

## ***Motivation Strategies and Workers' Job Performance in Selected Companies in Calabar Municipality of Cross River State, Nigeria***

**<sup>1</sup>Godwin B. Ushie, Ph.D**  
[\*godwinushie101@gmail.com\*](mailto:godwinushie101@gmail.com)

**<sup>1</sup>Glory Emmanuel Edoho, Ph.D**  
[\*gloryedoho80@gmail.com\*](mailto:gloryedoho80@gmail.com)

**<sup>1</sup>Augustine Akomaye Abuokwen**  
[\*augustineabuokwen@gmail.com\*](mailto:augustineabuokwen@gmail.com)

**<sup>1</sup>E. A. Adigeb**  
[\*Adigebemmy2017@gmail.com\*](mailto:Adigebemmy2017@gmail.com)

<sup>1</sup>*Department of Continuing Education and Development Studies*  
*University of Calabar, Calabar*

---

### **Abstract**

*The study examines motivation strategies and workers' job performance in selected companies in Calabar Municipality of Cross River State, Nigeria. To achieve the purpose of the study, two research questions were posed and converted into two null hypotheses to guide the study. Correlational research design was used for the study. The population of the study comprised of 8,431 company workers in the study area. The sample of the study is 160 company workers chosen from selected companies using simple random sampling technique. The instrument used for data collection was a four point rating scale questionnaire with 20 items titled "Motivation Strategies and Workers Job Performance Questionnaire." The instrument was validated by three experts. The hypotheses were tested using Pearson Product Moment Correlation. The result of the analysis showed, among others, that verbal reinforcement and prompt payment of salaries had significant relationship with workers' job performance in the study area. Based on the findings, it was recommended, among others, that workers' salaries, leave grant and other financial benefits should be paid regularly to motivate the workers to perform optimally.*

**Keywords:** motivation, strategies, workers, performance, companies

### **Introduction**

Motivation is one of the most important concepts of psychology which is very vital for managers who direct the growth of their subordinates towards worthwhile goals. The transfer of control is best supported by an organization's environment that is organized to encourage and support a continued, increasingly nature and comprehensive acceptance of responsibilities for one's own performance (Aemolobi, 2015).

In the view of Ako (2016), the concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. Ushie and Ekpenyong (2019) asserted that employees who have high work motivation keep on trying to get more promotion; since they are constantly seeking better ways to carry out their duties and responsibilities, they

will be promoted faster. These employees perform their duties in such a manner that the jobs are required to be done with relatively more effort, so they can try harder to play the role for which they are asked. Considering the importance of motivation, researchers investigated the impact of motivation and its related factors on employees' job performance in educational institutions of Sahival, Punjab and Pakistan (Iqbal et al., 2017).

Decenzo and Robbins (2018) opined that motivation is derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish set goals. In the work goal context, the psychosocial factors stimulating the people's behaviour can be desire for money, success, recognition, job-satisfaction, teamwork, and others. One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities (Akpama & Inyang, 2012). The role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages: a felt need or drive; a stimulus in which needs have to be aroused; and when needs are satisfied, the satisfaction or accomplishment of goals. Therefore, it can be said that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan (Aamodt, 2017).

Kyari (2021) asserted that job performance, in its commonest sense, refers to how well task or job-related activities are executed. It is reflective of the quality and quantity of job rendered, which is as a result of the collective effort, dexterity, competence, ingenuity and display of appropriate skills, knowledge and attitude of individual employees. In the view of Foluso and Wilfred (2021), performance is the result of work of a person or group in an organization at a particular time, which reflects how well the person or group reach the qualification of a job, in a mission of organizational goal achievement. Many factors could influence the employee's job performance such as equipment, physical work environment, meaningful work, standard operating procedures, the reward for good or bad systems, performance expectancy, feedback on performance, in addition to knowledge, skills and attitudes (Stup, 2003).

The performance of workers has become important due to the increased concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This poor remuneration could cause many workers to change their attitude toward their job. This becomes a critical concern and is very important to identify problems that are obtained in industrial settings due to the nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. A very few organizations believe that the human personnel and employees of any organization are its main assets, which can lead them to success or if not focused well, to decline. Unless and until the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organizations can progress or achieve success. Appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity (Iqbal et al., 2017).

Ushie and Ekpenyong (2019) carried out a study on collective bargaining as an instrument of conflict management and workers' productivity in companies in Cross River State, Nigeria. The study found that collective bargaining significantly influenced workers'

productivity in companies under study and productivity is one of the indices of job performance. Also, one way to motivate employees is to give them opportunity to bargain freely in a roundtable with the employer to improve their working conditions.

The issue of motivation has been seen as a frequent factor that has been associated with workers' job performance. It has been observed over the years by professionals, including non-professionals (administrative) staff working in different industries in Cross River State, Nigeria, that ineffectiveness among workers under investigation could manifest as a result of inadequate remuneration and others, lack of verbal reinforcements for staff, late payment of salaries, lack of good welfare packages as well as in-service training.

Therefore, it is imperative to investigate these problems to gain an understanding of how workers' motivation relates with their job performance. This has prompted the researchers to investigate the extent to which workers' motivation relates to job performance in companies in Calabar Municipality of Cross River State, Nigeria.

### **Research question**

The following research questions were posed to direct the study:

- i. To what extent does verbal reinforcement relate with workers' job performance.
- ii. How far does prompt payment of salaries relate with workers' job performance.

### **Hypotheses**

Two research hypotheses were formulated to guide the study:

**Ho1:** There is no significant relationship between verbal reinforcement and job performance of workers.

**Ho2:** Prompt payment of salaries does not significantly relate with job performance of workers.

### **Methodology**

The research design adopted for this study was correlational research design. The study was carried out in Calabar Municipality of Cross River State. The population of the study comprised 8,431 company workers in Calabar Municipality of Cross River State. The sampling technique used for this study is the simple random sampling. A sample size of 160 was used for the study.

The instrument for data collection was a questionnaire titled; "Workers Motivation and Job Performance Questionnaire". The questionnaire comprised two sections, A and B. Section A was designed to collect demographic data, while section B had 20 items. Section B was sub-divided into two parts; part 1 contained items on how motivation relates to job performance of workers in companies in the study area. Part 2 was used to collect information on the indices of job performance. Each item on the questionnaire required the respondents to express their opinion under Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The scoring of the instrument was 4 points, 3 points, 2 points and 1 point respectively. The instrument was validated by three experts. The reliability of the instruments was established using split half method. The reliability coefficients were determined using Pearson Product Moment Correlation analysis. The instrument had reliability coefficients ranging from 0.77 to 0.98.

The researchers visited the companies and administered the instrument to the company workers, with the help of four trained research assistants. The data obtained from the administered instrument were analyzed using Pearson Product Moment Correlation Coefficient. The hypotheses were tested at 0.5 level of significance. Decision rule for the test of hypotheses was to reject the hypothesis when the calculated r-value is greater than the critical r-value, otherwise the hypotheses should be accepted.

**Presentation of results**

**Ho1:** There is no significant relationship between verbal reinforcement and job performance of workers.

**Table 1:** Pearson Product Moment Correlation of the relationship between verbal reinforcement and workers' job performance (N = 160)

<b>Variables</b>	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	<b>r-value</b>
Verbal reinforcement	2811	4765	68172	0.60*
Workers' job performance	2534	4685		

\* Significant at .05 level, critical r = .159, df = 158

From table 1, the calculated r-value of 0.60 is greater than the critical r-value of .195 required for significance at 0.05 level of significance with 158 degree of freedom. This means that there is a significant relationship between verbal reinforcement and workers' job performance. Hence the null hypothesis was rejected at .05 level of significance.

**Ho2:** Prompt payment of salaries does not significantly relate with workers' job performance.

**Table 2:** Pearson Product Moment Correlation of the relationship between prompt payment of salaries and workers' job performance (N = 160)

<b>Variables</b>	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	<b>r-value</b>
Prompt payment of salaries	2779	4689	65907	0.53*
Workers' job performance	2534	4685		

\* Significant at .05 level, critical r = .159, df = 158

From table 2, the calculated r-value of 0.53 is greater than the critical r-value of .159 required for significance at 0.05 level of significance with 158 degree of freedom. This means that prompt payment of salaries significantly relates with workers' job performance. Hence the null hypothesis was rejected at 0.05 level of significance.

### **Discussion of the findings**

The first finding indicated that there is a significant relationship between verbal reinforcement and workers' job performance. This finding is in line with the views of Aemolobi (2015) who posited that monetary benefits do not enhance instructional effectiveness, but rather in situations where a person's character and self-confidence are often measured by the size of his or her income, motivation itself is not related to money but it is believed that it could enhance instructional effectiveness to better job performance. Ako (2016) would not accept financial rewards as a motivating factor; the researcher believes that indeed, money serves to stimulate job satisfaction and that the satisfaction so derived will be extended to instructional effectiveness, but that in most cases verbal reinforcement would always suffice. Ushie and Ekpenyong (2019) posited that collective bargaining significantly influence workers' productivity in companies in Cross River State and productivity is one of the indices of job performance. Moreso, one way to motivate employees (workers) is to give them opportunity to bargain freely in a roundtable with the employer (management) to improve their working conditions.

On the contrary, Decenzo and Robbins (2018) opined that money acquires much importance and recognition as a result of its perceived possibility of being an instrument for obtaining other desired outcomes. This might be true because staff will feel very satisfied in their job if their salaries will easily buy cars, build houses, send their children to high fee-paying schools and by so doing become recognized as "having arrived"; this is true because the importance of money as a motivator and as a factor of job satisfaction in this part of the world cannot be over-emphasized.

The result of the second hypothesis tested revealed that prompt payment of salaries has significant relationship with workers' job performance. This finding is in consonance with Akpama and Inyang (2012) who posited that for any organization to attract and maintain a workforce, it must adequately pay its employees or personnel promptly. These employees' pay consideration involves the concept of "compensation" and the practice of "salaries and allowances administration". In the area of employment, financial rewards are compensation resources provided to employees in return for their services. Specifically, allowances are money paid to hourly-rated workers and casual workers. But a salary is recompense or consideration or money paid to a person at regular intervals; it is therefore a fixed compensations paid to workers on a regular basis, which may be monthly, quarterly or yearly.

Moreso, Kyari et al. (2021) noted that the provision of proper emolument could be viewed as mechanism for eliciting greater cooperation and commitment to task performance. A number of factors, such as delays in payment of salary, delay in promotion benefits, and pay cuts particularly of employees who are expecting pay increase to augment their cost of living, can have unexpected effects on performance. Explanations exist that such irregularities could damage employee morale leading to lower performances. Also in line with the findings is Foluso and Wilfred (2021), who maintained that less motivated teachers are less productive and less disposed to perform their best, despite their acquired teaching experiences in secondary schools. Drawing on equity theory, valence expectancy theory, and the two-factor theory, the authors noted that focus should also be on achieving prompt salary payment through consistent and effective salary management, thus promoting teachers' effectiveness.

### **Conclusion**

Based on the findings from this study, it was concluded that verbal reinforcement and prompt payment of salaries have a significant relationship with workers' job performance in the study area. This suggests that if employees are verbally recognized and their salaries are paid on time, it goes a long way toward improving their morale in their job.

### **Recommendations**

In the light of the findings, the following recommendations were made:

1. Training and development of staff should be given in order to build up capacity for better attitude to work and provide room for advancement and promotion.
2. Workers' salaries, leave grant and other financial benefits should be paid regularly; not until workers embark on strike actions to back up such demands before they are met.

### **References**

- Aamodt, M. (2017). *Industrial/Organizational Psychology: An Applied Approach*. Radford University Press.
- Aemolobi, K. (2015). Job satisfaction among industries workers in Nigeria. *Journal of Education Research*, 3(1), 3-5.
- Ako, G. (2016). Staff welfare problems: implications for education in the 21<sup>st</sup> century, unique research chronicle. *Journal of the University of the North, South Africa*, 2(2), 48-61.
- Akpama, A. & Inyang, B. (2022). *Personnel Management Practice in Nigeria*. Calabar: Ephraim Publishers.
- Decenzo, N. & Robbins, M. (2018). Motivation strategies and employee performance in non-profit organizations. *Journal of Economic and Management Sciences*, 1(3), 62-73.
- Foluso, P. & Wilfred, U. (2021). Influence of minimum wage and prompt salary payment on teachers' effectiveness in public secondary schools. *Problems and Perspectives in Management*, 19(1), 116-126.
- Iqbal, J., Ali, W. & Tufail, S. (2017). Effect of employee motivation on employee performance. *Journal of Business and Social Review in Emerging Economies*, 3(1), 85-100.
- Kyari, Z., Ayuba, A. & Musa, A. (2021). Effects of irregular payment of emolument on performance of non-academic staff in tertiary institutions of Borno State, Nigeria. *African Scholar Journal of Management Science and Entrepreneurship*, 20(7), 672-677.
- Stup, R. (2003). Control the factors that influence employee success. Managing the Hispanic workforce conference; Cornell University and Pennsylvania State University.
- Ushie, G. B. & Ekpenyong, V. O. (2019). Collective bargaining as an instrument of conflict management and worker's productivity in manufacturing companies in Cross River State, Nigeria. *A Journal of Contemporary Research LWATI*, 16(3), 103-112