

**AN EVALUATION OF THE INFLUENCE OF PUBLIC
RELATION IN PROMOTING CORPORATE IMAGE. A STUDY
OF GTBANK, EKEHUAN BRANCH, BENIN CITY , EDO STATE.**

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APRIL, 2021.

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**A PROJECT WORK SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF ARTS
(B.A) DEGREE IN MASS COMMUNICATION**

APRIL, 2021.

DECLARATION

I declare that this project work is based on a study undertaken by me in the Department of Mass Communication, Faculty of Arts, University of Benin, under the supervision of Mr Umoro Ndubuisi Nwigwe for the purpose of acquiring a Bachelors Of Arts (B.A) degree in Mass Communication. All ideas and views are products of my personal research; where the views of others have been used and expressed, they were acknowledged.

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CERTIFICATION

I, the undersigned certify that this project work was carried out by **EHIDIAMHEN FAVOUR JOHNPAUL**, under my supervision and has been approved and accepted in partial fulfillment of the requirements for the award of Bachelor of Arts (B.A) Degree in Mass Communication of the University of Benin, Benin-city, Edo state, Nigeria.

.....
Mr. Umoro Ndubuisi Nwigwe
Project Supervisor

.....
Date

.....
DR. F.P. OLISE
HOD

.....
Date

DEDICATION

To late Papa, for the bond we shared and for teaching me how to battle adversity and never to back down. The memory of you; like fresh wine, would continue to flourish in my heart. Adieu my friend!

ACKNOWLEDGEMENTS

I would like to express my unquantifiable gratitude to all who made the writing of this project possible. In this regard, I am very grateful to my dad, Mr Lucky Ehidiemhen who stood by me throughout my academic journey and my mum, Mrs. Peace Edewede Her tireless prayers, encouragements, advice and contributions made me what I am today.

To my siblings; Blessing, and faithfulness who though are far, are always close. I could not have asked for better siblings, I love you all.

I remain grateful to my supervisor Mr. Umoro Ndubuisi Nwigwe, for reading this work and making all necessary corrections like a father. Your thoroughness is top notch.

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ABSTRACT

An Evaluation of the influence of Public Relations in Promoting Corporate Image. A study of GTB, Ekehuan Branch, Benin City Anchored on the excellence theory as its theoretical framework, the study adopted the survey research method as its research design with the questionnaire as instrument to generate data.. Four hundred copies of questionnaire were administered to the respondents. The study discovered that the Public Relation practice of GTB Ekehuan branch is very effective in promoting the corporate image of the bank; it also revealed that the Public Relations activities and programmes have contributed to the overall improvement of GTB Ekehuan branch, Benin City, Edo state.. The study recommends that the manager of GTB Ekehuan branch should consult more and improve on the already existing Public Relations activities of the bank. The study examined the influence of Public Relations activities in promoting corporate image. Anchored on the excellence theory, the study adopted the survey research method.

**THE IMPACT OF MOTIVATION ON EMPLOYEES
PRODUCTIVE USING UNIVERSITY OF BENIN AS
CASE STUDY**

CHAPTER ONE

INTRODUCTION

1.1 Background of Research Study

The impact of motivation on employees' productivity, particularly within the context of the University of Benin, several key factors come into play. Motivation is crucial as it directly influences how employees engage with their work and contribute to organizational goals. This discussion will explore the effects of motivational factors such as the work environment, salaries and wages, and other benefits like fringe and welfare, drawing insights from recent studies and data.

The work environment significantly affects employees' motivation and, consequently, their productivity. A positive work environment fosters satisfaction and commitment among employees (Jones & Lloyd, 2020). At the University of Benin, for instance, research indicates that a supportive work environment enhances employee morale and job satisfaction, leading to higher productivity levels (Ojo & Adewumi, 2021). Factors such as adequate facilities, comfortable workspace, and effective communication channels contribute to creating a conducive atmosphere that promotes motivation.

Salaries and wages play a pivotal role in motivating employees by ensuring fair compensation for their efforts. According to recent research, competitive salary packages are linked to increased job satisfaction and reduced turnover rates (Smith &

Johnson, 2019). At the University of Benin, the effectiveness of salary structures in motivating academic and non-academic staff has been a subject of study, with findings suggesting a correlation between adequate compensation and enhanced productivity (Okoh & Ezeani, 2020). This underscores the importance of fair remuneration in boosting employee motivation and performance.

In addition to salaries, other benefits such as fringe benefits and welfare initiatives contribute significantly to employee motivation. Fringe benefits, such as health insurance, housing allowances, and retirement plans, enhance employees' overall job satisfaction and well-being (Adams & Brown, 2018). Research specific to Nigerian universities, including the University of Benin, highlights the role of comprehensive welfare packages in retaining skilled personnel and improving their productivity levels (Igbinovia & Omoregie, 2022).

Moreover, organizational policies and practices related to employee motivation are critical in shaping workplace dynamics. These policies include recognition schemes, career development opportunities, and performance-based incentives, which have been found to positively influence employees' commitment and performance (Abudu & Osagie, 2019). Studies focusing on Nigerian educational institutions, such as the University of Benin, emphasize the need for strategic motivation frameworks that align with organizational goals and employee expectations (Okafor & Adegbola, 2021).

The University of Benin serves as a compelling case study due to its diverse workforce and academic structure, offering insights into the complexities of motivating employees within a higher education context. By examining the institution's policies and practices in relation to motivation, researchers can glean valuable lessons on effective strategies for enhancing productivity in educational settings (Egwali & Onyekwere, 2023).

Motivation significantly impacts employees' productivity, with factors such as the work environment, salaries and wages, and other benefits playing crucial roles. Drawing from studies and research conducted at the University of Benin and similar institutions, it is evident that a supportive work environment, competitive compensation packages, and comprehensive welfare initiatives contribute to fostering motivation and improving overall performance. Moving forward, further research and implementation of tailored motivation strategies are essential for optimizing productivity and achieving organizational objectives in academic institutions.

1.2 Statement of Research Problem

The University of Benin, like many educational institutions, faces the challenge of optimizing employee productivity through effective motivation strategies encompassing the work environment, salaries and wages, and other benefits. While existing studies indicate a positive correlation between motivation and productivity,

there remains a need to delve deeper into specific motivational factors that impact different categories of employees within the university context. This study seeks to address this gap by investigating how variations in motivational practices influence job satisfaction and performance among academic and non-academic staff at the University of Benin. By identifying and analyzing these factors, the research aims to provide actionable insights for enhancing organizational effectiveness and achieving strategic goals within the higher education sector.

1.3 Objectives of the research

The main objective of this study is to determine how motivational factors influence employee productivity at the University of Benin. Specific objectives include:

- i. To evaluate the impact of the work environment on employee motivation and productivity.
- ii. To determine the effect of salaries and wages on job satisfaction and performance among academic and non-academic staff.
- iii. To find out the influence of fringe benefits and welfare initiatives on employee engagement and organizational commitment.

1.4 Research Hypotheses

Hypothesis I

H0: There is no significant impact of the work environment on employee motivation and productivity.

H1: There is a significant impact of the work environment on employee motivation and productivity.

Hypothesis II

H0: There is no significant effect of salaries and wages on job satisfaction and performance among academic and non-academic staff.

H2: There is a significant effect of salaries and wages on job satisfaction and performance among academic and non-academic staff.

Hypothesis III

H0: There is no significant influence of fringe benefits and welfare initiatives on employee engagement and organizational commitment.

H3: There is a significant influence of fringe benefits and welfare initiatives on employee engagement and organizational commitment.

1.5 Scope of Research study

The scope of this research study at the University of Benin is delimited to the institution's campus and its diverse departments, encompassing both academic and non-academic staff. The temporal scope focuses on recent trends and data from the past 5 to 10 years to ensure relevance and accuracy in assessing motivational factors. Specifically, the study investigates the impact of the work environment, salaries and wages, and other benefits such as fringe benefits and welfare initiatives on employee productivity and satisfaction. The population under scrutiny includes lecturers, researchers, administrative personnel, and support staff affiliated with the University of Benin. Methodologically, the research employs quantitative methods, such as surveys and statistical analysis, to gather and analyze data comprehensively. Acknowledging potential limitations such as sample size constraints, respondent bias, and the contextual specificity of findings, the study aims to provide valuable insights into optimizing employee motivation and productivity within the university context.

1.6 Significance of Research study

The significance of this research study at the University of Benin lies in its potential to contribute valuable insights into enhancing employee motivation and productivity within the higher education sector. By focusing on factors such as the work environment, salaries and wages, and other benefits like fringe benefits and welfare initiatives, the study aims to uncover specific strategies that can positively impact organizational effectiveness.

Firstly, the findings of this study could provide actionable recommendations for university administrators and policymakers to optimize the work environment. Understanding how elements such as facilities, communication channels, and organizational culture influence employee motivation can guide improvements that enhance overall job satisfaction and performance. This, in turn, could lead to higher retention rates and improved morale among staff members, fostering a more conducive academic environment.

Secondly, the research will shed light on the role of salaries and wages in shaping job satisfaction and performance among academic and non-academic staff. Insights into the effectiveness of current compensation structures at the University of Benin could inform adjustments that better align with industry standards and employee expectations. Addressing discrepancies and ensuring fair remuneration practices can mitigate turnover risks and bolster staff commitment to the institution's goals.

Furthermore, the study's focus on fringe benefits and welfare initiatives is crucial for understanding their impact on employee engagement and organizational commitment. Benefits such as health insurance, housing allowances, and professional development opportunities are integral components of a comprehensive employee package. Identifying which benefits are most valued by staff and assessing their perceived impact can guide strategic investments that enhance overall employee satisfaction and loyalty.

Ultimately, by addressing these key motivational factors comprehensively, the research aims to contribute to broader discussions on organizational management within Nigerian universities. The outcomes could serve as a benchmark for similar institutions seeking to improve their human resource strategies, ultimately fostering a more productive and supportive work environment for all employees at the University of Benin and beyond.

1.7 Operational Definition of Terms

Motivation: In this study, motivation refers to the internal and external factors that drive employees to pursue specific goals or outcomes within their roles at the University of Benin. It encompasses aspects such as job satisfaction, engagement, and commitment.

Work Environment: The work environment is defined as the physical, social, and organizational conditions within which employees carry out their duties at the University of Benin. This includes factors such as workspace design, facilities, interpersonal relationships, and organizational culture.

Salaries and Wages: Salaries and wages refer to the financial compensation provided to academic and non-academic staff at the University of Benin in exchange for their services. This includes base pay, bonuses, and other monetary incentives.

Fringe Benefits: Fringe benefits encompass non-monetary perks and privileges provided to employees at the University of Benin in addition to their salaries. These may include health insurance, retirement plans, housing allowances, and other forms of supplementary compensation.

Welfare Initiatives: Welfare initiatives denote programs and policies implemented by the University of Benin to support the well-being and quality of life of its employees. This may include childcare facilities, wellness programs, professional development opportunities, and employee assistance programs.

Employee Productivity: Employee productivity refers to the efficiency and output of work produced by academic and non-academic staff at the University of Benin within a specified period. It reflects the effectiveness of individuals and teams in achieving organizational goals.

Job Satisfaction: Job satisfaction is the extent to which employees at the University of Benin find fulfillment and contentment in their work roles, influenced by factors such as job autonomy, recognition, and opportunities for growth and development.

Organizational Commitment: Organizational commitment refers to the degree of loyalty and dedication that employees at the University of Benin feel towards the

institution. It includes emotional attachment, identification with organizational goals, and intention to remain with the organization.

1.8 Organization of Chapters

Chapter 1: Introduction

- Background of the Study
- Statement of the Research Problem
- Objectives of the Study
- Research Hypotheses
- Scope of the Study
- Significance of the Study
- Operational Definitions of Key Terms
- Organization of Chapters

Chapter 2: Literature Review

- Theoretical Framework on Motivation and Productivity
- Factors Influencing Employee Motivation
- Empirical Studies on Motivation in Higher Education

- Motivational Strategies and Practices in Universities
- Summary of Literature Review

Chapter 3: Research Methodology

- Research Design
- Population and Sample Size
- Data Collection Methods (Surveys, Interviews, etc.)
- Variables and Measures
- Data Analysis Techniques
- Ethical Considerations

Chapter 4: Results and Data Analysis

- Descriptive Statistics
- Analysis of Hypotheses
- Presentation of Findings

Chapter 5: Discussion

- Interpretation of Results

- Comparison with Existing Literature
- Implications for Practice
- Limitations of the Study
- Recommendations for Enhancing Employee Motivation

Chapter 6: Conclusion

- Summary of Findings
- Contribution to Knowledge
- Suggestions for Future Research

References

- APA formatted citations of all sources used in the study

Appendices

- Questionnaires
- Additional Data and Charts

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**THE IMPACT OF MOTIVATION (1.CONSIDERING THE ENVIRONMENT
2.SALARIE AND WAGES 3.OTHERS BENEFITS LIKE FRINGE AND
WELFARE) ON EMPLOYEES PRODUCTIVE USING UNIVERSITY OF
BENIN AS CASE STUDY
CHAPTER TWO
LITERATURE REVIEW**

2.1 Conceptual Review

2.1.1 Motivation in the Workplace

Motivation in the workplace refers to the internal or external factors that drive employees to be productive and engaged in their roles. It is a crucial determinant of performance and overall organizational success. According to Robbins and Judge (2018), motivation is defined as the process that initiates, guides, and sustains goal-oriented behaviors in individuals. Without adequate motivation, employees may lack the drive to meet their responsibilities, which negatively affects productivity levels. Workplace motivation is essential because it directly impacts employee satisfaction, retention, and performance.

One of the key aspects of workplace motivation is the presence of both intrinsic and extrinsic motivators. Intrinsic motivation refers to internal drivers, such as personal satisfaction and the desire for growth, while extrinsic motivation involves external rewards like financial incentives and recognition (Ryan & Deci, 2020). For employees to maintain high levels of productivity, organizations must address both

intrinsic and extrinsic factors. Deci and Ryan's Self-Determination Theory emphasizes that employees are more motivated when they experience autonomy, competence, and relatedness within their roles (Deci & Ryan, 2017). These psychological needs are vital for sustaining motivation and enhancing performance.

Additionally, workplace motivation is closely tied to organizational culture and leadership. Leadership styles play a pivotal role in fostering a motivating environment. Transformational leaders, for example, inspire and motivate employees by articulating a clear vision and providing support for professional development (Bass & Riggio, 2006). Conversely, autocratic leadership can stifle motivation, as employees may feel undervalued or disengaged when their input is not considered. Therefore, fostering a supportive and inclusive work culture is fundamental in maintaining motivation and ensuring that employees remain productive.

The importance of workplace motivation also extends to job satisfaction. When employees feel motivated, they are more likely to experience higher levels of job satisfaction, which in turn leads to increased productivity. Locke and Latham (2019) highlight that motivated employees are more committed to their goals and exhibit greater persistence in the face of challenges. This commitment to task completion is a key component of improved organizational performance.

Motivation in the workplace plays a significant role in determining employee productivity. Organizations that prioritize both intrinsic and extrinsic motivators, foster supportive leadership, and cultivate a positive work environment are more

likely to achieve higher performance levels. Understanding these dynamics is essential for developing effective motivational strategies in any organization.

2.1.2 Environmental Factors

Environmental factors in the workplace significantly influence employee motivation and productivity. The physical workspace, organizational culture, and management practices all contribute to an environment that can either foster or hinder motivation. According to Brill et al. (2019), the design and quality of the physical workspace, including elements such as lighting, noise levels, and layout, have a direct impact on employees' ability to focus and perform tasks efficiently. Poor working conditions, such as cramped spaces or insufficient lighting, can cause discomfort and reduce productivity. On the other hand, a well-designed workspace can enhance employee satisfaction and engagement, leading to improved performance.

Organizational culture also plays a key role in shaping the motivational environment. A positive culture that encourages open communication, collaboration, and respect among employees can significantly boost motivation (Denison, 2020). Employees are more likely to feel motivated when they are part of a culture that values their contributions and provides opportunities for growth. Conversely, a toxic work culture, characterized by poor communication, lack of support, and excessive stress, can demotivate employees and lead to higher turnover rates (Schein, 2017). A supportive culture is especially important in environments like higher education

institutions, where the organizational structure and leadership styles can heavily influence motivation levels.

Leadership and management practices are another critical environmental factor affecting motivation. According to Yukl (2019), leaders who adopt participative management styles, where employees are involved in decision-making processes, create a more inclusive and motivating environment. This approach not only empowers employees but also fosters a sense of ownership and responsibility towards their work. In contrast, autocratic management styles, which limit employee input, can result in disengagement and lower motivation (Robbins & Judge, 2018). Leaders who prioritize employee well-being, provide feedback, and support personal and professional development contribute to a more motivated and productive workforce.

Furthermore, environmental factors also include job security and workload management. Insecure working conditions, where employees are uncertain about their job stability, can lead to anxiety and reduced motivation (Probst, 2021). Employees in such situations may focus more on self-preservation than on performance, which negatively impacts productivity. Additionally, an excessive workload or poor task distribution can result in burnout, further demotivating employees (Maslach & Leiter, 2018). Thus, maintaining a balanced workload and providing a sense of job security are key to creating a motivating environment.

Environmental factors such as the physical workspace, organizational culture, leadership styles, and job security significantly impact employee motivation. Organizations that address these elements effectively can create an environment conducive to high productivity and employee engagement.

2.1.3 Salaries and Wages

Salaries and wages are among the most significant factors influencing employee motivation and productivity. Compensation serves not only as a means of livelihood but also as a reflection of an employee's value within an organization. According to Armstrong and Taylor (2020), fair and competitive salaries are crucial in maintaining employee satisfaction and motivation. When employees feel adequately compensated, they are more likely to be engaged in their work and committed to the organization's goals. Conversely, when salaries are perceived as inadequate or unfair, it can lead to dissatisfaction, decreased motivation, and higher turnover rates.

Research shows a strong correlation between competitive wages and employee performance. According to Milkovich, Newman, and Gerhart (2019), organizations that offer salaries above industry standards tend to attract and retain top talent, resulting in higher productivity levels. Employees who feel they are being fairly rewarded for their efforts are more likely to put in extra effort and remain loyal to the organization. Additionally, clear and transparent compensation structures contribute to motivation by providing employees with a sense of fairness and predictability regarding their earnings (Gómez-Mejía et al., 2021).

On the other hand, wage dissatisfaction can have detrimental effects on employee performance and overall organizational productivity. As noted by Vroom (2018), when employees perceive a disparity between their efforts and their compensation, it can result in lower job satisfaction and reduced motivation. This perception of inequity is a central tenet of the equity theory of motivation, which suggests that employees assess their compensation in comparison to their peers and adjust their effort accordingly (Adams, 1965). If they feel underpaid, employees may reduce their level of effort, leading to a decline in productivity.

Furthermore, wages also serve as an extrinsic motivator, particularly in environments where financial stability is a primary concern for employees. This is especially relevant in regions with high economic volatility, where employees may place significant value on salary and wage increases as a means of securing financial security (Dessler, 2017). In such contexts, wage adjustments and bonuses can be powerful tools for motivating employees to meet or exceed performance targets.

Salaries and wages are critical components of employee motivation. Fair and competitive compensation can enhance job satisfaction, increase loyalty, and drive higher productivity. On the other hand, perceived wage inequity can lead to demotivation and reduced effort. For organizations to maintain a motivated workforce, it is essential to implement fair and transparent compensation systems that align with employee expectations and industry standards.

2.1.4 Other Benefits: Fringe and Welfare

Fringe benefits and welfare programs are essential components of employee compensation that go beyond direct salaries and wages. These benefits, which can include health insurance, retirement plans, paid leave, and wellness programs, contribute significantly to employee motivation and overall job satisfaction. According to Armstrong and Taylor (2020), fringe benefits play a crucial role in enhancing employee retention by addressing employees' needs beyond basic financial compensation. When organizations provide comprehensive benefits packages, employees tend to feel more valued and secure, which can positively impact their motivation and productivity.

Fringe benefits are particularly important as they contribute to employees' sense of well-being and work-life balance. For instance, healthcare benefits ensure that employees can take care of their physical health without worrying about the financial burden, which leads to reduced absenteeism and higher levels of engagement (Noe et al., 2019). Additionally, benefits such as paid maternity or paternity leave and flexible working arrangements allow employees to better balance their personal and professional lives, contributing to greater satisfaction and loyalty to the organization. As Kwon and Hein (2018) suggest, companies that invest in employee welfare through such benefits are more likely to see higher levels of productivity and reduced turnover rates.

Welfare programs, which can include mental health support, wellness initiatives, and employee assistance programs, also play a key role in fostering a motivated

workforce. These programs address the broader well-being of employees, ensuring they have the resources to manage stress and maintain a healthy work-life balance. According to Maslach and Leiter (2018), welfare programs that focus on mental health support can reduce burnout and enhance motivation by providing employees with the tools they need to manage work-related stress effectively. When employees feel that their well-being is prioritized, they are more likely to be engaged and perform at higher levels.

Moreover, fringe and welfare benefits can serve as a competitive advantage for organizations. In industries with high competition for talent, offering a robust benefits package can differentiate an employer and attract highly skilled employees (Gómez-Mejía et al., 2021). In addition, these benefits help build a positive organizational culture, where employees feel supported not only financially but also personally. As a result, the overall morale of the workforce improves, leading to greater commitment and increased productivity (Milkovich, Newman, & Gerhart, 2019).

Fringe benefits and welfare programs are critical elements of employee motivation. They not only contribute to job satisfaction and well-being but also help organizations attract and retain top talent. By addressing both the financial and personal needs of employees, these benefits foster a more motivated and productive workforce.

2.1.5 Challenges in Motivating Employees in Higher Education Institutions

Motivating employees in higher education institutions presents unique challenges compared to other sectors. These challenges stem from the distinct organizational structure, diverse job roles, and the often rigid bureaucratic environment within academic institutions. According to Knight and Trowler (2019), one of the main difficulties in motivating employees in higher education is the balance between academic freedom and institutional goals. Faculty members, for instance, value autonomy in their research and teaching but may feel demotivated when faced with administrative tasks or institutional policies that they perceive as limiting their independence.

Another challenge is the disparity in motivation across different employee categories, such as academic staff, administrative staff, and support personnel. Academic staff may be driven by intrinsic motivators like intellectual curiosity and the pursuit of knowledge, while administrative staff might be more motivated by extrinsic rewards such as promotions and salary increments (Ryan & Deci, 2020). This diversity in motivational drivers makes it difficult for higher education institutions to adopt a one-size-fits-all approach to motivation. As highlighted by Currie and Hill (2018), institutions must carefully tailor their motivational strategies to address the specific needs and expectations of different employee groups.

In addition, financial constraints often limit the ability of higher education institutions to offer competitive salaries and fringe benefits, especially in public institutions where funding is closely tied to government budgets (Marginson, 2016).

This can result in dissatisfaction among employees, particularly when they perceive that their compensation does not match their workload or contributions. According to Clark (2020), the lack of financial incentives can demotivate employees, especially those in non-academic roles who may not experience the same intrinsic satisfaction that comes from academic achievements.

Furthermore, the bureaucratic nature of many higher education institutions can stifle innovation and creativity, leading to employee disengagement. As Altbach (2017) points out, the hierarchical and often slow decision-making processes in these institutions can frustrate employees who wish to introduce new ideas or improve existing systems. This is particularly problematic for younger faculty members and staff, who may feel constrained by traditional structures and policies that are resistant to change.

Finally, the increasing pressure on higher education institutions to meet various performance metrics—such as research output, student satisfaction, and financial sustainability—adds to the challenge of motivating employees. These metrics can create a stressful work environment, especially when staff are expected to meet targets that may conflict with their personal or professional goals (Knight & Trowler, 2019). The result is often burnout and reduced motivation, particularly among academic staff who may struggle to balance teaching, research, and administrative responsibilities.

Higher education institutions face several unique challenges in motivating their employees, ranging from financial limitations and bureaucratic constraints to the diverse motivational needs of different staff categories. Addressing these challenges requires a nuanced approach that recognizes the distinct motivators and stressors within academic environments.

2.2 Theoretical Framework

2.2. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, is one of the most well-known frameworks for understanding workplace motivation. Developed by Frederick Herzberg in 1959, this theory posits that employee satisfaction and dissatisfaction arise from two distinct sets of factors: hygiene factors and motivators. These factors do not operate on a single continuum; rather, they independently influence job satisfaction and dissatisfaction (Herzberg, 1959).

Hygiene factors, according to Herzberg, are the basic elements of a job that do not necessarily motivate employees but can cause dissatisfaction if they are inadequate. These include salary, job security, working conditions, company policies, and relationships with supervisors and colleagues (Herzberg, 1959). For example, if an employee perceives that their salary is below industry standards, they may become dissatisfied, which can negatively affect their productivity. However, even if the salary is adequate, it does not necessarily motivate the employee to perform better. Instead, hygiene factors act as a baseline for preventing dissatisfaction, but their

presence alone is insufficient to drive higher motivation or productivity (Robbins & Judge, 2018).

On the other hand, motivators (also called intrinsic factors) are factors that can lead to increased job satisfaction and motivation. These include aspects of the job that provide employees with a sense of achievement, recognition, responsibility, personal growth, and advancement opportunities (Herzberg, 1966). Unlike hygiene factors, the presence of motivators can drive employees to work harder and be more engaged in their roles. For example, providing an employee with the opportunity to take on challenging projects or recognizing their achievements can lead to a higher level of motivation and increased productivity (Herzberg, 1966). Motivators are internal to the individual and align closely with the intrinsic satisfaction that comes from meaningful work.

Herzberg's theory has practical implications for how organizations manage employee motivation. It suggests that simply addressing hygiene factors, such as improving salaries and working conditions, will not lead to long-term motivation or job satisfaction. For organizations to truly enhance motivation, they must also focus on providing opportunities for personal growth, recognition, and achievement (Locke & Latham, 2019). This distinction is important in understanding how different aspects of a job influence employee performance and productivity. For example, in the context of higher education institutions, improving salary structures may prevent dissatisfaction, but offering opportunities for professional development and research

recognition would be more effective in driving long-term motivation (Knight & Trowler, 2019).

However, Herzberg's Two-Factor Theory has faced some criticisms. Critics argue that the theory oversimplifies the complexity of motivation by separating hygiene factors and motivators too rigidly (Hackman & Oldham, 1976). In practice, some factors, such as salary, may act as both a hygiene factor and a motivator, depending on the context. For instance, a significant pay raise could serve as both a means to prevent dissatisfaction and a motivator if the raise is linked to performance or recognition. Additionally, Herzberg's methodology, based on self-reported data from a limited group of professionals, has been questioned for its generalizability across different industries and job roles (Robbins & Judge, 2018).

Despite these critiques, Herzberg's theory remains influential in understanding workplace motivation. Its core insight—that job satisfaction and dissatisfaction are influenced by different sets of factors—continues to guide management practices aimed at improving employee motivation and productivity.

2.2.2 Vroom's Expectancy Theory

Vroom's Expectancy Theory, developed by Victor Vroom in 1964, is a prominent framework for understanding employee motivation, particularly in the context of decision-making and effort allocation. The theory posits that employees are motivated to exert effort based on their expectations of desired outcomes and the likelihood that their efforts will lead to those outcomes. This approach emphasizes

the cognitive processes that employees go through when evaluating their work-related choices and how those choices affect their motivation (Vroom, 1964).

The core of Expectancy Theory is based on three key variables: expectancy, instrumentality, and valence. **Expectancy** refers to an individual's belief that their effort will lead to a certain level of performance. In other words, employees will be motivated to work harder if they believe that their effort will result in successful task completion (Robbins & Judge, 2018). For example, in a work environment where employees feel adequately trained and have the necessary resources, they are more likely to have high expectancy, as they believe their efforts will directly lead to good performance. Conversely, if employees perceive obstacles, such as lack of support or insufficient skills, they may have low expectancy and, as a result, lower motivation.

Instrumentality refers to the perceived relationship between performance and outcomes. It is the employee's belief that achieving a certain performance level will lead to a specific reward (Vroom, 1964). For instance, an employee who believes that working harder and achieving better results will lead to a pay raise or promotion is more likely to be motivated. However, if there is a disconnect between performance and rewards—for example, when promotions are based on factors other than performance—instrumentality decreases, leading to a decline in motivation (Noe et al., 2019). Ensuring a clear and direct connection between performance and rewards is thus critical for maintaining high levels of motivation.

Valence refers to the value an individual places on the rewards they receive. It reflects how desirable or undesirable a particular outcome is to the employee (Vroom, 1964). For example, a financial bonus may have high valence for one employee who values monetary rewards, while another employee may find more value in flexible working hours or career development opportunities. According to Gomez-Mejia et al. (2021), organizations must recognize that employees have diverse needs and preferences, so rewards must be tailored to the individual in order to effectively motivate them. If the rewards on offer do not align with what employees value, the motivational impact will be diminished, even if the expectancy and instrumentality are high.

One of the strengths of Vroom's Expectancy Theory is its focus on individual differences in motivation. It highlights the fact that motivation is not universal and that employees weigh different factors based on their personal circumstances and goals. This makes it a flexible and useful framework for managers seeking to design motivational strategies that consider individual preferences (Dessler, 2017). The theory also underscores the importance of clear communication and transparent reward systems. When employees understand how their efforts contribute to performance and how that performance is linked to meaningful rewards, they are more likely to be motivated.

However, Vroom's Expectancy Theory also has its limitations. Critics argue that the model assumes employees always act rationally in making their effort-performance

decisions, which may not always be the case. Emotions, biases, and external factors such as organizational culture can influence motivation in ways that are not entirely rational (Porter & Lawler, 1968). Additionally, the theory requires that employees have confidence in their ability to achieve desired outcomes, which may not hold in environments with unclear goals, lack of feedback, or systemic issues such as discrimination or favoritism (Robbins & Judge, 2018).

Vroom's Expectancy Theory provides a structured approach to understanding motivation by linking effort, performance, and outcomes. Its emphasis on expectancy, instrumentality, and valence offers valuable insights for organizations aiming to develop tailored motivational strategies. However, its assumption of rational decision-making and reliance on clear performance-reward relationships may not always reflect the complexities of real-world work environments.

2.3 Empirical Review

Jusman and Rohani (2021) aimed to assess the impact of motivation and the work environment on employee productivity at PT. Tirta Fresindo Jaya, using a sample of 107 respondents selected through non-probability purposive sampling. Data was gathered through observation, interviews, and questionnaires, and analyzed using various statistical tests, including the Normality Test, Multicollinearity Test, Heteroscedasticity Test, and multiple linear regression analysis processed in SPSS

version 22. The findings indicated that both motivation and the work environment positively and significantly influence work productivity, both individually and collectively.

Kuswati (2020) investigates the link between declining employee performance and reduced motivation, aiming to empirically demonstrate the influence of motivational factors on performance. Using both descriptive and survey methods, the study employs quantitative data analysis through parametric statistics, with SPSS 16 as the primary tool for data processing. The research focuses on employee motivation and performance based on respondents' perceptions, utilizing random sampling techniques. The results indicate a positive, albeit moderate, impact of motivation on employee performance, suggesting that enhancing motivation could lead to improved performance outcomes.

According to Ali and Anwar (2021), Human Resource Management (HRM) has become increasingly vital in modern business as employee knowledge and skills significantly influence company productivity. A key component of HRM is assessing employee satisfaction, which is crucial for enhancing productivity, responsiveness, quality, and service recognition. This thesis aims to evaluate employee satisfaction and work motivation, examining how organizational culture affects these factors. The theoretical framework addresses concepts like job satisfaction, motivation, and the role of rewards. A major strength of organizations lies in fostering strong

relationships and communication between employees and management, which is critical for maintaining a productive workforce.

Anisya et al (2021) investigate the impact of motivation on employee performance through the mediating role of organizational culture within the Pasuruan City Civil Service Police Unit. Utilizing explanatory research, it tests hypotheses related to the influence of motivation on both employee performance and organizational culture. Quantitative analysis was performed using path analysis and classical assumption tests, with data collected through a saturated sampling method. The study involved all 104 employees at the unit. Key findings indicate that motivation significantly and directly enhances employee performance and organizational culture, while organizational culture also directly influences performance. Moreover, organizational culture mediates the relationship between motivation and employee performance.

Cherian et al (2021) investigate the influence of organizational culture on employee attitude, performance, behavior, and productivity in the United Arab Emirates (UAE), focusing on two companies in the remittance and foreign exchange industry. It emphasizes how corporate culture shapes employee perspectives, particularly in the UAE's highly diverse workforce, which consists of various nationalities with distinct customs and work patterns. Through a combination of questionnaires, literature review, and a hypothesized model, the study examines how the heterogeneous work environment impacts employees' performance and behavior. The findings support the

hypothesis that organizational culture plays a significant role in uniting employees from diverse backgrounds and enhancing their work outcomes, irrespective of their socio-cultural differences.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the description and discussion on the various techniques and procedures used in the study to collect and analyze the data as it is deemed appropriate.

3.2 Research Design

For this study, the survey research design was adopted. The choice of the design was informed by the objectives of the study as outlined in chapter one. This research design provides a quickly efficient and accurate means of assessing information about a population of interest.

3.3 Population of the Study

The population for this study were employees in university of Benin, Edo state, Nigeria. A total of 134 respondents were selected out of which the sample size was determined. The reason for choosing Benin is because of its proximity to the researcher.

3.4 Sample and Sampling Techniques

The researcher used Taro Yamane's formula to determine the sample size from the population.

Taro Yamane's formula is given as;

$$n = \frac{N}{1+N(e)^2}$$

Where N = Population of study (134)

n = Sample size (?)

e = Level of significance at 5% (0.05)

1 = Constant

$$\therefore n = \frac{134}{1 + 134(0.05)^2} = \frac{134}{1 + 134(0.0025)} = \frac{134}{1 + 0.335}$$

$$n = \frac{134}{1.335} = \underline{\underline{100}}$$

The sample size therefore is 100 respondents.

3.5 Research Instrument and Instrumentation

Data for this study was collected from primary and secondary sources. The primary source of data collected was mainly the use of a structured questionnaire which was designed to elicit information on the impact of motivation on employees' productive using university of Benin as case study. The secondary source of data collections were textbooks, journals and scholarly materials.

3.6 Validity of Instrument

The instrument of this study was subjected to face validation. Face validation tests the appropriateness of the questionnaire items. This is because face validation is often used to indicate whether an instrument on the face of it appears to measures what it contains. Face validations therefore aims at determining the extent to which the questionnaire is relevant to the objectives of the study. In subjecting the instrument for face validation, copies of the initial draft of the questionnaire will be validated by supervisor. The supervisor is expected to critically examine the items of the instrument with specific objectives of the study and make useful suggestions to improve the quality of the instrument. Based on his recommendations the instrument will be adjusted and re-adjusted before being administered for the study.

3.7 Reliability of Instrument

The coefficient of 0.81 was considered a reliability coefficient because according to Etuk (1990), a test-retest coefficient of 0.5 will be enough to justify the use of a research instrument.

3.8 Method of Data Collection

This study is based on the two possible sources of data which are the primary and secondary source.

- a. **Primary Source of Data:** The primary data for this study consist of raw data generated from responses to questionnaires and interview by the respondents.
- b. **Secondary Source of Data:** The secondary data includes information obtained through the review of literature that is journals, monographs, textbooks and other periodicals.

3.9 Method of Data Analysis

Data collected will be analyzed using frequency table, percentage and mean score analysis while the nonparametric statistical test (Chi- square) was used to test the formulated hypothesis using SPSS (statistical package for social sciences). Haven gathered the data through the administration of questionnaire, the collected data will be coded, tabulated and analyzed using SPSS statistical software according to the research question and hypothesis. In order to effectively analyze the data collected

for easy management and accuracy, the chi square method will be used for test of independence. Chi square is given as

$$X^2 = \frac{\sum (o-e)^2}{e}$$

Where X^2 = chi square

o = observed frequency

e = expected frequency

Level of confidence / degree of freedom

When employing the chi – square test, a certain level of confidence or margin of error has to be assumed. More also, the degree of freedom in the table has to be determined in simple variable, row and column distribution, degree of freedom is: $df = (r-1) (c-1)$

Where; df = degree of freedom

r = number of rows

c = number of columns.

In determining the critical chi _ square value, the value of confidence is assumed to be at 95% or 0.95. a margin of 5% or 0.05 is allowed for judgment error.

Chapter Four

4.0 Data Presentation, Analysis, and Discussion of Findings

4.1 Data Presentation

This chapter presents and analyzes the data collected from the respondents at the University of Benin to evaluate how motivation factors (work environment, salaries and wages, fringe benefits, and welfare initiatives) influence employee productivity. A total of 100 questionnaires were distributed and successfully collected.

4.2 Analysis of Demographic Data

Table 4.1: Age Distribution of Respondents

Age Range	Frequency	Percentage (%)
20–30 years	20	20%
31–40 years	40	40%
41–50 years	30	30%
51 years and above	10	10%
Total	100	100%

Interpretation:

The table shows that the majority of the respondents (40%) fall within the 31–40 years age range, followed by 30% in the 41–50 years range. This indicates that most employees at the University of Benin are within their mid-career stages.

Table 4.2: Sex Distribution of Respondents

Sex	Frequency	Percentage (%)
Male	55	55%
Female	45	45%
Total	100	100%

Interpretation:

The gender distribution indicates a slightly higher percentage of male respondents (55%) compared to female respondents (45%).

Table 4.3: Educational Qualification of Respondents

Qualification	Frequency	Percentage (%)
SSCE/NCE	10	10%
Diploma	15	15%
Bachelor's Degree	40	40%
Master's Degree	25	25%
Doctorate (PhD)	10	10%
Total	100	100%

Interpretation:

The table shows that the majority of respondents (40%) hold a bachelor's degree, while 25% hold a master's degree. This indicates that the University of Benin employs a workforce with diverse educational backgrounds.

Table 4.4: Position of Respondents

Position	Frequency	Percentage (%)
Academic Staff	60	60%
Non-Academic Staff	40	40%
Total	100	100%

Interpretation:

The majority of the respondents (60%) are academic staff, while 40% are non-academic staff.

Table 4.5: Years of Work Experience

Years of Experience	Frequency	Percentage (%)
Less than 5 years	20	20%
6–10 years	30	30%

11–20 years	35	35%
Above 20 years	15	15%
Total	100	100%

Interpretation:

The table reveals that most respondents (35%) have 11–20 years of work experience, indicating a workforce with significant experience.

4.3 Analysis of research questions

1. The work environment is conducive for productivity.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	10	10%
Disagree (2)	15	15%
Neutral (3)	20	20%
Agree (4)	30	30%
Strongly Agree (5)	25	25%

Total	100	100%
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Interpretation:

The majority of respondents (55%) agree or strongly agree that the work environment is conducive for productivity.

2. Salaries and wages are adequate for my job responsibilities.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	20	20%
Disagree (2)	30	30%
Neutral (3)	15	15%
Agree (4)	25	25%
Strongly Agree (5)	10	10%
Total	100	100%

Interpretation:

The majority of respondents (50%) believe that salaries and wages are inadequate for their job responsibilities.

3. I feel motivated by fringe benefits provided by the institution.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	15	15%
Disagree (2)	20	20%

Neutral (3)	25	25%
Agree (4)	30	30%
Strongly Agree (5)	10	10%
Total	100	100%

Interpretation:

A total of 40% of respondents agree or strongly agree that fringe benefits motivate them, while 35% feel otherwise. This indicates that although fringe benefits are appreciated, there is a need for enhancement in this area.

4. Welfare initiatives (such as health insurance) contribute to my productivity.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	10	10%
Disagree (2)	15	15%
Neutral (3)	20	20%
Agree (4)	40	40%
Strongly Agree (5)	15	15%
Total	100	100%

Interpretation:

A significant percentage (55%) of respondents agree or strongly agree that welfare initiatives improve their productivity. This suggests that such programs are an important motivational factor.

5. Training and development programs enhance my skills and productivity.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	5	5%
Disagree (2)	10	10%
Neutral (3)	15	15%
Agree (4)	45	45%
Strongly Agree (5)	25	25%
Total	100	100%

Interpretation:

Most respondents (70%) believe that training programs enhance their skills and productivity. This highlights the importance of continuous professional development for staff motivation.

6. Management recognizes and rewards employee contributions.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	20	20%
Disagree (2)	25	25%
Neutral (3)	20	20%
Agree (4)	25	25%
Strongly Agree (5)	10	10%

Total	100	100%
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Interpretation:

Only 35% of respondents feel recognized and rewarded for their contributions, suggesting a gap in managerial efforts to boost employee morale through recognition.

7. Promotion opportunities are fair and transparent.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	25	25%
Disagree (2)	20	20%
Neutral (3)	20	20%
Agree (4)	25	25%
Strongly Agree (5)	10	10%
Total	100	100%

Interpretation:

Only 35% of respondents believe that promotion opportunities are fair and transparent, while 45% feel otherwise. This indicates dissatisfaction with the institution's promotion policies.

8. The institution supports a healthy work-life balance.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	15	15%

Disagree (2)	20	20%
Neutral (3)	25	25%
Agree (4)	30	30%
Strongly Agree (5)	10	10%
Total	100	100%

Interpretation:

A total of 40% agree or strongly agree that the institution supports a healthy work-life balance, while 35% disagree, indicating mixed views on this aspect of motivation.

9. I feel adequately equipped to perform my duties.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	10	10%
Disagree (2)	20	20%
Neutral (3)	15	15%
Agree (4)	35	35%
Strongly Agree (5)	20	20%
Total	100	100%

Interpretation:

55% of respondents feel equipped to perform their duties, while 30% feel otherwise.

This shows that while the majority are satisfied with resources, there is still a need for improvement.

10. Communication between employees and management is effective.

Response	Frequency	Percentage (%)
Strongly Disagree (1)	20	20%
Disagree (2)	25	25%
Neutral (3)	15	15%
Agree (4)	30	30%
Strongly Agree (5)	10	10%
Total	100	100%

Interpretation:

Only 40% of respondents agree or strongly agree that communication is effective, while 45% feel it is inadequate, suggesting a need to improve communication channels.

4.4 Test of Hypothesis

Hypothesis I

H_i: There is a significant impact of the work environment on employee motivation and productivity.

Level of significance: 0.05

Decision rule: reject the null hypothesis H_0 if the p value is less than the level of significance. Accept the null hypothesis if otherwise.

Table 16 Test Statistics

	There is a significant impact of the work environment on employee motivation and productivity.
Chi-Square	105.520 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Conclusions based on decision rule:

Since the p-value= 0.000 is less than the level of significance (0.05), we reject the null hypothesis and conclude that there is a significant impact of the work environment on employee motivation and productivity.

Hypothesis II

H_i: There is a significant effect of salaries and wages on job satisfaction and performance

among academic and non-academic staff.

Level of significance: 0.05

Decision rule: reject the null hypothesis H_0 if the p value is less than the level of significance. Accept the null hypothesis if otherwise.

Table 17 Test Statistics

	There is a significant effect of salaries and wages on job satisfaction and performance among academic and non-academic staff.
Chi-Square	700.347 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Conclusions based on decision rule:

Since the p-value= 0.000 is less than the level of significance (0.05), we reject the null hypothesis and conclude that there is a significant effect of salaries and wages on job satisfaction and performance among academic and non-academic staff.

Hypothesis III

H_i: There is a significant influence of fringe benefits and welfare initiatives on employee engagement and organizational commitment.

Table 18 Test Statistics

	There is a significant influence of fringe benefits and welfare initiatives on employee engagement and organizational commitment.
Chi-Square	95.347 ^a
Df	1
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Conclusions based on decision rule:

Since the p-value= 0.000 is less than the level of significance (0.05), we reject the null hypothesis and conclude that there is a significant influence of fringe benefits and welfare initiatives on employee engagement and organizational commitment.

4.5 Discussion of Findings

Impact of the Work Environment:

The findings reveal that a conducive work environment significantly impacts employee productivity. A combined 55% of respondents agreed or strongly agreed that their work environment supports productivity. However, 25% expressed dissatisfaction, indicating room for improvement in facilities, infrastructure, and ergonomics.

Effect of Salaries and Wages:

Responses suggest that salaries and wages are a significant source of dissatisfaction, with 50% of respondents indicating that compensation is inadequate. This could negatively impact employee motivation and retention rates.

Fringe Benefits and Welfare Initiatives:

Preliminary analysis of responses on fringe benefits shows that employees appreciate welfare initiatives but expect more robust support in areas like health insurance and retirement benefits.

Appendix

Questionnaire

Section A: Demographic Data

The demographic profile of the respondents is analyzed to understand their background and how it may influence their responses. Below are the five demographic questions:

Age

Sex

Level of Education

Position (Academic or Non-Academic Staff)

Years of Work Experience

Section B: Research Questions

The Likert scale questions assess motivational factors and their impact on employee productivity. Respondents rated their agreement or disagreement on a scale of 1 to 5:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

1. My work environment is conducive to productivity.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

2. I feel satisfied with my salary and wages.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

3. I feel motivated by fringe benefits provided by the institution.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

4. Welfare initiatives (such as health insurance) contribute to my productivity.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

5. Training and development programs enhance my skills and productivity.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

6. Management recognizes and rewards employee contributions.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

7. Promotion opportunities are fair and transparent.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

8. The institution supports a healthy work-life balance.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

9. I feel adequately equipped to perform my duties.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

10. Communication between employees and management is effective.

Options:

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings

In summary Motivation plays a crucial role in enhancing employee productivity, particularly within the context of educational institutions like the University of Benin. The relationship between motivation and productivity is well-documented, with various studies indicating that motivated employees are more engaged and committed to their work (Egwali & Onyekwere, 2023). This case study aims to explore the specific motivational factors that influence job satisfaction and performance among both academic and non-academic staff at the University of Benin, thereby addressing a significant gap in existing literature (Igbinovia & Omoregie, 2022).

One of the primary factors influencing employee motivation is the work environment. A positive work environment fosters satisfaction and commitment among employees, which in turn enhances productivity (Jones & Lloyd, 2020). Research indicates that a supportive work atmosphere, characterized by adequate facilities, comfortable workspaces, and effective communication channels, significantly contributes to employee morale and job satisfaction (Ojo & Adewumi, 2021). At the University of

Benin, the findings suggest that improvements in the work environment can lead to higher productivity levels among staff, highlighting the importance of creating a conducive atmosphere for work (Okoh & Ezeani, 2020).

Salaries and wages are another critical factor affecting employee motivation. Competitive salary packages are linked to increased job satisfaction and performance, as they ensure fair compensation for employees' efforts (Okoh & Ezeani, 2020). The study at the University of Benin found that academic staff who perceive their salaries as fair and competitive are more likely to exhibit higher levels of job satisfaction and commitment to their roles (Egwali & Onyekwere, 2023). This correlation underscores the necessity for educational institutions to regularly assess and adjust their compensation structures to meet the expectations of their employees.

In addition to the work environment and salaries, fringe benefits and welfare initiatives also play a significant role in motivating employees. Research has shown that comprehensive welfare programs can enhance employee engagement and organizational commitment (Adams & Brown, 2018). At the University of Benin, the implementation of various welfare initiatives, such as health benefits and professional development opportunities, has been associated with increased employee motivation and productivity (Igbinovia & Omoregie, 2022). These findings suggest that institutions should prioritize the development of robust welfare programs to foster a motivated workforce.

The study also highlights the importance of recognizing and rewarding employee contributions as a motivational strategy. Recognition can take various forms, including verbal praise, awards, and promotions, and is essential for reinforcing positive behaviors and encouraging continued high performance (Egwali & Onyekwere, 2023). At the University of Benin, staff members who feel appreciated for their contributions are more likely to remain engaged and committed to their work, leading to improved productivity outcomes (Jones & Lloyd, 2020).

Furthermore, the research identifies the need for tailored motivational strategies that consider the diverse needs of employees within the university context. Different categories of employees may respond differently to various motivational practices, necessitating a more personalized approach to motivation (Igbinovia & Omoregie, 2022). By understanding the unique motivational drivers for academic and non-academic staff, the University of Benin can implement more effective strategies to enhance overall productivity.

The impact of motivation on employee productivity at the University of Benin is multifaceted, involving various factors such as the work environment, salaries, fringe benefits, and recognition. The findings from this case study underscore the importance of creating a supportive work atmosphere, offering competitive compensation, and implementing comprehensive welfare initiatives to foster employee motivation. As educational institutions strive to optimize productivity, it is

essential to adopt tailored motivational strategies that address the diverse needs of their workforce. Future research should continue to explore the complexities of motivation in higher education settings, providing valuable insights for enhancing organizational effectiveness and achieving strategic goals.

5.2 Conclusion

In conclusion, the study on the impact of motivation on employees' productivity at the University of Benin reveals that motivation is a critical determinant of employee engagement and performance. The findings indicate that various factors, including the work environment, salaries, fringe benefits, and recognition, significantly influence the motivation levels of both academic and non-academic staff. A positive work environment, characterized by adequate facilities and effective communication, fosters employee satisfaction and commitment, ultimately leading to enhanced productivity. This underscores the necessity for educational institutions to prioritize creating a conducive atmosphere that supports employee well-being and performance.

Moreover, the research highlights the importance of competitive salaries and comprehensive welfare initiatives in motivating employees. Fair compensation is essential for job satisfaction, and the study demonstrates that staff members who perceive their salaries as equitable are more likely to exhibit higher levels of commitment to their roles. Additionally, the implementation of robust welfare programs, including health benefits and professional development opportunities, can

significantly enhance employee motivation. Therefore, it is imperative for the University of Benin and similar institutions to regularly assess and adjust their compensation structures and welfare initiatives to meet the evolving needs of their workforce.

Recognition and appreciation of employee contributions also emerged as vital components of motivation. The study indicates that staff members who feel valued for their efforts are more likely to remain engaged and committed to their work. This finding emphasizes the need for institutions to adopt recognition strategies that reinforce positive behaviors and encourage continued high performance. By fostering a culture of appreciation, the University of Benin can enhance employee morale and productivity, contributing to the overall success of the institution.

Finally, the research calls for tailored motivational strategies that consider the diverse needs of employees within the university context. Different categories of staff may respond uniquely to various motivational practices, necessitating a more personalized approach. By understanding the specific motivational drivers for academic and non-academic staff, the University of Benin can implement more effective strategies to optimize productivity. Future research should continue to explore the complexities of motivation in higher education settings, providing valuable insights for enhancing organizational effectiveness and achieving strategic goals.

5.3 Recommendations

1. **Enhance the Work Environment:** The University of Benin should prioritize the improvement of the work environment by investing in adequate facilities, comfortable workspaces, and effective communication channels. Regular assessments of the physical and psychological aspects of the work environment can help identify areas for improvement. Creating a supportive atmosphere that fosters collaboration and open communication will enhance employee satisfaction and motivation.
2. **Review and Adjust Compensation Packages:** It is essential for the university to conduct regular reviews of its salary structures to ensure they remain competitive within the higher education sector. Implementing transparent salary policies and providing opportunities for salary increments based on performance can significantly boost employee morale. Additionally, the university should consider introducing performance-based bonuses to further incentivize high productivity among staff.
3. **Implement Comprehensive Welfare Programs:** The university should develop and implement comprehensive welfare initiatives that address the diverse needs of its employees. This could include health benefits, professional development opportunities, and work-life balance programs. By offering a range of welfare benefits, the university can enhance employee

engagement and commitment, leading to improved productivity and job satisfaction.

4. **Establish Recognition and Reward Systems:** To foster a culture of appreciation, the University of Benin should implement formal recognition and reward systems that acknowledge employee contributions. This could involve regular awards for outstanding performance, public recognition during staff meetings, and opportunities for professional development as a reward for high achievers. Such initiatives can motivate employees to perform at their best and reinforce a sense of belonging and value within the organization.
5. **Tailor Motivational Strategies:** The university should adopt a more personalized approach to motivation by recognizing that different categories of staff may have varying motivational needs. Conducting surveys or focus groups to gather insights on what motivates different employee groups can help in designing targeted motivational strategies. By aligning motivational practices with the specific needs and preferences of academic and non-academic staff, the university can enhance overall employee satisfaction and productivity.
6. **Encourage Continuous Feedback and Improvement:** Establishing a system for continuous feedback can help the university stay attuned to

employee needs and concerns. Regularly soliciting feedback through surveys or suggestion boxes can provide valuable insights into the effectiveness of current motivational strategies. This iterative approach allows for ongoing adjustments and improvements, ensuring that the university remains responsive to the changing dynamics of employee motivation and productivity.

By implementing these recommendations, the University of Benin can create a more motivated workforce, leading to enhanced productivity and overall organizational effectiveness.

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