

Work Place Motivation and Employee Productivity in the Nigerian Public Organizations: The Federal Radio Corporation of Nigeria (FRCN) Experience

Abah, E. O. (Ph.D)

Department of Public Administration, Ebonyi State University Abakaliki, Nigeria

Nwokwu, Paul M.

Department of Public Administration, Ebonyi State University Abakaliki, Nigeria

Abstract

Motivation has been variously seen overtime as the most vital tool, yet overlooked means of turning on the workers to give their best to attain organizational goals as well as achieve job satisfaction at the workplace. This paper examines the effect of workplace motivation on employee performance in the Nigerian public organizations with special attention on the South Eastern Federal Radio Corporation. To achieve the above objective, content analytical technique was adopted to carefully review works of renowned authors on the subject matter. The result of the study revealed that there exists a positive relationship between motivation and enhanced employee productivity. The study recommends that appropriate motivational techniques that could satisfy peculiar needs of the workforce should be provided.

Keywords: Motivation, Incentives, Public Organization, Employee Productivity, Organizational Goals.

Introduction

In the past few years, there has been great deal of studies carried out by eminent scholars in the area of the linking cord between employee motivation and organizational productivity. Organizations the world over are set up to attain specific objectivities and the achievement of such mandates to a large extent requires effective deployment and utilization of factors of production such as capital, land, materials, finance, labour, time, etc. Among the factors of production, labour (employee) has been generally recognized as the highly prized asset of any organization because it is the human component which plans, organizes, co-ordinates and puts other factors of production into effective use for attainment of organizational set goals. The obvious strategic position of employees in organization makes it imperative that they should be effectively and efficiently compensated for their labour (Ude and Coker, 2012). This is true because the realization of organizational goals could be effort in futility without committed efforts of employees in the workplace. It is along this sense that Drucker (1974) believes that the work of management should be to make people productive in order to attain optimum performance and compete favourably in the global stage through proper incentive schemes. Thus, labour as a factor of production deserves wages and other incentives as morale boosters for efficient performance which translates to organizational productivity. The strategy for boosting workers' morale is technically termed motivation.

Motivation has been conceived as a vital tool for turning on the workers to give their utmost best willingly and enthusiastically towards actualization of organizational goals while at the same time achieving job satisfaction. In other words, strengthening of workplace motivation is a powerful force for employees to achieve set goals. It elicits worker's full participation and commitment to ensure that success is attained in the workplace. Motivation in the words of Rainey (1993:20) is "the degree to which a person is moved or aroused to act." It is therefore, a set of psychological processes that trigger the arousal, direction and persistence of individual's behaviour towards attainment of set targets (Greenberg and Baron, 2003; Robbins and Judge, 2008). Simply put, motivation can be seen as the state or condition of being induced to act in certain profitable ways to actualize pre-determined set goals or objectives.

Overtime, workplace motivation has been extended to employees in several forms viz: good training (capacity building) policies, promotion, pay rise, personnel recognition, favourable work conditions, incentives such as bonuses, leave allowances, etc geared towards addressing the varied needs of the workforce for enhanced productivity (Adi, 2000). Thus, any manager that intends to succeed in attainment of organizational set goals must be able to incorporate the individual needs of workers into the overall organizational goals. This to a large extent elicits workers' commitment and resolve to ensure success of the organization. It is noteworthy that individual worker's needs always change and differ considerably from others and the ability of the management to apply appropriate motivational schemes to meet each worker's needs will certainly go a long way to enhance organizational performance. An employee can be sufficiently satisfied with his job when his problems, needs and aspirations are identified and possible solutions given by the management to satisfy them. These needs arise as a result of numerous responsibilities that an employee shoulders in the society which urge him to act in a certain manner geared towards satisfying them.

The search for healthy employer/employee relations has necessitated avalanche of researches in the area of motivation and its impact on productivity. It has been generally recognized that for productivity to rise and efficiency to be attained in an organization, adequate attention has to be turned to the area of motivation as a prime factor. Instructively, Campbell and Richard (1980), came up with the following assumptions about human behaviour: (1) that all human behaviour has a course which can be traced to the effect of environment; (2) that the root of human behaviour is also traceable to needs, wants and motives; (3) that human behaviour is goal oriented, people would release their effort in the direction they believe will help to satisfy their personal needs. This follows that if any organization can make the best out of the workforce, it should be interested in aligning employees' and organizational interests so that the emerging behaviour results in the attainment of employees' wants simultaneously with achievement of organizational set objectives (Edwin Flippo, 1980). This study is therefore a bold attempt to examine the effect of workplace motivation on employee productivity in public sector organizations in Nigeria with special focus on the South Eastern Federal Radio Corporation of Nigeria (FRCN), a leading communication giant in Nigeria.

Statement of the Problem

The public sector organizations are charged with the responsibility of executing the policies and programmes of government. In other words, they are expected to take steps to give effect to government policies and programmes with overall intent to address the numerous and varied needs of the masses. These government owned institutions are manned by trained personnel from various disciplines who on daily basis strive to meet the above objectives. In like manner, the Federal Radio Corporation of Nigeria is a leading media institution established for the purpose of information acquisition, dissemination and mobilization of the citizenry for social, political, economic and technological causes. The media outfit does this through provision of needed information, direction and guidance of masses by exposing them to issues of national and global importance and preparing them towards taking a firm stand on such national and global burning issues. The role of the radio stations in the current democratic dispensation in galvanizing support for government in her avowed resolve to tackle the hydra-headed monster – corruption can not be overemphasized. There is no doubt that mass media and democracy go hand in hand. A democratic society needs informed citizenry and the Federal Radio Corporation of Nigeria (FRCN) is one of the leading channels for doing so. The radio giant has workers (journalists, artistes, etc) under its pay roll. These media workers have peculiar needs that spur them to take up the paid employment. It has to be pointed out that the media workers pass through difficult situations to gather vital information for onward dissemination to the public. For instance, in giving coverage to government programmes, they in most cases put extra time and effort to achieve maximum results. The peculiar nature of their work gave rise to institution of a special allowance known as “weighing allowance” as part of their incentive packages. This allowance is to compensate them for excessive time and effort put in ensuring adequate coverage of government activities. Nevertheless, it is regrettable that these public servants are oftentimes neglected in matters affecting their welfare and morale. It has become customary in Nigeria for newly elected executives especially state governors to bounce on the workers immediately after their inauguration through non payment of their monthly salaries and reduction in their salary structure based on frivolous reasons. Sometimes, the peculiar allowances of public servants are withdrawn on grounds of poor economic situations. Under this ugly condition workers tend to wonder why such terrible treatment should be extended to them as they have remained key aspect of government. Consequently, there has been poor attitude to work as many public servants play truancy in the workplace and few patriotic workers perform their functions grudgingly. It is no longer news that public servants in Nigeria usually proceed on strike to press home their demands for improved salaries, improvement in their conditions of service, provision of working tools, institution of capacity building programmes among others. Apparently, the media workers are not an exception.

The unpalatable situation of the welfare schemes of public sector workers may be attributable to many factors but the most prominent and pervasive one seems to be careless neglect or failure to appreciate the important role of motivation in arousing workers' interest in their jobs as well as ensuring their sustained commitment to work for organizational productivity.

Objectives of the Study

The main objective of this study is to examine the effective workplace motivation on employee productivity with South Eastern FRCN as a point of reference. Specifically, the following are the objectives that the study sought to achieve:

1. To identify factors that motivate staff of FRCN in the South Eastern Nigeria.
2. To find out the strengths of the motivating factors in enhancing job satisfaction among employees of FRCN in the South Eastern Nigeria.
3. To examine the relationship between motivation and productivity in the FRCN South Eastern Nigeria.

Scope and limitations of the Study

The study fully examined the effect of workplace motivation on worker's productivity in public sector organizations in Nigeria, using South Eastern Federal Radio Corporation of Nigeria (FRCN) stations in Abia, Enugu and Ebonyi as the case. Areas to be covered by the study include: the relationship between motivation and productivity; strategies to induce motivation among public personnel of the institution; challenges and prospects of implementing motivational techniques in Nigerian public sector.

Among the constraints encountered in the course of the study were: poor cooperation on the part of staff to give essential information on how motivation was carried out in the organization for fear of divulging official secrets; inadequate funds equally posed a serious challenge as we lacked sufficient funds to travel far and wide to gather relevant data for the study, etc. Despite the challenges, we made bold attempt to ensure that we carried out a cutting edge research capable of providing remedy to issues relating to motivation in public sector organizations especially in the FRCN.

Conceptual Analysis

Concept of Motivation

Motivation is a common concept covering all the factors that initiate, direct, and organize the behaviour of the individual and determine the intensity and persistence of that behaviour towards goal attainment. The term motivation is derived from the Latin word 'movere' which means "to move". For instance, those factors such as abilities, skills, pay, praise, promotion, etc that 'trigger' workers to put more sustained effort for achievement of both individual and organizational goals are motivational factors/techniques. Motivation is a very complex and fluid concept. Adams and Jacobson (1964), posits that motivation has to do with available conditions that are responsible for changes in the magnitude, quality and direction of behaviour. To Atkenson (1957), motivation is the immediate influences on the direction, vigour and persistence action. Baron (1991), stated that motivation is the internal processes that activates, guides and maintains behaviour (especially goal directed behaviour). Nwizu (1997), agreed with this statement observing that people have a variety of physical, social and physiological needs and satisfying these needs become their personal goal. Anwar et al (2012), described motivation as the state or condition of being induced to do something. A more limited and precise definition is that motivation is a process governing choice, made by persons or lower organizations, among alternative forms of voluntary activities (Vroom 1960). It focuses on the whys of behavioural patterns chosen by individuals to achieve an objective. Buchanan and Hueznski (2004), defined motivation as the cognitive decision making process through which goal directed behaviour is initiated, energised and maintained. Managers who are concerned with productivity should understand that there is a linking cord between motivation and job satisfaction and better performance. There is no gain saying the fact that adequately motivated employees work conscientiously to render effective service for optimum performance. Productivity is achieved through excellence and excellence is gained by having an organization of highly motivated individuals (Nwizu 2008).

Motivation starts with need deficiency – a realization that an individual or a worker has some unsatisfied needs and aspirations which he or she intends to meet. This need deficiency creates tension in the worker and urges him to act in certain manner towards the satisfaction of those needs. The achievement of the desired needs and aspirations gives the individual a sense of fulfilment or satisfaction which translates to high performance and productivity. This explains why individuals adopt several behavioural patterns at different periods in the workplace.

Employee Productivity

This concept has attracted several definitions from several scholars reflecting their academic and social milieu. Be that as it may, it is concerned with proper deployment and utilization of organizational resources (labour, material, finance, technology, time, etc.) to attain pre-determined set objectives. In economics, productivity is the ratio of what is produced to what is required to produce. It is this perspective that fabricant (1969), conceives productivity as the comparison between the quantity of goods and services produced and the quantity of resources employed in churning out those goods and services. Mathis and John (2003) cited in Kamau (2011:5), agree with the statement by saying that "productivity is a measure of the quantity and quality of work done, considering the cost of the resources used". The above economic view about productivity presents somewhat difficulty especially when service organizations are considered such as the Federal Radio Corporation of Nigeria.

In view of the limitations of the above definitions, a search for a more encompassing explanation of the concept becomes imperative. Mali (1998) cited in Omeje (2011), defines productivity as the measure of how well resources are being brought in their right mix to attain organizational set goals. Similarly, Akerele (1991:50), argues that productivity is "the measure of how well a nation's resources are utilized for accomplishing a set of results ... reaching the highest level of performance with the least expenditure of resources." Aka (1983), sees productivity as a measure of overall productive efficiency, effectiveness and performance of individual organization. From the above, we can safely argue that productivity is the extent to which resources at the disposal

of any organization are properly deployed towards attainment of organizational objectives. Etzioni (1964), defines organizational goals as the desired state of affairs which an organization as a collectivity attempts to realize. In this study, we can perceive productivity as the allocation and effective utilization of available resources at the reach of public sector organization for effective and efficient public service delivery.

Theoretical Explications

Motivation theories x-ray the process of motivation. It makes clarification on why people exhibit certain peculiar behaviours as it concerns performance and directions they choose to take. It outlines the steps organizations can take to move employees to make contributions in order to achieve organization's goal as well as satisfy their individual needs. The study is anchored on the tenets of the Two-Factor Theory propounded by Frederick Herzberg in the late 1950s and early 1960s. Herzberg conducted a study on 203 accountants and engineers in Pittsburgh by interviewing them to ascertain factors that encourage workers' satisfaction (motivation) and those factors which bring about job dissatisfaction. In other words, his interest was to find out those elements within and around the work (job) that could either trigger satisfaction (motivation) among the workforce or make workers dissatisfied (unmotivated) in their jobs. Thus, the responses from the interview sessions were collated and subjected to content analysis. The results revealed that job satisfaction was associated with achievement, recognition, characteristics of the work, responsibility and advancement whereas job dissatisfaction was often associated with working conditions, pay and security, company policies, supervision and interpersonal relationship (Onah, 2008). The above results gave rise to Herzberg's Two-Factor Theory. From the two factors, we could see that workers' satisfaction emanate from motivating factors (achievement, recognition, responsibility, advancement and growth) while work dissatisfaction is a function of hygiene factors (pay and security, working conditions, interpersonal relationships, company policy, supervision).

It is noteworthy that motivating factors are related to the actual job content (intrinsic) while hygiene factors are not related to the actual work but to the job environment (extrinsic). Moreso, the hygiene factors are the lower level needs of the workforce while the motivating factors are high-level needs of workers which in the main corresponded with Maslow's lower-level needs and higher-level needs of workers in his Hierarchy of Needs Theory. Herzberg argued that elimination of factors that encourage dissatisfaction can only succeed in removing the cause of dissatisfaction but could not lead to motivation (neutral). To Ugoo, Anazodo and Okoye (2004), the removal of hygiene factors could only placate the workforce but not necessarily motivation. For instance, a hygiene factor could be a temperature in a factory that is not air-conditioned. Installing functional air-conditioners will certainly remove job dissatisfaction but can not spur factory workers' motivation nor make them greatly satisfied with their work (Onah, 2008). However, job satisfaction/motivation could be achieved among the workforce through job enrichment and enlargement. In other words, workers must be given more control over their work. Also, instead of repeating a single task over and over, a worker might join with other workers in a team where there is ample opportunity for an individual worker to perform several tasks.

Drawing from the above analysis, the managers of the Federal Radio Corporation South Eastern Nigeria should appreciate the fact that workers under them have two main levels of needs – hygiene factors and motivating factors. Consequently, the management should make concerted effort to first of all eliminate dissatisfaction by ensuring that working conditions, pay levels, company policies, supervision are reasonable and generally acceptable. Furthermore, they should concentrate more on spurring worker's motivation and satisfaction through provision of opportunities for achievements, recognition, responsibility and personal growth. This, if appropriately done, could enable the media organization to sustain the landmark feats (Radio Station of the Year, 2015 and other accolades), which it has recorded overtime through maintenance of highly satisfied and motivated workforce.

Review of Related Literature

Empirical review

A study by Ude and Coker (2012) on Employee Motivation and Productivity in Organizations in Nigeria: Analytical Linkages examined the impact of incentive scheme on employee motivation and productivity. The results showed that incentive schemes have high significant linkages with employee motivation and productivity in the public sector organization in Nigeria.

Nwokwu (2015), conducted an empirical study on the Role of Motivation in Enhancing Productivity in Nigeria Civil Service with focus on Ebonyi State Civil Service System. Specifically, the study sought to measure the extent to which pay package, regular pay package and capacity building enhance productivity in the public sector. The research was based on Herzberg two-factor theory of motivation. The study covered 16 ministries and 20 extra ministry departments of the Ebonyi State Civil Service. A descriptive survey design was adopted with a sample of 365 drawn from the total population of the state civil service. The formulated hypotheses were analyzed using Pearson Product Moment Co-efficient. The findings of the study revealed that there is a positive correlation between promotion of civil servants and increased productivity in Ebonyi State civil service. That there exists a strong relationship between capacity building and increased productivity. The study recommended that

government should institute capacity building programmes to empower the workers skill-wise as well as pay adequate attention on the welfare of the workforce to boost their performance at the workplace.

Syed, Anker Jamali and Shakh (2012) examined the views of junior and senior staff of Raw Materials Research and Development Council (RMRDC), Nigeria concerning motivation as a tool for enhancing productivity. The main objective was to investigate how employees would be motivated so as to achieve organizational goals. The survey results revealed that 20 (39.3%) of the respondents were satisfied with their job, while majority of them 40 (50.6%) were unsatisfied. Perception of respondents on the motivational factor which actually motivate them to do their best to enhance productivity, findings show 20 (30%) prefer job security 16 (24.2%) prefer salary as factors that could motivate employees to perform their duties. The study recommends that appropriate managerial action must therefore be taken by the organization to motivate the workforce.

Onwe, Abah and Nwokwu (2015), conducted a study on "Motivation as a Veritable Tool for Effective Leadership in the Nigerian Health Sector". The study examined the place of motivation in enhancing effective leadership in the Nigerian health sector. The study adopted content analytical method to review the works of concerned scholars on the subject matter. Interviews were granted by some health workers. The findings of the study showed that the anomalies noticeable in the sector is as a result of ineffective leadership bereaved of innovative motivational ideas to direct the behaviour of health personnel to goal directed actions to improve the health conditions of Nigerian citizens. The study advocated the introduction of modern motivation tools to stimulate the employees as it has the potency to reduce protracted conflicts in the sector. This, to a large extent, will certainly enhance employees' job satisfaction and productivity.

Conceptual and Theoretical Review

Employee Motivation

Man as a total being, has many dimensions of thinking and behaving (Nwizu 1997). He joins an organization to satisfy or meet his needs and aspirations. To Akwara et al (2014), man's needs arises due mainly to the fact that he has a lot of responsibilities not only to himself but also to his fellows and society as he interacts with his environment. Maslow (1954), in his theory of human motivation, asserts that the needs of man are arranged in a priority order with most basic needs coming first before others. Thus, Maslow maintained that the lower level needs include- physiological and safety needs, while higher level needs consist of need for affection, self esteem and self actualisation.

Maslow's theory clearly shows that an individual's motivation to work depends on the urgency of his needs and the extent to which his needs are fulfilled through the organization in which he works. Maslow's ideas influenced many humanist and behavioural scientists such as David McClelland, Frederick Herzberg, V. H. Vroom and other renowned scholars. To Herzberg, five factors are strong determinants of job satisfaction and motivation which include: achievement, recognition, the attraction of the work itself, responsibility and advancement.

From a manager's perspective, a person who is motivated works hard, sustains a pace of hard work, and has self directed behaviour toward important goals (Ude and Coker 2012). The bottom line of motivation is that it propels individuals to achieve organizational goals in order to satisfy some personal needs. Achievement of both organizational and personal goals and objectives give the employees a sense of accomplishment or satisfaction (fulfilment) which stimulates performance and higher productivity.

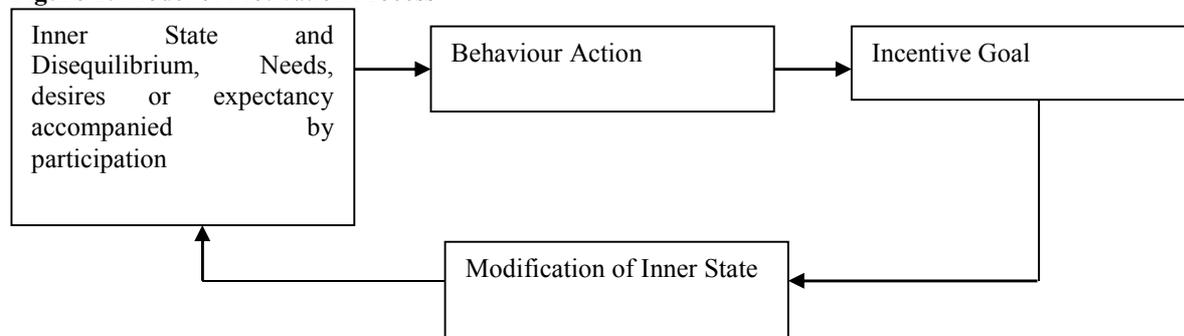
Motivation is generally perceived as conditions that boost performance and directs behaviour towards accomplishing some defined targets. Motivation is the best strategy for stimulating the interest of employees to do their best, perform most challenging jobs at acceptable level and to retain them in the organization. To Luthans (1998), motivation is the process that arouses, energizes, directs and sustains behaviour and performance. The organization as a whole can provide the context within which high levels of motivation can be achieved by providing incentives and rewards, satisfying conducive work environment, opportunities for achievement, recognition, training, growth and development. Invariably, managers on whose shoulders management lies have to develop necessary skills, to make people perform optimally by deploying motivational tools available in the organization to secure workers' commitment to organizational goals.

It is important to note from the foregoing that motivation starts with the concept of need deficiency and goal directed behaviour. It is in line with this that Onah (2008), opined that motivational processes begin with need. He went further to define "need" as anything that an individual requires or wants. Whenever, an individual experiences need deficiency, it usually stimulates him/her to have intense feelings and behavioural changes. In that regard, Moorhead and Griffin (1995), stated that if a person has not achieved the standard of living that he or she wants, this need deficiency may certainly stimulate action on his/her part so as to attain the desired state of living.

The next crucial step is the choice of goal directed behaviour. For instance, if one is faced with more than one need deficiency, he must choose most effective goal oriented behaviour that is capable of addressing his most pressing need. According to Onah (2008), at the end, the individual should evaluate the extent to which the achieved outcomes satisfied his original need deficiency.

Furthermore, motivation is an individual phenomenon in that each person has different drives, motives, values, needs, expectations, and goals. An effective manager is one who recognizes individual differences in workers' needs, drives and should not make the costly mistake of assuming that what satisfies/motivates him will certainly go down well with his subordinates. To that extent, managers should always be on the look to spot out individual needs, aspirations, yearnings, drives and goals of the workforce with a view to addressing them. It is worth pointing out that it is usually difficult to pin down numerous needs of individual workers but through careful observations and interactions with subordinates, managers will certainly succeed in that regard.

Figure 1: Model of Motivation Process



Source: Steers and Porter (1976:103)

The above model indicates that individuals have desired needs within themselves which stimulate the desire for aspired behaviour geared towards meeting those needs or aspiration. A feedback is needed to ascertain the extent to which chosen behaviour has achieved the desired goals or whether there is need for adjustment in the inner state an individual.

Types of employee motivation

There are two types of motivation originally identified by Herzberg et al (1957).

- Intrinsic motivation: This is the motives or forces within a person that move him/her to act in a certain manner. They are self induced factors that make you behave or move in a particular direction. To Ryan and Deci (2000), intrinsic motivation is most important and pervasive motivation as it is the natural motivation through which individuals develop cognitive, social and physical abilities. These factors include responsibility (feeling that work is important and one assumes control over the job), autonomy (freedom to act) scope to use and develop skills and abilities, interesting and challenging works and opportunities for advancement.
- Extrinsic motivation: This represents efforts to motivate other people at workplace. It is worthy of note that this kind of motivation does not emanate from within the individual; they are given by others. To Yair (2011), extrinsic motivation means desires to meet needs or goals that are not related to the work itself. These include rewards, such as increased pay, praise or promotion, punishment such as disciplinary action, withholding pay or allowance. It must be noted that the effect of extrinsic motivation does not last long unlike intrinsic motivation which is concerned with quality of working life and is likely to have a far reaching, deep touch and longer effect because it comes from within and not by external influence.

To succeed in management, it is necessary to have clear understanding of both process and strategies of motivation.

Strategies for Motivating Workers in the Public Sector Organizations

The best strategy for achieving success in the public sector organization is the application of motivation. Theories of motivation as espoused by scholars and successfully applied by organizational managers point to that direction. Tella et el (2007) harped on direct recognition of needs of employees, he emphasised that the ultimate test of organizational success is its ability to create values sufficient to compensate staff for the burden imposed upon energy contributed. The comprehensive strategies for motivating workforce especially in government owned institutions in Nigeria are as follows:

Enhanced compensations – Compensations are rewards (financial) that workers get from their employers/workplaces in exchange for their physical and mental efforts. To Ugoo, et al (2004:342), “compensation is the monetary return paid by enterprise for the work done by an employee”. The organization should develop a

compensation plan (pay structure) which should include basic pay, incentives and other allowances and communicate same to the workers to elicit their commitment and dedication to duty. There are identifiable types of compensation: Wages – are paid on hourly basis; Salaries are paid on monthly basis; allowances and incentives are a special pay package which is predicated on the level of performance of workers. Others include fringe benefits, overhead allowance, good pension scheme. Akwara et al (2014), asserts that money is a very important and powerful motivational strategy that would make workers put in their best for attainment of organizational set targets. Money has a characteristic of significantly acting as a stimulant that moves workers towards higher performance, commitment and ultimately satisfaction in Nigeria. Benjoko (1996) stated that many managers use money to punish or reward staff. Most workers often work hard to be promoted since such achievement could earn him/her higher pay.

Staff development – Staff training is an indispensable tool for motivating employed staff. Training should be encouraged among staff through seminars, workshops, conferences, on-the-job training, refresher courses, etc, to inculcate in the workforce work oriented attitude and aptitude. It is argued that training opens doors for self improvement and development to meet current and future skill demands.

Free Communication Flow - workers should be constantly placed on the know on policy directions and programmes of the organization. Unnecessary bureaucratic bottleneck as it concerns withholding of vital organizational information from some concerned staff should be avoided in keeping with SERVICOM charter. It is no longer news that organizational politics which leads to hoarding of important information from certain groups of workers simply because they are not networked with power blocks in the organization should be eschew as that development breeds erosion of morale among secluded staff. Information is vital because knowledge is generally perceived as power.

Cutting Edge ICT Tools to be Introduced - One way managers can stimulate motivation is through introduction of information and communication gadgets in the workplace. ICT equipment to a large extent will certainly boost workers' morale as they now have better equipment to perform their day-to-day functions.

Conducive Working environment - The workers should be given healthy and conducive working environment for efficiency and effectiveness to thrive. This entails provision of befitting office accommodations with good furnishing for the purpose of staying put in the offices even after the closure of work. It has been identified long ago that some workers usually close for the day's job before time simply because their offices are not conducive while staff provided with befitting offices stay longer in the workplace with attendant improvement in productivity. Workers should be properly enlightened on precautionary issues so as to reduce to the barest minimum occupational hazards.

Promotion – Promotion is the process of elevating a staff from lower position with lower responsibilities and lesser pay to higher position with greater responsibilities and higher pay. In public sector organization seniority and merit are main criteria for determination of a given worker's promotion. Promotion has been seen as a veritable strategy to boost workers morale as it gives workers opportunities to climb to the zenith of their careers. Every staff dreams to become a high ranking staff some day in his workplace.

Positive Reinforcement – Skinner (1969) posited that individuals could be motivated by properly designing their work environment as well as praising their performance and that punishment for performance produces negative results (Koontz, O'Donnell and Weihrich, 1983). To that extent, workers always desire to be appreciated or validated so that they see that their services worth something in the organization. Validation does not come in monetary terms. A simple "thank you so much" can go a long way to make a worker feel that he is on top of the world.

Job Enrichment – This is an effort to make a job more challenging and meaningful. This is done by giving workers more latitude in determining work methods, sequence, and decision about materials to use. Others include encouraging participation of subordinates, giving workers a feeling of personal responsibility, taking steps to ensure that people can see how their effort contributed to organizational goals and involving workers in analysis and change of physical aspects of the work environment.

All things being equal, these are sure measures to encourage workers' dedication and job satisfaction necessary for optimal productivity in every organization especially in the South Eastern Federal Radio Corporation of Nigeria.

Purpose of Incentive Schemes in Public Sector Organization

Incentive scheme is a compensation that is put in place to recognize and encourage specific achievement by workers in an organization. The bottom line of any incentive package is to stimulate and sustain desired goal directed behaviour in employees. To Graffin and Ebert (1993), incentive schemes are special package designed specifically for the purpose of encouraging high performance. It tries to bring an aspect of pay to job performance to encourage optimum performance. It provides extra money for achievement in terms of contribution. For incentive scheme to be effective in achieving worthwhile goals, it has to be aligned with behaviour that could help in achieving organizational goals. Examples of incentive programmes include: cash incentives, special benefits, recognition, special opportunities, piece rate, commission, profit sharing, gain sharing, golden handcuffs, share ownership, etc. Journalists, artistes and other media workers in the radio stations should be provided with the above incentive schemes in recognition and appreciation of their extra efforts in achieving a better informed citizenry.

According to Caruth, Middlebrook and Frank (1982), the main purpose of incentive schemes is to increase productivity in the organization. Specifically, the purpose of incentives in any organization according to Ude and Coker (2012) is to:

- Improve motivation
- Tie pay to performance
- Recognize differences in employee performance
- Increase competition among employees
- Attract and retain productive employees
- Reduce absenteeism
- Reduce idle time
- Reduce or control costs
- Utilize equipment more effectively
- Relate increases in compensation to increases in productivity
- Avoid additions to employees
- Create uniform processing costs
- Direct efforts towards achieving organizational objectives and so on.

Motivation and Employee Productivity for Organizational Effectiveness

Recent years have witnessed deep rooted influence of human resource contribution to organizational efficiency and effectiveness. It has been argued that successes in the highly competitive markets depend largely on human resources. Managers know that people make the critical difference between success and failure where business face international competition as creativity and innovation are essential to moving the business forward at the global stage. Employee commitment and a positive psychological contract between the employer and the employees are fundamental to improving performance.

Suffice it to say that as long as organizations are established to pursue certain predetermined goals, motivational schemes must be introduced. The “must” implies that it is non-negotiable. The argument is simple, organizational resources such as machines, capital, equipments and other factors of production cannot on their own lead to the realization of such goals. It is only with the ingenuity of human resource that such scarce resources could be harnessed and put into effective use so as to place the organization on the path of progress. In other words, the attainment of organizational goals through effective allocation and utilization of vital resources may be a pipe dream if the workforce are not adequately motivated in the workplace. The poor performance of government owned institutions in Nigeria in recent time could be attributed to utter neglect of the welfare of workers which is of paramount importance to them. The point being made here is that motivational schemes must be introduced in both private and public sector organizations for maximum results to be attained given scarce resources.

Effective motivational strategies elicit workers commitment towards organizational goals. Motivation has been found to be important tool employed to get the workforce seriously committed to the vision and mission of any organization which in both short and long-run nosedives into productivity and effective service delivery. This is so because most of the personal needs of workers which could have been sources of distraction or loss of concentration in the performance of duties would have been adequately taken care of by effective motivational schemes. In this circumstance, the workers are wholly concerned with how best to contribute their quota towards organizational progress.

There is a strong link between motivation especially incentive schemes and healthy competition among the workforce which is crucial for organizational productivity. The perception that impressive effort attracts special rewards could stimulate workers in an organization to put up commendable efforts so as to outshine their colleagues in order to win impressive rewards. The healthy competitions among workforce result in overall impressive performance by the organization.

Motivation is essential to productivity in that it induces goal directed behaviour among workforce. With

effective application of motivational techniques which incorporates differing needs and aspirations of workers, there are tendencies that it could encourage and sustain certain behaviour beneficial to attainment of organizational goals and discourage such behavioural pattern inimical to the organization.

Motivation is central to the enhancement of job satisfaction among employees. Provision of right motivational techniques to workers as at when needed encourages the workers to experience innermost happiness and joy in the service of their organizations. This serenity of mind makes job enjoyable and elicits firm commitment among the workforce to the pursuit of the ideals of the organizations.

It is a truism that when employees are adequately motivated, it will certainly lead to organizational productivity, as it conditions them to be poised to perform well. The job satisfaction and productivity improvement will be beneficial to both employers and employees.

Justifications for Motivation Schemes in the Public Sector

The rationale for motivation of employees in the public sector cannot be over emphasised. They include:

1. It gives room for industrial harmony. There is harmonious relationship between workers and management.
2. It leads to job satisfaction. According to Akinmayowa (1999), job satisfaction is a function of the discrepancy between what a worker expects, or thinks he/her should get and what actually he gets at the workplace.
3. It brings out the fulfilment which makes the worker display intrinsic enthusiasm and unflinching loyalty to management.
4. High motivation boosts self esteem and interpersonal relationship among workers.
5. It helps in the reduction of industrial dispute between labour unions and management as labour/management conflict retards productivity.
6. Motivation creates conducive atmosphere for employees to strive to attain both organizational and personal goals.

It is shocking that the political class treat public sector workers with disdain. Most times, salaries and other fringe benefits are owed workers. Many states currently owe salaries of civil servants up to eleven months without apologies. This situation has led to increase in poverty among the workforce and the worrisome situation of public institutions in the land.

Employee Motivation in Media Organizations in Nigeria

It has been argued that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person is exposed to. Edwin Flippo (1980), described motivation as the process of aligning employees and organizational interests so that behaviour results in the achievement of employees' wants simultaneously with attainment of organizational goals. From the above exposition, it is now clear that a motivated staff is one who views his job as a path to achievement of his/her goals. There is no gain saying the fact that talented employees are driving forces for organizational progress, so it is essential that organizations should strive to motivate and retain best employees.

The Federal Radio Corporation of Nigeria is regarded as the largest employer of labour among broadcast institutions in Nigeria. The crucial role of the outfit in giving objective and balanced information on local, national and global issues requires that it should have under its employ knowledgeable and skilled manpower. In order to capture the best brains, FRCN go into competition with private media organizations. The struggle to get the talented prospective employees means that only organization with the best welfare package/incentive schemes/fat remunerations could succeed in attracting and retaining them.

However, evidence abound that employees of private media organizations are highly motivated than their counterparts in government owned broadcasting stations. In addition to their fat pay package, those in private media organizations enjoy other fringe benefits such as overtime, hazard allowance, performance allowance, official cars, etc. On the contrary, these things are not obtainable in government owned media outfits such as FRCN. Severally, employees of public media have asked for special salary regime in view of the hazards inherent in their jobs but all to no avail. These issues must be looked into immediately otherwise there would be mass exodus of workers of public owned media to the private media industries.

The equal harmonization of the workers' motivation certainly brings about psychological contract which they see as a veritable tool to achieve compensations for their laudable contributions towards attainment of organizational goals. To Maslach, Schaufeli and Lecter (2001), workers are expected to give more in terms of time, efforts, skills and flexibility whereas they receive less in terms of career opportunities, lifetime employment, job security and so on. Violation of psychological contract is likely to produce burn out because it erodes the notion of reciprocity which is crucial in maintaining well being.

As at today, the issue at stake in the labour market is finding resourceful, skilled and committed manpower with right attitude to work. It could be noticed today that the private media institutions attract a large number of gifted artistes, journalists, writers, etc who are endowed with skills since they provide attractive incentives and

motivate their workers better than government owned broadcasting institutions.

Challenges of Motivation in Public Sector Organizations in Nigeria

The following therefore constitutes the challenges of motivation in public sector organizations in Nigeria:

Motivation is a complex and compound process of interlocking variables; there is no single motivator acceptable to everyone as people's needs differ and importance attached to every need by people also differs. Under this circumstance personnel managers run into psychological confusion and this situation leads to adoption of inappropriate motivational schemes to handle motivation related issues in public sector organization and this nosedives to sagging of workers morale.

Another major problem of motivation revolves around the quality of higher public servants. Most of the management such as the Director-General, Permanent Secretaries, directors, etc find themselves in positions of leadership in the service through so many means other than merit principle. Put differently, most career managers are oftentimes promoted to their levels of incompetence. Consequently, initiation of well thought out motivational techniques becomes a herculean task. This scenario brings about morale sagging, indiscipline and lack of job satisfaction among public servants.

Motivational strategies have been consistently hampered in the public sector by inconsistent government policies and programmes. Successive governments in an attempt to make a mark on the service usually end up introducing different reform measures that are often at variance with initial plans to boost workers morale in the system. To Imaga (2003), cited in Okafor (2011), our national misfortune is policy shifts, policy somersaults and inconsistencies which has been the bane of our management philosophy. For instance, the introduction of monetization policy in Nigeria drew public servants into serious disputes with government. The major concern was that the policy lacked specific details and was subject to different interpretations and abuse by different groups.

There is no gain saying the fact that activities of public servants lack specific, well defined, articulate and measurable goals (Okafor, 2011). Where goals are immeasurable or diffused, packaging and implementing motivational schemes through goal setting model becomes problematic. This situation results in feelings of inequity among the workforce and the attendant lack of motivation.

Corruption and embezzlement have taken a serious toll on motivation in the Nigerian public service. Unarguably, resources are limited; regrettably the available resources are misused and misappropriated. Promotions are delayed; arrears of promotions are hardly paid. Money allotted to payment of leave allowances are lodged in private, unofficial but interest yielding accounts for a fixed period by accounting officers. The effect of the foregoing is demoralization and lack of confidence in the system by staff.

Conclusion

This paper has examined the relationship between motivation, job satisfaction and productivity in the public sector organization especially the information and communication agencies. The study also has evaluated to potency of various motivation tools/strategies. It has been discovered that attainment of organizational goals will be a mirage if the needs of the workforce are not to a reasonable extent satisfied.

The challenge of meeting organizational goals at the expense of the workers especially in media outfits has been the bane of productivity and effective service delivery in Nigeria. In view of the strategic role of effective motivational schemes in attracting, developing, and retaining high calibre workers, managers of government owned media institutions are encouraged to be vest with its principles and assumptions of motivation including contending motivational theories so as to stimulate goal directed behaviour among the workforce. To that extent, managers are to discover the best forces that could spur staff to goal directed behaviour from time to time as satisfaction of one need leads to another need springing up for attention.

Recommendations

We make bold to recommend as follows:

1. That the welfare of staff be given priority over all others in the recurrent expenditure. Adequate budgetary allocations to take care of the needs of employees should be made. Management should discover what can move a staff and adequately provide for them in the budget.
2. There should be introduced a living wage. This can be done by using economic indicators prevalent in particular periods in determining salaries and wages of employees. The National Salaries Wages Commission should be participating to allow for collective bargaining with workers and that salaries must be paid as at when due.
3. The management of the Federal Radio Corporation of Nigeria should identify motivation forces that will best address the needs of workers in different ministries, department and agencies of government. This would take care of peculiar cases and individual differences.
4. Employee individual goals and organizational goals should be clearly spelt out and clarifications of grey areas made. The goals should be measurable, achievable and time bound. Workers should be enlightened

- on what constitutes productivity and objectives which must be organization based.
5. The Ministry of Information and Culture should go beyond evolving regulations and harmonization of staff motivation in all categories in the organization. The theatre workers and journalists must be adequately catered for.
 6. There is need for good housing scheme for employees.
 7. Management/Director-General or any organizational head must be properly trained on human relations. Good relationship between workers and employers will enhance productivity.
 8. There should be conducive and healthy working environment to enable the workers have stable work conditions.
 9. Management must adopt both informal and formal communication strategy that would keep workers abreast of development at the work place. They should be regular communication link between management and staff because information is power.
 10. Performance appraisal must be devoid of nepotism. Objective assessment for promotion must be transparent and creditable. Reward system as well must be instituted and given periodically to encourage achieving staff. Merit must prevail over mediocrity
 11. Weighing allowance of artistes in FRCN should be introduced.
 12. There should be introduction of workers' participation in decision making.

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