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Motivation and Employees' Productivity in the Manufacturing Firms in Nigeria

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Abstract

The increased concern for the constant challenges hindering the growth of the organization has given raised to this study which seeks to shade light on the relationship between employee motivation and organizational performance in manufacturing firms in Nigeria. Quasi-experimental design was adopted while simple random sampling technique was also used select the respondents. Improved salary, employee participation and employment status were used as the dimensions of motivation while employees' productivity was measured by market share, improved technology and efficiency. The study sampled one hundred and forty eight (148) respondents while one hundred and forty (140) valid questionnaires were returned and were used for the data analysis. The findings educed from the study showed that improved salary has a weak positive and insignificant relationship with market share, improved technology and efficiency. Also, Employee participation has a strong positive and significant relationship with market share, improved technology and active workforce while employee status has a strong positive and significant relationship with market share, improved technology and efficiency. The study concluded that employee motivation is imperative to management of manufacturing firms in Nigeria. The study recommended an enhanced remuneration schemes should be introduce by management, extra facilities, and extra benefits to their employees to increase job satisfaction that will increase and improve their effectiveness, efficiency and productivity.

Keyword: Motivation, Employee Productivity, Improved Salary, Employee Participation, Improved Technology.

Introduction

It has been primarily observed that organizational activities is operated with a view to maximize profit, this is informed by the idea that at every facet of organizational activities resources, are often utilize for the sustenance and growth of the organization (Hart, 2019). Efficient job performance resulting in increased productivity on the part of employees' is imperative for the

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growth and expansion of any organisation. Such performance will to a great extent depend on the knowledge, skill and total willingness to exhibit the acquired knowledge and skills under a good working element. Since the knowledge and skills possessed by the individual employment are important in determining his/her job performance, It is therefore imperative for managers to understand what motivates individual workers at a particular time in order to reveal how abilities and skills are activated and their potentials released.

Management of organizational activities involves the creation and maintenance of an environment for the performance of individuals working together towards the actualization of the organizational growth (Johnson and Ossia, 2019). It is imperative for managers of organization to have knowledge of motivational tools that inspires success within their workforce; since this to a greater extend aid in achieving organizational growth and set the organization for a competitive advantage (Johnson et al, 2019). Because in the light of the above without knowing what kinds of motivating tools needed at every phase of the organizational activities success would be eluded and growth hindered (Celine, 2019) stressed the need to building motivating factors into organizational activities, the staffing, of these roles, and the entire process of directing and leading people must be built in knowledge of motivation to emphasize the significance of knowing and taking advantage of motivating factors their job is not to attempt to manipulate people, but rather to recognize motivating factors in designing an environment for performance.

Mildred (2002) stresses that the principal task of organizational managers are to manage the activities of workers towards the success of the organization. And that workers motivation is primarily imperative since its' been known that the manner with which workers are motivated affect their level of input and to a greater extent affect the growth of the organization.

Motivation tends to create incentives for the employed individual and organizational objectives. According to Pigor (1981) just as the employee has certain wants that the organization is expected to supply, the organization create environment that inspires a great work behaviors and as such lead to success both for the organization and the individual workers. It therefore follows that for managers to effectively elicit the desired response from employees, managers must be fully abreast with the theories of motivation these theories must be carefully applied in the operation of the organizational activities. Indeed a manager without a thorough knowledge of motivation theories will end up not being successful in business.

In the light of the above the study aimed at establishing an empirical knowledge between motivation and employee productivity in the manufacturing firms in Nigeria. In a bit to achieve that attempt was made in defining what motivation is. The importance of motivation, the theories of motivation, the development of motivational thought, the dimensions of organizational performance, the measures of organizational performance and also the implication of motivational theory to management. This will invariably lead to a better understanding of the subject matter motivation and employee productivity.

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It should be properly borne in mind that accomplishment of goals depends greatly on the feelings and attitude of the workers in the organization. It therefore follows that if the employees in the organization have a negative disposition towards the organizational activities it would affect growth and sustenance and invariably affect the strength of the organization with respect to competitiveness.

Therefore since motivational indicators are numerous it is imperative for managers to establish certain standards that inspire workers with respect to motivational tools and employees being given the freedom to choose certain things that enable them achieve organizational growth and also have a satisfying lifestyle (work-life balance). And there are certain incentives which includes higher pay and conducive workplace environment all this contributes to ensuring that organizational goals are achieved.

The above effect of motivation can only be expected or achieved only if motivational theories are understood and applied in the day-to-day operations of firms in Nigeria perhaps, the problems of this study centers on the inefficiency in the applications of motivational techniques and theories in manufacturing firms. The activities of the firms are highly bureaucratic, workers are not gainfully remunerated. Promotion exercises are not carried out on regular basis. As pointed out by Celine (2019) noted that the workers does not perceive that their growth in the organization depend on efforts put in achieving the organizational growth but rather on undue advantage given by managers of the organization. Others writers are of the views that ethnicism plays a pivotal role in work relationship and growth of workers in the organisation and this to a greater extent significantly affect motivational level of the employees.

The following research hypotheses are stated to guide the study

H_{01}: There is no significant relationship between improved salary and productivity in manufacturing firms in Nigeria.

H_{02}: There is no significant relationship between improved salary and improved technology in manufacturing firms in Nigeria.

H_{03}: There is no significant relationship between improved salary and efficiency in manufacturing firms in Nigeria.

Managing people for growth “the right one way”

In no other area are the basic traditional assumptions of management held as firmly-though mostly subconsciously as in respect to people and their management. And in no other area are they so at odd with reality and so totally counterproductive. There is one right way to manage people. This assumption underlies practically every book or paper on the management of people. Its most quoted exposition is Douglas McGregor’s book; The human side of enterprise (1960), which asserted that management have to choose between two and only two different ways of

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managing people, "Theory X" and "Theory Y," which then asserted that Theory Y is the only sound one. Based on the theories above, different people have to be managed differently.

On this fundamental assumption that there is or at least should be one and only one right way to manage people rest all the other assumptions about people in organizations and their management. One of these assumption is the management of people who work for an organization are employees of the organization, working full-time and dependent on the organization for their livelihood and their careers. Another such assumption is that the management of people who work for an organization. Indeed it is assumed that then great majority of these people have either no skill and do what they are being assigned to do.

Harrison (1987) is of the views that employee participation in decision making and staff recognition is a sign of enlightened and democratic management system. Basic assumptions in reality are the paradigm of social science, such as management. They are usually subconscious held by the scholars, the writers, the teachers and what management practitioner assumes to be reality. McGraqe (1960) is of the view that participation is a process in which subordinates gain high control, greater freedom of choice with respect to employees' responsibility. Mondy et al (1980) asserted that an open and participative climates are more often successful in improving the levels of morale and satisfaction that leads to higher acceptance of changes, increase acceptability of management ideas, and improved habits towards the work and the organization. Mondy also continuing in his assertion holds that allowing employees to participate in decisions concerning them and recognizing them will lead to more familiarity with job environment and employees will in addition receive recognition from the participation process which results in increased motivation and organizational performance. Most employees who have the desire for recognition will be motivated when allowed to participate in decisions. For the employee who needs recognition or achievement he will always have a great morale wherever he is being called upon to participate, This act of course motivate him to put higher effort on his job, which leads to higher organization performer. The employee needs more cognition so he puts his best to his job. Conclusively, Buchele (1973) points out that the quality of decision making would no doubt be enhanced if workers are allowed to participate in decision making and in addition encourage creativity.

Employee productivity

Efficiency is an idea that relies upon the setting wherein it is utilized. It doesn't have a solitary positive basis measure or operational definition. These definitions propose that profitability is the proportion of economic performance, just as asset used to create products and services (Bernardin and Russell, 1998). Notwithstanding, Wasiams et al, (2006) noted that this idea relies upon the setting wherein it is utilized and doesn't have operational definitions. Firms that get their profitability advantage from firm-explicit information may wish to give better working conditions with the expectation this would diminish specialist turnover and limit the danger of their efficiency advantage overflowing to contending firms (Glass and Saggi, 2002). Rolloos

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(2007) characterized profitability as "that which individuals can deliver with the least exertion". Efficiency is likewise characterized by Sutermeister (1996) as "yield per worker hour, quality considered". Dorgan (2004) characterizes profitability as "the expanded useful and hierarchical presentation, including quality". Efficiency is a proportion to quantify how well an organization (or individual, industry, nation) changes over information assets (work, materials, machines and so forth.) into products and services. Now and again, profitability is estimated considering execution increment as when there is less truancy, less worker leaving early and less breaks; while increment in execution can be estimated by the quantity of units created per workers every hour. In this examination, emotional profitability estimation technique is utilized. The proportions of this technique are not founded on quantitative operational data. Rather, they depend on work force's abstract appraisals. Wang and Gianakis (1999) have characterized abstract execution measure as a pointer used to survey people's collected discernments, perspectives or evaluations toward an organization goods and services. Abstract profitability information is typically gathered utilizing overview polls. Clements-Croome and Kaluarachchi (2000) talks about that emotional information can likewise be graphic or subjective gathered by interviews. As per Onah (2010) efficiency is the connection between yield of goods and services and contribution of assets, human and material, utilized in the creation procedure. All together words, efficiency is the proportion of yield to enter. Along these lines, efficiency can be applied at any level, regardless of whether for people, for work unit, for the association. Efficiency has been characterized as the proportion of how well assets are united in organization and usage for achievement of a set goal. It is arriving at the most elevated level of execution with minimal use of assets (Mali, 2008).

Worker efficiency is the main thrust behind an organization's development and benefit. Worker efficiency is an estimation or figuring among information and results. Sources of info are the measure of assets, for example, human asset, cash, time, physical, mechanical and energy spent working in the organization, while results are the outcome. In the event that the data sources are identical to the yields, the specialist is viewed as beneficial. At the point when the workers are gainful, they achieve more in a given measure of time. Thus, productivity sets aside their organization cash in time and work. At the point when workers are ineffective, they set aside longer effort to finish ventures, which cost representative's more cash because of the time lost (Ikeanyibe, 2009). The importance of higher productivity of the employees in organization cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Nwosu, 2016).

Efficiency is an idea that relies upon the setting where it is utilized. It doesn't have a solitary positive basis measure or operational definition. These definitions recommend that efficiency is the proportion of monetary execution, just as asset used to create products and services (Bernardin and Russell, 1998). Be that as it may, Wasiams et al, (2006) stresses this idea relies upon the setting where it is utilized and doesn't have operational definitions. Firms that get their

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profitability advantage from firm-explicit information may wish to give better working conditions with the expectation this would decrease laborer turnover and limit the danger of their efficiency advantage overflowing to contending firms (Anderson, 2015).

Johnson (2019) characterized efficiency as "that which individuals can deliver with the least exertion". Profitability is likewise characterized by Sutermeister (1996) as "yield per worker hour, quality considered". Dorgan (2004) characterizes profitability as "the expanded practical and hierarchical execution, including quality". Efficiency is a proportion to quantify how well an organization (or individual, industry, nation) changes over info assets (work, materials, machines and so forth.) into merchandise and enterprises. At times, profitability is estimated considering execution increment as when there is less truancy, less worker leaving early and less breaks; though increment in execution can be estimated by the quantity of units created per representative every hour. In this examination, emotional profitability estimation technique is utilized.

The proportions of this strategy are not founded on quantitative operational data. Rather, they depend on work force's abstract appraisals. Wang and Gianakis (1999) have defined subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organizations product or service. Subjective productivity data is usually collected using survey questionnaires. Clements-Croome and Kaluarachchi (2000) talks about that abstract information can likewise be unmistakable or subjective gathered by interviews. As per Onah (2010) efficiency is the connection between profit of goods and services and contribution of assets, human and non-human, utilized in the creation procedure. In other words, efficiency is the proportion of profit to enterprise; the higher the numerical estimation of this proportion, the more noteworthy the efficiency. Consequently, profitability can be applied at any level, regardless of whether for people, for work unit, for the organization. Efficiency has been characterized as the proportion of how well assets are utilized in organization and usage for achievement of a set outcome. It is arriving at the most elevated level of execution with minimal consumption of assets (Mali, 2008).

Worker efficiency is the main impetus behind an organization's development and gainfulness. Worker efficiency is an estimation or figuring among information and results. Sources of info are the measure of assets, for example, human asset, cash, time, physical, innovative and exertion spent working in the organization, while results are the outcome. In the event that the data sources are comparable to the results, the employee is viewed as beneficial. At the point when the representatives are profitable, they achieve more in a given measure of time. Thus, proficiency sets aside their organization cash in time and work. At the point when workers are inefficient, they set aside longer effort to achieve goals, which cost representative's more cash because of the time lost (Melvin, 2004). The significance of higher efficiency of the employee in an organization be overemphasized, which incorporate the accompanying; Higher salaries and benefit; Higher profit; Increased supplies of both goods and capital products at lower expenses

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and lower costs; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Hart, 2019).

Improved Technology

Technological change will have an impact on all organisations depending on the state of adaptiveness of that organisation. There will be need for new types of managerial, diplomatic, and social skills and a concomitant need for a new type of decision making process that will not be accommodated by existing organisational structures (Johnson & Hart 2019).

Three particular aspects of the organisational environment will be affected by technological change. The amount of market competition and uncertainty will increase. There will be requirements for more diversity and higher quality in the organisation's products or services, and external politics and legislative reform will increase in complexity.

Each of these changes will provoke responses from the organisation in it's structure and relationships with employee and customers.

Technological change will force changes in basic managerial functions. There will be increased responsibility on management for organisation outcomes leading to added emphasis on planning decision making, control, and coordination. These will often rely on computer based management science technique which demands higher intellectual capability of managers. This will produce strain on managers, and other individuals potentially affecting morale, productivity and output. Alderfer (1972).

Technological improvement positively affects individuals' values leading to increased time for consideration of decision making. This may lead to greater morale sensitivity and more tolerance and compassion for others. All coupled with a more rational approach to decision making. A possible effect of technological change may be increased loyalty to one's profession rather than to one's organisation. The effect of technological changes, including those brought about by technology, evaluate, the various alternatives available to us to cope with those changes, and be prepared for the future as it arrives, Anderson (2001).

Efficiency

Efficiency is referred to as the judicious use of resources within the organisation. It therefore measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Johnson, 2019). To maximize the output, Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency (Porter 2006). According to Johnson and Celine (2019) there is a difference between business efficiency and organisational efficiency. Business

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efficiency reveals the performance of input and output ratio, while organisational efficiency reflects the improvement of internal processes of the organization, such as organisational structure, culture and community. Excellent organisational efficiency could improve entities performance in terms of management, productivity, quality and profitability.

Moreover, Pinprayong and Siengthai (2012) introduced seven dimensions, for the measurement of organisational efficiency: organisational strategy, corporate structure design, management and business system building, development of corporate and employee styles, motivation of staff commitment, development of employee's skills, and subordinate goals. Also, efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010). It is important to understand that efficiency doesn't mean that the organisation is achieving excellent performance in the market, although it reveals its operational excellence in the source of utilization process. Organisations can be managed effectively, yet, due to the poor operational management, the entity will be performing inefficiently (Eketu, 2006).

Inefficient and ineffective organisation is set for an expensive failure. In such case, there is no proper resources allocation policy and there is no organisational perspective of their future, thus, organisation has leadership issues, high employee turnover rate and no clear vision where the organisation will be standing tomorrow. If the organisation is able to manage its resources effectively, yet it does not realize its long term goals, it will bankrupt slowly. This strategy is cost efficient but it is not innovative and creates no value. Management has no clear customer oriented policy set in place, which leads to constant focus on efficiency. Such organisation uses all its efforts to implement strict resource allocation policy, which translates into strict staff cost control, training cost reduction or even elimination. These actions lead to low morale of the organisation high turnover rate of the employees and low customer satisfaction.

Motivation within the Organization

There has been no acceptably recognized all-inclusive theory of motivation, although many theorists have approach the subject matter from different standpoint. Researchers have disagreed regarding the origins of motives and detailed mechanisms involved in the need fulfillment. It must be noted that fear was the first means of motivating people. The measure was carried over from slavery and feudalism era (Stinner 1982; Johnson & Hart 2019).

The emergent of re-avaluations and strong agitation consequently changed the relationship between the workers and organizational movement. And thus, the behavioural scientists as well as organizational theory analysts have proved that fear has failed completely as motivator and thus giving rise to many other theories that emerged later.

To support this further, Stinner (1982) in his contribution to the work on motivation say, that at different stages in evolution of management thought, the various managers in the respective stages subscribed to different models or theories each depending on the management thought of the managers. The models are: Traditional, Human relations and Human resource model.

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Traditional Model

With regards to Stoner view (1982) this model is greatly associated with the Fredrick Taylor and the scientific management school. This school held that an important aspect of the manager's job was to see that all the workers work towards the achievement of organization goals. They further stated that little or nothing was thought about the human element they were only viewed solely as economic tool managers that determine and has absolute control on how the job should be done and used as system of wage incentives to motivate workers.

It is assumed that workers could only be motivated by financial reward and has little or nothing to contribute beyond their labour, as time went on, events developed that proved this approach wrong.

The Human Relations Model

In this model, it is believed that managers could motivate their employees by acknowledging their social models and by making them useful and important this model was opposed to the traditional model which centers on financial reward. The proponents of this model are Elton Mayor and others.

Subsequently, employees were given some freedom to make their own decision on the job and greater attention was paid to the organizational information work group the managers then inform the employees of their intention before actions were taken. This no doubt, created a goal working relationship between managers and the employees.

The Human Resource Model

As the human race developed and people became more and more civilized, theories such as McGreger and Abraham Maslow criticized the human relation model as being a more sophisticated approach to the manipulation of employees.

They argued that employees were motivated by many factors other than money and desire for satisfaction. Other factors put forward were needs for achievement and meaningful work. Elton Mayor also argued that; employees input is as a results of the benefits achieved from the organization and that productivity of the employees was considered to be a function only of physical conditions of work and money wages paid to them (Elton, 1948).

From the human resources perspective manager, should not induce workers to comply with their objectives by bribing them huge wages as in traditional models, nor manipulate them through some kind of sympathetic treatment as in human relations model rather managers should create atmospheric responsibilities for achievement organizational and individual objectives.

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The need for motivation

Since managing involves the creation and maintenance of an environment for the performance of individuals working together in groups towards the accomplishment of a common objective;

It is obvious that a manager cannot do the job without knowing what really motivates people.

The necessity of building motivating factors into organizational roles, the staffing of these roles and the entire process of directing and leading people must be built on knowledge of motivation.

Motivation serves as unification factor where managers and workers come together under a working agreement for the achievement of a common goal and satisfaction of employees needs, wants, aspiration, expectation, and anticipation. Stoner (1982), viewed motivation as that which sustains channels and maintain people's behavior as always being an important and puzzling subject to managers. It is important because managers by definition work with or through people. They need some understanding of why people behave the way they do, as to be able to understand and control their behaviours.

Research Methodology

This section presents the research design which covers a description of different aspects or the parts of the study. It clearly states how the aspects of the study concern with each other and provides justification for the chosen direct of the study. This study is a descriptive research and hence adopts the quasi experimental research design since according to Baridam (2001) quasi-experimental research is used in studies that are descriptive and in situations where the researcher has no control over the study variables, subjects and study settings. Specifically, the cross-sectional survey will be utilized for this study. The cross-sectional survey is a process whereby standardized information is collected from a representative sample of a particular group or population.

Data Analysis Technique

Descriptive statistics such as frequencies and simple percentages were used for the analysis of the demographic data and the research questions while hypotheses testing were carried out through the use of Spearman Rank Correlation Coefficient. SPSS Statistical Package for Social Sciences 21.0 was used for data analyses. The hypotheses were tested at 5% level of significance.

The research population for a particular study is the total number of cases that will constitute the whole from which a sample is taken and could either be humans, organizations or inaminimate things (Saunders et al, 2007). There cases are the ones that have informed the research journey and so the researcher is interested in findings out something about them (Celine, 2019). The population of this study is the 115 employees of manufacturing firms in Nigeria. In the determination of sample size, there is the need for sample to adequately reflect the population from where it will be derived. For the purpose of sampling size to be drawn from the population

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of 235 employees of the manufacturing firms in Nigeria. However, the sample size used for the study was determined at a five percent (5%) level of confidence using the Taro-Yamene's (1967) formula. Yamane formula is mathematically expressed as follows:

$$n = \frac{N}{1 + N * (e)^2}$$

Where:

n = the sample size

N = the population size

1 = theoretical constant

e = the acceptable sampling error

** 95% confidence level and p = 0.05 are assumed*

Thus:

$$n = \frac{235}{1 + 235 * (0.05)^2}$$

$$n = \frac{235}{1 + 235 * (0.0025)}$$

$$n = \frac{235}{1 + 0.5875}$$

$$n = \frac{235}{1.5875}$$

$$n = 148.0315$$

Thus, the sample size was approximated to be 148. The simple random sampling method was therefore used in selecting the 148 respondents from the total population of 235. This means that each of the 148 respondents has an equal chance of being part of the 148 selected respondents.

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Table 1.Response rate of questionnaire administered

Particulars	**Number of questionnaire**	**Percentage %**
Number administered	74	100
Number of questionnaire returned	72	97.3
Number of questionnaire not retrieved	2	2.7
Number of invalid questionnaire	1	1.4
Number of valid questionnaire	71	95.9

Source: Researcher's Field Survey, 2020

A total number of 74 copies of questionnaire were distributed to employees of manufacturing firms in Nigeria. Some copies of the questionnaire distributed were returned while some were not. Table 1 reveals that 71 (95.9%) of the questionnaires administered were duly completed, returned and valid. This implies a high rate of response for the study purpose.

Hypotheses Testing

Three research hypotheses are started to test the relationship between motivation and employee productivity, and it is the premise of this hypotheses that the entire work is anchored. In this section, these hypotheses are subjected to empirical testing. According to Melvin (2018) to test a hypothesis, it has to be stated in both Null and Alternative forms. The rejection of the null means the acceptance of the alternative form. The hypotheses were tested for significance using Spearman Rank Correlation. In Spearman Rank Correlation, a correlation coefficient of zero ($r=0.0$) indicates the absence of a linear relationship and a correlation coefficients of $r=+1.0$ and $r=-1.0$ indicate perfect linear relationship. Also, a correlation coefficient of $r>0.50$ indicates strong degree of linear relationship while a correlation coefficient $r<0.50$ indicates weak degree of linear relationship.

However, the decision rule for accepting or rejecting any of our hypotheses is stated as:

1. Reject the null hypothesis (H_0) at 5 percent level of significance if the significant value (P-value) is less than 0.05.
2. Accept the null hypothesis (H_0) at 5 percent level of significance if the significant value (P-value) is greater than 0.05.

Test of Hypothesis One

H_{01}: There is no significant relationship between improved salary and productivity.

H_{A1}: There is significant relationship between improved salary and productivity.

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Table 2.Spearman rank correlation of improved salary and efficiency

			Improved salary	Productivity
Spearman's rho	Improved salary	Correlation Coefficient	1.000	.384**
		Sig. (2-tailed)	.	.410
		N	140	140
	Productivity	Correlation Coefficient	.384**	1.000
		Sig. (2-tailed)	.410	.
		N	140	140

**Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2020, SPSS 21 Output

Decision

Table 2 above reveals a spearman ranking correlation coefficient of 0.384 and probability value of 0.410. This result shows that there is a weak positive relationship between improved salary and productivity. Also, since the significant value (P-value) of 0.410 is greater than 0.05, we therefore accept the null hypothesis one (H_{01}) and reject the alternate hypothesis one (H_{A1}). The conclusion is that there is no significant relationship between improved salary and productivity.

Test of Hypothesis Two

H_{02}: There is no significant relationship between improved salary and improved technology.

H_{A2}: There is significant relationship between improved salary and improved technology.

Table 3.Spearman rank correlation of improved salary and improved salary technology

			Improved salary	Improved Technology
Spearman's rho	Improved salary	Correlation Coefficient	1.000	.211**
		Sig. (2-tailed)	.	.122
		N	140	140
	Improved Technology	Correlation Coefficient	.211**	1.000
		Sig. (2-tailed)	.122	.
		N	140	140

**Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2020, SPSS 21 Output

Decision

Table 3 above reveals a spearman ranking correlation coefficient of 0.211 and probability value of 0.122. This result indicates that there is a weak positive relationship between improved salary and improved technology. Also, since the significant value (P-value) of 0.122 is greater than 0.05, we therefore accept the null hypothesis two (H_{02}) and reject the alternate hypothesis two

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(H_{A2}). The conclusion is that there is no significant relationship between improved salary and improved technology.

Test of Hypothesis Three

H_{03}: There is no significant relationship between improved salary and efficiency.

H_{A3}: There is significant relationship between improved salary and efficiency.

Table 4.Spearman rank correlation of improved salary and productivity

			Improved Salary	**Efficiency**
Spearman's rho	Improved salary	Correlation Coefficient	1.000	.378**
		Sig. (2-tailed)	.	.207
		N	140	140
	Efficiency	Correlation Coefficient	.378**	1.000
		Sig. (2-tailed)	.207	.
		N	140	140

**Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2020, SPSS 21 Output

Decision

Table 4 above reveals a spearman ranking correlation coefficient of 0.378 and probability value of 0.207. With a result which indicates that there is a weak positive relationship between improved salary and efficiency. Also, since the significant value (P-value) of 0.207 is greater than 0.05, we therefore accept the null hypothesis three (H_{03}) and reject alternate hypothesis three (H_{A3}). The conclusion is that there is no significant relationship between improved salary and efficiency.

Summary

The study examined the relationship between motivation and employee productivity in the manufacturing firms in Nigeria. The study employed quasi-experimental design while simple random sampling technique was also used to select the respondents. Improved salary, employee participation and employee status were used as the dimensions of motivation while employee productivity was measured by market share, improved technology and efficiency. The major instrument used for data collection was self-administered questionnaire. Also, the study sampled one hundred and forty eight (148) respondents while one hundred and forty (140) valid questionnaires were returned and used for the analysis. The study made use of Spearman Rank Correlation to test the hypotheses formulated in chapter one. Statistical procedure such as descriptive statistics, in terms of frequencies and simple percentages were used to analyze personal data of the respondents and research questions. Data analysis was facilitated by

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Statistical Package for Social Sciences (SPSS) 21.0 version. The findings emanating from the study are summarized as follow:

i. There is a weak positive and insignificant relationship between improved salary and productivity.
ii. There is a weak positive and insignificant relationship between improved salary and improved technology.
iii. There is a weak positive and insignificant relationship between good salary and active workforce.

Conclusions

The study was aimed at establishing an empirical relationship between motivation and employee productivity. The results obtained from the data analyzed showed that motivation has significant relationship with employee productivity. In order words, the more motivated workers are, the better their performance in the workplace. It is then obvious from the analysis that motivation activities are one key way to maintain improved performance in every organization. Therefore, it is clear that workers performance of any sort is a major function of incentive and motivation obtained from the organization and which thereby improve and increase level of performance. It can be therefore be inferred that employee motivation matters a lot and should be a matter of importance to management of manufacturing firms in Nigeria.

Recommendations

Based on the findings and conclusion the following recommendations are made:

i. An enhanced remuneration schemes should be introduce by management, extra facilities, and extra benefits to their employees to increase job satisfaction that will increase and improve their effectiveness, efficiency and productivity.
ii. In order to enhance market share and retain an enhanced motivated workforce, focus should be shifted on how well the employees' are motivated and at what bases, to enhance employee job satisfaction through involvement in decision making, promotion, improved job pay and better working condition.
iii. Attention should be paid on what level of motivation is needed by the workforce so as to direct managerial focus. This can be based on the concept of expectancy which stipulates that motivation will be enhanced when employees' knows that there inputs would be rewarded.

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