

THE ROLES OF MOTIVATION IN IMPROVING ORGANIZATIONAL EFFECTIVENESS

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Abstract

This study examined the roles of motivation in improving organizational effectiveness, the roles motivation plays in getting the best output from personnel in an organization. The research adopted a descriptive survey of correlation type. Organizations were selected using simple random sampling technique comprising 100 workers. A questionnaire titled “Roles of motivation in improving organizational effectiveness was used to gather information from the 100 respondents. Research questions were raised for this study and answered with descriptive statistics of mean scores and standard deviation. Research hypotheses were formulated and statistically tested using inferential statistics of Pearson product moment correlation statistic at 0.05 level of significance. The result of the findings revealed that motivation have great impact in improving organizational effectiveness; there is a significant relationship between roles of motivation and improving organizational effectiveness; there is a significant relationship between employee satisfaction and improving organizational effectiveness. Based on the findings, it was recommended that management should encourage interpersonal relationship amongst co-workers to promote a sense of belonging and unity amongst staff. Also, managers should ensure employees are involved in decision making processes and should be given chance to air their views in the advancement of the organization and finally management must also strive to ensure that all employees engage in training and retraining programs to acquire new skills and also have equal opportunity to utilize their skills and competencies where career development to opportunities should be clearly communicated to employees.

Keywords: Roles, Motivation and organizational effectiveness

Introduction

Motivation is one of the most important factors affecting human behavior because motivation do not only affect cognitive factor like perception and learning but also affects total performance of an individual in an organization. This is the reason why leaders should attach great importance to motivation in organization (Prasad, 2015). Motivation is among crucial factor towards increasing the performance and organizational goals. Low motivation or complete lack of motivation in any organization leads to high employees’ inefficiency, low turnover,

fraud, corruption, absenteeism, and indiscipline at work. Good Supervisors and Managers maintains positive attitude by valuing employees and treating them fairly through designing supportive environment to motivates employees. The key to create the efficient motivation system is by answering the question on what really motivate employees (Memcott and Growers, 2012).

Generally, most businesses, organizations and their managers are faced with numerous challenges on how to motivate workers in getting the best from them. One of such challenges is the effective utilization of organization resources to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in the areas of reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sumita, 2014). This study however is centered on the aspect of motivation and focuses on the effects of employee motivation on organizational productivity.

Employees make up the workforce of any organization as such they are an integral part of the organization. Amos, Twageeh and Mourice (2014), stated that an organization is as good as the workforce that runs the organization. This is to say that when employees are motivated, their morale would be high as such performance and productivity levels would increase thereby to a large extent in boosting the overall organizational performance level.

Statement of the Problem

Many organizations especially public organizations have for a long time been blamed for having poor staff motivation schemes resulting to poor corporate performance and hence failure to reach such organizations' goals and objectives. The problem is that motivating public employees is easier said than done. Public workers have reputation for being lazy and lethargic, the study this examines roles of motivation in improving organizational effectiveness as the gap to fill.

Purpose of the Study

The main purpose of this study is to investigate the roles of motivation in improving organizational effectiveness. Other purposes are:

1. to determine the roles of motivation and its impact in the improvement of organizational effectiveness.
2. to examine the influence of personnel satisfaction and improving organizational effectiveness

Hypotheses

H01: There is no significant relationship between role of motivation and improving organizational effectiveness.

H02: There is no significant relationship between employee satisfaction and improving organizational effectiveness.

Review Literature

Concept of Motivation

The word motivation is coined from the Latin word motus, a form of the verb movere, which means to move, influence, affect, and excite. By motivation, we then mean the degree to which a person is moved or aroused to act Rainey, (2018). Dictionaries simply describe motivation as “the goad to action” Mitchell, (2012), whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual’s behavior toward attaining a goal Robbins/Judge,(2018).

Types of Motivation

Lun (2013) proposed that motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic (Meyer, 2010). Ryan & Deci (2010) also identified several classes of motivation namely; extrinsic and intrinsic motivation.

Intrinsic Motivational Factors

Although there are various forms of intrinsic motivation, this focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization. Intrinsic motivation derived from within an individual or from the nature of the work itself, positively influences behavior, well-being and productivity (Ryan&Deci, 2010).

Extrinsic Motivational Factors

Also there are various forms of extrinsic motivation, this focuses on an employee's work environment, compensation as well as training and career development as factors that may influence an employee's productivity levels in an organization. Extrinsic motivation derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity (Ryan & Deci, 2010).

Factors Affecting Motivation

Harisson, Kessels, et al.,(2014) proposed a number of factors that affect motivation. These factors are individual differences, job characteristics and organizational differences.

Individual Differences: These are particular needs, beliefs, behaviors, interests and expertise that workers bring to the job. This is due to the fact that workers are naturally different as such what may appeal to one worker may not appeal to another.

Job Characteristics: This describes the kind of task a worker is supposed to perform. It involves the limit, content and challenges associated with the task like the required skills to perform the task, the importance of the job and the kind of response that workers as regards the tasks they accomplish. For example, workers who see no worth in the job they do may find it degrading as opposed to those who really value the job in competition.

Organizational Practices: These are the guidelines and principles known as code of conducts, management practices; HRM procedures and reward systems organizations use to guide behavior of worker both inside and outside the organization. This means that how organizations choose to handle their workers play a huge role in the way workers see the organization which affects their commitment levels.

Productivity

George, Louw and Badenhorst (2018) stated that the manufacturing sector is an ever-changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession and other economic dynamics.

Importance of Motivation

Motivation is necessary for employee performance. If people do not feel inclined to engage themselves in work behavior, they will not put necessary efforts to perform well. However, performance of an individual in the organization do not only depends on motivation instead there are other factors besides the level of motivation which include abilities, sense of competence, role perception and resources.

Factors influencing motivation

There are numbers of factors that may be affecting the employees' performance as a result influencing organizational performance. Each employee may have a different impact from different things at the workplace. Their attitude and behaviour can play a vital role in their performance (Wisley, 2017). According to Mitchell (2010) recognition and incentive are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Manzoor, 2012).

Recognition

Employee recognition plays a key role in enhancing work relationships which are meant to improve performance in an organization. According to Mescon, (2015), in order to achieve organizational strategic goals, the human resource managers should endeavour to provide motivation mechanisms that can drive employees' potential to perform optimum levels possible.

Incentives

Mugenda and Mugenda (2013) argued that the roles of incentives have expanded considerably in view of the fact that it has been studied rigorously in principal agency theory. Researchers like Pepitone (2018) have found that there is a strong relationship between

management incentive and risk-taking which would subsequently lead to better firm performance. The role of incentives on behaviour has been well documented in the literatures.

The Importance of Motivation in an organization

Spector, (2018) suggested that placing human resources into action requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. Motivation improves level of efficiency of employees, the level of a subordinate or employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness must be filled which helps in improving the level of performance of subordinates. This will result into increase in productivity, reducing cost of operations, and improving overall efficiency which leads to achievement of organizational goals.

Methodology

Population of the Study

The population for the study comprised all the public business organizations and sample population of 100 respondents were selected from 10 organizations comprising of 10 respondents each from 10 organizations

Instrumentation

The researcher developed an instrument that was used for data collection titled: "Role of motivation in improving organizational effectiveness Questionnaire which was used to collect data from the respondents.

Method of Data Analysis

Descriptive statistic of frequency and percentages would be used to answer the demographic and research questions of the study and inferential statistics of Pearson Product Moment Correlation (PPMC) was used to test the formulated research hypotheses at 0.05 level of significance.

Results

Hypotheses Testing

Hypothesis 1: There is no significant relationship between roles of motivation and improving organizational effectiveness.

Table 1: Relationship between role of motivation and improving organizational effectiveness

Variable	N	Mean	SD	Df	r cal	r crit.	Decision
Role of motivation	100	16.600	1.61				
				198	0.561*	0.116	Rejected
Organizational Effect	100	16.120	2.41				

Table 1 shows the relationship between roles of motivation and improving organizational effectiveness. Based on the analysis of the results, it was indicated that the calculated r of 0.561 is greater than the critical r of 0.116 at 0.05 level of significance. Thus the hypothesis is hereby rejected. Meaning that, there is a significant relationship between roles of motivation and improving organizational effectiveness.

Hypothesis 2: There is no significant relationship between employee satisfaction and improving organizational effectiveness.

Table 2: Relationship between employee satisfaction and improving organizational effectiveness

Variable	N	Mean	SD	Df	r cal.	r crit.	Decision
Employee Satisfaction	100	11.280	2.04				
				198	0.220*	0.116	Rejected
Organizational Effect	100	16.120	2.41				

Table 5 shows the relationship between employee satisfaction and improving organizational effectiveness. Based on the analysis of the results, it was indicated that the calculated r of 0.220 is greater than the critical r of 0.116 at 0.05 level of significance. Thus the hypothesis is hereby

rejected. Meaning that, there is a significant relationship between employee satisfaction and improving organizational effectiveness.

Summary of the findings

There is a significant relationship between role of motivation and improving organizational effectiveness.

There is a significant relationship between employee satisfaction and improving organizational effectiveness.

Discussion of Findings

Research hypothesis one revealed that there is a significant relationship between roles of motivation and improving organizational effectiveness because it shows that the calculated r of 0.561 is greater than the critical r of 0.116 at 0.05 level of significance. And this supports the view of Heneman (2012) that motivation plays important roles in improving organizational effectiveness.

Research hypothesis two revealed that there is a significant relationship between employee satisfaction and improving organizational effectiveness, because it indicated that the calculated r of 0.220 is greater than the critical r of 0.116 at 0.05 level of significance. And this supports the view of Owusu (2012) that employee satisfaction is as a result of positive improving organizational effectiveness.

Conclusions

Based on the findings from this study, it was concluded that there is a significant relationship between roles of motivation and improving organizational effectiveness and there is a significant relationship between employee satisfaction and improving organizational effectiveness.

Recommendations

As a result of this study, the following are recommended:

1. Managers must ensure employees are adequately motivated and likewise employee well-being should be given due consideration even health and well-being programs should be organized to cater for the needs and welfare of employees.
2. Management should encourage interpersonal relations amongst co-workers and their managers to promote a sense of belonging and unity amongst staff and managers should ensure employees are involved critically in decision making processes and given a chance to air their views.
3. Management of any organization must ensure that they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
4. Adequate compensation packages inform of monetary or non-monetary rewards are essential to ensure that employees stay productive. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.

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