certain basic needs of life. Therefore, motivation to some extent, is predetermined by certain needs.

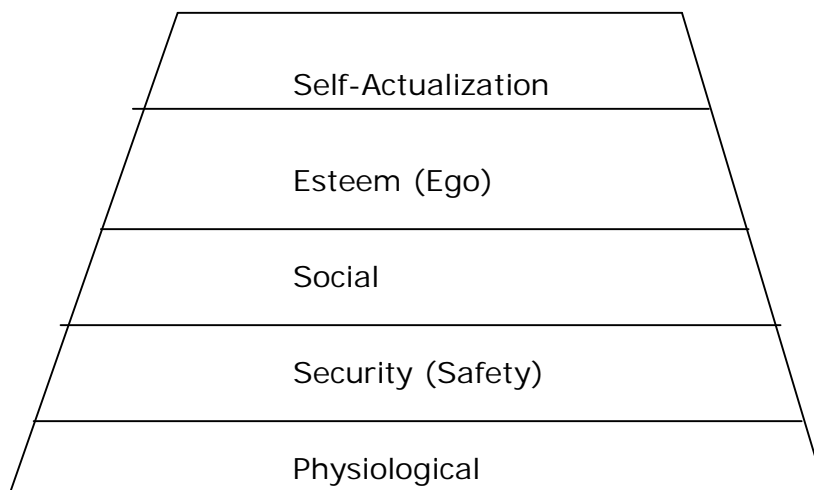
There are major content theories that have aroused the interest of most scholars in the Social Science world. They include Abraham H. Maslow's Hierarchy of Needs Theory; Frederick Herzberg's Two-Factor Theory; Douglas McGregor's Theory X and Theory Y; and David C. McClelland's Achievement Motivation Theory. In this study, the theories would be highlighted as follows:

1. The Hierarchy of Needs: Abraham Maslow (1908-1970).

The Hierarchy of Human Needs Theory, otherwise known as "Satisfaction of Needs Theory" was developed by Maslow (1954), to account for the roots of human motivation in terms of need fulfillment. According to him, the theory rests on four principal assumptions. The first is that man is a satisfaction-seeking animal; second, human motivation arises from certain driving needs common to all persons; third, a satisfied need can no longer motivate behaviour; and fourth, it is only a need a person is striving to satisfy that motivates a behaviour pattern (Maslow, 1954). But it is pertinent to note that man is motivated by constant unsatisfied and changing needs (Pratt and Bennett, 1979:27).

Maslow (1954), in Sharman and Sadana (2007:667), identified five types of human needs, which were arranged in a hierarchy of importance. These needs are shown in the figure below and arranged in ascending order of importance.

Fig. 1: Maslow's Hierarchy of Needs.



Source: Adapted from Craft, L.Z, (1996:48).

(i.) **Physiological Needs:** They include food, water, clothing, shelter, sleep, and even sexual satisfaction. These needs, according to Sharma and Sadana (2007:667), are the basic survival needs related to the instinct for self-preservation. The writers saw them as physical comfort and basic working conditions in organizations.

(ii) **Security or Safety Needs:** Once physiological needs are relatively met, there is need for people to seek for security and protection from danger, threats and deprivation. They include fear

of loss of job, food, shelter, property or clothing (Koontz, Weihrich and O' Donnell, 1983:636). In an organization, the security needs can be achieved through job security, insurance scheme, good retirement benefits and a safe working environment (Obiajulu and Obikeze, 2004:301)

(iii) **Social Needs:** Since man is naturally a social being, there is need for him to belong to a group and interact with the people around him. In essence, these needs comprise belongingness, association, acceptance, love, friendship, group feeling and human contact (Irvine, 2009: 40). In the workplace, they can be achieved through social interaction among the workers and between the workers and the management.

(iv) **Esteem or Ego Needs:** According to Maslow (1954), in Ezeani (2006:139), and Basu (2006:169), these needs can be expressed in the form of self –esteem or achievement (confidence, independence and freedom) and reputation or prestige (recognition, attention and fame). They can be realized in an organization through attractive reward system, challenging job responsibilities assigned to workers and good job titles

(iv) **Self-Actualization Needs:** One seeks self-actualization when the above four needs have been reasonably satisfied. There is need for individuals to realize their capacities and potentials. The needs are concerned with the development of an individuals' full potentials and self – fulfillment (Chukwuemeka et al, 1998:173). In the same vein, Ezeani (2006:139), asserted that it is the desire to achieve one's potentials (to become everything that one is capable of becoming). But, the specific form these needs take varies from person to person. For instance, one person may have desire to achieve a particular position in life, while another person may have a contrast desire to excel in his own profession (Basu, 2006:169).

(2) Theory X and Theory Y: Douglas McGregor (1906 -1964).

These Theories as propounded by Douglas McGregor represent the positive and negative views of human nature. According to McGregor (1960:33), Theory X which represents authoritarian management, has negative tendency while Theory Y that has the characteristic of positivism stands for participative management.

Under Theory X, an administrator holds the following assumptions as depicted hereunder: an average human being has an inherent dislike of work and will possibly avoid it if he can; it is believed that since man dislikes work, he must be forced, directed, controlled and threatened with certain kind of punishment to get him to work towards achieving the organizational goals; an average human being prefers to be led and wishes to avoid responsibility wherever possible; most workers place security above all other factors associated with work and will display little ambition (Naidu, 2006:127). These assumptions, which were organized into Theory X have portrayed man as an insecure being, dislike and shirker of all forms of work. The implication of man's position in this Theory is that his potentials cannot be x-rayed, let alone utilize them. This is because the central principle which derives from the theory is that of direction and control through the exercise of authority (Basu, 2006:173).

Sequel to the flaws and criticisms leveled against Theory X, McGregor decided to improve on it and later came up with Theory Y with the following underlying basic assumptions: given the right conditions, the average human being enjoys and views work as natural as rest or play; most people therefore, prefer self-control and self-direction in accomplishing task work; most people can learn to accept and even seek responsibility; and people desire to exercise creativity in organizational problem solving (Naidu, 2006:128).

In contrast to Theory X, this Theory Y presents a positive view of human nature, as was mentioned earlier on. It posits that workers can direct their own efforts towards attaining their

own particular objectives and also the organizational goals, if properly motivated. Here, workers are given the opportunity to contribute and even participate effectively in the decision making processes of their organizations. That was why Sharma and Sadana (2007:670), believed that the ability to make good decision in organizations is widely dispersed throughout the population, and not necessary those in administrative functions. It is observed from the above discussion, the challenge thrown to the management of organizations, who would be mindful of the workers achieving the objectives of organizations. Therefore, these workers should be encouraged to perform more by motivating them as and when due.

(3) Two-Factor Theory: Frederick Herzberg (1966).

This Theory which was propounded by Herzberg was based on his findings drawn from the study conducted on the attitude of more than 200 accountants and engineers. During the course of his work, he discovered that there were two sets of factors that affected motivation and work. He stated that job satisfaction and job dissatisfaction came from two separate factors, which he termed as satisfiers and dissatisfiers. According to him, the satisfiers otherwise called motivators are intrinsic factors, which relate to the job content or nature of the job itself or describing the employee's relationship to what he does (Ezeani, 2006:142). The presence of these motivating factors make workers to feel exceptionally good or satisfied, thereby inducing them to perform more creditably. These factors include work itself (challenging), added responsibility, opportunity for advancement, management recognition for good work and opportunity for personal growth (Sharma and Sadana, 2006:672). The factors, according to Herzberg contribute strongly to the satisfaction of the employees and equally have some positive effects on their performance.

On the other hand, there is work situation where workers feel exceptionally bad or dissatisfied. The events that usually lead to the situation are called dissatisfiers or hygiene or maintenance factors. These factors which are not motivators include money (salary), personal life, working conditions, working relationship, status, job security, company policy and quality of supervision (Sharma and Sadana, 2006, 672). Herzberg (1966), reiterated that these factors help to maintain an employee but cannot motivate him or her.

(4) Needs Theory: David McClelland

David McClelland is the author of Needs Theory of Motivation. He succeeded in identifying three major relevant basic needs or motivates, that influence employees' behaviour. According to McClelland (1961), the needs include.

(i) The Need for Achievement or Achievement Motivation (n-Ach).

It is believed that workers who aim at improving and performing better in their positions, are being influenced by achievement motivation. More often, they exhibit the following characteristics: quick and precise feedback on their performance; enjoy calculated risks and challenging opportunities; excited in solving complex problems; liked to be challenged; love initiatives; set moderately difficult goals for themselves; and have intense desire for success and fear of failure (McClelland, 1961).

During the course of his research, McClelland found out that there was a significant relationship between high need for achievement and high levels of job performance. This is evident in the fact that most successful entrepreneurs in America have high motivation for achievement. Sequel to this assertion, Sharma and Sadana (2007:674), discovered that the need for achievement can be acquired through training. He claimed that countries and even

organizations that have sizeable numbers of such individuals with the above qualities, are assured of rapid progress and increased performance.

(ii) The Need for Power or Power Motivation (n-Pow):

There are some people who feel alienated from other people in their environment. In this situation, it is the power motivation that will indeed relieve such people from their psychological boredom. To achieve this, they desire to go to any length to seek the attention of others. People in this group have the following qualities: desire to exercise influence and control; enjoy teaching and public speaking; exploitative; autocratic style; have good ideas; use of initiatives; and forceful, outspoken, hard headed and demanding (McClelland: 1961). Power motivation is strong in people who feel deficient in the above qualities. In most cases, managerial success is attributed to power motivation. That is why he believes that the best administrators are high in their need for power.

(iii) Need for Affiliation or Affiliation motivation (n-Aff):

People who belong to this group seek ways of interacting with other individuals. They seek to establish friendly relationship with groups. They wish to be liked by others and belong to different groups. People in this group have the following features. They include sensitive to other's feelings; like to develop warm and friendly personal relationships with others in an organization; always ready to console and help others in trouble; conform to group norms and values; like to share decisions; enjoy being members of teams; loyal to their departments or teams; and always desire to maintain pleasant social relationships (McClelland,1961). There are some employees who are strictly associated with the above characteristics. For instance, personnel employees, teachers, nurses, counselor and many government employees typically have high needs for affiliation (Sharma and Sadana, 2007:675).

Process Theories

Process theories provide a special way of explaining how people are motivated in work places. There are many process theories that have attracted the attention of some scholars. Such theories include Vroom's Valence Expectancy, Equity, Goal Setting, and Attribution. For the purpose of this study, discussion would be restricted to Vroom Valence Expectancy and Equity theories.

(i) Valence Expectancy Theory:

This theory, which was the brain-child of Victor H. Vroom was propounded in 1964. It was determined to establish relationship between effort (expectancy) and reward (valence) in terms of what motivate people. That is why the motivational forces of a job can be calculated if the expectancy and valence values are known. According to Sharma and Sadana, 2007: 675), the relationship can be expressed as $Motivation = Valence \times Expectancy$ where motivation is a set of forces that initiate people's behaviour (Ivanceviech et al 1994), while valence is the strength of an individual's desire for certain results or outcomes (Pratt and Bennett, 1979:32), and expectancy connotes an individual's assessment of the probability that a particular act will or will not lead to certain outcome (Ezeani, 2006:148). Stressing further on their relationship, Ezeani stated that motivation occurs only when there exist positive valence and expectancy. This statement emphasized on the significant relationship existing between motivation as a dependent variable and valence and expectancy as independent variables. It is believed in this theory that the closer the actual outcomes to the employees' expected outcomes, the more

satisfied they will be. This is the more reason why employees, under normal circumstance evaluate the results or outcomes of their behaviour and the degree to which their expectations have been achieved (Irvine, 2009:54). Here, Irvine posited that satisfaction can be regarded as a feedback to the employee, which is likely to cause him to readjust his expectancies and valued outcomes.

(2) Equity Theory

This theory as was propounded by J.S. Adams was concerned with the employees' perception of how they would be treated along with their colleagues. According to him, the performance of workers in an organization will be adversely affected if equity, justice and fair treatment are lacking in its administrative system. In this circumstance, equity theory becomes relevant since the theory will help in understanding the causes and the likely consequences of feelings of inequitable treatment among the employees of organizations.

Inequity exists when the ratio of a person's total efforts and skills put into a job (inputs) to total outcomes (rewards he receives from the job), are less or greater than the perceived ratio of other people's total inputs and total outcomes in similar situation. In his own words, Adams (1964: 422), stated that a worker will be more committed to the goals of the organization when he feels satisfied and motivated because he understands that what he is receiving from his organization is fair and commensurate with the effort and skills he is giving out. On the contrary, he feels hostile and frustrated, thus creating tension in his mind. It is pertinent to note in this theory that the feeling of equity and fairness plays an important part in the motivation of employees in organizations.

Discussion

The Hawthorne experiments of Elton Mayo have made appreciable contributions to increase in workers performance, thus increase in organization's productivity. At the end of the experiments, the researchers concluded that the workers were not necessarily responding to the changes in the working conditions but to the improved style of supervision (Naidu, 2006:95). The implication of the conclusion was that workers felt satisfied because of the fact that they were more valued and appreciated. In addition, they claimed responsibility of their performance. That is to say that workers' performance increase whenever they feel that they are important and their efforts are equally meaningful. Therefore, a sense of cohesiveness and self-esteem of workers are more important to performance than any number of improvements in the working environment. This submission is in consonant with Herzberg's (1966) and Maslow's (1954) views. They were of the belief that motivation of workers in organizations can be assured through the higher level needs like esteem and self-actualization.

The success or failure of an organization depends to a large extent upon the motivation of its employees. This is because a motivated worker without any expertise can achieve more for the organization than an expert with no motivation. For instance, mere possession of knowledge, skills and ability will not ensure best performance from employees (Basu, 2006:165). According to him (Basu), it is only when the employees are properly motivated that they will use their skill, knowledge and ability to ensure best result. This view is in line with the belief of Taylor (1856-1915), who opined that employees would work harder if paid more money. Here, money becomes a motivational factor, which he believed would induce workers to increase their performance towards achieving the organizational goals. The writers contended that employees' performance are expected to rise should they be properly motivated.

Taylor and his co-traditionalists equally believed in the power of motivation to increase workers performance. Irune (2009), in addition to Taylor (1856-1915), suggested the use of financial rewards to motivate workers, whom McGregor believed to be naturally lazy. In their own mind, motivation in this respect can be in the form of increases in wages, salaries, bonuses and other financial rewards. Herzberg (1966), agreed with the above writers that money is a strong motivator but asserted that such motivation generated by it (money), is short lived and ceases to induce workers after the need is fulfilled. In his own words, Herzberg stated that when a person gets one thing, then something else will motivate him and the need which has been fulfilled will have negative effect in determining his behaviour. That is to say that some motivators cease to influence people's behaviours after the needs are fulfilled.

The above theory and assertion are most prevalent and relevant to Nigeria's situation. This is evident in the number of wage and salary agitations, which started from the colonial era in Nigeria. For instance, the first national wage review was in 1934(Eme, 2010: 197). The agitations for reviews continued from the date (1934) till the beginning of 2009 when the Nigeria Labour Congress (NLC) urged the Presidency to approve a national minimum wage of N52, 200 per month, which later culminated into the recently approved national minimum wage of N18,000 for all Nigerian workers. The table below depicts the issue of wage negotiations and increments in Nigeria between 1934 and 2011.

Table 1 : Nigerian Minimum Wages (1934-2011)

	Group	Year	Amount	Government
1	Hints Committee	1934		Colonial Lords
2	The Harrgin Commission	1945	300 pla	Colonial Lords
3	The Philliopson Adebo Commission	1948		
4	The Gorsuch Commission	1954		Colonial Lords
5	The Mbanefo Commission	1959	15 to 20%	Abubakar Tafawa Balewa
6	The Morgan Commission	1963		Abubakar Tafawa Balewa
7	The Eldwood Commission	1966		Yakubu Gowon
8	The Simeon Adebo Commission	1971	Bonus to workers	Yakubu Gowon
9	The Udoji Salary Award Commission	1972	N 312 pla to N700 pla	Shehu Shagari
10	Shehu Sahgari Wage Review Committee	1981to 1982	Wage Freeze	Muhammadu Buhari
11	Detwn Phillips Panel	1985	-	Badamosi Babangida
12	National Minimum Wage Decree No. 43	1991	N5, 500	Badamosi Babangida
13	National Minimum Wage Amendment Act No. 1	2000	N 5,500 p/m (states) N7,500 plm (federal)	Olusegu Obasanjo
14	Ernest Sonekan Committee	2005	Minimum Wage	Umar Yar Adua

			Review	
15	Salary Review	2009	N52,200	Goodluck Jonathan.
16	Salary Review	2011	N 18,000	Goodluck Jonathan.

Sources: (i) *Adapted from Eme(2010: 196-197)*
(ii) *Daily Sun, Wednesday July 6, 2011: 56.*

The table above has gone to large extent to confirm the relevance of Hertzberg's (1966) and Maslow's (1954) theories to Nigeria's situation. The truth of the matter is that once the agitation for new wage was achieved, then it ceased to impact positively on the behaviours of the workers, thus agitations continued unabated.

In Theory X, McGregor (1960), was of the conviction that man is inherently lazy and does not like to work. Therefore, to increase his performance in his organization, he, as a worker must be coerced, controlled and even threatened with punishment. This very theory is the best option for Nigeria. This is because motivation in the form of financial rewards hardly generate high productivity among Nigerian workers. It is observed that most Nigerians are not patriotic. In this respect, workers see government money as a national cake. Therefore, increase in their wages means their own rightful share of the cake and should not be seen as an incentive or motivation to workers. That is why the recent approved national minimum wage for Nigerian workers across board may not necessarily boost their performance in their workplaces. In addition, the above contention is equally based on the belief by Nigerian workers that the political office holders are sharing and carting away the national cake at the expense of the workers who are doing the actual work for the development of the country, hence wage increase cannot motivate workers to raise their performance.

It was observed that in certain work environment, the existence of dissatisfying factors in reasonable quantity, will to a large extent prevent job dissatisfaction. These, according to Ezeani (2006:143) can never lead to motivation or job satisfaction. But in contrast, there was a widespread belief among some prominent scholars of motivation theories that the two groups of factor theory were not mutually exclusive as suggested by Hertzberg. For instance, motivators can act as sources of dissatisfaction, while dissatisfiers can also be motivators or satisfiers. In the same manner, motivators today can be tomorrow's hygiene or dissatisfiers. This is possible because they (motivators) have no further impact or influence on the behaviour of employees once they get what they needed. This statement is in consonant with Sharma and Sadana's (2006:668) belief that once an individual satisfies a need at one level in the hierarchy, it ceases to motivate his behaviour, then he is motivated by the need at the next level up the hierarchy.

A close look at the above contention shows that one's hygiene or dissatisfier can possibly be the motivator of another person. Contrary to Hertzberg's proposition that wages and salaries and fringe benefits do not motivate, experience has shown that these are strong motivators in Nigeria and most developing countries (Onah, 2005: 119). She argued that many employees are willingly to work for extra hours if they are adequately compensated. This is unlike in a well developed economy where these basic necessities of life are no longer motivational factors to employees.

Recommendation

The implication of using economic means (wage increase) as a motivator to workers is that performance may not increase more than the standard level of normal output for fear of losing jobs through downsizing of staff strength by the management of organizations. In such wage increase situation, performance of workers can be enhanced if they are assured of job security. For instance, the approved new national minimum wage in Nigeria can motivate workers to increase their performance if the fear of losing their job through possible reduction in workforce, is allayed. In other words, workers' performance may eventually increase expectedly if they are assured of the safety of their jobs.

Nigerian workers should be re-orientated towards disabusing their minds on the culture of seeing government money as national cake, that should be shared among strong hands in the country. They should be made to understand that Nigeria belongs to all of us and we should join hands together to strengthen the economy for the benefit of both the present and future generations. What is expected to be worrying the minds of Nigerians should be the purchasing capability of naira and not the quantity to grab. In this respect, Nigerian governments should ensure that the purchasing power of naira in Nigeria is raised to appreciable standard relative to other foreign currencies so that workers will be able to buy their needs at cheap prices. It is at this juncture, that wage increase will become effective and strong motivator to workers thus, increasing their performance.

McClelland Theory of Need for Achievement is a useful instrument for employees in most organizations. This is because workers who aim at improving and performing better in their positions, should be influenced by the achievement motivation. This is evident in the fact that most successful entrepreneurs in America and some other developed nations have high motivation for achievement. To ensure increase in the performance of workers in all organizations, they should be trained in this respect with a view to enjoying calculated risks and challenging opportunities, excited in solving complex problems, liked to be challenged, love initiatives, set moderately difficult goals for themselves, and equally have intense desire for success. Organizations should not hesitate to adopt this achievement motivation theory in their administrative system because any organization that have workers that are endowed with the above qualities are assured of rapid progress and increased performance.

It is pertinent to note the Adams (1964:472) theory of Equity, which states that the performance of workers in an organization will be adversely affected if equity, justice and fair treatment are deficient in its administrative structure. In order to increase workers performance, the feeling of equity, justice and fairness should play an important part in the motivation of workers in organizations. This is in consonant with Adams (1964) belief that a worker will be more committed to the goals of organizations when he feels satisfied and motivated because he understands that what he receives from his organization is fair and commensurate with the efforts and skills he is giving out.

During the course of the study, it was observed that emotional attitudes of workers towards their organizations and co-workers were the major factors that enhanced the organizations' productivity. Therefore, to ensure increase in workers' performance, management of organizations should appreciate their (workers) contributions and show to them that they are not only important but indispensable. In other words, management of organizations should pay greater attention to employees' emotion and feelings through better supervision and increased workers participation in decision-making. This is in line with the submission by Mayo (1912-1932) that workers usually perform more efficiently when special attention is devoted to them.

Conclusion

Workers' performance is as necessary as the organization itself. This is because the growth and level of productivity in any organization are dependent on the performance of its employees. In this respect, management of organizations should strive consistently to encourage workers to offer their best. To ensure increase in workers' performance, the management of organizations should emphasize on motivating workers through improved style of supervision. That is to say that enabling environment should be created where workers are not alienated but special attention devoted to them. Consequently, workers will now gain enormously in work satisfaction with the feeling that they are teams of human beings that are recognized as an integral part of the organization and not cog in a machine. At this junction, increase in workers' performance is assured most especially when they feel that they are now important and their efforts observed by the management as meaningful.

References

- Adams, J.S. (1963). Towards an Understanding of Inequity". *Journal of Abnormal and Social Psychology*. Vol. 67.
- Basu R. (2006). *Public Administration: Concepts and Theories*. India: Sterling Publisher Private Limited.
- Barnard, C.I. (1938). *The Functions of Executives*. Massachusetts: Harvard University Press.
- Chukwuemeka, E.O. Eze, F.C. and Abah, N.C. (1998). *Public Administration and Development: The Nigerian Experience*. Enugu: Marydan Publishers.
- Elekwa, N.N. (1996). "The concept of Performance in the Public Sector". *Nigerian Journal of Public Administration and Local Government*. Sub-Department of Public Administration and Local Government, University of Nigeria, Nsukka, Vol. 7, No. I January,
- Ezeani, E.O. (2006). *Fundamentals of Public Administration*. Enugu: Snaap Press Ltd.
- Eme, O.I. (2010). "The Union and Employee Welfare in Nigeria: Implications of Minimum Wage Agitations on Industrial Relations, Work and Productivity." In Onah and Oguonu (2010), *Readings in Public Administration*. Department of Public Administration and Local Government, University of Nigeria, Nsukka Press Ltd.
- Glueck, F.W. (1979). *Management Essentials*. Hinsdale: The Dryden Press.
- Hall, R.H. (1972). *Organizations: Structures and Process*. New Jersey: Prentice Hall, Inc. Englewood Cliffs.
- Hertzberg, F. (1966). *Work and Nature of man*. Cleveland: Work Publishing.
- Hornby, A.S. (2001). *Oxford Advanced Learner's Dictionary*. Oxford: Oxford University Press, 6th Edition.
- Irene, S.O. (2009). "The Administrator as a Motivator: How He can use Motivation Theories to Achieve Better Employee Performance in the Nigerian Civil Service." *Nigerian Journal of Administrative Science*. The Institute of Public Administration and Extension Services, University of Benin, Benin City, Vol. 8, Nos. 1 and 2, July.
- Ivancevich, J.M. et al. (1994). *Management Quality and Competitiveness*. Illinois: Irwin Publishers.
- Koontz H., O' Donnell C. and Weihrich H. (1983). *Management*. London: McGraw-Hill International Book Company.

- Maslow, A.H. (1954). *Motivation and Personality*. New York: Harper and Row.
- McClelland D. (1961). *The Achieving Society*. New York: Van Norstrand Reinhold Co.
- Mullins, L.J. (1996). *Management and Organizational Behaviour*. London: Pitman Publishing, 4th Edition.
- McGregor D. (1960). *The Human Side of Enterprise*. New York: McGraw Hill.
- Naidu, S.P. (2006). *Public Administration: Concepts and Theories*. New Selhi: New Age International Limited Publishers.
- Obiajulu S. and Obikeze, O.A. (2004). *Public Administration in Nigeria: A Developmental Approach*. Onitsha: Bookpoint Limited.
- Onah, F.O. (2003). *Human Resources Management*. Nsukka: Fulladu Publishing Company.
- Onah, R.C. (2005). *Public Administration*. Nigeria: Great Ap Express Publishers Limited.
- Onah, F.O. (2006). *Managing Public Programmes and Projects*. Nuskka: Great Ap Express Publishers Limited.
- Pratt, K.J. and Bennett, D.G. (1979). *Elements of Personnel Management*. London: GEE and Co. Publishers.
- Robbins, S.P. (1980). *The Administrative Process*. New Jersey, USA: Prentice Hall Inc, 2nd Edition.
- Sharma, M.P. and Sadana, B.L. (2007). *Public Administration in Theory and Practice*. New Delhi: Kitab Mahal.
- Stoner, J.A.F. (1978). *Management*. London: Prentice-Hall International.