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**THE EFFECT OF EMPLOYEES' MOTIVATION ON ORGANIZATIONAL
PRODUCTIVITY**

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ABSTRACT

High levels of productivity affect or play a significant role in determining the profitability, growth, development, stability, and future success of an organization in the manufacturing industries, where high levels of productivity affect or play a significant role in determining the profitability, growth, development, stability, and future success of an organization. As a result, to preserve a competitive advantage over its competitors while also avoiding a gradual drop in employee productivity, a business must guarantee that its personnel are appropriately motivated.

Although both intrinsic and extrinsic factors are significant predictors of productivity, the study concluded that outside factors appear to be more meaningful or valued by workers in the organization. Furthermore, this study recommended that organizational Management take appropriate measures in determining those factors that motivate their employees and seek ways to ensure that they are adequately motivated to improve their performance and productivity levels.

The fundamental goal of this thesis is to see how employee motivation affects organizational productivity. Textbooks, journals, related literature, and the internet were used for this research.

KEYWORDS: Employees, Productivity, Organization, and Motivation.

SECTION ONE

1.1 Introduction

In general, most enterprises, organizations, and managers encounter various obstacles. One such difficulty is in the domain of Management, which refers to the effective and efficient use of resources to achieve a company's goals and objectives. Some of these managerial problems are evident in employee-related matters, such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation, and administration, to name a few. Among the other factors of production, human resource is the most important, and human capital sets one company apart from another (Maimuna & Rashad, 2019). As a result, for enterprises to thrive and remain relevant and competitive, they must attract and retain efficient and productive people to boost production (Sunia, 2018). On the other hand, this research focuses on motivation and the consequences on organizational productivity.

Motivation, according to Hellriegel (2017), is any influence that portrays, directs, or maintains people's goal-directed behavior. It is the driving force that motivates a person to perform in a certain way. It is an inner drive that motivates a person to act in a particular manner. Because most businesses want to increase productivity, motivational variables play an essential part in increasing employee work satisfaction. This, in turn, will aid in improving an organization's production. Employees make up a company's workforce, and as such, they are an essential aspect of the business. According to Aluko (2018), an organization's workforce is only as good as the people who run it. This states that their morale is likely to be strong when people are motivated. As a result, performance and productivity levels will rise, enhancing total organizational performance considerably. Managers must constantly seek strategies to keep their personnel engaged in attaining high

productivity levels and improving organizational performance or productivity. This is because a lack of staff motivation leads to lower productivity, detrimental to the organization's overall performance and success.

According to Jennifer and George (2016), employee productivity is the effort put forward by an organization's staff toward accomplishing organizational goals and objectives. There are various methods for motivating employees to increase organizational productivity.

According to George and Jones (2019), motivation can be divided into intrinsic and extrinsic. Intrinsic motivation stems from an employee's inherent desire to complete a work out of self-interest rather than a necessity or desire for a monetary incentive. External stimulus occurs when an employee is pushed to operate in a certain way due to the employee's passion for external benefits or the desire to avoid punishment.

Extrinsic motivation also aids in increasing an employee's productivity and effectiveness. This is because some external variables, including reasonable salary, a pleasant work environment, and opportunities for training and advancement, all appeal to employees and are vital in motivating them to do their jobs creatively and successfully. A demotivated workforce is a concern for a business that fails to provide a positive work environment, adequately compensate its employees, and give proper training and career growth opportunities. This indicates that a demoralized staff would be unable to carry out their responsibilities effectively and efficiently, resulting in low performance and productivity (Nwachukwu, 2014). As a result, this research demonstrates the impact of motivation on organizational productivity.

1.2 Statement of the Problem

Poor working climate, sliding job standards, and lower productivity are three warning signals of a demotivated workforce, according to James (2014). He went on to say that if any of these indicators are showing signs of deterioration, the firm is likely dealing with a demotivated staff. Most businesses and organizations, particularly those in the manufacturing industry, have failed to recognize the importance of motivation as a concept, whether it is intrinsic (employee well-being, coworker relationships, manager relationships, organizational policies, etc.) or extrinsic (training and career development, good working conditions, compensation, promotion, and other factors that enhance or improve employee performance as well as organizational productivity).

This, in turn, has remained a critical managerial problem for decades as staff productivity levels have decreased, which has been recognized as an increasing source of concern in business and management studies. Although many other factors, such as inadequate strategic and structural changes in decisions and executions, lack of infrastructure, leadership styles, and organizational culture, may also be responsible or even cause a decrease in productivity. Recent research on workforce motivation and productivity has highlighted employee perspective, needs, and expectations as elements affecting their performance and productivity. As a result, researching those aspects that are important to employees in the performance of their job obligations has taken on a whole new meaning.

Employee motivation can be enhanced in the workplace by employee well-being, fair salary, promotion, positive connections with coworkers, and positive relationships with Management. This is because solid relationships with coworkers foster unity and provide employees a sense of belonging and acceptance, which enhances employee performance and productivity. Employees who have such relationships both inside and outside the workplace are more effective and

efficient, and more productive in their work. As a result, firms should foster employee harmony by hosting social gatherings to bring employees together (Jibowo, 2017).

As a result, the most excellent strategy for an organization is to provide appropriate work environments that allow their personnel to meet or exceed objectives and a variety of motivators to boost enthusiasm, performance, and productivity.

1.3 Objectives of the Study

The primary goal of this research is to gain a better understanding of how employee motivation affects organizational productivity and identify the effects on organizational performance. As a result, the goal of this study is to:

- i. determine the impact of employee well-being on worker productivity.
- ii. determine the impact of employee-manager relationships on worker efficiency.
- iii. investigate the impact of remuneration on worker effectiveness.
- iv. investigate the impact of employee training and advancement on their level of productivity.
- v. analyze the impact of employee motivation on company productivity.

SECTION TWO

2.0 Introduction

This chapter will go through all of the literature related to and essential to the topic of this study. The review includes all of the ideas, empirical, and theoretical explanations needed for a thorough analysis and understanding of the research. It gives you an idea of what other people think about the effects of motivation on employees and how it affects their productivity.

2.1 Conceptual Framework

2.1.1 Motivation

According to James and Stoner (2019), motivation is defined as the psychological traits of individuals that contribute to an individual's level of commitment to a goal. It is made up of various aspects that cause, direct, and sustain a given pattern of behavior in an individual. He argued that motivation is just one of many factors influencing an organization's productivity and performance levels.

Jennifer and George (2020) defined motivation as a mental force that directs an individual's conduct in an organization and their level of effort and resolves when confronted with challenges. She also remarked that an organization could only be productive if its personnel are adequately driven to perform at greater levels, even if appropriate strategies and administrative structures are in place.

According to Hellriegel (2016), motivation is any influence that brings out, guides or sustains a person's goal-directed behavior. According to Ivancevich (2017), motivation is the forces that trigger certain behaviors and regulate their form, course, intensity, and length. According to Obikeze (2015), motivation is the process of directing an employee's actions toward a specific goal by manipulating rewards.

According to Kreitner (2019), motivation is the mental process that gives behaviors the willpower, desire, and tendency to act in a certain way to meet specific unmet requirements. Young (2020) also proposed that motivation may be characterized by internal forces that justify employees' levels, directions, and resolve in terms of workplace efforts. Work motivation, according to George and Jones (2017), is defined as "self-induced factors that determine the directions and behavioral patterns of an organization's personnel, taking into consideration their levels of dedication and excitement toward the achievement of established goals."

According to Berelson and Staines (2020), motivation is an inner condition that inspires behaviors and directs and channels behavior toward a goal. According to Guay (2017), motivation is concerned with "the motives underpinning behaviors." Furthermore, (Broussard & Garrison, 2019) defined motivation as "those elements that urge a person to act or not act."

Beach (2015) defined motivation as an individual's willingness to exert effort to achieve a set of objectives. He believes that motivation has to do with excitement for specific patterns or actions. He also argued that a person's goals, needs, and desires could influence, guide, and govern their attitude. According to Davies (2005), motivation refers to what happens inside a person to particular behaviors. In terms of companies, he emphasizes that workers' lack of motivation is enough to prevent them from receiving satisfaction from their work.

According to Agbeto (2019), motivation is defined as "everything that propels a person toward a specified goal." Furthermore, according to Koontz (2018), the term "motivation" refers to a person's drive, yearnings, needs, and desires. According to the definitions mentioned above, motivation is more or less fundamentally concerned with the forces or elements that cause specific human acts or behaviors. It can also be argued that fostering a work environment with adequate motivation impacts employee performance. Employee motivation is at

the heart of an organization's conduct, and high levels of motivation motivate people to be highly productive and perform well in their professions. However, creating such an environment remains a problem for managers and businesses in general. This issue could be caused by employee motivation when productivity rises.

2.1.2 Types of Motivation

According to Lin (2017), motivation can be intrinsic or extrinsic. The cause is frequently categorized as inherently extrinsic or inherent in the workplace and other situations. Lin, 2017, and Ryan and Deci (2018) highlighted two types of motivation: extrinsic and intrinsic.

Intrinsic motivation: can be defined as motivation derived from within an individual or from the activity itself, and it is claimed to have a positive impact on an individual's behavior, performance, and well-being (Ryan & Deci, 2010).

It arises in the workplace from impulses that are intrinsic to the task itself. It is the reward that employees receive for completing a task. The opportunity to demonstrate skills, thanks, excellent recognition, independence, responsibility, and mutual respect are intrinsically driven benefits. According to George and Jones (2012), an inherently motivated worker would devote himself to his career as long as he believes it can satisfy his needs. Intrinsically motivated work behavior is defined as actions taken for one's own sake, i.e., the motivation to work comes from within the individual. The worker is motivated in this case because he enjoys his work.

For example, a domestic worker in a company whose pay is relatively low compared to other workers cleans the surroundings regularly and puts in extra hours, not because of a pay raise. Still, because of the joy she derives from doing so. This type of motivation stems from rewards deemed inherent to a job or

activity, such as the pleasure derived from a game of chess or a passion for sports. As a result, they are intrinsically motivated when they engage in activities without visible inducements other than the activity itself.

Extrinsically motivated behaviors, on the other hand, are those that are not related to the activity or the job, such as compensation, working conditions, benefits, safety, and advancement—the company where an individual work frequently determines these motivators. Extrinsic behaviors compel employees to work hard or put in extra hours to reap the benefits. Workers may not enjoy the task, but they are motivated by bonuses, prizes, and other incentives. It is a behavior used to achieve material or social rewards while avoiding punishment. A receptionist at a guesthouse, for example, is aware that working hard and diligently would result in further perks and even promotion. They may not enjoy working extra hours, but the incentive pushes them to do so. Extrinsically motivated individuals will be dedicated for as long as external benefits are accessible, according to George and Jones (2012).

For example, reasonable compensation has been seen as a practical approach for organizations to drive their workers to perform, improving organizational performance over time. Furthermore, most employers of labor have realized that for a business to compete well in a business setting, the performance of its workers is critical in affecting the outcome in terms of the business's success. As a result, it is reasonable to assume that a workforce's performance is essential not only for the business's success, stability, and expansion but also for the personal advancement of the force as a whole.

Extrinsic motivation comes from somewhere other than the performer. Money is the most obvious example, but compulsion and the threat of punishment are other popular extrinsic motivators. Competition is outside in some organizations because it pushes performers to win and outwit their competitors

rather than appreciate the intrinsic rewards involved with the activity. On the other hand, extrinsic benefits may lead to over justification and, as a result, a decline in intrinsic motivation.

The main distinction between intrinsic and extrinsic motivation is that intrinsic motivation is activated by internal forces or forces within oneself, whereas extrinsic motivation is influenced by external influences (Giancola, 2014).

2.1.3 Intrinsic Motivational Factors

Although there are many types of intrinsic motivation, this study focuses on an employee's overall well-being and their relationships with coworkers and managers as elements that may influence an employee's productivity levels in the workplace. Intrinsic motivation, which comes from within a person or from the nature of their work, has a favorable impact on their behavior, well-being, and productivity (Ryan & Deci, 2010). These elements are described further below.

2.1.4 Employee Well-being

In recent years, the concept of employee well-being has gained much traction in most firms. The increasing reliance on overall market forces in today's world places a significant burden on wage earners and working-age workers in delivering products and services. As a result, the workforce's health, safety, and overall well-being have suffered. As a result, the well-being of a force cannot be overlooked, as workers have identical physical and emotional demands. These requirements might range from basic survival through security, health, and a sense of being competent in coping with life. Because they spend so much of their time and energy at work, employees now look to their employers for help in accomplishing this. Most businesses appreciate having a healthy staff since it helps productivity and financial performance. As a result, most firms make significant

efforts to promote the welfare of their workforces by implementing a variety of health and productivity programs targeted at increasing employee well-being.

Well-being is characterized as the absence of illness or injury, physical, financial, and psychological health, as well as a personal connection and a sense of belonging. It is a broad ideology that considers the individual whole, including their bodily and mental states (Lu, Cooper & Lin, 2013).

Finally, for health and well-being initiatives to be successful, an organization must communicate effectively with its employees and ensure that issues of significant significance to employees and their relationships are addressed. Some of these issues may involve their assistance packages, health-related habits, current, and future financial situations, as well as their employment experiences. It's important to remember that a workforce's mindset can reveal how to get the best returns on health and productivity efforts.

According to Baase (2019), there is evidence that the health and well-being of an organization's labor force are inextricably linked to their productivity and the health of the nation's economy. As a result, companies are fully aware of the relevance of wellness programs. They are looking for new ways to boost employee well-being through various health protection and promotion benefit programs.

Most companies even enable employees to take multiple days off due to illness without paying. Some employers even provide extra money to employees who do not take sick leave (Mathis, 2013). Shellengarger (2011) agreed that managers should provide paid time off, free lunch, leisure time, vacations, and other benefits to their employees. This is done to keep workers healthy and motivated, resulting in increased efficacy and efficiency, leading to increased productivity.

2.1.5 Relationship with Coworkers

The relationships between workers of equal levels on the hierarchy in a company without any power over one another are described by an employee's relationship with coworkers. Workers who have a lot of support from their coworkers are more productive and feel their workplace is pleasant. Employees that have a good relationship with their coworkers, according to Cummins (2017), are usually prosperous and influential in the workplace, even when their occupations are particularly stressful. This means that having a supportive coworker is critical to reducing stress. Mayo (2019) all agreed that coworker support is essential for increasing productivity in the workplace.

Although the relationship between coworkers and supervisors in terms of support is rarely examined, the type of interactions a worker has in terms of coworker support has a significant impact on his performance and productivity levels (Jennings, 2015).

A rational explanation of workplace relationships, whether pleasant or purely professional, impacts a worker's effectiveness and efficiency, both of which are essential aspects of productivity. Workers who receive support from their coworkers, for example, have personal ties outside of work and bond more with their coworkers, are more appreciative of their workplace, perform better and are more productive at work than those who receive less support. Employees have a sense of belonging when they can ask for help from their coworkers to do specific tasks, promoting teamwork (Mitchell & Ambrose, 2017).

Good coworker relationships are particularly useful in reducing working stress and establishing harmony among a company's employees. This can be accomplished through planned social functions to strengthen the bonds between employees. Job happiness is also ensured by productive interactions between employees and coworkers.

Such ties with coworkers allow for more flexibility in work scheduling and job allocation, among other things. Interactions among coworkers play a significant role in determining how productive employees are on the job. When employees are delighted, it is usually because they are satisfied with their occupations. This is apparent in the caliber of their work as well. Workers who enjoy working with their coworkers are motivated by more than just personal considerations and are more likely to be engaged in their professions (Robbins 2014).

As a result, workers who get along well with their coworkers and enjoy working with them, especially in a team setting, are more productive. Workers who have such relationships with their coworkers are more devoted and driven than their peers who do not. They function more effectively and efficiently with the organization's success in mind (Hoobler & Brass, 2016).

2.1.6 Relationship with Managers

The level of relations that exist between workers and their superiors, i.e., managers, supervisors, or bosses, at various levels on the hierarchical structure in an organization, even when managers have the capacity or possess a certain level of power over them, is referred to as a worker's relationship with his or her manager. Workers who get a lot of support from their bosses are more focused and view their workplace as welcoming. Managers must maintain a cordial connection with their employees based on trust and mutual respect if they are to gain high production levels, as employees are the firm's pillars. As a result, managers must ensure that their firms use planned and well-structured activities to provide the groundwork for solid connections with their employees (Rai, 2013).

Businesses and managers have a responsibility to meet the needs of their employees, which can be accomplished by ensuring that employees are involved in

decision-making processes, receive feedback in the form of criticism as well as praise for their conduct and performance, and have personal or friendly relationships with their managers rather than strictly professional ones. Maintaining good relationships with members of an organization's staff is essential for closely monitoring, evaluating, and controlling the workforce's productivity gaps. It also improves worker effectiveness, efficiency, and productivity because managers who take the time to create and enhance relationships and guide people in their varied tasks generate higher-quality work. Only via such good connections and a high level of sensitivity in Management can a single entity be established (Chapman & Goodwin, 2011).

Keeping in touch with many employees may undoubtedly be a daunting undertaking in large organizations. Although members of a workforce may have personal relationships with their immediate bosses, this does not always imply that their organizations care about them as individuals. As a result, the type of relationships employees have with their managers is essential. Having a loyal and dedicated workforce is as crucial to an organization as having a loyal customer base.

Furthermore, all firms should have a proper and successful employee relationship management system in place because this fosters personal employee connections with coworkers and managers. Mutually respectful staff relationships have a favorable impact on the organization's success. According to Sinha (2013), good relationships with managers promote dedication, high morale, and confidence in the organization. It emphasizes staff performance, stability, growth, and advancement to improve its competitive advantage.

Healthy relationships with managers or supervisors also help to ensure the maximum possible level of mutual respect and understanding among employees, even in today's settings where the value of respect and trust is gradually eroding. It

provides workers with motivational incentives and tools while promoting work-life balance and reducing stress. It motivates employees to achieve higher levels of performance and boosts the firm's overall productivity.

Healthy relationships with managers or supervisors also help to ensure the maximum possible level of mutual respect and understanding among employees, even in today's settings where the value of respect and trust is gradually eroding. It provides workers with motivational incentives and tools while promoting work-life balance and reducing stress. It motivates employees to achieve higher levels of performance and boosts the firm's overall productivity.

According to Wargborn (2018), other known positive outcomes in most firms include enhanced productivity, innovation, reduced employment, training costs, and innovative resource management. Workers should be aware of what is expected of them, not just their responsibilities and obligations but also their performance requirements.

According to Spector (2016), an employee's relationship with his Management is also a source of satisfaction. Employees consider their relationship with their supervisors the most significant component of their management relationship (SHRM, 2014). Employee productivity levels are likely to be higher when cordial relationships with managers. The manager understands, communicates effectively, and provides frequent feedback when appropriate, paying close attention to staff, well-being, and personal matters.

Finally, good employee-manager interactions contribute significantly to the advancement of the business and aid in the development of a world-class organization. Failure to establish such partnerships in any organization would hurt employees, potentially resulting in productivity gaps.

2.1.7 Extrinsic Motivational Factors

Extrinsic motivation can take many forms; however, this study focuses on an employee's work environment, salary, training, and career advancement as elements that may influence an employee's productivity levels in the workplace. Extrinsic motivation affects behavior, performance, and productivity by coming from outside or from factors unrelated to the work or activity.

2.2 Work Environment

Most firms limit the rate at which they improve their workforce's productivity to skill acquisition. The type of workplace or environment in which a worker works impacts the amount of success that a company can achieve.

According to Akinyele (2018), the nature of a worker's environment in most businesses is responsible for roughly 80% of productivity concerns.

A positive work environment ensures workers' well-being, which inevitably encourages them to commit to their obligations with a high degree of morale, leading to increased productivity (Akinyele, 2018).

Businesses are subject to risks and uncertainties. Therefore an organization's ability to respond effectively to the challenges given by today's dynamic economic conditions will be decided in significant part by how well it can effectively and efficiently use the human capital at its disposal.

According to Brenner (2014), an organization's workforce's ability to communicate information throughout the system is dependent on the state of their work environment. In a well-structured work environment, employees are more likely to be productive. Furthermore, the degree of contentment and the level of productivity of workers is predicted by the quality of comfort, which varies depending on the work environment. This is because if the workforce's work

settings aren't conducive, their production levels will suffer. A workplace that is more pleasant to work in increases employee productivity.

An organization's work environment is described as a whole by Kohun (2012). It includes all forces, actions, and other vital aspects that may pose a threat to the worker's productivity and performance. It is the sum of the interrelationships between workers and their working environments. As a coping tactic, responsible and competent workers might become illogical and unreliable workers under toxic environments (Kyko, 2015). He listed numerous factors that contribute to a toxic work environment, which lowers employee productivity and overall output.

Some of these components are lack of openness in Management, biased managers, administrative rules, working conditions, interpersonal affinities, and compensation. According to Yesufu (2020), the physical conditions workers operate significantly impact output. To correctly manage and maintain a work environment, it is necessary to ensure that the surroundings are conducive, appealing, acceptable, resourceful, and motivating to the workforce, providing them a sense of pride and purpose in the work they do (Brenner, 2014).

2.3 Compensation

Compensation is the amount of money and benefits that an employee receives from his or her employer in exchange for his or her contributions (Hamidi, Saberi & Safari, 2014). This practically satisfies the individual's material, social, and psychological needs (Altinoz, 2012). Compensation or pay is tied to overall satisfaction, and pay satisfaction is much more closely linked (Lumley et al., 2017).

Employees are paid various perks, including earnings, salaries, and salary. The majority of people with a vital education, suitable abilities, and experience are dissatisfied with their work and wage packages, which lead to high turnover and

low productivity. As a result, companies devise compensation programs to reduce turnover and incentivize them. In other words, remuneration pushes employees to achieve higher performance and production levels.

Compensation may also take the form of fringe benefits, designed to improve workers' quality of life by providing them with a certain amount of safety and financial security while also considering their family relationships. Retirement or pension plans, medical insurance, education reimbursement, and time off are famous examples. Fringe benefits are indirect compensation given to a person or group of workers due to their membership in the organization (Matthias and Jackson, 2013).

Overtime is also a payment made in addition to the regular salary and wage rates, in which employees are compensated for working additional hours (Tyson, 2009). Furthermore, firms that feel obligated to help an individual meet one of the most fundamental necessities, a roof over one's head, Offer Company housing or home rent allowances to enable them to have access to appropriate housing while on official employment. Senior employees may be supplied with housing owned by the company, while other companies reimburse rent payments (Andrews, 2019). Workers also require health and safety packages, job security, and proper working conditions to avoid a drop in production levels (Hamidi et al., 2014).

According to Allis and Ryan (2018), the cost of compensating workers - in the form of payments, wages, and other perks - is a large and growing part of operational costs; nevertheless, if such payments and benefits are not made available to employees, productivity may suffer. Simply put, when fair pay is tied to performance, employees are more diligent and productive.

Although remunerating employees may raise productivity, other factors might also boost output at little or no expense to the company. While income is one example, workers also need to feel validated to be productive in the workplace.

Workers have a strong desire to believe that their work is valuable and contributes significantly to its success. While sufficiently rewarding them may be beneficial, validation is not monetary.

This is because merely appreciating them can make an employee feel valued. When it comes to validation, individuals who can see where they fit into the more excellent picture can be incredibly productive. Workers seek to be indispensable to be viewed as an integral component of the organization. They want to be in charge of every part of operations, which may be beneficial to their goals and aspirations because it will allow them to demonstrate their capabilities and skills in areas outside than their areas of specialization. They also need to know that they have a say and that their bosses are willing to listen to their ideas and include them in decision-making (Lake, 2010).

2.4 Training and Career Development

Training and career development is the field of Management responsible for structural operations to improve the performance and productivity of members of the workforce in a company. It can also be defined as the act of individuals of a force learning information, including the requisite skills and qualifications required for organizational growth and success (Bassanini, 2014). Mathis (2013) stated emphatically that for a worker or a group of workers to effectively carry out their obligations, they must be trained and developed regularly.

This is critical because workers who have been adequately trained and developed with the appropriate educational qualifications and skills can provide enormous payoffs for their employers, as evidenced by their loyalty to the organization, thorough knowledge, and understanding of operations increased productivity and contributions to the firm's overall stability and future success.

The purpose of involving workers in training is to produce an effect that lasts and can be sustained for a long time after the training activity or program has ended. The focus is on taking actions, decisions, steps, and commitments, which directs employee attention to integrating newly acquired abilities and concepts into the workplace. It refers to an organization's formal, ongoing endeavor and commitment to continually improve its workforce's performance and satisfaction through various skill acquisition and educational initiatives. Most firms' efforts have expanded to include a wide range of applications, ranging from training for specialized high-skilled positions to long-term career development. Training and career development have become an official corporate function, a critical strategic instrument for establishing policies that help a business achieve its vision, purpose, goals, and objectives. Furthermore, businesses of all sizes have realized the value of training. They have implemented continuous learning and other training and career development aspects to assist their employees' advancement and secure highly competent staff.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement to gain employment opportunities and ensure the profitability and future success of most organizations and businesses while promoting the right kind of workplace culture that encourages their continuous learning. According to (Batram & Gibson 2010), training and career development help firms attract a pool of competent possible replacements for workers who may desire to quit or retire from active service or be requested to assume a position with increased responsibilities.

Furthermore, training can make it easier for small enterprises to use advanced technology, making them more adaptable to a continuously changing and continually growing competitive global marketplace. Exercise can also help

promote employee morale, effectiveness, and efficiency and increase productivity on the job. All of which are profitable, useful, and more than likely to contribute favorably and significantly to a company's financial strength and vitality (Bassanini, 2014).

Furthermore, most firms have discovered that educational and tuition aid assistance perks are very popular with their employees. Employee retention and recruitment have been reported to be aided by these approaches. The program usually covers a portion or all of the costs of formal educational courses and degree programs, as well as the costs of books and laboratory supplies (Mathis, 2013). A business can also reduce costs related to personnel and training by repurposing monies intended for the development of new, inexperienced workers to retain skilled and more experienced employees when workers are given options for professional growth, whether, through formal education or skill acquisition programs, they are more likely to boost their productivity. This provides an opportunity to increase the workforce's abilities and talents while also demonstrating admiration for their objectives and their value to the company. As a result, it's crucial to remember that a well-designed training program can sometimes mean as much to a worker as a raise in compensation. Benefits like these are practical since they satisfy employees and lead to an increase in production, and they are likely less expensive than a pay raise (Harris, 2011).

Finally, adequate training allows workers to analyze and take advantage of possibilities for promotion in the organization's hierarchy. This dimension suits the employee's psychological requirements. Individual development, increased and advanced duties, responsibilities, and improved societal status are all possibilities. When promotion possibilities are seen as fair, they are more likely to lead to job satisfaction.

2.5 Factors Affecting Motivation

Hellriegel (2016) presented several motivation-related criteria. Individual variances, job qualities, and organizational differences are all elements to consider.

2.5.1 Individual Differences: Individual differences are the needs, beliefs, habits, interests, and expert employees bring to the workplace. This is because workers are naturally diverse, and one may not appeal to another. While some individuals are motivated by financial rewards (compensation) and seek occupations with high pay, others want professions that provide safety rather than more money.

2.5.2 Job Characteristics: Describes the type of job that a person is expected to do. It includes the task's scope, content, and problems, such as the required abilities to do the assignment, the job's importance, and workers' reactions to the tasks they complete. Workers who feel no value in their work, for example, may find it humiliating compared to others who like doing it. Workers who work in this environment are more motivated and productive than those who do not.

2.5.3 Organizational Practices: These are the rules and concepts that organizations use to influence employee behavior both inside and outside the company, such as code of conduct, management practices, HRM procedures, and reward systems. This means that how companies treat their employees has a significant impact on how employees see the company and how committed they are. Establishments that give their employees the correct policies and reward systems have a reasonable possibility of increasing employee productivity and improving the firm's success.

2.6 Dilemma Managers face in motivating Employees

Managers are well aware that their job comprises achieving corporate goals with the help of their employees. As a result, they have a responsibility to guarantee that employees are and remain appropriately motivated to reach higher productivity levels. Unfortunately, most firms and their Management are frequently faced with determining the appropriate awards and programs to keep their employees motivated.

This issue originates from widespread misunderstandings about motivation and job satisfaction concepts.

It's been suggested that most managers aren't as good at judging employee motivation as they think. It appears that people frequently misunderstand the factors that influence employee motivation (Morse, 2013). A handful of these misunderstandings are listed and discussed below:

1. One-size-fits-all reward and recognition: Many managers use this notion to recognize, compensate, and inspire their employees. However, one of the disadvantages of this type of program is that it fails to notice the variances amongst employees. It's critical to recognize that employees have varied motivations, leading to them acting differently since they're motivated by other things. Similarly, a worker's cultural beliefs, educational level, religious background, and even sexual orientation might influence what inspires them. As a result, it is critical that a business design rewards and recognition in a way that allows for the understanding of employees and their unique characteristics (Atchison, 2013).
2. Money is the Ultimate Motivator: It was first proposed that money is the most significant or sole motivating factor (Taylor, 1911). This misunderstanding has misled managers, as some believe money is the only motivator for employees or preference for financial rewards. Also, it should

be mentioned that monetary rewards can encourage workers to a certain extent; this is because when remuneration is either poor or regarded as unfair, it is depressing to workers. When it is high, it might act as a demotivator, causing individuals to modify their performance and output to maintain high levels of compensation (Atchiso, 2013). He went on to say that once workers can predict monetary incentives, they become a right rather than a motivator.

3. Not everyone can be motivated: Managers who hold this view tend to dismiss the concept of motivation altogether. The fact is that every employee is inspired by something; nevertheless, the issue for managers is that whatever it is may not be job-related or by the responsibilities of the position (Morse, 2013). As a result, a manager's job is to determine which motivating components appeal to employees and find strategies to channel them into work-related actions (Manion, 2015).
4. All motivation is either extrinsic or intrinsic: Some managers believe that reason is either irrelevant or intrinsic and as a result, they focus on one while ignoring the other. Managers and employees in most firms appear to prefer extrinsic rewards. Still, managers must remember that different factors motivate employees, not just one extrinsic or intrinsic reward (Manion, 2005). As a result, managers should make every effort to provide a mix of both types of bonuses to provide practical motivational tools and packages to their employees. Leaving aside the typical fallacies that might sabotage effective motivational methods, packages, and programs, (Bessel, Dicks, Wysocki, & Kepner, 2012) noted that managers face the challenge of identifying the variables that genuinely drive employees. They also stated that the lack of a good way of recognizing those components is made even more difficult by managers' lack of awareness of implementing good

motivational programs to enhance productivity and create the right work environment (Bessel, Dicks, Wysocki & Kepner, 2012). They cautioned managers against presuming that employees feel appreciated just because they are productive or that whatever motivates them in terms of recognition and reward will inspire others.

To summarize, most managers' attempts to encourage their employees repeatedly fail because once they find an approach that works, they adhere to it without attempting to change it. Such repetitious behaviors frequently lose their value with time, making them worthless as a motivator for employees. As a result, managers must be adaptable when it comes to motivation.

2.7 Productivity

According to Glen (2014), the manufacturing business is a constantly changing beast that faces new obstacles every year. According to the author, practically all media outlets continually report on the closure of industrial units, labor disputes between employers and employees, or labor force cutbacks resulting from the recession and other economic factors. As a result, low pay, excessive labor turnover, poor working conditions, and poor performance and productivity have tarnished the manufacturing industry's image (Githinji, 2014).

Productivity is defined as the amount of work completed in a given amount of time using the factors of production. Technology, capital, entrepreneurship, land, and labor are some of these elements. It is the relationship between inputs and outputs, and it rises when output rises faster than input rises. It also happens when the same work is produced with fewer inputs (ILO, 2015).

According to Bhatti (2017) and Qureshi (2017), productivity can be viewed as a measure of performance that includes both efficiency and effectiveness. It refers to the relationship between inputs and outputs from a well-defined process.

The level of productivity of a company's employees determines the company's continuous existence and progress.

According to Yesufu (2010), the level of efficacy and efficiency of a nation's many sub-components determines the nation's success and the social and economic welfare of its population. Productivity is a complete assessment of an organization's efficiency or capacity to convert raw materials into finished goods or services. Productivity, more appropriately, is a metric that indicates how effectively critical resources are employed to meet set quantity and quality goals within a particular time frame. It is appropriate for comparing the actual result produced to the input of resources, taking time into account. As a result, productivity ratios show how effectively and efficiently organizational resources are employed to achieve desired outputs. Efficiency considers the amount of time and resources needed to complete an activity. As a result, it can be argued that productivity is significantly influenced by effectiveness and efficiency.

2.8 Employee Productivity

Jennifer and George (2016) argued that worker performance directly impacts an organization's effectiveness, efficiency, and administrative objectives. It also noted that a company's failure to certify that its employees are motivated has a detrimental impact on the effectiveness and efficiency of the organization, reducing employee productivity levels about expected goals and objectives. According to Antomioni (2019), a worker's level of productivity is determined by how certain they are that specific motivating desires will be met, with workers becoming disheartened and hence less productive if they believe their wishes will not be met.

According to Mathis and John (2013), productivity measures the quantity and quality of work completed while considering the cost of capital. The more

significant the competitive advantage, the higher the degree of organizational production. Because the expenses of producing goods and services are lower, this is the case. Better productivity ratios may not always imply that more output is made; they could simply indicate that fewer employees, money resources, and time were used to produce the same amount of production.

According to McNamara (2013), productivity can be measured in quality, quantity, time, and cost. He also mentioned that quantifying the amount of time it takes an average employee to accomplish a certain production level is part of evaluating productivity. Although considering productivity may appear challenging, it is critical since it directly impacts an organization's profitability.

According to Brady (2010), none of the resources used for production in the workplace are scrutinized as thoroughly as human capital. Most H.R. System actions are designed to influence worker or organizational productivity. H.R.'s duties that directly affect productivity include compensation, evaluation systems, training and development, recruitment, and job characteristics.

Bernardin (2017) emphasized emphatically that the importance of motivational elements in boosting a workforce's productivity levels cannot be overstated by a business, especially when attempting to acquire a competitive advantage. He also remarked that while productivity is difficult to measure, it may be assessed for worker efficacy and efficiency.

2.9 Effectiveness

In general, effectiveness is defined as the degree to which established objectives are met, and policies achieve the goals for which they were created. It focuses on influencing the plan to achieve the required or predicted outcomes. A program or service is effective if it meets its aims or produces the expected results. It measures how well workers' productivity levels satisfy the organization's defined

goals and objectives in terms of workers (Yesufu, 2010). As a result, an employee is said to be effective if he or she can deliver desired results by the aims and objectives of the firm.

2.10 Efficiency

On the other side, efficiency is defined as productivity with estimated effects, especially without any waste. This has to do with employees' ability to work efficiently while wasting the least energy, time, and money possible. Efficiency is a difference between the usage of inputs in a well-defined process and the outputs produced. For example, if a decision-making entity, whether an individual, a corporation, an administrative institution, or a state, realizes a level of production that is judged to be the most excellent feasible under the current conditions that entity is said to be efficient. As a result of the relationship between inputs and outputs, efficiency is defined as the degree to which outputs are produced while manufacturing expenses are minimized (Harris, 2019).

2.11 The Nexus between Motivation and Productivity

Generally, studies on the impact of motivation on workplace productivity have drawn significant attention in the management arena; yet, most institutions have mostly ignored it. This could be related to the fact that motivation is a complex and relative term, in the sense that what appeals to one person may not appeal to another (Reilly, 2013).

In general, most firms use incentives to motivate their employees. These incentives could shape favorable working conditions, a pleasant work atmosphere, or monetary reward, among other things. Incentives are variable rewards (both financial and non-monetary) offered to individuals or groups of individuals based on the quantity of production or results achieved. On the other hand, it can be

viewed as payments provided to improve worker performance and productivity to achieve higher goals (Banjoko, 2016).

Incentives can also be defined as any remuneration that fluctuates depending on the ability of the workforce to meet particular standards, such as pre-determined procedures and declared organizational goals and objectives, aside from basic wages or salary (Martocchio, 2016). As a result, one may argue that motivation and productivity are linked. This is because a lack of motivation leads to a decline in productivity and vice versa.

Furthermore, previous studies have revealed that low productivity levels have been documented in virtually all establishments, whether government or private (Mbogu, 2011; Ezulike, 2011; Iheriohanma, 2016); also, conclusions from further studies show that low productivity levels can be elevated if workers are provided with adequate motivation, which may or may not be monetary.

Members of a workforce may differ in terms of how much value they bring to the organization in terms of productivity, which is not limited to the activities they perform but also to how well they perform such activities; in general, organizational performance is mainly dependent on the level of productivity of the workers and various departments that make up the organization. As a result, firms must fairly compensate their staff based on comparable productivity and performance levels (Martocchio, 2016).

Finally, for workers to perform at greater levels, the company must ensure that its workforce members are highly motivated to recruit, retain, and enhance the productivity levels of both individuals and the organization as a whole (Reilly, 2013).

2.12 Theoretical Framework

Several ideas on motivation, including content and process theories, have been developed over the years. The needs of a workforce are the emphasis of content or need theories, whereas the behaviors of the crew are the focus of process theories. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge necessities, incentives, and the task or job itself as significant elements that contribute to job satisfaction while investigating the internal factors impacting the behavior of members of a workforce.

Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory, and Alderfer's ERG theory are just a few examples. According to Burns (2015), process theories attempt to define how the activity is stimulated, directed, maintained, and halted. Reinforcement, Expectancy, Equity, and Goal Setting are the four primary categories of process theories. This study, however, solely considers Maslow's need theory, Herzberg's two-factor theory, and Vroom's expectation theory.

2.12.1 Abraham Maslow's Hierarchy of Needs Theory

Abraham Maslow, a renowned psychologist, proposed the Hierarchy of Needs hypothesis in his book *Motivation and Personality* (Maslow, 1954). He stated that human wants might be divided into five categories, which can be arranged in a pecking order from most important to least important. These included basic or physiological requirements and safety, belongingness, esteem, and self-actualization. He believed that an individual's first motivation is to meet physiological demands before considering other factors. This is because physiological demands, also known as fundamental needs, are required for survival. As a result, after these basic wants are met, the individual moving up the hierarchy searching for safety needs no longer sees them as primary motivators.

When the self-actualization needs are met, the process continues. In the workplace, the argument is reasonable to some extent, as people who lack basic needs for survival such as food, oxygen, and water will be unable to make a substantial contribution to productivity and thus will put in little effort at work.

Jennifer and George (2006) agreed that people from all walks of life attempt to meet five basic needs: physiological, safety, belongingness, esteem, and self-actualization. They stated that these needs are organized in a hierarchy, with the most basic need, physiological, at the top and safety needs at the bottom (Jennifer & George, 2006). They believed that requirements at the most basic level should be met before higher-level demands could be met.

This hypothesis is based on the idea that people are motivated by unmet needs and that meeting those needs at the bottom of the pyramid only leads to pursuing the fulfillment of those at the top (Maslow, 1954). This theory proposed that for an individual to behave selflessly, all of their needs, including deficiency and growth requirements, must be met. As a result, as long as people are interested in fulfilling their objectives, they progress toward self-actualization or growth.

In a business setting, if employees are unable to fulfill their desires, they will lose motivation to work and perform well in the performance of their duties to the corporation. Maslow felt that wants could never be completely satisfied and that partially met needs cease to be motivators. As a result, managers must know the position of members of their workforce regarding the hierarchy to encourage them appropriately.

This theory provides organizations, particularly in the domain of Management, with a better knowledge of the factors that excite or affect a worker's behavior and levels of work performance inside a company. According to the notion, individuals have a variety of wants that are active at different times, and only unmet needs can influence behavior (Obikeze, 2015). As a result, managers

must detect and comprehend the current demands of their workforce to appropriately encourage individuals at their workplace.



Source: Maslow (1954)

Physiological needs: these are the demands at the bottom of the pyramid, often known as basic human needs. They include ensuring that basic natural drives such as food, air, water, and shelter are met. Maslow believes that businesses should offer employees a salary or other form of compensation that helps them cover the costs of a decent standard of living. According to James and Stoner (2019), managers can help meet these demands by ensuring that workers' pay is sufficient to meet their needs.

Safety needs: this is the desire for security, which includes the need for safety, as well as the freedom from any sort of injury, whether physical, mental, or financial. After basic survival needs have been met, such wants are promoted. They refer to a worker's desire for a more secure and pleasant work environment free of potential dangers or injuries. Businesses aim to satisfy these objectives by offering safety

equipment, such as helmets, health and well-being programs, safety equipment, safety clothing and boots, and so on, to their employees. The reasoning is to ensure that workers are motivated to perform effectively and do their tasks successfully, free of tension or injury, in a workplace they believe is safe.

Belongingness needs: a sense of belonging, approval, rapport, and affection among employees. They begin after all security standards have been met. These requirements allow workforce members to associate and bond with one another. When employees feel accepted, they are more motivated to do their tasks successfully. Organizing joint meetings like holiday get-togethers might help meet those demands by encouraging interactive ties among workers.

Esteem needs: focuses on employees' want to be adored and respected. It is concerned with a worker's desire to be recognized and have self-respect. These needs are met when employees are promoted and honored for their multiple work accomplishments. This type of need is triggered, according to Maslow, after belongingness requirements are met. Workers, for example, are motivated to perform well if they are recognized for outstanding achievements at work.

Self-actualization needs: This is a worker's desire for self-satisfaction and personal development. Employees desire to grow and realize their full potential. The concept is that employees will be motivated to do their best for the company if it allows them to achieve self-satisfaction in their areas of competence, allowing them to be the best they can be. Self-actualized employees are valuable assets to a company, and Management may help meet this demand by offering opportunities for employees to fully utilize their skills and talents.

Abraham Maslow's hierarchy of requirements comprises the needs above from the lowest to the highest levels. People, he said, would try to satisfy those wants that are most important to them first. Employers must find ways to meet their

employees' requirements to enhance productivity because employees are only motivated to perform successfully if their needs are met.

2.12.2 Critique of the Theory

According to Maslow, individuals who fosters in environments where their needs are not satisfied are less likely to function healthily than those whose requirements are met, given the context in which they raise them. Research questioning Maslow's theory has supported the distinction between fundamental or deficiency requirements and growth needs. Still, it also shows that not everyone can satisfy their growth aspirations on the job. Based on findings from previous studies, managers at strategic levels or higher echelons of an organization can fulfill both their growth and deficiency needs. In contrast, those at operational or functional levels can gratify mainly their basic needs on the job.

Maslow's idea has yet to gain widespread acceptance for the specific concept it proposes (Greenberg & Baron 2013). According to them, his ideology appears to address employees' attitudes toward their jobs. They believe that his proposed theory is instrumental in defining personnel behavior with high growth requirements. Workers who disagree with the idea of increased growth requirements may also be unappreciative of any functional reaction to their effort.

Although Maslow's theory established that people have wanted, it failed to create an acceptable link between fulfilling those needs and achieving an organization's goals and objectives. It also doesn't truly offer solutions to the problems with motivational disparities among employees. This is only possible if the process or mechanical theories are considered (Assam, 2012).

Because of his methods, Abraham Maslow was frequently chastised. His strategy of selecting and studying a small number of people he considered to be self-actualized and then drawing conclusions or making generalizations about the

concept of self-actualization did not sit well with his detractors, who questioned his methods. This is because such procedures did not appear to be scientific in any way, as they lacked a systematic approach to conducting meaningful research.

2.12.3 Relevance of the theory

Despite being one of the first theories of motivation to be proposed, Maslow's thesis is still relevant and valuable in modern organizational contexts. Despite its flaws, it has been able to detect individual requirements and the effects these needs may have on an individual's performance or productivity levels in an organization. As a result, managers must endeavor to understand the needs of their employees and provide appropriate incentives geared to meet or satisfy those demands. Employees must be considered the organization's backbone and, as such, an asset to the organization to attain high productivity levels from workforce members. Maslow's theory claims that employers must give the workforce their needs and be given appropriate consideration first to ensure that workers remain highly productive and achieve continual growth, stability, and success of the company.

SECTION THREE

3.1 Research Methodology

Research methodology can be defined as the organized and conscious inquiry carried out to provide information for the solution of a problem. In contrast, the methodology involves collecting and analyzing all necessary data and knowledge required for the research work. Research methodology, therefore, can be defined as the systematic and scientific process of gathering, recording, and analyzing data about problems and issues relating to the distribution of elements or objects that occur on the earth's surface and administration and Management of goods and services.

This chapter emphasizes various types of methods used in collecting necessary information. It describes the procedure to be used in realizing the goals and objectives of the research.

3.2 Research Design

The research design relates to the general approach adopted in executing the study. The procedure to be followed in carrying out this research is surveying. Surveying is when a group of people or items is studied by collecting and analyzing data. Only a few are considered to be representative of the entire group.

The main feature of surveying is that it deals more with samples and does not study the entire population. Survey research design can be classified into two:

1. Procedure-based
2. Purpose based

More so, the research design is a kind of framework that guides finding research in the process of conducting this study with the specific aim of finding out the impact of marketing strategy on printing organizations.

3.3 Method of Data Collection

There are two methods of data collection used in this research project. These methods are:

1. Primary data
2. Secondary data

3.3.1 Primary Data

These are first-hand information gathered about a particular object, event, or particular state of nature described "primary sources data as data provided by a witness to the problem of the study. These are the reports of the people who were present and who witnessed the past event".

The instrument used in gathering data for work is elaborated below;

Questionnaire- this is a research instrument that contains a series of questions to be filled by the sample size. It was constructed to enter for which it has been designed, and it is a mixture of structured and unstructured questionnaires. It was designed to give room for simplicity, exact words, clarity, and without any calculation.

3.3.2 Secondary Data

These usually come from the middlemen, intermediaries between the original witness and the present data users. They are data provided by people who did not directly participate in the past event. Textbooks, journals, related literature, and the internet were used for this research.

Conclusion

Employees are and should be regarded as the most critical factor of production and the most valuable resource available to an organization. This is because they are an integral part of the organization; as a result, it is critical for organizations seeking a competitive advantage to make employee satisfaction a top priority. This is done to ensure that employees have a positive attitude toward work by improving their performance and productivity. It's also worth noting that a lack of motivation leads to a lack of productivity and vice versa.

Motivation can be a complex concept, especially in the workplace, and it can pose a severe challenge to managers because it is relative to individuals. This is because people differ in their needs and desires, so what one person considers to be a source of motivation may not appear to be so to another. As a result, managers often find it extremely difficult to deal with such difficulty when attempting to figure out how to keep workforce members motivated. However, several factors such as organizational culture, leadership style, organizational strategy and structure, and so on can all impact worker productivity levels in an organization. On the other hand, motivation plays a significant role in increasing worker productivity and should not be overlooked.

This study concludes that employee motivation, whether intrinsic or extrinsic, has a significant effect and is a predictor of organizational productivity levels. It also concludes that both intrinsic and extrinsic motivational factors appeal to employees and that a proper balance of both is critical in eliciting the best performance from a workforce.

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