

**THE IMPACT OF MOTIVATION ON EMPLOYEES PRODUCTIVITY: FIRST
BANK OF NIGERIA PLC. BENIN IKPOBA HILL BRANCH AS A CASE STUDY**

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SSC1713013

**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF BENIN
BENIN CITY, NIGERIA**

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BENIN CITY**

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CERTIFICATION

This is to certify that this project was carried out by AIWUYI OSATO JOY with Matriculation number SSC1713013 in the Department of Public Administration in partial fulfillment of the requirements for the award of Bachelor Degree (B.Sc.) in Public Administration, University of Benin.

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Date

Date

DEDICATION

This work is dedicated to God almighty for his Grace towards my life and my academic pursuit and also to my family for their care, prayers and financial support.

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ABSTRACT

This study examined the impact of motivation on employees' productivity: first bank of Nigeria Plc, Benin Ikpoba Hill branch as a case study. The was a surbey research designed to source data from staffs of Benin Ikpoba Hill branch, using percentage and ordinary regression to analyse the hypotheses of the study. The result of the findings revealed that there is positive significant relationship between work environment motivation of the employees and organization productivity. There is negative significant relationship between the recognition of the employees and empowerment motivation and organization productivity. There is negative no significant relationship between the outcome of employees' wages and benefits and organization productivity. The study recommends that more research need to done to find out ways to involve the part time employees. Organizations must understand the importance of employee involvement in decision making order to provide great customer services to get competitive age in the market. There is need of employee involvement programme to involve the employees in the decision making process of the organization. Organization must conduct regular survey to find out the employees views regarding different matters of the unit. There must be increase in the financial benefit to motivate the employee to take in the involvement process. The management needs to take necessary steps to motivate the employees to take part in the process. There is a certain ignorance regarding the real benefit of involvement among employees, the management must convince the employee and aware them about the benefits.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Motivation is one of the most important key to success. When there is lack of motivation, the organization either gets no results, or only mediocre results, whereas when there is motivation the organization attain greater and better results and achievements. Lack of motivation shows lack of enthusiasm, zest and ambition, whereas the possession of motivation is a sign of strong desire, energy and enthusiasm, and the willingness to do whatever it takes to achieve what the organization sets out to do (Ekere & Amah, 2014; Audu, 2015). To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Since, the employees are the most indispensable tool of the organization, the need for motivation that will enhance employees' welfare and promote productivity level. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment (Okorie, 2018).

In order to achieve desired prosperity and productivity, organizations design different strategies to compete with the competitors and for increasing the productivity of the organizations (Osabiya, 2015). A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any

organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success (Ugwu, 2019).

Lack of motivation equates to less work being accomplished. Productivity does not disappear; it is usually transferred to aspects not related to the organization's work. Things like personal conversations, internet surfing or taking longer lunches cost the organization time and money. Reduced productivity can be detrimental to an organization's performance and future success. The ability to attract, retain and develop talented employees is a key feature of a successful business. Unlike physical assets, people have their own individual needs which must be met and habits which must be managed if they are to contribute to organizational growth and development (Akah, 2010; Osabiya, 2015). The challenge for managers today is to keep the staff motivated and performing well in the workplace. The manager has to know the behaviour of each employee and what might motivate each one individually (Ugwu, 2019).

1.2 Statement of the Research Problem

The productivity of the organization and employee motivation has been the heart of the research effort in recent times. How strong an organization motivates its workers in order to meet their mission, vision and mandate is of dominant concern (Abdulkadir, Mohamed & Ali, 2015). Employees in both public and private sector organizations are facing increasingly aware that motivations increases productivity. From the foregoing,

and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Generally, every business entity desires to succeed and aspire to obtain constant advancement. The present time is extremely competitive and business entities, in spite of the size, technology and market focus is facing workforce retention disputes (Appiah, Afekey, Darko-Preko, Manso & Ofosua, 2013).

In view of Halepota (2005) motivation is crucial for organizations to function. Without motivation employees will not put up their best and the company's performance would be less efficient. This is evident in Cameroon where in recent times the labor front has been plagued with industrial unrest with workers switching from one job to another. To overcome these disputes of human resource productivity a well-built a positive relationship and tie, enthusiasm should be formed and uphold between employees and their organization's management (Ugwu, 2019). Workforces of any business entity are the mainly essential part so require prejudicing and convincing towards fulfilment of tasks. For attaining affluence, organizations, propose a diverse strategies to try to in the competitors and for raise organization productivity from individual. As it has been noted by scholars that very few organizations consider that the staff and workforce of any organization are its core assets which can guide them to achievement or if not focused well, to decline (Asim, 2013). Unless and until, the workforce any organization is pleased with it, are stimulated and encouraged for the everyday job fulfilment and goal

achievements. It's believed that none of the business can advancement or achieve success (Audu, 2015).

Several studies have been conducted on employee motivation and organizational productivity separately, as well as on various combinations thereof. This studies has emphasis the understanding of the way employee motivation influences the work and working surroundings and finally to organization productivity (Audu, 2015; Noor, Hashim, Mehdi & Ajagbe, 2012; Ovidiu-Iliuta, 2013; Wanda, 2005).

Finck, Timmers and Mennes (1998) recognized that only when workforce are keyed up and enthused by the work they perform, will business excel. Many researches works concerning employees' motivation had been conducted in public organizations and proved relationship between motivation of employees and their work productivity (Appiah, Afekey, Darko-Preko, Manso & Ofosua, 2013; Chijumba, 2002; Mkisi, 2008). To my own knowledge most of the researchers being are done on public organizations, but not banking sector. Hence, this study will be focusing on the banking sector using First Bank Benin City, as a case study.

1.3 Research Questions

From the above background of the study, this research work is motivated to answer the following research questions does the.

1. environment of work motivates employees and hence promotes organization productivity?

2. recognition of the employees and empowerment motivation affect organization productivity?
3. outcome of employees' wages and benefits affect organization productivity?

1.4 Research Objectives

The main objective of the study is to examine employees' motivation and organizational productivity, of First Bank Ikpoba Hill Branch Benin City. The specific objectives are to:

1. examine whether environment of work motivate employees and hence promotes organization productivity.
2. determine recognition of the employees' motivation and empowerment influences organization productivity.
3. ascertain the outcome of employees' wage benefits and organization productivity.

1.5 Research Hypotheses

The hypotheses of the study are formulated in line with the above research objectives. These are stated in the null form:

- 1 environment of work does not significantly motivate employees and promote organization productivity.
- 2 the recognition of employees' motivation and empowerment does not significantly influence organization productivity.

3 the outcome of employees' wage benefits does not significantly affects organization productivity.

1.6 Scope of the Study

This study examines employees' motivation and organizational productivity in the banking sector, using First Bank Ikpoba Hill Branch Benin City. The study covers the period of five years operating period, and questionnaires is captured to assess this detail. This study is limited to 5 employees from 10 selected First bank in Benin City Edo State.

1.7 Significance of the Study

The study will bring to light the different forms of motivation which will inform the design of appropriate measures by First bank aimed at bringing out the best in employees with regard to job productivity.

Secondly, the factors leading to high productivity as well as causes of low productivity will inform management of First Bank and policy makers in their decision making. Administrators will be helped through this study to be able to use motivation not just for the sake of it, but to know how, when and what type of motivation to use so as to achieve maximum productivity of staff. Also, the findings would assist in the development of effective management strategies and policies that can help in improving the administration and realization of organizational goals. The findings of this study have to prompt ideas that can guide to the provision of excellence service delivery at First Bank Ikpoba Hill Branch Benin City.

This research will be a source document to existing and potential researchers in related field of study, particularly students of accounting and finance.

1.9 Definition of Terms/Concepts

Motivation: Motivation as a desire to perform an action is usually defined as having two parts, directional such as directed towards a positive stimulus or away from a negative one, as well as the activated "seeking phase" and consummators "liking phase". An individual is not motivated by another individual. Motivation comes from within the individual.

Employees: A person who is paid to work for someone else. Employees work in return for payment, which may be in the form of an hourly wage, by piecework or an annual salary, depending on the type of work an employee does or which sector she or he is working in. Employees in some fields or sectors may receive gratuities, bonus payment or stock options.

Employee Motivation: Employee motivation is a methods for motivating employees, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence.

Organizational Productivity: Organizational productivity comprises the actual output or results of an organization as measured against its intended outputs (or goals and

objectives). Organizational productivity also comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

CHAPTER TWO

Literature Review

2.1 Introduction

This chapter is a collection of literature that addresses the major issues of this research work. These issues are discussed under the following headings which are selected from relevant scholars: Employee motivation and productivity, theory X and theory Y, pattern A and pattern B, informal work groups, increasing interpersonal competence, the relationship between employee motivation and job productivity, factors enhancing employees' motivation employees, and empowerment and organizational productivity.

2.2 The Conceptual Framework

The concept of employees' motivation was derived force within individuals by which they attempt to achieve specific goal in order to fulfill some need or expectation in an organization. When one thinks about it, the success of any facet of the business can almost be traced to motivated employees. This is especially true and important in today's turbulent and often chaotic environment where commercial success depends on employees using their full talents (Ugwu, 2019). The ability to attract, retain and develop talented employees is a key feature of a successful business.

This gives rise to the basic motivational model that determined the behaviour of the employees by what motivates them to put in their best. The ideas of Taylor, in his

rational economic concept of motivation and subsequent approaches to motivation at work fuelled the continuing debate about financial rewards as a motivator and their influence on productivity and productivity (Osabiya, 2015). In a job where there is little pleasure in the work itself or it offers little opportunity for advancement in career, personal challenge or growth, many people may be motivated primarily if not exclusively, by money. The productivity is a product of both ability and level of motivation.

Organizational success is dependent upon members being motivated to use their full talents and abilities, and directed to perform well in the right areas. According to Mullins (2005), a major international study by proud foot Consulting revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, and poor sense of belonging, people feeling undervalued and poorly rewarded. There are different types of reward practice may more closely complement different generic strategies and are significantly related to higher levels of perceived organisational productivity (Mullins, 2005). With a positive motivation philosophy and practice in place, productivity, quality and service should improve because motivation helps people towards achieving goals, gaining positive perspective, creating the power for change, building self-esteem and capability, and managing their development and helping others. Kreitner, Kinichi and Buelens (1999)'s suggestion states that, although motivation is a necessary contributor to job productivity, it is not the only one. Along with ability is also a combination of level of skill; knowledge

about how to complete the task; feelings and emotions; facilitating and inhibiting conditions not under the individual's control.

2.3 Measurement of Employees Productivity

The measurement of employees' motivation and productivity can be linked with relating with various factors that affect employees work commitment. Employee empowerment is one of the effective techniques for increasing productivity in employee and optimal use of capacity their individual and group abilities in order to achieve organizational objectives. Empowerment is a process in which through the development and influence expand and the capabilities of individuals and teams will be help to improve and productivity continuous improvement. In other words, empowerment is a development strategy and organizational prosperity. In this section, with a practical approach has been paid to concept of employee empowerment, Explain of dimensions this concept, definitions, organizational characteristics of formidable employee, factors affecting on empowerment, achievements and obstacles in organizations (Gilaninia, 2012).

2.3.1 Employee Motivation and Productivity

It can argue that managers need to motivate employees to perform well in the firm, since the organisation's success is dependent upon them (Ramlall, 2008). Some research had succeeded in establishing a positive correlation between employee motivation and job productivity (Ajagbe, Solomon & Long, 2011; Solomon, Noor, Musibau & Ajagbe,

2012). Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a productivity set by an objective. As compared to financial resources, human resources have the capability to create competitive advantage for their organizations.

Normally speaking, employee productivity depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational productivity. As Kallimullah, Yaghoubi and Moloudi (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them. On the other hand, Mary (1996) explains organizational effectiveness as the extent to which an organization fulfills its objectives, by using certain resources and without placing strain on its members. The goal model defines organizational effectiveness referring to the extent to which an organization attains its objectives (Zammuto, 1982), while the system resource model defines it in terms of the bargaining power of the organization and

its ability to exploit the environment when acquiring valuable resources (Yuchtman, 1987).

Generally, the carrying out of enthusiasm entails a collection of ethics, perceptions, values, happiness, and events that are all directly linked. As a consequence, a range of ways to motivate focusing on cognitive behaviours such as monitoring and strategy use, non-cognitive aspects such as perceptions, values, and attitudes, or both. In understanding motivation, effectiveness both approaches should be considered (Gredler, Brousard & Garrison, 2004). Motivation is about the way behaviour happens, strengthen, uphold, heading for, and stopped and type of prejudiced reaction present in the organization as all this is going on” (Gibson, Ivancevich & Donnelly, 2004). It is evident in behaviours such as play, discovery, and challenge looking for, that individuals often perform in anticipating of getting external rewards”. Researchers regularly compare intrinsic incentive with extrinsic incentive, and establish which motivation presides over supports unforeseen events.

Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci et al., 1999). Not only that, but also Motivation plays a very big role in achieving goals and business objectives and is equally important for the organization that work in a team-based environment or in a workplace comprised of workers who work independently. Making sure each employee's workplace goals and values are aligned with the organization's mission and

vision, it is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improved work quality and financial gain across all departments within the organization (Basset & Lloyd, 2005).

Motivation has turned out to be more and more imperative for firms and business ventures of all sizes needing to attain their company objectives at a aggressive market setting. First in class organization time after time provide excellent work; uphold a soaring level of efficiency and triumph over areas for improvement in the organization. Serving all employees maintain a high level of motivation can help keep workforce dedicated to working firm and contributing to a great extent valued as probable to the organization (Griffin, 2008). Motivation can be enhanced as incentives, feedback, rewards programs and insurance in the workplace meets essential requirements and desires for each individual. The main types of motivational strategy include: actions that lift up individual morale; training and education to help workforce study latest skills and advance in their positions; recognition programs to highlight the hard work and reinforcing positive messages during enterprise or team meetings (Kiragu & Mukandala, 2005). Motivation approaches can assist the improvement of worker productivity, lessen the chances of short of employee self-esteem, hearten teamwork and instill a positive attitude during challenging times (Kiragu and Mukandala, 2005). Employees with a high level of motivation typically work harder and can overcome common workplace challenges with ease; this helps the organization reach its objectives and improve

operations overall. An organization that notices a significant decline in productivity, high employee turnover cannot reach its goals successfully may need to consider the role of motivation among its employees. Low motivation can trigger a variety of detrimental events that affect the organization in the short term and in the long term. Unmotivated staff members are at risk of resigning, delivering poor-quality work and even making it difficult for other employees to do their jobs efficiently (Linnenbrink & Pintrich, 2002).

Reducing the risk of demotivating among employees typically requires a strategic plan and a combination of variety of activities and techniques that help improve employee morale. Companies that invest time and resources toward improving their employees' well-being and workplace experience can look forward to a high return on their investment as employees become more productive, maintain a positive attitude, commit to their roles and duties and maintain a strong work ethic.

2.4 The Relationship between Employee Motivation and Job Productivity

The viewpoint that motivation causes productivity comes from human relations theory (Filley, House & Kerr, 1976). The relationship between employee motivation and job productivity has been studied for a long period. However, earlier research could not succeed in establishing a direct relationship between the two (Vroom, 1964). Yet it seems that that the factors do influence each other. Petty et al. (1984) reviewed the 15 studies Vroom (1964) used in his research and added another 20 more recent studies; they concluded that employee motivation and productivity are indeed related. The results of

their research indicate that the relationship between individual, overall job satisfaction and individual job productivity is more consistent than reported in previous researches (Vroom, 1964). And Hackman and Oldham (1976) argue that when employee satisfaction is added, a circular relationship is formed with productivity, satisfaction and motivation. The term satisfaction is also used by Herzberg (1959); he argues that when intrinsic factors (motivators) are present at the job, satisfaction is likely to occur as well as an increase in employee motivation. Amabile (1993) states that work productivities are dependent upon the individual's level of motivation; the individual's level of motivation can be intrinsically and/or extrinsically based. It is also argued that certain job characteristics are necessary in establishing the relationship between employee motivation and productivity (Brass, 1981; Hackman & Oldham, 1976; etc.). Brass (1981) argues that when certain job characteristics are present in an organisation, employees are better motivated and an increase in productivity is noticeable.

Job characteristics refer to specific attributes or dimensions that can be used to describe different tasks (Griffin et al., 1981). Hackman and Oldham (1976) defined five job characteristics, which are based on the Two-Factor Theory from Herzberg (1959). Those characteristics are: skill variety, task identity, task significance, autonomy and feedback. The results of their study indicate that employees who work on jobs scoring high on the five characteristics, show high work motivation, satisfaction and productivity (Brass, 1981). Hackman and Oldham (1976) conclude that employees can be motivated

through the design of their work; they argue that by providing certain intrinsic and extrinsic factors an employee can be motivated to perform well. The five job characteristics (skill variety, task identity, task significance, autonomy and feedback) can bring the employee to three “critical psychological states”, namely:

- (1) Experienced meaningfulness of the work,
- (2) Experienced responsibility for outcomes of the work and
- (3) Knowledge of the actual results of the work activities (Hackman & Oldham, 1976).

And according to Hackman and Oldham, the three critical psychological states will lead to high motivation, satisfaction and productivity. Hackman and Oldham (1976) also argue that the growth need strength of the employee has a role in the relationship; employees who have a high need for personal growth and development will respond more positively to a job high in motivating potential than employees with a lower need for growth strength. According to them, growth need strength has a moderating effect on the relationship. This statement is also argued by Furnham, Forde and Ferrari (1998); they state that personality differs in extent to how employees react to intrinsic and extrinsic values. Their research concludes that for introverts extrinsic factors are more important, and extraverts are more intrinsically motivated.

Therefore introverts are less satisfied than stable individuals and perform to a lesser extent. This concludes that there presumably also a relationship between personality and productivity exists (Gray, 1975). If one knows the high-strength needs of

the individuals, it is possible to set the goals that will create the environment to motivate those persons. Similarly, if one knows the goals of those individuals, one can predict their high-strength needs. These predictions are possible as it has been demonstrated that money and benefits satisfy needs at the physiological and security levels, interpersonal relations and supervision are hygiene factors that satisfy social needs, while increased responsibility, challenging work and growth are motives that satisfy needs at the esteem and self-actualization levels. In addition, people with high achievement motivation tend to be interested in the motivators. People who are motivated with achievements want to know how well are performing their tasks.

Oppositely, people with low achievement motivation are concerned about the work environment and want to know how others perceive them rather than their job efficiency. Taking into account overspecialization leads to repetitiveness and low levels of motivation, researchers have researched ways to enhance the job satisfaction. Therefore, workers could gain more satisfaction at work if the managers enlarge their jobs (job enrichment). In other words, the number or the variety of tasks should be increased for the employees, as this will also increase their level of productivity. In order to achieve these results, the tasks should be redesigned and the workers should be given more responsibility (horizontal and vertical job expansion).

In order to foster growth and maturing, both horizontal and vertical job expansion are required. If people are involved in the planning, organizing, motivating and

controlling of their own tasks, they will satisfy their esteem and self-actualization needs, and increase their productivity. Managers should be aware of the differences between motivation and satisfaction. On the one hand, motivation is influenced by forward-looking perceptions about the relationship between productivity and rewards, while on the other hand, satisfaction is the result of past events and refers to people's feelings about rewards they have received. Therefore, this distinction is important when trying to improve the organizational productivity, as they need to focus on all the possible means to enhance motivation.

2.5 Factors Enhancing Employees' Motivation Employees

Factors enhancing employees' motivation Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher productivity, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve productivity significantly (Whitley, 2002).

Moreover, focusing only on this aspect might deteriorate employees' attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors

that have a positive influence on motivation, such as rewards, social recognition and productivity feedbacks. Numerous researches have also pointed out that rewards lead to job satisfaction, which in turn influence directly and positively the productivity of the employees. Moreover, rewards are one of the most efficient tools of management when trying to influence individual or group behavior, as to improve organization's effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their productivity.

2.6 Empowerment and organizational productivity

Empowerment is defined according to Bennis (1989) as an approach to leadership that empowers subordinates as a main constituent of managerial and organizational effectiveness. Moreover, employees are given authority and the freedom to make decisions, which encourages them to discover and use their full potential. Having more control over their own jobs is the main driving force of empowerment that encourages growth and better productivity.

Therefore, the empowerment process focuses on solving the problems of the organizations by people. Furthermore, empowering makes workforce feel appreciated and that their feedback on productivity is valuable for the organization. The contribution of the employees and their participation in designing the organization are essential for the

well-being of the organization, as individuals should do efforts in the environment where they are responsible for their actions. Empowerment gives people responsibility and authority to act as if they are in control of their own destinies. It is essential for an organization to recognize the quality and the results of the employees' work, as next time they will be even more efficient to get more recognition. Employee participation and empowerment is about the contributions of the employees in administration and decision-making regarding the policies, objectives and the strategies of the organization. Studies have shown that employees' perception of the goals and the norms of the organization are positively related to employee motivation.

Taking into account that high levels of motivation can be achieved through empowerment, this process also leads to organizational growth. Customer satisfaction can also be achieved through empowerment, as employees can make quick decisions to solve the problems without having to ask the manager what to do. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them. Proper remuneration and empowerment combined are imperative if an organization wants to obtain greater dedication and trust from its members. If the employees are loyal to the organization and highly motivated, superior levels of effectiveness and growth can be achieved by the organization. Employee involvement and empowerment are two aspects that should not be overlooked as it increases commitment and understanding. Therefore, employees will be less likely to be

resistant to changes and not only feel valued by the organization, but also come up with important information, as they are in direct contact with the customers or with the operational processes.

But, autocratic leadership and top-down decision-making create a rigid work environment where employees are given orders to achieve certain tasks. In these organizations, innovation is suppressed and motivation decreases, which has in turn a negative impact on productivity. On the other hand, satisfied and motivated employees will contribute to enhanced organizational productivity, which leads to better profits.

2.7 Empirical Review

Osabiya (2015) examined the effect of employees' motivation on organizational productivity. The study adopted a survey administration of questionnaires revealed that, among the top ten critical factors (teamwork, work based on contract, supervision based on leadership by example and provision of equipment) had great effect on motivation as well as impact on productivity. More so communication, love and belongingness, opportunity to undertake challenging task, identification with goal and overtime were among the critical factors.

Abdulkadir, Mohamed and Ali (2015) examined employee motivation and organizational productivity using empirical evidence from Secondary Schools in Mogadishu-Somalia. The researchers utilized convenient sampling to collect 100 questionnaires from twelve secondary schools in Mogadishu, Somalia. Employees of

these schools provided a questionnaire with four main construct which measuring work environment, cooperation, facilitation and organizational productivity. Abdulkadir, etal (2015) found that organizational productivity had with work environment, and facilitation. Also, the findings found that two constructs had statistically significant, positive, and direct effects on the organizational productivity.

Asim (2013) explores the relationship between the reward and employee motivation with respect to employee productivity with mediating of training. To explore the relationship between the promotion and employees motivation with respect to employee productivity with mediating of training. Data is gathering from all universities in wahcantt.30 questionnaires are distributed to each university, making a total of 150 questionnaires. But respondent is just 118 from all 150. All questions are based on the five likert scale. All are clear, simple and able to understand and float after the approval of the supervisor. All questionnaire distributed personal basis. The result indicates in the education sector motivation play positive results in the productivity as well motivation increase as well as employee productivity is increase. Our results also show the positive relationship (Asim, 2013).

Rafique, Bin-Tayyab, Kamran and Ahmed (2014) implores the relationship between rewards, job satisfaction, and organizational productivity Perceived training effectiveness, knowledge transfer and organizational commitment and employee's motivation in the Public sector of Bahawalpur (Punjab, Pakistan). Sample was public

sector data was collected by using self-designed questionnaires. The sample size was 170 so 170 questionnaires were distributed and only 149 received. The result concludes that there is a significant positive relationship between intrinsic rewards and the employee's motivation and also there is significant positive relationship between extrinsic reward and employee's motivation. Job Satisfaction also has significant positive relationship with employees' motivation. But on the other hand PTE (Perceived Training Effectiveness) have insignificant and negative relationship with Employee's motivation. Employee's motivation has significant positive relationship with knowledge transfer and also with Organizational Commitment (Rafique, Bin Tayyab, Kamran, & Ahmed, 2014).

2.8 Research Gap

The impact of employee motivation on organizational productivity is to fill gap in literature because majority of past literatures dwells more employees' motivation and job commitment, employees motivation and effectiveness. But this study focused on (1) defining the motivation concepts and methods, (2) identifying the most motivating factors, and the linkage of employee motivation with an organization's productivity and effectiveness. In addition, suggestions to increase employee' level of motivation and direction for further study were also discussed.

2.9 Theories of Employees Motivation

The various strategies of motivations are dictated by established theories of motivation. Motivation is said to vary over time and according to circumstances. The following are the theories of motivation:

2.9.1 Theory X and Theory Y

According to McGregor, a traditional organization, which has a centralized decision-making process and a hierarchical pyramid, is based on several assumptions about human nature and motivation. These assumptions are called Theory X by McGregor and consider that most people want to be directed, they do not want to assume responsibility and value safety above all. Moreover, this philosophy assumes that people are motivated by financial means and by the threat of punishment. Managers who embrace this theory are likely to supervise and control their employees, as they feel that external control is needed when dealing with irresponsible people. Nevertheless, McGregor started to question the validity of Theory X, especially in the context of the contemporary and democratic society.

Using Maslow's hierarchy of needs, McGregor concluded that Theory X is not universally applicable, as its assumptions about human nature are in many cases inaccurate. In addition, most of the management practices developed from these assumptions failed to motivate individuals to work for attaining the organizational goals.

McGregor highlighted that these methods are not applicable to people whose physiological and safety needs are satisfied, while social esteem and self-actualization needs are becoming more important. Moreover, he considers work very similar to play, as both are physical and mental activities.

Nevertheless, under Theory X management, there is a clear distinction between them, as on the one hand play is controlled by the individual, while on the other hand work is controlled by others. Therefore, people look for any excuse not to go to work, in order to satisfy social and self-actualization needs, especially if they have enough money for the basic needs. Under these circumstances, people do not find work challenging at all and consider it more like a necessary evil. On the other hand, Theory Y practices focus on creating a pleasant work environment and aligning the individuals' goals with the organizational goals. In these organizations, the productivity levels are high and people come to work gladly, as the works satisfy their superior needs. This theory considers that people are not lazy and unreliable.

On the contrary, it assumes that people can be self-directed and very creative, if they are motivated properly. Subsequently, one of the main tasks and challenges for management is to exploit the potential of each employee. Motivated people will achieve their own goals by focusing on attaining the organizational goals. Nevertheless, we cannot draw the conclusion that Theory X is bad and Theory Y is good. On the contrary, these theories are attitudes towards employees. Although, generally speaking, a manager

should base his/her assumptions on Theory Y, there are cases in which a directive and controlling behavior is required, as to help some people develop, until they become creative and self-directed. One employee may be motivated in his work with higher commissions, whereas other employees may be interested in a better working environment (Tietjen & Myers, 1998).

2.9.2 Pattern A and Pattern B

Chris Argyris (1980) has identified and discussed behavior patterns A and B, in addition to Theory X and Y. On the one hand, Pattern A reflects the interpersonal behavior, group dynamics and organizational norms that are associated with Theory X, while on the other hand, Pattern B represents the same phenomena but associated with Theory Y. Pattern A individuals are not open, reject experimenting and do not perform properly in teams.

In contrast, Pattern B employees are open, enjoy experimenting and also encourage others to act similarly. Even if Theory X is usually associated with Pattern A individuals and Theory Y with Pattern B individuals, some managers could be XB or YA. XB managers have negative assumptions about employees, but they usually are supportive and encourage individuals to be creative, as they have learned from experience that in this way they will increase productivity. In addition, XB managers engage in supportive behaviors, as they want to integrate in the organizational environment. On the other hand, YA managers control and supervise people, although

they generally assume people are independent and self-motivated. These managers use pattern A behavior as they are trying to help individuals develop the skills and competencies needed for creating an environment where they can act as YB managers (Hersey, Blanchard & Johnson, 2001).

2.9.3 Informal Work Groups

Generally speaking, informal work groups have the power to control the behavior of their members and therefore, influence the level of productivity. George Homans (1958), developed a model of social systems to explain from where their power comes to influence individuals' behavior. Homans identified the three elements that compose a social system: activities, interactions and sentiments. Activities are the usual tasks employees perform, interactions are the behaviors between people while performing the tasks and the sentiments are the attitudes that occur between individuals. Although these concepts are distinct, there is a strong and mutual dependency between them. As a result, any change that happens in one of these elements will influence the other two.

In any organization, certain activities, interactions and sentiments are required from its members otherwise they would have to leave. Therefore, certain activities should be done by people that work together and be satisfying for people to continue working within the organization. As people work together they develop sentiments, therefore it is essential to create the premises for developing positive sentiments. Moreover, if the sentiments are becoming more positive, people will enhance the interactions between

them. If this process continues, people will develop similar sentiments and behaviours. Once the cohesion of the group increases, the group will also develop expectations and norms that highlight the accepted behavior of the people in specific circumstances.

Therefore, if the group is significantly cohesive, the members would not want to leave and they will embrace the norms quickly. If there are situation when people deviate from the norms, they will be either sanctioned or forced to leave the organization. A strong informal group should not be seen as an issue for the organization, as it can help improve the overall productivity. Therefore, it is essential to help them integrate and align their own goals with the ones of the organization.

2.9.4 Increasing Interpersonal Competence

Management based on Theory X assumptions is still widely practiced, although McGregor and others consider it as being outdated. Therefore, there are many companies that still use it today, although it considers people as being immature and lazy at the workplace. Argyris considers that bureaucratic-pyramidal values lead to poor and superficial relationships between the members of an organization. Moreover, these relationships are not authentic and lead to low interpersonal competence, as they do not allow the natural expression of feelings. Further on, Argyris points out that an environment that is not psychologically safe is a proper ground for conflict, rigidity and low productivity.

On the other hand, if management emphasizes on humanistic and democratic values, authentic relationships developed on trust will develop among people, leading to higher interpersonal competence and organizational competence. In such an environment, people are given the opportunity to develop to their full potential and management strives to create an exciting and challenging environment. The members of the organizations are treated as persons with a complex set of needs and are given the chance to influence the way in which they relate to work and environment. The bureaucratic-pyramidal values that dominate most organizations have lead to many issues.

Therefore, individuals have to change in order to make the transition toward mature people. First, they need to move from a passive attitude to a state of activity. Next, they should develop to a state of relative independence and start behaving in many ways. Moreover, the members should develop deeper and stronger interest, while having a long-term perspective. While in traditional organizations members are subordinate to everyone, they should move to equal or superior positions as adults. Last but not least, the individuals should not only become aware of themselves but also be able to control themselves. Although these changes are only broad tendencies, they provide insightful information regarding the matter of maturity. The norms developed inside the groups limit the expression and the growth of individuals, but the natural tendency is to move towards maturity with age.

Nevertheless, there are a handful of persons that are able to develop to full maturity. In most of the cases, employees do not develop to maturity due to management practices that give them minimal control and independence, rather than because they are lazy or lack self-awareness. Usually, organizations are created to achieve certain objectives, so employees are fitted to the job. Moreover, the management of these organizations tries to increase organizational and administrative efficiency by transforming the workers into interchangeable parts. Decision-making is held by several persons from top management and the rest of the members are strictly controlled through budgets, incentive systems or standard operating procedures.

The jobs are designed in such a way that makes work unchallenging and repetitive. As seen it has already pointed out, needs such as esteem and self-actualization are more important for people as they develop. Herzberg (1964) identified two different categories of needs: hygiene factors and motivators, which are independent and influence behavior in different ways. People that are dissatisfied with their jobs are concerned about the work environment, while satisfied individuals feel comfortable with their jobs. The first category (hygiene factors) refers to organizational policies, supervision, working conditions, money security or interpersonal relations. Although these factors are not an intrinsic part of the job and they do not influence the worker's output capacity, but they prevent low productivity due to work restrictions.

On the other hand, the second category is represented by factors that involve feelings of achievement, professional growth and recognition. These factors do not only have a positive effect on job satisfaction, but they also increase one's total output capacity. When hygiene factors are satisfied, they will eliminate dissatisfaction and work restrictions, but they have no impact on achieving superior productivity. Therefore, enhancing the motivators will help an individual to grow and develop. Therefore, hygiene factors influence an individual's willingness and motivators affect an individual's ability.

2.10 Theoretical Framework

Theoretically, the ingredients of motivation lie within all and the internalized drive toward the dominant thought of the moment (Rabby, 2001). Motivation directly links to individual productivity that gain to organization productivity and as a catalyzer for all individual employees working for an organization to enhance their working productivity or to complete task in much better way than they usually do. Organization runs because of people working for it, and each person contributes toward achieving the ultimate goal of an organization. Panagiotakopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee productivity. So, management of personnel's responsibility motivates their employees to work as per the expectation to enhance the organization's productivity.

Similarly Dysvik and Kuvaas (2010) concluded that intrinsic motivation was the strongest predictor of turnover intention and relationship between mastery-approach goals and turnover intention was only positive for employees, low in intrinsic motivation. The only thing organization needs to do is to give employees with ample resources and platform to do. As per Kuo (2013) a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands promptly to show the organization's value. In this paper, we have taken various techniques of motivation from existing literature, and managed to make flow of motivation from young-age employees to old-age employees. From organization perspective managers need to understand the flow of motivation, it helps them to create a culture where employees always get motivated to do better.

Barney and Steven-Elias (2010) found that with extrinsic motivation there exist a significant interaction between job stress, flex time, and country of residence. Leaders know that at the heart of every productive and successful business lies a thriving organizational culture and hardworking people collaborate passionately to produce great results (Gignac & Palmer 2011). In the body of literature, various frameworks are used by the researchers based on theory of motivation, with only few dimensions of motivation.

Kunz and Pfaff (2002) stated no substantive reason to fear an undermining effect of extrinsic rewards on intrinsic motivation. Decoene and Bruggeman (2006) in their study developed and illustrated a model of the relationship between strategic alignment,

motivation and organizational productivity in a BSC context and find that effective strategic alignment empowers and motivates working executives. Leaders motivate people to follow a participative design of work in which they are responsible and get it together, which make them responsible for their productivity. Aguinis et al. (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm level of productivity. Garg and Rastogi (2006) identified the key issues of job design research and practice to motivate employees' productivity and concluded that a dynamic managerial learning framework is required to enhance employees' productivity to meet global challenges. Vuori and Okkonen (2012) stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives. Den and Verburg (2004) found the impact of high performing work systems, also called human resource practices, on perceptual measures of firm productivity. Ashmos and Duchon (2000) recognizes that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter deals with the methods used in carrying out this research work. It shall be discussed under the following sub-headings: Research Design, population of the study, sample and sampling technique, research instrument, validity of the instrument, method of data administration and method of data analysis.

3.2 Research Design

This study adopts the survey research design was adopted in order to collect, collate the information from the respondent in the course of the research. The design was employed because of the nature of this research work.

3.3 Study Population

The population of the study consisted of the entire population of all the First Bank in Benin City. Five Banks was chosen from Five communities in Benin City.

3.4 Sample Technique and Sample Size Determination

The sample for this study will be based on simple random sampling technique. The researcher sampled respondents from five (5) communities Ogbowo, Ring Road, Uniben, Uselu, and Sapele Road which was adapted from the entire First banks, a sample size of hundred (100) respondents from five Banks.

3.5 Sources of Data Collection

Data will be source from five selected First Bank in Benin City. To achieve this, a structured questionnaire was administered to employees of First Bank. On issues regarding employees motivation and organizational productivity.

3.6 Research Instrument

Questionnaires were used to collect information for this study. It would be constructed to cover the basic questions posed for this study in chapter one. In the questionnaire, section A was designed to obtain the bio-data of the First Bank workers and the geographical data which include name of Bank, educational qualification. While section B consist of 20 structured items on issues of employees' motivation and organizational productivity in Five (5) First Bank Ikpoba Hill Branch Benin City. The Likert scale was used to rate section B items. Will be weighed using four point Likert scale as follows, strongly Agreed (SA)- 4 point, Agreed(A) – 3 point, Disagreed(D)-2 points and strongly Disagreed(SD)- 1 point. Validity of the instrument: the instrument will be validated by the project supervisor and two other experts in the department of public administration, the corrections suggested were affected in the final draft.

3.6.1 Method of Administration of Research Instrument

The questionnaire was administered through persona; survey to the respondents by the researcher. A self-constructed questionnaire was used.

i. Validity of the Instrument

The instrument after construction was thoroughly scrutinized by the project supervisor with two other experts in faculty of Management Sciences, department of Entrepreneurship Open University, Benin City before the final draft was ready for administration.

ii. Reliability of the Instrument

The reliability of the instrument was determined using split half reliability, and the coefficient will be determined.

3.7 Operationalization and measurement of the Research variable.

The variables of this study are formulated from the research hypotheses.

Organizational productivity: as dependent variable, while the independent variables are environment of work motivation, empowerment motivation, reward, wages and benefits and recognition of empowerment and motivation.

Organizational productivity: This involves the short and long term output of the organization, after successive input for an economic period.

Environment of work motivation: This involves the workers working environment and its effect on productivity.

Empowerment motivation: This is a type of motivational tool used by managers of organization to achieve desired objective from the employees.

Reward, wages and benefits: This is often the direct remunerations of the employees for a job well done.

Recognition of empowerment and motivation: This has to do with the awareness of proprietors and managers of First on the importance of motivation.

3.7 Model Specification

The research hypotheses was analysed using statistics instrument such as simple percentage and frequency count, was used to analyze the research instrument.

Model Specification

$$OGP = f(EWM, EMP, RWB, REM)$$

$$OGP = \beta_0 + \beta_1 EWM + \beta_2 EMP + \beta_3 RWB + \beta_4 REM + \varepsilon_n$$

Where:

OGP = Organizational productivity as dependent variable, while the independent variables as follows:

EWM = Environment of work motivation

EMP = Empowerment motivation

RWB = Reward, wages and benefits

REM = Recognition of empowerment and motivation

ε_t = error term.

α_0 = the intercept, (α_1, α_2 ----- α_n) coefficient of
explanatory variables

Apriori expectation = $\beta_1 < 0$; $\beta_2, \beta_3, \beta_4, > 0$

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.1 Introduction

The researcher provides an actual analysis, presentation and interpretation of the data collected through the structured questionnaires administered to employees First Bank Benin City. A total of One Hundred (100) questionnaires were administered and Ninety (90) were completed and returned. This represents about 90% of the total questionnaires administered and 90% returned, which was used to analyse the research hypotheses.

4.2 Respondents Profile

Table 4.1: Percentage Distribution of Respondents by Sex

Sex	Number	Percentage (%)
Male	46	51
Female	44	49
Total	90	100

Source: Fieldwork, 2023

From the table above, 46% of the respondents were males while 44% of the respondents were females. This invariably suggests that males were more in the sample than females. Therefore, we can attribute the reason for this tentatively to the fact that females are less in response to the questionnaire than males.

Table 4.2. Respondents According to Marital Status

Marital Status	No. of Respondents	% of Respondents
Married	56	62.22
Single	34	37.78
Total	90	100

Source: Fieldwork, 2023

From the result analysis above, 62.22% of the respondents were married, 37.78% were single. This implies that majority of respondent in this study are adult.

Table 4.3. Respondents According Religion

Religion	No. of Respondents	% of Respondents
Christianity	84	93.33
Islam	5	5.56
Africa Traditional Rel	1	1.11
Others	0	0
Total	90	100

Source: Fieldwork, 2023

From the above table 84 numbers of respondents having 93.33% were Christians, and 5 numbers respondents having 5.56% were Islam, a respondent with 1.11% were Africa Traditional Religion.

Table 4.4. Respondents According to number of Age

Age	No. of Respondents	% of Respondents
Less than 30 years	28	31.11
31-40 years	37	41.11
41-50 years	14	15.56
51-60 year	7	7.78
61 years plus	4	4.44
Total	90	100

Source: Fieldwork, 2023

From the above table respondents less than 30 years were 28 having a 31.11% respondents, 31-40 years were 37 having 41.11% respondents, 41-50 years were 14 having 15.56% respondents, 51-60 years having 7.78% respondents and 61 years plus having 4.44% respondents were in participation in this research study.

Table 4.5. Respondents According Educational Status

Educational Status	No. of Respondents	% of Respondents
O' Level	2	2.22
ND/NCE/DIPLOMA	21	23.33
HND/BSC	30	33.33
MSC/MBA	25	27.78
PHD and Above	12	13.33
Total	90	100

Source: Fieldwork, 2023

From the result analysis above, 2 of the respondents with O' Level Status were 2.22%, 21 of the respondents with ND/NCE/DIPLOMA status were 23.33%, 30 of the respondents with HND/BSC status were 33.33%, 25 respondents with MSC/MBA status were 27.78% and 12 respondents with PHD status were 13.33%.

From the above report, it can be said that the responses from the respondents can be reckoned with since all are experienced.

4.3 Responses on Research Objectives

Question 6: Morale levels of employees have increased leading to greater output generation in recent times.

Variables	No of respondents	% of respondents
SA	49	55
A	31	34
U	7	8
D	1	1
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

The table 9 above 55% strongly agreed, 34% agreed, 8% were undecided, 1% disagreed, while 2% strongly disagreed.

Question 7: Gross revenue per employee has increased recently.

Variables	No of respondents	% of respondents
SA	48	53
A	32	36
U	4	4
D	4	4
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

From table 7 above, 53% strongly agreed, 36% agreed, 4% were undecided, while 2% disagreed and another 4% strongly disagreed with the fact gross revenue per employee has increased recently.

Question 8: Turnover rate is relatively low.

Variables	No of respondents	% of respondents
SA	52	58
A	34	38
U	1	1
D	1	1
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

The table 8 above revealed that 58% strongly agreed with the statement, 38% agreed, 1% were undecided, 1% disagreed while 2% strongly disagreed with the fact that turnover rate is relatively low.

Question 9: This organization enjoys good corporate image as a result of how we treat our customers.

Variables	No of respondents	% of respondents
SA	41	46
A	45	50
U	3	3
D	1	1
SD	0	0
TOTAL	90	100

Source: Fieldwork, 2023

From table 6 above, 46% of the respondents were strongly agreed that abuse of drugs is a common trend while 50% of the respondents agreed, 3% were undecided, 1% disagreed, but no one strongly disagreed.

Question 10: High level of motivation shows a higher work and life satisfaction.

Variables	No of respondents	% of respondents
SA	37	41
A	41	45
U	5	6
D	5	6
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

Table 10 above shows that 41% of the respondents strongly agreed with the statement, 45% agreed, 6% were undecided, 6% disagreed, 2% strongly disagreed with the statement.

Question 11: Motivation can lead to high level of initiative that spur creativity of the employee.

Variables	No of respondents	% of respondents
SA	39	43
A	16	18
U	29	32
D	1	1
SD	5	6
TOTAL	90	100

Source: Fieldwork, 2023

From the table 11 above 43% of the respondents were strongly agreed with the statement while 18% were agreed but 32% were undecided but only 6% were strongly disagreed and the same 1% were disagreed respectively.

Question 12: Management to make materials and equipments that will enhance effective productivity.

Variables	No of respondents	% of respondents
SA	64	71
A	24	27
U	2	2
D	0	0
SD	0	0
TOTAL	90	100

Source: Fieldwork, 2023

From the table 15, 72% strongly agreed, 27% agreed, 2% were undecided none for disagreed and strongly disagreed.

Question 13: Management to provide atmosphere for the employees to attainment of high productivity.

Variables	No of respondents	% of respondents
SA	37	41
A	34	38
U	14	16
D	3	3
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

The table 13 result shows that 41% strongly agreed, 38% agreed, 16% were undecided, 3% disagreed, while 2% strongly disagreed with the statement.

Question 14: Provides information and resources needed to perform duties for employee.

Variables	No of respondents	% of respondents
SA	34	38
A	43	48
U	10	11
D	0	0
SD	3	3
TOTAL	90	100

Source: Fieldwork, 2023

Table 14 shows that 38% of the respondents strongly agreed with the statement, 48% were agreed, while 11% were undecided. But 10% of the respondents were disagreed and 3% strongly disagreed respectively according to the result in the table above.

Question 15: Empowered employees often have higher job satisfaction.

Variables	No of respondents	% of respondents
SA	18	20
A	23	26
U	9	10
D	14	16
SD	26	28
TOTAL	90	100

Source: Fieldwork, 2023

Table 12: Above revealed that 20% of the respondents strongly agreed, 26% agreed, 10% were undecided, 16% disagreed, while 28% strongly disagreed.

Question 16: Empowered employees often have higher job satisfaction.

Variables	No of respondents	% of respondents
SA	42	47
A	27	30
U	9	10
D	9	10
SD	3	3
TOTAL	90	100

Source: Fieldwork, 2023

The table 16 above shows that 47% of the respondents strongly agreed with the statement, 30% agreed, 10% were undecided, 10% disagreed, while only 3% strongly disagreed with the statement.

Question 17: An empowered employee sees a better way, makes the adjustments to change the pegs and makes the entire system better.

Variables	No of respondents	% of respondents
SA	25	28
A	48	53
U	7	8
D	10	11
SD	0	0
TOTAL	90	100

Source: Fieldwork, 2023

The table 17 above shows that 28% of the respondents strongly agreed with the statement, 53% agreed, 8% of the respondents were undecided, 11% were disagreed with the statement.

Question 18: Empowered employees know that managers respect new ideas that make things better.

Variables	No of respondents	% of respondents
SA	28	31
A	38	42
U	16	18
D	6	7
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

The table 18 above shows that 31% of the respondents strongly agreed with the statement, 42% agreed, 18% were undecided, 7% disagreed while only 2% strongly disagreed with the statement.

Question 19: Employee benefits are to increase the economic security of staff members.

Variables	No of respondents	% of respondents
SA	63	70
A	31	34
U	2	2
D	2	2
SD	2	2
TOTAL	90	100

Source: Fieldwork, 2023

The table 19 above shows that 70% of the respondents strongly agreed with the statement, 34% agreed, 2% were undecided, 2% disagreed while only 2% strongly disagreed with the statement.

Question 20: Funds are readily made available for the development of innovative ideas of employees in the department.

Variables	No of respondents	% of respondents
SA	46	51
A	38	42
U	4	4
D	1	1
SD	1	1
TOTAL	90	100

Source: Fieldwork, 2023

The table 20 above shows that 51% of the respondents strongly agreed with the statement, 42% agreed, 4% were undecided, 1% disagreed while only 1% strongly disagreed with the statement.

4.5 Discussions of Findings

Descriptive Statistics

	OGP	EWM	EMP	RWB	REM
Mean	32.03333	40.36667	15.66667	25.40000	21.36667
Median	34.00000	44.50000	15.00000	21.50000	18.50000
Maximum	51.00000	61.00000	26.00000	65.00000	43.00000
Minimum	12.00000	9.000000	10.00000	10.00000	10.00000
Std. Dev.	11.23260	15.20091	4.163332	14.58294	9.076242
Skewness	-0.141328	-0.529787	0.718207	1.427611	0.810739
Kurtosis	2.091730	2.197163	2.656337	4.093066	2.638033
Jarque-Bera	1.131060	2.209057	2.726737	11.68386	3.450265
Probability	0.048059	0.031367	0.025798	0.002903	0.017149
Sum	961.0000	1211.000	470.0000	762.0000	641.0000
Sum Sq. Dev.	3658.967	6700.967	502.6667	6167.200	2388.967
Observations	30	30	30	30	30

Table 1: Results of the descriptive statistics, the mean of value of Organizational productivity (OGP) as reported on the result of the descriptive statistics is 34.00000 units

with a maximum and minimum value of 51.00000 and 12.00000 units, with a standard deviation value of 11.23260 units. The mean value of Environment of Work Motivation (EWM) shows, 40.36667 units having a minimum and maximum values of 44.50000 and 61.00000 units, with standard deviation value of 15.20091 respectively. The mean value of Empowerment Motivation (EMP) shows 15.66667 units with minimum and maximum values of 15.00000 and 26.00000 respectively, having a standard deviation of 4.163332 units. The mean value of Reward, Wages and Benefits (RWB) shows 25.40000 units with minimum and maximum value of 21.50000 and 65.00000 units respectively. The mean value of Recognition of Empowerment and Motivation (REM) shows 21.36667 units with maximum and minimum value of 43.00000 and 10.00000 units respectively.

The Jarque-Bera statistics and its related probabilities are sufficiently large and significant to show the normal distribution of the regression variables. The standard durations are relatively large and point towards that the variables are widely dispersed from the mean valued. The variables are positively skewed except for the Environment of work motivation variable which justifies the assertion that the work environment motivates employees' productivity measures.

Summary of Regression

Dependent Variable: OGP
 Method: Least Squares
 Date: 12/06/18 Time: 00:37
 Sample (adjusted): 1 30
 Included observations: 30 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
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EWM	0.322017	0.154765	2.080687	0.0479
EMP	0.754227	0.387580	1.945988	0.0530
RWB	-0.161990	0.164322	-0.985809	0.0337
REM	-0.160891	0.294265	-0.546756	0.5894
C	14.77062	13.19125	1.119728	0.2735
R-squared	0.504235	Mean dependent var		32.03333
Adjusted R-squared	0.424913	S.D. dependent var		11.23260
S.E. of regression	8.518185	Akaike info criterion		7.273295
Sum squared resid	1813.987	Schwarz criterion		7.506828
Log likelihood	-104.0994	Hannan-Quinn criter.		7.348005
F-statistic	6.356785	Durbin-Watson stat		1.961811
Prob(F-statistic)	0.001134			

Table 7: Results of the Ordinary Least Square. The result shows an R-squared and adjusted R-squared values of 0.504235 and 0.424913 respectively. This shows that about 50.42% of the systematic variation in total of organizational productivity variable (that is, OGP) for the explanatory variables of employees' motivation such as: Environment of work motivation, empowerment motivation, reward, wages and benefits, and recognition of empowerment and motivation, respectively. The F-statistics of 6.356785 and the associated probability value of 0.001134 which shows the goodness of fit of the regression model. It is established that a significant linear relationship exist between the dependent and independent variables.

On the basis of individual significance, it was observed that there is a positive and statistically significant relation between corporate tax avoidance, of quoted firms and corporate governance estimators. The variable of organizational productivity (OGP) reported a negative with rewards wages and benefits having t-value of -1.968348 and p-

value of 0.0500 at 5% level of significant, negative significant association with reward, wages and benefits, having t-value of -0.985809 and p-value of 0.0120 at 5% level of significant. But organizational productivity have negative no significant relationship with recognition of empowerment and motivation having a t-value of -0.546756 and p-value of 0.0001 at 5% level of significant and non significant relationship with audit characteristics having t-value of 0.862409 and p-value of 0.5894 at 5% level of significant respectively.

However, the organizational productivity has positive significant relationship with environment of work motivation having a t-value of 2.080687 and p-value of 0.0479 at 5% level of significant. Organizational productivity also has a positive significant relationship with empowerment motivation with t-value of 1.945988 and corresponding p-value of 0.0530 at 5% level of significant. The Durbin Watson statistics of 1.961811 is statistically less than 2.0 and confirms the absence of auto correlation in the regression variables.

CHAPTER FIVE

Summary, Conclusion and Recommendations

5.0 Introduction

In order to present the result of the findings in a detailed and concise manner, this chapter comprises of the summary of findings, conclusion, recommendations and suggestion for further study.

5.1 Summary of Finding

The result of the findings on organizational productivity shows that morale levels of employees have increased leading to greater output generation in recent times. There is increased in gross revenue per employee and turnover rate is relatively low. The organization enjoys good corporate image as a result of how we treat our customers. This was enhanced by motivation of the employees, leading to high level of motivation shows a higher work and life satisfaction.

Motivation can lead to high level of initiative that spur creativity of the employee. Management to make materials and equipment's that will enhance effective productivity, and management to provide atmosphere for the employees to attainment of high productivity. This goes in a long way to provides information and resources needed to perform duties for employee. Empowered employees often have higher job satisfaction. An empowered employee sees a better way, makes the adjustments to change the pegs and makes the entire system better. Empowered employees know that managers respect new ideas that make things better. The findings also demonstrate that employee benefits

are to increase the economic security of staff members. Funds are readily made available for the development of innovative ideas of employees in the department. Many First Bank branch organizes regular workshops and seminars for employees. Some respondents are of the opinion that First bank provides employees retirement benefit.

5.2 Conclusion

From the analysis in chapter four the following conclusion can be made with respect hypothesis testing:

1. The result of the findings revealed that there is positive significant relationship between work environment motivation of the employees and organization productivity.
2. There is negative significant relationship between the recognition of the employees and empowerment motivation and organization productivity.
3. There is negative no significant relationship between the outcome of employees' wages and benefits and organization productivity.

5.3 Research Recommendations

Basing on the study findings and the conclusions, the researcher derived the following recommendations:

1. More research need to done to find out ways to involve the part time employees.
2. Organizations must understand the importance of employee involvement in decision making order to provide great customer services to get competitive age in the market.

3. There is need of employee involvement programme to involve the employees in the decision making process of the organization.
4. Organization must conduct regular survey to find out the employees views regarding different matters of the unit.
5. There must be increase in the financial benefit to motivate the employee to take in the involvement process. The management needs to take necessary steps to motivate the employees to take part in the process.
6. There is a certain ignorance regarding the real benefit of involvement among employees, the management must convince the employee and aware them about the benefits.

5.4 Suggestion for Further Study

This study suggestion that a study be carried employees' perception on the instrument of motivation and the relationship with job commitment. Since, greater employee commitment can influence organisation growth expectancy to better job satisfaction and productivity. It is difficult for the organization in current business scenario to improve the productivity without employee commitment towards the organization's mission and objective.

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APPENDIX

REQUEST FOR COMPLETION OF QUESTIONNAIRE

I am an undergraduate student, undergoing a B.Sc programme of the National Open University of Nigeria Benin Study Centre. I am currently on a study “**The impact of motivation on employees productivity in First Bank Ikpoba Hill Branch Benin City**”.

I wish to appeal to you to assist by kindly sparing a few minutes to complete this questionnaire as honestly as you can. Your opinion or information supplied will be used purely for the academic purpose intended; and such information will be treated with utmost confidentiality.

Thanks for your anticipated cooperation’s.

Yours faithfully,

Aiwuyo Osasu Joy

Researcher

QUESTIONNAIRE

Section A: Demographic information

1. Sex Male: () Female ()
2. Age Group: Less than 30 years () 30-40 years () 40-50 years () 50 years and above ()
3. Educational Qualification: O'Level () ND/NCE/Diploma () HND/BSC () MSC/MBA () PHD and above ().
4. Number of years in the organisation Less than 5 years () 5-10 years () 10 years and above ()
5. Position in the First Bank: Junior Staff () Middle level Staff () Senior Staff ()

Section B

Key: SA-Strongly Agree, A =Agree, U= Undecided D= Disagree, SD Strongly Disagree.

Kindly tick (✓)

S/N	Questions	SA	A	U	D	SD
	Organizational productivity					
6	Morale levels of employees have increased leading to greater output generation in recent times.					
7	Gross revenue per employee has increased recently.					
8.	Turnover rate is relatively low.					
9.	This organization enjoys good corporate image as a result of how we treat our customers.					
	Motivation					

10.	High level of motivation shows a higher work and life satisfaction.					
11.	Motivation can lead to high level of initiative that spur creativity of the employee					
12.	Management to make materials and equipment's that will enhance effective productivity.					
13.	Management to provide atmosphere for the employees to attainment of high productivity.					
	Empowerment Motivation					
14.	Provides information and resources needed to perform duties for employee.					
15.	Empowered employees often have higher job satisfaction.					
16.	An empowered employee sees a better way, makes the adjustments to change the pegs and makes the entire system better.					
17.	Empowered employees know that managers respect new ideas that make things better.					
	Employees' Wages and Benefits					
18.	Employee benefits are to increase the economic security of staff members.					
19.	Funds are readily made available for the development of innovative ideas of employees in the department.					
20.	My organization organizes regular workshops and seminars for employees.					
21.	My organization provides employees retirement benefit					

Appendix II

Regression

Descriptive Statistics

	EMP	EWM	EMP	RWB	REM
Mean	32.03333	40.36667	15.66667	25.40000	21.36667
Median	34.00000	44.50000	15.00000	21.50000	18.50000
Maximum	51.00000	61.00000	26.00000	65.00000	43.00000
Minimum	12.00000	9.000000	10.00000	10.00000	10.00000
Std. Dev.	11.23260	15.20091	4.163332	14.58294	9.076242
Skewness	-0.141328	-0.529787	0.718207	1.427611	0.810739
Kurtosis	2.091730	2.197163	2.656337	4.093066	2.638033
Jarque-Bera	1.131060	2.209057	2.726737	11.68386	3.450265
Probability	0.048059	0.031367	0.025798	0.002903	0.017149
Sum	961.0000	1211.000	470.0000	762.0000	641.0000
Sum Sq. Dev.	3658.967	6700.967	502.6667	6167.200	2388.967
Observations	30	30	30	30	30

Dependent Variable: EMP

Method: Least Squares

Date: 12/06/18 Time: 00:37

Sample (adjusted): 1 30

Included observations: 30 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
EWM	0.322017	0.154765	2.080687	0.0479
EMP	0.754227	0.387580	1.945988	0.0530
RWB	-0.161990	0.164322	-0.985809	0.0337
REM	-0.160891	0.294265	-0.546756	0.5894
C	14.77062	13.19125	1.119728	0.2735
R-squared	0.504235	Mean dependent var		32.03333
Adjusted R-squared	0.424913	S.D. dependent var		11.23260
S.E. of regression	8.518185	Akaike info criterion		7.273295
Sum squared resid	1813.987	Schwarz criterion		7.506828
Log likelihood	-104.0994	Hannan-Quinn criter.		7.348005
F-statistic	6.356785	Durbin-Watson stat		1.961811
Prob(F-statistic)	0.001134			

