

Motivational Tools for Effective Human Capital Productivity in Federal Training Centre, Ikoyi, Lagos State, Nigeria

Kate Chisa ULUOCHA-FRIDAY

kuluocha@gmail.com

+234 806 478 3716

Lagos State University, Ojo, Lagos

Abstract

This study will focus on motivational tools for effective human capital productivity in federal training centre, Ikoyi Lagos State, Nigeria. Despite the vital role which motivation plays on human capital efficiency and productivity, Nigeria's Human Capital has remained very low compared to the workers productivity in developed countries of the world. Approximately 50-60 percent of the Nigerian workers in the public service are under-utilized and wasted. Low productivity recorded among employee in most organization is caused by low morale and lack of motivation. It is not uncommon that the human capital in Nigeria is treated with low wages, delayed salaries, unconducive working environment, cut salaries and benefit during economic meltdown, lack of job security, delay pension and gratuity, unnecessary sudden laid off and suspended allowances. Three hypotheses will be proposed for testing in the study: Salaries will have no significant effect on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. Also, Allowances and Fringe benefits will have no significant effect on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. And Motivation will have no significant effect on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. The following conclusions will be reached based on the result of findings from the study. Salaries will have no significant effect on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. However, Allowances and Fringe benefits will have significant effect on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. And, motivation will have significant effect on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. Based on the result of findings from the study, the following recommendations will be

offered for policy implementation. Organization should make provisions for employees' motivation. Regular review and increase of workers' salaries should serve as motivational tool for workers. It was also necessary that government promote workers on regular basis through Appar form or written test. Also, workers should be encouraged to efficiently perform their duties as long as they have the opportunity of developing a career on their job.

Keywords: Job effectiveness, Human capital, Productivity, Motivation, Efficiency, Motivational tools

Word Count: 347

Introduction

Motivation is an attempt to satisfy needs. It is the factor that causes, channels and sustain an individual's behaviour. Motivation propels an individual or group into action for a particular end. The need for motivation is attributed to the fact that qualified employees must be attracted and maintained in an organization.

Also, workers must be motivated to exert their time and energy in achieving the predetermined goals of the organization. Even with the best strategy in place and appropriate organizational structures, an organization may not be effective if its members are not motivated to perform at high level. Hence, it is necessary for managers to understand the theory and practice of motivation.

Through motivation employees and the entire management are able to direct their efforts and energies towards maximum job performance, productivity and the ultimate realization of the goals and objectives of organization.

Human capitals are the single most important resource in any organization. They are the key to high productivity and efficiency. Motivation activates human energy. It is a force which leads people to satisfy their important needs. Motivation is a key to high productivity.

How to motivate employees in getting the work done remains one of the greatest, unexplored areas. Thus, the concept of motivation should be used by managers and employers as a vital tool to increase the efficiency of the individual at the job. No doubt, motivation has remain effective means to improve morale, cause happiness and lead to self actualization, realization and fulfillment. (Aina S. 2015).

Manpower is primarily motivated by economic incentives and will do that which gets him the greater economic gain. Workers everywhere

are basically the same. They want more money, more job security, more benefits, more satisfaction from the work itself and more freedom in the work place. (Aina 2018).

Motivational tools for employee job productivity includes, among others the following: high remunerations, housing subsidy, transport allowance, vocation leave with pay, paid educational leave, sick care with pay, long service award, ex gratia payment, medical services, end-of-year bonus, canteen facilities, free or heavily subsidized meals, discount on products, pensions and gratuity plans, subsidized electricity, subscription paid to professional bodies and other benefits.

Thus, the study is designed to investigate the effect of motivational tools on the efficiency and productivity of human capital especially in Federal Training Centre, Ikoyi, Lagos State. Nigeria.

Various theories of motivation have been performed by various researchers such as Physiological Theory of Motives, Maslow Theory of Self Actualization, Murrays Theories of Motivation, Achievement Theory, The Psycho-Analytic Theory of Motivation, Theories of Intrinsic motivation, Learning-based Theory of Motivation etc.

Physiological Theory of Motivation was developed by Morgan and is popularly known as Central Motive State (CMS). He holds that there is a central motive state, which is the basis of all activities, and behaviour can be explained in terms of CMS. Morgan conducted several experiments and gathered evidence in support of this theory of Central Motive State. He mentioned the following characteristic features in Central Motive State.

- (a) Persistence: A central motive states which when once aroused remains persistent and does not require supports of any stimuli, internal or external.
- (b) General Activity: The motivated organism has heightened bodily activity.
- (c) Selectivity: A central motive states result in selectivity of reaction to stimuli. The reaction does not depend upon any external environmental stimuli.
- (d) Emission of Certain behaviour pattern: The most significant feature of central motive state is that it primes or prompts the organism for appropriate consummatory behaviour.

In order to substantiate his theory of Central Motive State, he conducted a number of experiments, which support his views in CMS. Three types of experiment were conducted which are as follows:

- i. Neuro Physiological Studies: Taking up the direct neuro-physiological studies of peripheral mechanism in motivated behaviour. He found that the addend actinides rats take more salt because the taste bud on the tongue have been sensitized to salt as a result of sodium insufficiency and the evidence gathered in their experiment was negative.
- ii. Second Evidence: He brought from the study of humor factor. Morgan pointed out that several experiments had shown that the humorous factor of humans may arouse motive state.
- iii. The third evidence in support of central motive state has been provided by experiment conducted by olds and Milner who implanted fine electrodes directly into the brain of rats.

In conclusion, this theory has great relevance in the recent wave of interest in direct elective stimulation of brain centres to find out the central control of physiological drives.

Statement of the Problem

Despite the vital role which motivation plays on human capital efficiency and productivity, Nigeria's Human Capital has remain very low compared to the workers' productivity in developed countries of the world. Approximately 50-60 percent of the Nigerian workers in the public service are under-utilized and wasted.

Low productivity recorded among employee in any organization is caused by low morale and lack of motivation. It is not uncommon that human capital in Nigeria are treated with low wages, delayed salaries, unconducive working environment, cut salaries and benefit during economic meltdown, lack of job security, delay pension and gratuity, unnecessary sudden laid off and suspended allowances. (Trevor M. Farrel, 1981).

Since motivation serves as essential tools to human capital efficiency and productivity. Thus study is designed, therefore, to remove all the bottle neck that demoralizes employees at work place in order to enable human resource to get highly motivated to perform their work.

Aims and Objectives of the Study

Generally, this study examines motivational tools for effective human capital productivity in Federal Training Centre, Ikoyi, Lagos State, Nigeria.

Specifically, the study is designed to achieve the following objectives:

1. Examine motivational tools used to motivate employees at work place.
2. Investigate the effect of motivational tools on human capital-efficiency and productivity.

Research Questions

The following questions are raised to guide the study.

1. What are the effect of employees' salaries on their efficiency and productivity?
2. To what extent have worker's allowance and benefits affect their efficiency and productivity?
3. Does motivation has any significant effect on workers' productivity?

Hypotheses

The following hypotheses are proposed for testing in the study.

HO₁: There will be no significant effect of salaries on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

HO₂: There will be no significant effect of Allowances and Fringe benefits on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

HO₃: There will be no significant effect of Motivation on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Significance of the Study

This study is of a great importance to employers, employees, organizations and government.

The study will help the employers to discover motivational tools and use the same to encourage workers to perform optimally in their duties. Also government, through the study, will be able to plan her budget to cater for workers' salaries, allowances and other fringe benefits. In addition managers and Chief Executive Officers of organization will be able to employ motivation as tool to making workers to perform their duties efficiently and effectively. Of course, this study

will serve as a source to which the frontier of knowledge will increase by engaging in further study that will cover other areas of life.

Scope of the Study

The study focuses on the effect of motivational tools on effective human capital productivity in Federal Training Centre, Ikoyi, Lagos State.

Definition of Terms

Motivation: Motivation is a means whereby employees and the entire management are able to direct their efforts and energies towards maximum job performance, productivity and the ultimate realization of the goals and objectives of organization.

Motivation Tools: It covers different forms of means by which employees can be encouraged to perform optimally on their job.

Human Capital: It is otherwise called human resources, workers and employees in any organization.

Job Effectiveness: It is the ability of an individual to get his/her job done within a given time through realistic plans consistent with the strategies of the given job.

Productivity: It is the efficiency of production in relation to an individual's service(s) expressed by some measure.

Efficiency: It is the situation whereby an individual has the ability to achieve an end goal with little to no waste on time, effort and energy dispensed.

Methodology

Descriptive research technique was used for the study. One hundred and fifty (150) Employees of Federal Training Centre, Ikoyi, Lagos State served as population of the study. However, one hundred (100) workers of Federal Training Centre, Ikoyi, Lagos State were randomly selected to serve as sample for the study. By random selection, the respondents were picked across grade levels of the employee without any pre-conceive criteria for selection.

Instrument for Data Collection

Designed questionnaire on Motivational tools for the Effective Human Capital Productivity in Federal Training Centre, was used to collect necessary data for analysis in the study.

The instrument for data collection was validated before use. That is the items in the instrument covered the variables in the topic. Also, the reliability of the instrument was ascertained having being administered in two occasions to respondents different from those used in the study using Pearson Product Moment Correlation Coefficient to test the degree of reliability. The reliability ratio is 0.78. This shows that the instrument is reliable.

Method of Data Analysis

The data collected via the questionnaire were analyzed using Chi-square via SPSS Version 20.

Chi square is suitable for analysis because the hypothesis is testing effect of salaries on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. Also, effect of allowances and fringe benefits on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State and effect of motivation on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Data Analysis

Hypothesis One: Effect of salaries on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Variables *RESPONSES Cross Tabulation Count

		RESPONSES				Total
		1.00	2.00	3.00	4.00	
VARIABLES	1.00	125	102	80	28	335
	2.00	138	96	70	30	334
Total		263	198	150	58	669

Chi-square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	1.559 ^a	3	.669
Likelihood Ratio	1.559	3	.669
Linear-by-Linear Association	.559	1	.455
N of Valid Cases	669		
a.0 cells (.0%) have expected count less than 5. The minimum expected count is 28.96.			

Interpretation:

Chi-square calculated value is 1.559. Degree of freedom (d.f) = 3
Significant (P) = 0.699.

Expressed Mathematically: X^2 (df = 3, N = 699) = 1.599.

Since $P > 0.05$, we accept the null hypothesis one. This means that salaries have no significant effect on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Hypothesis Two: Effect of allowances and fringe benefits on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

VARIABLES	RESPONSES					Total
	1.00	2.00	3.00	4.00		
1.00	127	158	82	60		427
2.00	156	112	68	52		388
Total	283	270	150	112		815

Chi-square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	10.845 ^a	3	.013
Likelihood Ratio	10.866	3	.012
Linear-by-Linear Association	3.433	1	.064
N of Valid Cases	815		
a.0 cells (.0%) have expected count less than 5. The minimum expected count is 53.32.			

Interpretation:

Chi-square calculated value is 10.845. Degree of Freedom (d.f) = 3
Significant (p) = 0.013.

Expressed Mathematically: χ^2 (d.f = 3, N = 815) = 10.845. Since $p < 0.05$, we reject hypothesis two. This means allowances and fringe benefits have significant effect on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Hypothesis Three: Effect of motivation on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

VARIABLES	RESPONSES				Total
		1.00	2.00	3.00	4.00
1.00	136	112	95	74	417
2.00	162	104	58	60	384
Total	298	216	153	134	801

Chi-square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	11.635 ^a	3	.009
Likelihood Ratio	11.710	3	.008
Linear-by-Linear Association	.7631	1	.006
N of Valid Cases	801		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 64.24.			

Interpretation:

Chi-square calculated value is 11.635. Degree of Freedom (d.f) = 3. Significant (p) = 0.009.

Expressed Mathematically: χ^2 (d.f = 3, N = 801) = 11.635. Since $p < 0.05$, we reject the null hypothesis three. This means that motivation has significant effect on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Discussion of Findings

One of the critical ways to satisfy the workers is to use the tool of motivation. Motivation of employees does not only lead to productivity but also improve workers morale which brings greater happiness, job satisfaction and self-realization. Motivation activates human energy. It is a force which leads people to satisfy their important needs.

What do workers want from their job? Workers want to earn enough from their work to meet the needs of their families and to enjoy a rising standard of living. Secondly, they want reasonable assurance that if their performance is satisfactory they can look forward to holding their jobs and to the special benefits which will accrue to them by virtue of their long term service with the organization. They want their jobs to provide them with the satisfaction that comes from meaningful activity. Finally, workers expect that those who supervise and direct them will not infringe on their right as human beings and as citizens.

Generally, employees tend to derive satisfaction from their work as long as their work does not infringe on their right and freedom, their rights and at the same time receive adequate reward and benefits for their work, they will enjoy satisfaction from what they do in the place of work.

There are varieties of factors that influence employees' level of job satisfaction. For instance, the level of pay and benefit, the perceived fairness of the promotion system in an organization, the quality of the working conditions, leadership and social relationship, the interest and challenge the job generate, and the clarity of job requirement all make workers to be satisfied with their job.

There is need for management to employ leadership style and culture that will make work place conducive for work. Cordial relationship among employees and management gender unity, cooperation and togetherness that make workplace second home. Generally, conducive working environment makes employees to derive job satisfaction.

Job satisfaction correlate with life satisfaction. Generally, people who are satisfied with life tend to be satisfied with their jobs. An important finding also revealed that job satisfaction has a correlation to job performance. Once an employee derives satisfaction at work such a worker will be motivated to do his or her best in rendering quality service.

Most managers have discovered that productive work cannot be achieved through command, order to execute fiat. Rather, improved employee productivity depends on individual motivation.

One of crucial ways to improve productivity is to increase the efficiency of the individual at the job to the organization; the payoff for a study of motivation would be increase productivity, decreasing, turnover, decreasing absenteeism and smoother working relations. To

the individual, an understanding of forces that lead to improve morale would bring greater happiness and greater self-realization.

Conclusion

The following conclusions were reached based on the result of findings from the study: Salaries have no significant effect on employees' efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. However, Allowances and Fringe benefits have significant effect on human capital efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State. And, motivation has significant effect on workers efficiency and productivity in Federal Training Centre, Ikoyi, Lagos State.

Recommendations

Based on the result of findings from the study, the following recommendations are offered for policy implementation.

- 1) Organization should make provisions for employees' motivation.
- 2) Regular review and increase of workers' salaries should serve as motivation for workers'.
- 3) It is also necessary that government promote workers on regular basis through Appar form or written test.
- 4) Also, workers should be encouraged to efficiently perform their duties as long as they have the opportunity of developing a career on their job.

References

- Aina S (2015). *Managing the Human Capital in Nigeria*, Fountain Training Consult Ikeja, Lagos State.
- Aina S (2018). 'Wastage of Human Resources in the Nigeria Public Service: Possible areas of Savings'. *Ascon Journal of Management*, Vol. 23
- Federal Ministry of Education, Science and Technology (1985). *A Handbook on Continuous Assessment*. Heinemann Educational Books (Nigeria) Limited; Ibadan.
- Opinmi G.D. (2012). *Quality Service-Delivery in Schools*, A Seminar Paper, Lagos.
- Opinmi G.D. (2017). *Teaching The Teacher*. End-Time Publishing House Ltd, Ibadan.
- Trevor M. Farrel, (1981), "Why People Don't Work in the Carribbean", *Management in Nigeria*, April. Pp. 34-44.