



Research Article – Business Administration

Employee motivation and its implication on organizational productivity in Nigerian media industry

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(Received: 21-03-2018; Accepted 20-04-2018; Published Online 21-04-2018)

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Abstract

This study investigated “Employee Motivation and Its Implication on Organizational Productivity in Nigerian Media Industry (A Study of Delta State Broadcasting Service)”. The objectives of the study among others were to determine the motivational factors employed by the management of Delta State Broadcasting Service to enhance workers’ productivity. The methodology adopted was a mixed analysis of quantitative and qualitative parameters based on the survey design which relied on primary and secondary sources of gathering data, through the use of questionnaires and interview instruments. Sixty two (62) questionnaires were administered to all to staff of Delta State Broadcasting Service, two (2) were returned. The study adopted purposive/judgment sampling technique. The data was analyzed and presented using tables, percentages and chi-square. Consequently the findings reveals that Promotion as a way of motivating workers at Delta State Broadcasting Service is a factor of education, qualification and hard work. There is significant relationship between incentives and work productivity in Delta State Broadcasting Service. Also, monetary incentives and rewards exert a stronger influence on workers than any other form of motivational incentives. The study recommends that Delta State Broadcasting Service should improve its present techniques of motivating its staff to accommodate more workers. The management of Delta State Broadcasting Service should also expand their motivational techniques to incorporate other psychological factors.

Keywords: : Employee Motivation, Organizational Productivity, Nigerian Media Industry, Motivational Incentives, Working Condition

Introduction

Background to the Study

All organizations are concerned with what should be done to achieve sustained high levels of productivity through people. Consequently, the subject of adequate incentives for workers, as derived from so many attempts made by management practitioners is to look for the best way to manage so as to accomplish an objective or mission with least inputs of materials and human resources available.

Certain problems of inadequate motivation however do arise as it concerns certain individuals who came into the work situation with differences in expectation, behavior and outlook. These problems of individual motivation inadequately may be divided into two categories. Firstly, the inability of certain individuals to be motivated may stem from the fact that there is a deficiency in their personality. For such people, the desire to avoid failure may be too strong while paradoxically, the motive to produce positive results may be too weak. This could produce a general resistance to achievement-oriented activity that should naturally be overcome by other extrinsic modes of motivation if there is to be any spur to achievement oriented activity at all. Secondly, even when the achievement motive is relatively strong, the challenges before the individual worker may be proven to be inadequate or too difficult, which ever of these that apply to the individual worker will usually manifest themselves in different ways such as lack of enthusiasm (Bryans and Crouin 2011).

In spite of all these apparent attendant problems of

motivation, and productivity, every organization do necessary seek means of ensuring continuous productivity which would be geared towards the accomplishment of organization goals. The organizational system under study cannot be said to be different in any way, in terms of producing the results for which it was set up. In all these processes both public organizations, private organizations and indeed the media industry has thus helped to make Nigeria the country it is today.

This study will examine to what extent the financial and non-financial incentives such as achievement, job security, recognition, advancement, job enrichment or the job itself, responsibility, decisional participation and management style employed to raise the morale of the worker for high productivity. The study identifies element that promote human dignity and thus raise the morale of the worker for high productivity. The study further investigates the effects of non-financial incentive packages here referred to as non-economic motivators on the workers and the consequent output of Delta State Broadcasting Service. For the purpose of this study, non-economic motivators is used to refer to those factors which are not necessarily computable in monetary terms but which drive the human mind from within to behave in a desired way and to the maximum realization of the organizational objective while adequate motivation is simply defined as contentment, fulfillment or job satisfaction.

Statement of the Problem

Nigeria is reputed to be a conducive environment for

investments. Recent exploratory survey have indicated that the country has a large reserve of oil. The country therefore has the potential of becoming a leading industrialized (if the potential are properly harnessed) nation in the world in the not-too-distance future due to this natural endowment.

The current state of affairs in the nation in general as relating to the work force motivation makes it necessary to temper this optimism with caution. The workers are always on strike, example ASUU strike, NMA strike (Nigeria Medical Association) etcetera. They are asking for one pay or another, the questions are often asked to what workers in general want from their employers, can there be an end to the clamor for increases in wages/salaries? Why do workers work and what induces them to give of their best? Money only plays the role of common denominator of all things. There is a general motion that if only management can identify other things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rises. Less time will be spent on the annual ritual of management/workers union negotiation meetings (Badu, 2014).

The general problem inherent in the organizational set up is low salaries, irregular promotional structure and lack of recognition of workers achievements. All these tend to dampen workers morale and consequently affect their productivity. The aim of this research therefore is to find out the type of incentive package that needs to be given to workers and whether given the right incentives other than money can make workers put in their best to contribute to the productivity and growth of the organization to achieve the corporate goals.

Objectives of the Study

The main objective of the study is to investigate employee motivation and its implication on organizational productivity at Delta State Broadcasting Service. Other objectives include:

- i. To determine the motivational factors employed by the management of Delta State Broadcasting Service to enhance workers' productivity.
- ii. To determine the relationship between incentives and work productivity.
- iii. To ascertain whether monetary incentives and rewards do exert a stronger influence on workers than any other form of motivational incentives.
- iv. To examine the relationship between good working condition and employees productivity.
- v. To determine the relationship between motivation management and retainment of staff.

Research Questions

The research will attempt to retain answers to the question agitating the minds of management of organizations as to what to do to adequately motivate workers to contribute their quota to their company's productivity and growth. The study will answer the following research questions:-

- i. What are the motivational factors employed by the management of Delta State Broadcasting Service to enhance workers' productivity?
- ii. Is there any relationship between motivation and higher productivity?
- iii. Do monetary incentives and rewards exert a stronger

influence on workers than other forms of motivational incentives?

- iv. What is the relationship between good working condition and employees productivity?
- v. What is the relationship between motivation management and retainment of staff?

Research Hypotheses

The following hypotheses have been formulated for testing:

Hypothesis One

Ho: Promotion as a way of motivating workers at Delta State Broadcasting Service is not a factor of education, qualification and hard work.

Hi: Promotion as a way of motivating workers at Delta State Broadcasting Service is a factor of education, qualification and hard work.

Hypothesis Two

Ho: There is no significant relationship between motivation and work productivity for Delta State Broadcasting Service.

Hi: There is significant relationship between motivation and work productivity for Delta State Broadcasting Service.

Hypothesis Three

Ho: Monetary incentives and rewards do not exert a stronger influence on workers than any other form of motivational incentives.

Hi: Monetary incentives and rewards exert a stronger influence on workers than any other form of motivational incentives.

Hypothesis Four

Ho: There is no significant relationship between good working condition and employees productivity.

Hi: There is significant relationship between good working condition and employees productivity.

Hypothesis Five

Ho: There is no significant relationship between motivation management and retainment of staff.

Hi: There is a significant relationship between motivation management and retainment of staff.

Review of related literature

Theoretical Framework

In this work, equity theory shall be adopted as the framework of analysis. This theory was first advocated by Adam. According to equity theory, the motivation of individuals in organizations is influenced by the extent to which they feel that they are being treated in a fair and equitable manner (Obisi, 2003). When people feel that they are being treated in an equitable and unfair fashion, the theory argues that they will be motivated to engage in activities aimed at restoring feelings of equitably treated (Onabanjo, 2004).

Ogundele identifies two major components of the theory. First, the theory specifies the factors which influence the extent to which people feel that they are being equitably treated. Second, the theory outlines the kind of activities which individuals might be motivated to engage into restored feeling of equity when they are feeling inequitably and unfairly treated.

Empirical Evidence in Employee Motivation

The fields of employee motivation and employee performance/productivity are solved by grounded in the researcher of Maslow, Taylor and Herzberg, to name just a

few. The concepts of motivation and productivity are constructs within the larger organizational behavior model. While each of these constructs can be reviewed on their own, employer motivation is linked closely to employee productivity. By conducting the search in this manner the resultant articles were specific case studies of employee motivation in various organizations. The resultant case studies looked at a range of topics on both employee motivation and employee productivity and how these constructs can be connected. One particular study looked specifically at the followers of an organization and what key factors a leader needs to know about the various types of followers. The case studies in this review expand upon the work of Maslow, Taylor and Herzberg.

In “beyond the fringe”, Simms (2010) discuss how various organizations utilize tailored version of “non-cash reward” as employee incentives. Simms suggested that Herzberg’s view of salary as not being a motivator holds. The ability to hold upon incentive that doesn’t get absorbed by the employee’s monthly bills has a larger effect on employee motivation. He also suggests it may be more acceptable to boast about a special award or party rather than an employee’s salary raise. Simms then goes on to expand the discussion of non-cash rewards such as flex time and tailored goal incentives. Simms argues it is important for employers to communicate these benefits to employee because many employees don’t understand their total compensation package. By communicating the total package, the employer reinforces their commitment to the employees and helps to greater employee satisfaction. The motivation leads to greater employee satisfaction and performance (Simms 2010).

The case study of the Harrah’s entertainment sales teams lays out the use of team incentives to increase sales across the various branches of the Harrah’s entertainment family of products. However, the core to the incentive packages, that Jakobson (2010) discusses in the use of merchandise Awards. Jakobson states that merchandize Awards are even more effective than top seller trips. Harrah’s also uses simple employee motivation tactics such as recognition at weekly and monthly sales meetings of the top sales teams (Jakobson, 2010)

Whiteling (2010) looks at the cases of Reuters and supermarket giant Sainsbury to show how important it is to create a culture where employees become directly involved in suggestions for change. By creating a culture where employee input is valued and utilized, the changes faced by the organization are better understood and receive the support of the employees. This also has the side effect of creating employee motivation to support and accomplish the organizations goals and change efforts (Whiteling, 2010).

Silverman (2006) utilizes a similar strategy to create a high-performance work force. Silverman suggests in keeping employees engaged by working with storytelling. Employers can systematically ask employee’s to tell their story for good or not-so good situations. In this way, an employee/employer relationship can be forged which can help foster mutual support and idea sharing. (Silverman, 2012). Similar to Whiteling, Silverman suggests that the organizations culture needs to be developed around the concept of storytelling.

Employees need to feel their stories are being heard,

understand, and valued by those requesting the stories. By forging these relationships, the employee feels valued by the employer, supervisor, and organization as a contributor. This value translates into higher work productivity and stake within the organization (Silverman, 2012, Whiteling, 2010).

Sharbrough’s (2012) study looks at the correlations between leaders use of motivating language (ML) and employee job satisfaction and the perception of a supervisors effectiveness. In both cases, there was a statistically significant in this study between a leader’s use of ML and employee job satisfaction and the perception of a supervisor’s effectiveness. This correlation can be utilized by organizations to measure a leader’s use of ML and determine levels of employee satisfaction as well as determine the perceived effectiveness of a supervisor.

A common thread of communication between employers and employees emerges as a requirement for employee motivation (Simms, 2010, Jakobson, 2010, Whiteling, 2010, Silverman, 2012, and sharbrough, 2012). Many of these case studies link high employee motivation with increased employee productivity (In this way, employee motivation can be maximized to increase employee productivity by focusing the use of ML and motivational techniques)

Effects of Motivation on Productivity

Productivity in general has been defined in the Cambridge international and oxford advanced learners’ dictionaries as the rate at which goods are produced with reference to number of people and amount of materials necessary to produced it. On the other hand, productivity has been defined as the utilization of resources in producing a product or service (Gaissey, 1993). It has further been defined as the ratio of the output (goods & services) and input (labour, capital). The definition of productivity is utilized by economists at the industrial level to determine the economy’s health, trends and growth rate whiles at the project level, applies to areas of planning, cost estimating, accounting and cost control (Mojahed, 2011). Several factor affect labour productivity and prominent among them is basic education for any effective labour force. In addition to the above is the diet of the labour force and social overhead such as transportation and sanitation. (Heizer and Render, 1999). Furthermore motivation, team building, training and job security have a significant bearing on the labour productivity. Complied with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. Better utilized labour with stronger commitment and working on safe job also contribute to affect labour productivity (Wiredu, 1989).

Research Methodology

The research design employed in the study is the survey research design which involves the use of questionnaire. The research work is on “Employee Motivation and its Implication on Organizational Productivity in Nigerian Media Industry.” However, due to limited financial and time resources, the study had to concentrate on Delta State Broadcasting Service as case study. In obtaining the information for the study both primary and secondary sources of data were used. The principal sources of primary data as it refers to this study are the management cadre,

permanent and contract staff of the establishment under study. The population of this study is 73(seventy-three) staff drawn from every class and cadre of the organization. In order to have a more effective sampling of the various groups and cadres, a total of (62) Sixty-two staff were sampled from each group. Sixty-two staff was sampled from each group by the use of purposive/ judgmental sampling. Sixty-two (62) copies of the questionnaire were also administered as the sample size.

In determining the sample size, the researcher used Alien Taro Yamane (1967) method. Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample size for this study and is shown below. A 95% confidence level and level of maximum variability ($P= 0.5$) are assumed. Where n is the sample size, N is the population size, and e is the level of precision (allowable error) that is 5% or 0.05. The sample size of this study is 120 randomly selected for the study. The basic simple analytical tools were used in the analysis. This includes the use of simple percentages, chi-square and regression method of hypothesis testing.

Data Presentation And Analysis

Data Analysis

Question 1: Incentives are important for motivation of workers

Table 1. Effect of Incentives on the Motivation of Workers

Responses	Frequency	Percentage (%)
Strongly Agree	25	41.7
Agree	20	33.3
Undecided	5	8.3
Disagree	6	10
Strongly Disagree	4	6.7
Total	60	100

Source: Field Survey, 2017

25 respondents representing 41.7% of the entire respondents strongly agree that incentives are important for motivation of workers. While 20 respondents (33.3%) agree, 5 respondents were undecided, 6 respondents disagree while 4 respondents representing 6.7% of the entire respondents strongly disagree that incentives are important for motivation of workers.

Question 2: Familiarity and concern are important motivational factors that increase employee productivity.

Table 2: Effect of Motivational Factors on Employee Productivity

Responses	Frequency	Percentage (%)
Strongly Agree	24	40
Agree	13	21.7
Undecided	4	6.7
Disagree	11	18.3
Strongly Disagree	8	13.3
Total	60	100

Source: Field Survey, 2017

Majority of the respondents are of the opinion that familiarity and concern are important motivational factors that increase employee productivity. 24 respondents strongly agree, 13 agree, 4 respondents were undecided, 11 respondents disagree while 11 respondents strongly disagree.

Question 3: Workers put in their best when they are placed on little or no incentive package.

Table 3: Effect of Incentive Package on Workers Performance

Responses	Frequency	Percentage (%)
Strongly Agree	6	10
Agree	8	13.3
Undecided	3	5
Disagree	28	46.7
Strongly Disagree	15	25
Total	60	100

Source: Field Survey, 2017

Table 3 reveals that 6 respondents representing 10.0% of the entire respondents strongly agree that workers put in their best when they are placed on little or no incentive package. While 8 respondents (13.3%) agree, 3 respondents were undecided, 28 respondents disagree while 15 respondents representing 25.0% of the entire respondents strongly disagree that workers put in their best when they are placed on little or no incentive package.

Question 4: It seems that promotions are based on education; qualification and hard work are the best tools with which to motivate workers to increase productivity.

Table 4: Effect of Promotions on Workers Motivation and Productivity

Responses	Frequency	Percentage (%)
Strongly Agree	5	11.7
Agree	11	18.3
Undecided	8	13.3
Disagree	15	25
Strongly Disagree	21	31.7
Total	60	100

Source: Field Survey, 2017

Majority of the respondents are of the opinion that that promotions are based on education; qualification and hard work are the best tools with which to motivate workers to increase productivity. 5 respondents strongly agree, 11 agree, 8 respondents were indifferent, 15 respondents disagree while 21 respondents strongly disagree.

Question 5: Well motivated staff has a positive attitude towards work.

Table 5: Effect of Motivation on Attitude towards Work

Responses	Frequency	Percentage (%)
Strongly Agree	28	46.7
Agree	16	26.7
Undecided	4	6.7
Disagree	7	11.6
Strongly Disagree	5	8.3
Total	60	100

Source: Field Survey, 2017

From table 5, 28 respondents representing 46.7% of the entire respondents strongly agree that well motivated staff has a positive attitude towards work. While 16 respondents (26.7%) agree, 4 respondents were undecided, 7 respondents disagree while 5 respondents representing 8.3% of the entire respondents strongly disagree that factors in the internal work environment can affect productivity of employees.

Question 6: Workers welfare should be a permanent issue of concern to top management who wish to have

higher productivity.

Table 6: Effect of Workers Welfare on Productivity

Responses	Frequency	Percentage (%)
Strongly Agree	13	21.7
Agree	30	50
Undecided	4	6.7
Disagree	8	13.3
Strongly Disagree	5	8.3
Total	60	100

Source: Field Survey, 2017

13 respondents strongly agree to the statement that workers welfare should be a permanent issue of concern to top management who wish to have higher productivity, 30 agree, 4 respondents were indifferent, 8 respondents disagree while 5 respondents strongly disagree.

Question 7: Workers will still perform well even if their salary is delayed.

Table 7: Effect of Delayed Salary on Productivity

Responses	Frequency	Percentage (%)
Strongly Agree	3	5
Agree	5	8.3
Undecided	0	0
Disagree	17	28.3
Strongly Disagree	35	58.3
Total	60	100

Source: Field Survey, 2017

From the above table, 3 respondents representing 5% of the entire respondents strongly agree that workers will still perform well even if their salary is delayed. While 5 respondents (8.3%) agree, 17 respondents disagree while 35 respondents representing 58.3% of the entire respondents strongly disagree that workers will still perform well even if their salary is delayed.

Question 8: Receiving credit for work done affects employee morale at work.

Table 8: Effect of Credit for Work Done on Employee Morale

Responses	Frequency	Percentage (%)
Strongly Agree	26	43.3
Agree	13	21.6
Undecided	4	6.7
Disagree	10	16.7
Strongly Disagree	7	11.7
Total	60	100

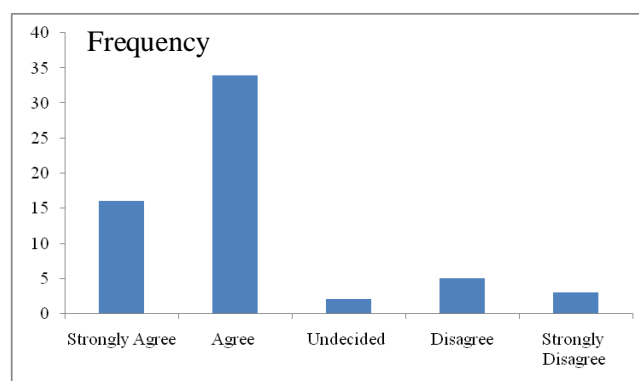
Source: Field Survey, 2017

Table 8 reveals that 26 respondents strongly agree that receiving credit for work done affects employee morale at work, 13 agree, 4 respondents were indifferent, 10 respondents disagree while 7 respondents strongly disagree. Everyone likes to be praised. When employee receives credit for work done, it boosts employee morale to achieve higher productivity. From the above, it is evident that the staff of Delta State Broadcasting Service is not different from the norm; they also like to be praised for work done. 43.3% of the staff interviewed which is almost majority were of the view that receiving credit for work done affects morale at work and this is no less way help to increase employee productivity.

Question 9: Rewarding good work and excellence can

contribute more excellence and healthy competition.

Figure 3: Effect of Reward on Competition



Source: Field Survey, 2017

This is in reference to question 12. Rewarding good work and excellence can contribute to more excellence and healthy competition. When other staff sees that their colleagues are being rewarded for the good work they are doing, they will also strive to work harder to get such rewards. This competition is no way unhealthy. It is indeed healthy and promotes higher productivity.

Question 10: Only monetary rewards can bring out the best in workers.

Table 9: Effect of Monetary Rewards on Productivity

Responses	Frequency	Percentage (%)
Strongly Agree	7	11.7
Agree	9	15
Undecided	5	8.3
Disagree	16	26.7
Strongly Disagree	23	38.3
Total	60	100

Source: Field Survey, 2017

With reference to question 9, it is not only monetary rewards that can bring out the best in employees. Table 13 shows that 7 respondents representing 11.7% of the entire respondents strongly agree that only monetary rewards can bring out the best in workers. While 9 respondents (15.0%) agree, 5 respondents were undecided, 16 respondents disagree while 23 respondents representing 38.3% of the entire respondents strongly disagree that only monetary rewards can bring out the best in workers. There are other factors or incentives that staff look at for just as has been mentioned earlier in the analysis.

Test of Hypotheses

Hypothesis 1:

Ho: Promotion as a way of motivating workers at Delta State Broadcasting Service is not a factor of education, qualification and hard work.

Hi: Promotion as a way of motivating workers at Delta State Broadcasting Service is a factor of education, qualification and hard work.

The above hypothesis is tested using table 4

Decision Rule

If the calculate value of X^2 is less than the critical value of X^2 , we accept the null hypothesis and vice versa.

Table 10: Test of Hypotheses I

Response	f_o	f_e	$(f_o - f_e)$	$(f_o - f_e)^2$	$(f_o - f_e)^2 / f_e$
SA	5	12	-7	49	4.08
A	11	12	-1	1	0.08
Indifferent	8	12	-4	16	1.33
D	15	12	3	9	0.75
SD	21	12	9	81	6.75
Total	60				12.99

Source: Field Survey, 2017

Calculated $X^2 = 12.99$, Table $X^2 = 9.49$, Degree of freedom = 4, Significance level = 0.05**Table 11:** Test of Hypotheses II

Response	f_o	f_e	$(f_o - f_e)$	$(f_o - f_e)^2$	$(f_o - f_e)^2 / f_e$
SA	28	12	16	256	21.33
A	16	12	4	16	1.33
Indifferent	4	12	-8	64	5.33
D	7	12	-5	25	2.08
SD	5	12	-7	49	4.08
Total	60				34.15

Source: Field Survey, 2017

Calculated $X^2 = 34.15$, Table $X^2 = 9.49$, Degree of freedom = (5-1) = 4, Level of significance = 0.05**Table 12:** Test of Hypotheses III

Response	f_o	f_e	$(f_o - f_e)$	$(f_o - f_e)^2$	$(f_o - f_e)^2 / f_e$
SA	7	12	-5	25	2.08
A	9	12	-3	9	0.75
Indifferent	5	12	-7	49	4.08
D	16	12	4	16	1.33
SD	23	12	11	121	10.08
Total	60				18.32

Source: Field Survey, 2017

Calculated $X^2 = 18.32$, Table $X^2 = 9.49$, Degree of freedom = 4, Significance level = 0.05**Decision**

From the table above, the calculated chi-square value is 12.99. This is greater than critical value of chi-square (X^2) in the table (9.49) at 0.05% level of significance and 4 degrees of freedom. Following this we reject the null hypothesis (H_{01}) and accept the alternate hypothesis that promotion as a way of motivating workers at Delta State Broadcasting Service is a factor of education, qualification and hard work.

Hypothesis 2

H_0 : There is no significant relationship between motivation and work productivity for Delta State Broadcasting Service.

H_1 : There is significant relationship between motivation and work productivity for Delta State Broadcasting Service.

This hypothesis is tested using table 5.

Decision Rule

If the calculate value of X^2 is less than the critical value of X^2 , we accept the null hypothesis and vice versa.

Decision

Since the calculated chi-square (X^2) value of 34.15 is greater than the table chi-square values of 9.49 at alpha level of 0.05 and degree of freedom 4 – we therefore reject the

null Hypothesis (H_{02}) and accept the alternate hypothesis that which states that: There is significant relationship between incentives and work productivity for Delta State Broadcasting Service.

Hypothesis 3:

H_0 : Monetary incentives and rewards do not exert a stronger influence on workers than any other form of motivational incentives.

H_1 : Monetary incentives and rewards exert a stronger influence on workers than any other form of motivational incentives.

Decision Rule

If the calculate value of X^2 is less than the critical value of X^2 , we accept the null hypothesis and vice versa.

Decision

From the table above, the calculated chi-square value is 18.32. This is greater than critical value of chi-square (X^2) in the table (9.49) at 0.05% level of significance and 4 degrees of freedom. Following this we reject the null hypothesis (H_{03}) and accept the alternate hypothesis that monetary incentives and rewards exert a stronger influence on workers than any other form of motivational incentives.

Table 13. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sift
1 Regression	.016	1	.016	23.072	.000"
Residual	16.867	59	.225		
Total	16.883	60			

Source: Author's Computation, 2017

a. Dependent Variable: employees' performance; b. Predictors: (Constant), good working condition

Table 14. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.312	1	.078	11.237	.002"
Residual	4.982	59	.063		
Total	5.294	60			

Source: Author's Computation, 2017

a. Dependent Variable: retainment of staff; b. Predictors: (Constant), motivation management

Hypothesis 4: Test of Hypotheses IV

H₀ = There is no significant relationship between good working condition and employees productivity

H₁ = There is no significant relationship between good working condition and employees productivity.

The f-statistics of 23.072 shows that the model is statistically significant. It shows that there is no significant relationship between good working condition and employees' performance.

Hypothesis 5: Test of Hypotheses II

H₀ = There is no significant relationship between motivation management and retainment of staff.

H₁ = There is a significant relationship between motivation management and retainment of staff.

The f-statistically of 11.237 shows that the model is statistically significant. This implies that there is a significant relationship between motivation management and retainment of staff.

Discussion of Findings

From the above tables, it shows that men are more agile than women. Aside from this, the nature of the job demands for more men than women. More so, there is more matured, active and agile workforce in the organisation. In the area of marital status, the organisation has responsible workforce. Considering the level of educational qualification, the organisation has more men and women of high education standard that can help in achieving the set objectives for the organisation. In the field of religion, the organisation has workforce that are religiously inclined. In the area of working experience, results show that the organisation has men and women of vast experience.

In the area of Testing of Research Hypothesis. Hypothesis I shows that there is a significant relationship between motivation management and employees productivity. The f-statistics of 12.307 shows that the model is statistically significant. It shows that there is a significant relationship between motivation management and employees productivity. In Hypothesis 2, the f-statistics of 23.072 shows that the model is statistically significant. It shows that there is no significant relationship between good working condition and employees' performance. In Hypothesis 3, the f-statistics of 32.222 shows that the model is statistically

significant. It shows that there is a significant relationship between good welfare service and employees productivity. In Hypothesis 4, the f-statistics of 12.052 shows that the model is statistically significant. This shows that there is a significant relationship between motivation management and improved productivity while in Hypothesis 5, the f-statistically of 11.237 shows that the model is statistically significant. This implies that there is a significant relationship between motivation management and retainment of staff.

Summary, Conclusion and Recommendations Introduction

This section presents the summary of findings based on the research work conducted. Also, conclusion has been made based on the findings obtained and some recommendations has been put forward.

Summary of Findings

In the light of the foregoing study, the following findings have there been established; that:

- Promotion as a way of motivating workers at Delta State Broadcasting Service is a factor of education, qualification and hard work.
- There is significant relationship between motivation and work productivity for Delta State Broadcasting Service.
- Monetary incentives and rewards exert a stronger influence on workers than any other form of motivational incentives.
- There is significant relationship between good working condition and employees productivity.
- There is a significant relationship between motivation management and retainment of staff.

Conclusion

Motivation of employees has been known to be vital to every organization. The management of any organization that neglects this all-important factor must be preparing a favourable ground for its collapse. Getting people do what you want them to do is what motivation is all about. The simplest rule of motivation is, know the individual you are trying to motivate. This simple rule becomes complete when the reason why people do things are referred to as motive, and according to psychologist, motive include needs shapers and goals. People do things for a reason that is because they

have a need.

In planning for effective method of motivating employees, it becomes pertinent to identify the individual and group needs. This will help in understanding why people behave the way they do. A clear knowledge of these will enable management discover and apply those factors which motivate groups. The financial incentives are as important as the psychological motivation, though the choice between these two have been a subject of much controversy in many respects. But any organization which does not regard the motivation of its employees will invariably experience characteristic features such as: apathy on the parts of employees, increased industrial accidents, willful destruction of company's property, intermittent industrial disharmony, gross insubordination and increased staff turnover.

In effect, motivation of employees requires that managers emphasize: achievements, recognition, work and responsibility. In view of the above, it is important to state that the recognition of worker's needs have become an essential factor in planning for effective motivation. It is necessary for the management to understand this in order to increase productivity.

Recommendations

Based on the findings of the study, the following recommendations are thereby made to the management of Delta State Broadcasting Service.

- i. Delta State Broadcasting Service should improve its present techniques of motivating its staff to accommodate more workers.
- ii. The management of Delta State Broadcasting Service should expand their motivational techniques to incorporate those other psychological factors such as social needs, i.e. need for friendship, affection, interaction and acceptance and the self-actualization needs, the need to realize one's potential to become what one wants to become, generally, provide workers with the opportunities for advancement.
- iii. The Management should realize that there exists within every organization some individual differences and therefore require different motivational approaches.
- iv. The management should improve its relationship with its workforce so as to create a conducive atmosphere where the workers will put in their best to increase productivity.

5.5 Suggestions for Further Research

Several factors, but more importantly time, have made us limit this study to Delta State Broadcasting Service. It is suggested that other interested researchers should make it to cover more than one organization. Other areas of possible study include:-

- i. A comparison of the impacts of motivation in the public sector vis-à-vis the private establishments.
- ii. A comparative study should be carried on the organizational chart of the organization.
- iii. It is also advised that a study on the impact on personnel policies on job satisfaction be carried out to fully determine how the staff reacts to the various policies adopted by the management.

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