

THE CONNECTIVITY BETWEEN MOTIVATION AND EMPLOYEES' PERFORMANCE IN MARKETING ORIENTED ORGANIZATIONS IN NIGERIA

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ABSTRACT

This paper seeks to examine the connectivity between motivation and employees' performance in marketing oriented organizations. The concern for motivation has been due to presumed relationship between motivation and performance of employees. It has been contented that unmotivated employees are likely to perform below expectation. The methodology involved survey approach which includes the use of questionnaires while the sampling technique adopted in this paper is random sampling technique. Inferential statistics (regression analysis, coefficient of multiple determination (R^2) and percentages were used for analyzing the data. The results of the analysis indicate that there is connectivity between motivation and employees performance in marketing oriented organizations. Implicitly there is a significant relationship between motivation and employees performance. The conclusion is that motivation is a vital tool for improving the performance of employees in marketing oriented organizations. The recommendation is that marketing oriented organizations should put in place proactive motivational policies necessary to elicit the best out of employees.

INTRODUCTION

The relevance of motivation on employees' performance cannot be overemphasized because evidence suggests that productivity is increased when employees are adequately motivated. Motivation refers to forces that energize, direct and sustain person's effort overtime. Laurie(2010). Maslow in his theory of motivation posited that both physiological and psychological needs of the individual serve as motivators to the individual to perform especially the fulfillment or possibility of fulfilling the psychological needs.

Berenson and Steiner (1964) viewed the term motive 'as inner state that energizes, activates or directs behavior towards goals'. In other words, motivation is a general term applying to the entire class of drives, needs, and similar forces.

The force of motivation is a dynamic force setting a person into action. The word motivation is derived from motive which is an active form of a desire, craving or need, which must be satisfied. All motives are directed toward goals and the needs and desires affect or change behaviour which becomes goal oriented.

There are various resources such as time, physical, financial, technical, human. However, aside from human resources, other resources – financial, time, technical cannot result in performance because they are inanimate; it is the human resources that combine other resources together in an appropriate manner in order to achieve stated objectives. (Bamiduro,2006).

Implicitly, effective performance occurs when the human resource is introduced. More so, the human resource even though is the most important, it is the most complex and unpredictable resources. Understanding human behaviour and factors affecting it positively can increase productivity and improve performance. The level of performance of an employee is a function of his ability and his motivation. – Chandah (2005).

Organizations are set up not for fun but for the actualization of specified objectives,-(Ibojo and Olawepo, 2012). Although not all organizations are marketing oriented but all organizations make use of vital resources called human resources. However, any marketing oriented organization must emphasize effectively more on their human resources through the use of motivation as a strong tool because it forms a vital force that makes an individual or people to do certain thing or refrain from doing certain things.

Marketing oriented organizations are organizations that tend to emphasize on promotional activities through the use of human resources. By their orientation and activities, they tend to understand the needs of target market and the provision of needs satisfying packages in meeting the needs of target market as well as the achievement of the organization's stated objectives. Implicitly, it is obvious that an organization should have stated objectives to achieve. More so, the target market has various

needs that can be satisfied through the provision of needs satisfying packages by the organization. However, organizations may not do this without the motivated human resources.

The success of any marketing organization is determined by the level of motivation of employees because it serves as mobilization to workers effort towards attaining the organizational objectives.

Empirical evidence has shown that motivation is directly related to the degree of productivity in an organization. The needs of workers vary but the objectives of the organization is superior to individual goals, hence any motivational package has to take cognizance of such differences in employees needs and elicit the urge and drive to make workers contribute immensely towards the achievement of organizational goals. .

Research findings indicate that workers are motivated by a variety of incentives including financial incentives, good working condition, promotion, welfare packages, training as well as a host of others. The degree of attractiveness of motivation will determine the level of workers' contribution towards the actualization of organizational goals and objectives. It is therefore necessary to design motivational packages that will stimulate workers effectively in order to contribute immensely towards the achievement of stated goals.

Literature Review

Motivation refers to drives, forces or urges that make a person want to contribute more towards the achievement of an organization goals and objectives. Motivation also refers to how behavior gets energized, directed and what kind of subjective reaction is presented in the system. It is strongly believed that motivation leads to job satisfaction and this could enhance productivity.

Motivation appears to be important in management of organizations. Its importance is buttressed by avalanche of researches including those of Skinner (1940), Maslow (1954), Herzber (1995), Mc Clelland (1964), Vroom (1964), Laurie (2010).

Motivation is also concerned with the issue of determining the forces which impel or spur individuals to action. Thus, motivated behavior is activated from within an individual and it is based on a need which gives the way for a propelling force or drive that directs the individual towards a goal or incentives.

Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal. Thus, the key to understanding the process of motivation lies in understanding the meaning and the relationship among needs, drives and incentives.

Laurie (2010) is of the view that the study of motivation is concerned basically with why people behave in a certain way. He defined Motivation as the direction and persistence of action.

Motivation can therefore be defined as the act of stimulating someone to take a desired course of action.

The success of any motivational strategy is predicated on how people view the outcome (rewards) in relation to their inputs (efforts). Satisficing outcomes are indeed a motivator (Adams 1965)

Motivation is a mechanism through which corporate goal is achieved and rewards are the devices through which motivation can be triggered. (Martin, 2004)

Organization needs to constantly avoid a disconnect between it and the needs and life style of its employees. Congruity behaviour of what is expected and what is on offer holds the key to motivation and performance. (Tulip, 2003) suggests that the future of rewards is about helping people to achieve.

Psychologists have long recognized the distinction between drives and motives, reflecting the distinction between unconscious psychological reactions and the social process directing controllable behaviour (Martins, 2004).

Vroom (1964) holds the view that an individual behaviour is formed not on objective reality but on his or her subjective perception of that reality. Indeed the core of the expectancy theory rests on how a person perceives and appreciates the relationship between efforts, performance and rewards.

Robbins (1993) suggests that when people perceive an inequitable situation for themselves at the work place, they can be predicted to make choices which range from change of inputs to withdrawal. However, the ability to make such choices obviously would be dependent upon individual's capacity as well as the situation and the cultural circumstances.

The extent and intensity by which a given behaviour reinforced at work place can be a powerful motivator. Skinner 1974; Joblonsky and Varies (1972).

Working towards goal is its self a motivator. (Locke, 1968). Goal ownership could also be a powerful motivation. Humble (1967); McClelland (1961). Feedback of performance could also be a motivator. Locke and Larham (1988). Indeed they argue that an individual motivation is enhanced when feedback on performance is available.

A psychological contrast exists between an employee and the organization which specifies what each expects to give and receive from the other. (Ivancevich et al 2011)

According to Ivancevich et al (2011), when there are few or a decreasing number of matches between what each party expects to give and receive in a contract, work motivation suffers.

A new dimension has been added to the discourse when Storey (1994) in his study contended that new strategies of motivation include divulged management, team briefing, job flexibility and

harmonization. Indeed, contemporary job design theory defines intrinsic motivation in terms of employees' empowerment to achieve outcome from application of individual ability and talent. Scott et al(2004).

Some authors' views on motivation have also been expressed. Indeed some authors have contended that motivation only became organizational issue when meaning was lost from work. Support to this view has come from Savers(1986) who agreed and opined that in consequence, motivational theories have become surrogates for the search for meaning. For Portal and Lawler (1968), it is not just motivation that produces performance but a range of variables such as the individual view of work, Ivancevich et al(2011) have also taken the view that certain conditions need to be present in order for rewards to be used to motivate good staff.

CONNECTIVITY BETWEEN MOTIVATION AND EMPLOYEE PERFORMANCE

Empirical evidence has shown that different types of motivation elicit different types of behavioral response from different individual. This variability response to motivational process has made the concept of motivation a contentious and complex phenomenon.

The degree at which employees put in their best in contributing effectively towards the actualization of stated objectives cannot be over emphasized when considering the efficacy of the term 'motivation'. There have been arguments on the relationship between motivation and employee performance. Some people have argued that the higher the level of motivation, the higher the employee's performance, and vice versa. Some other views on motivation and performance include the following.

1. Improved performance: The level of performance of an employee is a function of his ability and motivation. There is therefore the need to motivate employees for better performance, thereby ascertaining a significant relationship between motivation and employee's performance.
2. Acceptable pattern of behavior: Employees are motivated to demonstrate acceptable pattern of behavior. Motivation is a drive, urge or force that makes an individual to behave in a particular way or refrain from behaving in a particular way. One of the objectives of motivation is to encourage an acceptable pattern of behavior in employees. This will therefore lead to desirable change in behavior which is acceptable to the individual, organization, and society.
3. Achievement of organization objectives: The human resource is a vital component that integrates other resources-materials, time, capital, machine, technical etc. together in an effective and efficient manner in order to achieve the stated goal(Bamiduro;2006). Due to the vital nature of human resource, it has to be motivated in order to function effectively and efficiently.

4. Satisfaction of needs: Human needs are numerous but organizations can reduce or satisfy some of the needs in order to improve the performance of the employee. In satisfying the needs of employees, organizations are directly or indirectly motivating the employees. The degree of motivation is a factor that may dictate the level of performance, thus buttressing the fact that employee's performance is a function of motivation received.
5. Development of employee's potential: People are motivated in such a way that they will be willing to work with zeal, initiative, interest and with a sense of responsibility and discipline in a team spirit and in a cohesive manner. However, developing employee's potentials demands a multivariate approaches of which motivation is one.

METHODOLOGY

This gives a clear and details description of the procedures and methods used in carrying out this study. The methodology includes the use of primary and secondary data. The primary data envelopes questionnaires while the secondary data looks at the use of related materials, journals and the internet. However, the data will be analyzed using descriptive (percentages) and inferential statistics (regression analysis and coefficient of multiple determinations (R^2)). The survey design approach allows for the distribution of 150 questionnaires to three (3) marketing oriented companies but only 110 questionnaires were duly filled and returned.

PRESENTATION AND ANALYSIS OF DATA

Table 1.0: Distribution of respondents based on age

AGE	NO	%
Below 25	30	27.3%
26-30	40	36.4%
31-40	25	22.7%
41and Above	15	13.65%
TOTAL	110	100

Source: Field survey 2012

This shows that workers in their youthful age go a long way in boosting the performance of the organization.

Table 1.2: Distribution of respondents based on sex

SEX	NO	%
Male	70	63.6%
Female	40	34.4%
TOTAL	110	100

Source: Field survey 2012

This shows that the marketing oriented companies tend to be more effective because of more male employees.

Table 1.3: Distribution of respondents based on Educational Qualification

EDU. QUALIFICATION	MALE	FEMALE	TOTAL	%
B.Sc. Degree	30	20	50	45.5%
HND Degree	21			27.3%
NCE Degree	15	9	30	18.2%
WAEC & Below	4	5	20	9.1%
		6	10	
TOTAL	70	40	110	100

Source: Field survey 2012

This shows that the employees are knowledgeable, therefore has positive effect on decision making and performance.

Table 1.4: Distribution of respondents based on length of service

LENGTH OF SERVICE	MALE	FEMALE	TOTAL	%
2.5yrs	23	17	40	36.4%
6-16yrs	13	7	20	18.25%
11-14yrs	25			31.8%
15-Above	9	10	35	13.6%
		6	15	
TOTAL	70	40	110	100

Source: Field survey 2012

This analysis shows that an average employee has spent a long period of service in the organization, this will increase the level of performance of employee because of the length of experience.

Table 1.5: Distribution of respondents based on the degree of salary increase

SALARY INCREASE	PERFORMANCE	NO	%
Often	Highly effective	70	63.6%
At long interval	Effective	30	27.3%
6 Months	Slightly effective	11	10%
Not at all	Not effective	9	8.18%
TOTAL		110	100

Source: Field survey 2012

The above table shows that the companies sampled often motivate their workers financially-extrinsic motivation in order to improve performance.

Table 1.6: Distribution of respondents based on the performance of the organization

PERFORMANCE	NO	%
Effective	60	54.5%
Highly effective	30	27.2%
Slightly effective	9	8.1%
Not effective	11	10%
TOTAL	110	100

Source: Field survey 2012

The table shows that the organizational performance is effective in nature. In fact 30 respondents which signify 27.2% of the total respondents are of the view that the organizations are highly effective. This shows the positive relationship between motivation and employees performance.

Table 1.7: Distribution of respondents based on employees and management relationship with the company

RELATIONSHIP	NO	%
Perfect	90	81.8%
Average	11	10%
Below average	19	17.2%
TOTAL	110	100

Source: Field survey 2012

This table shows that majority of the respondents are of the opinion that there is perfect relationship between the employees and the management of the company. This relationship is caused as a result of the acknowledgement of the values of the two parties by the two parties. This favorable and friendly relationship will foster conducive and friendly environment.

Table 1.8: Distribution of connectivity between motivation and employees performance.

CONNECTED	MALE	FEMALE	TOTAL	%
Yes	43	32	75	68.18%
No	27	8	35	31.81%
TOTAL	70	40	110	100

Source: Field source 2012

This table obviously shows that there is connectivity between motivation and employees performance. That shows that the relationship is not only connected but also positive.

TABLE 1.9
AN EXTRACT FROM REGRESION RESULT
Dependent Variable: Employees' Performance

Independent Variables	Coefficient	Standard Error	T-statistic	Probability
(Constant)	1.145	.483	2.373	.022
financial incentives	.266	.092	2.879	.006
good working condition	.348	.133	2.617	.004
promotion	.551	.244	2.267	.032
welfare packages	.034	.118	.292	.772
Staff training	.367	.120	1.388	.172
Job insecurity	.388	.110	3.527	.001
fringe benefits	.849	.671	1.265	.387

Source: Author's Computation. See appendix 1

R – Squared = 0.888
Adjusted R-Squared: = 0.825
S. E. of regression = 0.493
Sum Squared residual = 10.226
F – Stat = 33.880
Prob (F – statistic) = 0.002

Substituted Coefficient

EMPF = 1.145 + 0.266FIN + 0.348GWC + 0.551PRO + 0.034WEPA + 0.367STR + 0.388JOB + 0.849FRBE

DISCUSSION OF FINDING

The result in the table above revealed a constant value of 1.145 which indicate employee's performance if all the explanatory variables in the model are held constant. Also, the result shows that financial incentives, good working condition, promotion, welfare packages, staff training, job insecurity and fringe benefits have positive impact on employee's performance in an organization and this implies that 1% increase them will increase the employee's performance by 26.6%, 34.8%, 55.1%, 3.4%, 36.7%, 38.8% and 84.9% respectively. However, the test for statistical significance of individual estimated parameter indicate through the t-test that only financial incentives, good working condition, promotion and job insecurity passed the test of significance. This implies that they have a significant positive impact on employee's performance. While, the test further revealed that welfare packages, staff training and fringe benefits does not pass the test of significance, and this implies that they have a positive insignificant impact of employee's performance.

The coefficient of multiple determination (R^2) of 0.888 which implies that about 89% of systematic variations in the employee's performance is being explained by variations in the explanatory

variables. This shows that the model is a good fit as only about 11% of the variations is unaccounted for by the model. Also the f-test shows that the model is overall significant, considering its probability value of about 0.002 which is less than 0.05 critical value.

CONCLUSION

From the result of the study so far, and based on the findings, it is obvious that motivation is a tool for improving performance of employees in an organization.

The result of study has revealed that there is connectivity between motivation and employees performance. This finding is consistent with earlier research findings on motivation and employees performance. Implicitly, if employee is motivated, there will be improved performance, and vice versa.

It is therefore necessary for any organization irrespective of the nature of industry to understand the vital nature of human resources in the organization, and the zeal to always motivate the employees in order to foster employees' performance. It is also necessary to realize the fact that, there is a significant relationship between motivation and employee's performance, thereby implicitly confirming the connectivity between motivation and employee's performance. However, the degree of this connectivity and its dept differs amongst organizations and individuals.

RECOMMENDATIONS

In view of the foregoing, the researchers hereby recommend the following:

- 1 The design and application of any motivational package must take cognizance of the peculiarity of the organization and the type of jobs done.
- 2 There should be a periodic review of the company(ies) promotional policies.
- 3 Organizations should allow for flexibility in their motivational policy.
- 4 Adequate and appropriate allowance should be provided to motivate employees to perform their jobs effectively.
- 5 Organizations should not deviate from agreement reached between them and their employees' representatives. Agreement entered into should be implemented in good time to sustain organization desire behavior and to increase performance.

- 6 Training opportunities should be provided, and personal development supported by the organization's policy should be encouraged by reimbursing what so ever might have been spent to attain higher knowledge and understanding in order to enhance effectiveness and efficiency on job performance.
- 7 Motivational packages should be good enough to elicit the required effort and performance on the part of employees.

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Appendix 1

Regression

Variables Entered/Removed(b)

Mode	Variables Entered	Variables Removed	Method
1	fringe benefits, good working condition, welfare packages, promotion, financial incentives, Job insecurity, Staff training(a)	.	Enter

a All requested variables entered.

b Dependent Variable: Employees' Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601(a)	.888	.825	.493

a Predictors: (Constant), fringe benefits, good working condition, welfare packages, promotion, financial incentives, Job insecurity, Staff training

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.774	7	.825	33.880	.002(a)
	Residual	10.226	42	.243		
	Total	16.000	49			

a Predictors: (Constant), fringe benefits, good working condition, welfare packages, promotion, financial incentives, Job insecurity, Staff training

b Dependent Variable: Employees' Performance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1.145	.483		2.373	.022
	financial incentives	.266	.092	.403	2.879	.006
	good working condition	.348	.133	.269	2.617	.004
	promotion	.551	.244	.158	2.267	.032
	welfare packages	.034	.118	.041	.292	.772
	Staff training	.367	.120	.206	1.388	.172
	Job insecurity	.388	.110	.185	3.527	.001
	fringe benefits	.849	.671	.136	1.265	.387

a Dependent Variable: Employees' Performance