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EMPLOYEE MOTIVATION ON ORGANISATIONAL PRODUCTIVITY IN MAY AND BAKER PLC, OTA, OGUN STATE

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Abstract

This study examined the effect of employee motivation on organizational productivity. This study adopted a descriptive and causal research design as well as the survey method in investigating the effects of motivation on organizational productivity levels. The entire population of the study was 475 as a result the sample size determined is 217. A well- structured self-administered questionnaire was used as the main tool for data collection and was administered to 217 respondents out of which 180 were retrieved and appropriately filled. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.868. Data were analyzed using the spearman's rank correlation coefficient statistical tool. From the hypotheses tested, the result indicated that there is a significant relationship between employee motivation and organizational productivity. Furthermore, this study recommends that management of organizations should take appropriate measures in figuring out those factors that motivate their employees and seek ways of ensuring that they are adequately motivated in order to improve their performance and productivity levels.

Keywords: Motivation, Productivity, Organization, Employees

Introduction

Employees are the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). This study however is centered on the aspect of motivation and focuses on the effects of employee motivation on organizational productivity.

Hellriegel (1996) viewed motivation as any influence that portray, direct, or maintain people's goal directed behaviors. It refers to the driving force that makes an individual to act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels.

Jennifer and George (2006) defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones (2012) states that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment.

Extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharge their duties leading to low performance and productivity levels (Nwachukwu, 2004). Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with coworkers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore, organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together (Jibowo, 2007).

Research Questions

i. What effect does employee well-being have on the level of effectiveness of workers?

ii. How does employee well-being affect the level of efficiency of the workers?

iii. What effect does employee compensation have on the level of effectiveness of the worker?

iv. How does employee compensation affect the level of efficiency of a worker?

Research Hypotheses

HO_1: Employee well-being has no significant effect on the level of effectiveness of the worker

HO_2: Employee well-being has no significant effect on the level of efficiency of the worker

HO_3: Employee compensation has no significant effect on the level of effectiveness of the worker

HO_4 Employee compensation has no significant effect on the level of efficiency of the worker

Literature Review

Conceptual Framework

Motivation

James and Stoner (2009) Suggested that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behavior in a specific way. He went further to say that motivation is one of a number of elements that affect an organization's productivity and performance levels respectively.

Types of Motivation

Lin (2007) proposed that motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic (Martocchio, 2006). Lin, 2007; Ryan & Deci (2000) also identified several classes of motivation namely; extrinsic and intrinsic motivation.

Intrinsic Motivation

This can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Ryan & Deci, 2000).

In the workplace, it springs from impulses that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such Intrinsically motivated rewards comprise the chance to showcase expertise and abilities, receive gratitude, good recognition, freedom, responsibility and mutual respect. A worker that is inherently inspired, according to George and Jones (2012) would be devoted to his job for as long as he believes the job is able to satisfy his wants. Intrinsically driven work conducts are behaviors performed for one's own sake, that is, the inspiration to work emanates from within the individual. Here the worker is motivated because he derives happiness in doing the job.

For instance, a domestic worker in an organization whose pay is quite low compared to other workers cleans the surroundings every time and even put in extra hours to clean not because of an increase in pay but because of the happiness derived in doing it. Such a motivation originates from rewards that are considered inherent to a job or activity itself such as the pleasure an individual derives from a game of chess or the love of playing soccer. Therefore, when an individual engages in activities without any apparent inducements with the exception of the activity itself such an individual is said to be motivated intrinsically.

On the other hand, extrinsic motivated behaviors are those that are external to the activity or the work, such as compensation, conditions of work, welfares, safety, and elevation etc. these motivators are usually determined by the company the individual works for. Extrinsic behaviors require workers to work hard or put in extra hours so as to get the reward that comes with it.

Employee Compensation

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

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

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

Productivity

Glen (2014) stated that the manufacturing sector is an ever changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly

report the closure of industrial units, labor disputes between employers and their employees or reductions in the labor force due to recession and other economic dynamics. As a result, the image of manufacturing industries has been marred by low wages, high labor turnover, inadequate working conditions, poor performance and productivity (Githinji, 2014).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labor. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input.

Jennifer and George (2006) Argued that the performance of workers contributes directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. According to Antomioni (1999) a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified.

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

Effectiveness

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

Efficiency

Efficiency on the other hand is productivity of estimated effects; specifically, productivity without any form of waste. This has to do with worker's abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

The Nexus between Motivation and Productivity

Generally, studies conducted on the impact of motivation as it relates to workplace productivity has drawn significant attention in the aspect of management; however, it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003). Generally, most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and nonmonetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that vary based on the capacity of the workforce to attain certain standards, such as predetermined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa.

Also, previous studies have revealed that at various points in time, low productivity levels have been documented in virtually all establishments be it government or private sectors in Nigeria (Mbogu, 2001; Ezulike, 2001); also conclusions from further studies show that low levels of productivity can be elevated if workers are provided with adequate motivation which may or may not be financial (Tongo, 2005).

Finally, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole (Reilly, 2003).

Theoretical Framework

Several theories on the concept of motivation has been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job it as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce. Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study.

Abraham Maslow's Hierarchy of Needs Theory

In the book titled Motivation and Personality, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He stated that human needs can be

categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner, every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization.

In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2001).

This theory presents businesses particularly in the area of management, an understanding of those elements that arouse or affect a worker's behavior and work performance levels within a corporation. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behavior (Obikeze, 2005). Therefore, in order to adequately motivate employees at their place of work, managers are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end such as physiological and security requirements must be fulfilled before the pursuit of those top level motivators such as esteem and self-fulfillment. The diagram below illustrates the hierarchy of needs;

Methodology

Population of the Study

The study population was 475 staff of the May and Baker Plc. The research instrument would be surveyed on the workforce of the organization considering the fact that they all fall under the category of employees within an organization (Osuagwu, 2006).

Sample Size Determination

Sampling is concerned with the choice of a subgroup of individuals from the target population in order to enable the estimation of the characteristics of the entire population (Singh and Masuku, 2014). It is vital to use an adequate number of subjects so as to ensure a higher probability that results of the study will be more generalizable and interpretable (Mugenda, 2008).

The sample size was calculated using the "sample size determining for research activity table" by (Krejcie and Morgan, 1970). In estimating the sample size, a 5 percent margin of error (confidence interval) and 95 percent confidence level was used. The sample size for the study therefore is two hundred and seventeen (217) for a sample population of four hundred and seventy-five (475).

Reliability of Research Instrument

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

Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar, close or the same result if the study is repeated under the same assumptions (Osuagwu, 2006). For Cronbach's alpha test; this is relating each measurement item with the other measurement item so as to obtain the average inter relationship for all the paired associations. Cronbach's alpha method of reliability is for measuring the reliability of this research work (Ojo, 2003). The literature reveals that acceptable reliability should fall between 0.70 and above, however 0.60 may be acceptable. A high value of Cronbach's alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured (Singh & Masuku, 2014). The reliability score of the construct yielded a Cronbach's alpha of r=0.868 as shown below in the table below.

Results and Discussion

This section is concerned with the tests for the assumed bivariate null hypotheses using the Spearman 's rank order correlation coefficient at a 95% confidence interval and at a 0.05 level of significance (2–tailed). A total of 4 hypothetical assumptions are postulated The decision rule for the adoption or rejection of the hypothetical statements is set at a $P < 0.05$ for the rejection of the null hypotheses and a $P > 0.05$ for the acceptance of the null hypotheses.

Hypothesis One

The hypothesis sought to examine the relationship between employee well-being and their level of effectiveness in manufacturing firms in Rivers state, the data (see table below) reveals a significant relationship between employee well-being their level of effectiveness in the organization. The results of the analysis reveal that there is a significant relationship between employee well-being and effectiveness. This is as the rho value = 0.624 indicate a substantial level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between employee well-being and effectiveness.

Table 1: Spearman's Rank Correlation Analysis showing the relationship between Employee Well-being and Effectiveness

Corrections

Type	Variables	Statistics	Employee Well-Being	Effectiveness
Spearman's rho	Employee well-being	Correlation Coefficient	1,0000	,624**
		Sig (2-tailed)		,000
		N	180	180
	Effectiveness	Correlation Coefficient	,624**	1,0000
		Sig (2-tailed)	,000	
		N	180	180

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

Source: Research Data 2021

Hypothesis Two

The hypothesis sought to examine the relationship between employee well-being and their level of efficiency in manufacturing firms in Port Harcourt, the data (see table below) reveals a significant relationship between employee well-being and efficiency. This is as the rho value = 0.486 indicate a substantial level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between employee well-being and efficiency.

Table 2: Spearman's Rank Correlation Analysis showing the relationship between Employee Well-being and Efficiency

Correlations

Type	Variables1	Statistics	Employee Well-being	Efficiency
Spearman's rho	Employee Well-being	Correlation Coefficient	1.000	.486**
		Sig. (2-tailed)	.	.000
		N	180	180
	Efficiency	Correlation Coefficient	.486	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

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

Source: Research Data 2021

Hypothesis Three

The hypothesis sought to examine the relationship between Employee compensation and their level of effectiveness in manufacturing firms in Port Harcourt Rivers state, the data (see table below) reveals a significant relationship between employee compensation and effectiveness. The results of the analysis reveal that there is a significant relationship between employee compensation and effectiveness. This is as the rho value = 0.446 indicate a substantial level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between employee compensation and effectiveness.

Table 3: Spearman's Rank Correlation Analysis showing the relationship between Employee Compensation and Effectiveness

Correlations

Type	Variables1	Statistics	Employee Compensatior	Effectiveness
Spearman's rho	:mployee Compensation	Correlation Coefficient	1.000	.446**
		Sig. (2-tailed)	.	.000
		N	180	180
	Effectiveness	Correlation Coefficient	.446**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

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

Source: Research Data 2021

Hypotheses Four

The hypothesis sought to examine the relationship between employee compensation and their level of efficiency in manufacturing firms in Port Harcourt, the data (see table below) reveals a significant relationship between employee compensation and efficiency. This is as the rho value = 0.648 indicate a substantial level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship employee compensation and efficiency.

Table 4: Spearman's Rank Correlation Analysis showing the relationship between Employee Compensation and Efficiency

Correlations

Type	Variables1	Statistics	Employee Compensation	Efficiency
Spearman's rho	mployee Compensation	Correlation Coefficient	1.000	.648**
		Sig. (2-tailed)	.	.000
		N	180	180
	Efficiency	Correlation Coefficient	.648	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

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

Source: Research Data 2021

Discussion of Findings

The findings of this study are hereby presented below:

The purpose of hypothesis one is to determine the effect of employee well-being on the level of effectiveness of the workers. The findings of this study reveal among others that employee well-being is a significant predictor of effectiveness. Therefore, the alternate hypothesis which states that employee well-being has a significant effect on the level of effectiveness of the worker is accepted and the null hypothesis rejected. These findings corroborate the findings of Lin (2013) in the research titled assessment of intrinsic and extrinsic motivation on employee productivity. Findings from the study revealed that intrinsic factors like employee well-being and organizational policy have a significant effect on worker's effectiveness which is also a measure of productivity. This was further validated by Jibowo (2007) establishing that intrinsic motivation is a significant predictor of employee effectiveness and plays a major role in improving worker performance and productivity levels in an organization. He further stated that managers should ensure that employee's well-being is taken seriously and that workers are extrinsically well rewarded to remain intrinsically committed to their jobs.

The purpose of hypothesis two is to determine the effect of employee well-being on the level of their efficiency, the result reveals that employee well-being is a significant predictor of effectiveness; as such the alternate hypothesis which states that employee well-being has a significant effect on the level of efficiency of the workers was accepted while the null was rejected. These findings agree with Centres and Bugental (2007) in their study of the relationship between motivational factors and worker's performance using the two factor theory where effectiveness and efficiency were used as measures of performance. It was discovered that there was a significant relationship between both intrinsic and extrinsic factors and worker efficiency levels.

The purpose of hypothesis three is to examine the effect of compensation on the level of effectiveness of the workers. The findings from the study reveal that compensation is a significant predictor of worker effectiveness. As such the alternate hypothesis which states that compensation has a significant effect on the level of effectiveness of the worker was accepted while the null was rejected. Findings also showed that compensation was rated highly by the respondents and is believed to have a great effect on the level of effectiveness of the workers. This could be due to the fact that extrinsic factors especially monetary rewards tend to appeal more to workers especially in developing nations where the standard of living is poor and basic amenities are lacking is seen as a way of fulfilling other needs which intrinsic factors may not provide.

These findings correspond with the findings of Taylor & Vest (1992) in his research, which investigated the influence of monetary incentives and its removal on worker's performance and productivity; it was observed that subjects in the experimental group who received monetary incentives performed better than those who did not. Also (Assam, 2002) further pointed out in his study that extrinsic factors like adequate compensation tend to positively influence the level of a worker's effectiveness much more than intrinsic factors.

The purpose of hypothesis four is to examine the effect of compensation on the level of efficiency of the workers. The findings from the study revealed that compensation is a significant predictor of worker efficiency. As such the alternate hypothesis which states that compensation has a significant effect on the level of efficiency of the worker was accepted while the null was rejected. Similarly, Lake (2000) in his study which is of importance to this research investigated the correlation between motivation and job performance using employee effectiveness, efficiency, commitment and innovation levels as a measure of performance. The study concluded that most workers in developed nations placed more importance on intrinsic factors than those in less developed nations who opted for extrinsic factors citing the need to satisfy other needs as a major criterion for their choice.

Conclusion and Recommendations

Employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Also it is important to note that a lack of adequate motivation results in low productivity and vice versa. Furthermore, the advent of Globalization has resulted in the ability of different organizations to source for employees across several countries and the previously existing barriers have been reduced, this has resulted in higher competition for personnel with the right skills and experience. As such it is important for employers and their managers who value their staff to recognize those factors that affect employee performance and productivity levels on the job or in the workplace and ensure they are fulfilled accordingly. (Brown & Yashioka, 2003; and Sinha & Sinha, 2012). The concept of motivation may be complex particularly in the workplace and may pose a serious challenge to managers as it is relative to individuals. This is because people differ in what they need and want as such what may be seen as a source of motivation to an individual may not seem so to another. As such managers tend to find it extremely difficult in coping with such a dilemma in trying to figure out how to keep members of the workforce motivated. Although, several factors may affect worker productivity levels in an organization such as organizational culture, leadership style, organizational strategy and structure etc. The aspect of Motivation however plays a major role in improving worker productivity levels and therefore should not be underestimated. This study concludes that employee motivation be it intrinsic or extrinsic in nature has a significant effect and is a predictor of productivity levels in an organization. It also concludes that both intrinsic and extrinsic factors of motivation appeal to employees and a right mix of both is essential in bringing out best performances from a workforce. These findings validate the Herzberg two factor theory, Maslow's hierarchy of needs theory and Vroom's expectancy Theory. From the findings of the study one can deduce that most workers perceive extrinsic motivation as generally having a larger influence on the psychological aspects of employee productivity. We also found that intrinsic motivation is of importance to employee productivity, albeit to a lesser extent psychologically but rather as a part of the total package that is offered to the employee by an organization.

The following recommendations are made based on the findings of the study;

i. Managers must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees.

ii. Management should ensure that staff are adequately compensated for every effort they put in place to help the organization.

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