

**The Influence of Motivation on Employee's Job Performance in the Organisation: A
Case Study of Delta State Polytechnic, Ogwashi-Uku**

OKOHMIRE, Isioma Fidelia
Deputy Registrar, Legal Unit
Delta State Polytechnic, Ogwashi-Uku
filchuks@gmail.com

ADDAH, Grace Aruoriwo-oghene
Department of Business Administration and Management Studies,
Delta State Polytechnic, Ogwashi- Uku.
gracearuoriwooghene@gmail.com

ABSTRACT

This study investigated the influence of motivation on employees job performance in the organization special focus in the Delta State Polytechnic Ogwashi-Uku. Delta State Polytechnic Ogwashi-uku were brought to the fore with specific objective of the study well spelt out. The hypotheses were postulated and the Maslow Theory of Needs was used to explicate the works. Data were obtained from both primary and secondary sources. From the primary sources, the survey method, that is the use of questionnaire were designed and adopted. Data obtained from this method were analyzed with the aid of Simple Percentage and Chi-square. Thereafter, the five researchable hypotheses were tested and accepted while the null hypotheses were rejected. The implication is that the there were relationship between the dependent and independent variables. Generally, paper brought to focus that low motivation has contributed to low performance and drastic productivity. Based on the findings, the study thus concluded that motivation has a significant relationship with performance in Delta State Polytechnic Ogwashi-Uku. The study recommended among others that since job appreciation is significantly related to job performance of Delta State Polytechnic Ogwashi-Uku staff, Management of Delta State Polytechnic Ogwashi-Uku provides avenues for staff motivation.

KEYWORDS: **Motivation, Employee, Job Performance, Organisation, and Delta State Polytechnic**

Introduction

Organizations all over world and especially in Nigeria, managers are faced with many challenges, and one of such challenges is in the area of motivation of their employees as applied to Delta State Polytechnic, Ogwashi-Uku. Motivation is those factors both internal and external to the employee that can trigger his moral and boosting his output. It is what drives the employees to try to do more, operate at his maximum capacity and produce outstanding result which would normally not be so in the absence of the motivating factors. Motivation as viewed

by Hellriegel (1996) is any influence that directs, or maintains individual's goal directed behaviors. It refers to the driving force that makes an individual to behave in a specific manner. It is an inner drive that causes a person to act in a certain way. The goal of most organizations is to enhance performance. Therefore, factors of motivation play significant roles in improving workers' job satisfaction levels. High performance is achieved by well-motivated people who are prepared to exercise discretionary effort (Hunter et al., 1990). Employee performance consists of the work related activities expected of an employee and how well those activities are carried out. Employee performance includes all efforts put up by the worker in terms of commitment to work, punctuality, initiative in the execution of task and willingness to put in extra hours directed at the attainment of organizational goals. In order to encourage performance, organizations should build a solid and encouraging relationship with its workers and direct them towards fulfillment of tasks (Albeiti, 2015). The relationship between the employer and the worker is of great importance.

From the above, it can be said that motivation as a whole is more or less fundamentally concerned with those forces or elements that trigger certain human action or behaviours. Hence without prejudice, employee's motivation is the core of the field of an organization behavior and high level of motivation encourages employees to be highly productive and performed better in their job. In every Public Sector in Nigeria, especially Delta State Polytechnic, Ogwashi-Uku as a Case Study, efforts or behavior of employers to motivate their employees is not geared towards attainment of organization set aims and objectives.

Statement of the Problem

Employers of labour and/or management of organizations are aware that employee's efforts and commitment to organizational goals in terms of their performance are the prerequisites for any organization thriving. There are several functions of management amongst which these three are of paramount to this study as applied to Delta State Polytechnic, Ogwashi-Uku, Delta State. These are classified into lower, middle and top management functions. The lower Management consists of Foremen or Supervisors. They are just one step above the rank. The other is Middle Level Management to which is made up of Sales Manager/P.R.O, Personnel Officer and Departmental Heads while the Top Management consists of the Board Chairman or Director, Rector as the case may be. These are the management staff who were supposed to motivate the employees in their day to day activity. Accordingly, Koontz (1972) outlined functions of management to include Organizing, Staff, Leading, Controlling and Co-ordinating. These functions seems to be lacking in the management of Delta State Polytechnic, hence the problems continue to persist. Leaders as outlined above ought to motivate their employees or followers or subordinates, and persuades them to subordinate their individual interests to the goals of their organization so that there is no conflict between them and their productivity. Due to this gap in literatures, the present study has decided to investigate the influence of motivation on employee performance in Delta State Polytechnic Ogwashi-Uku.

Objectives of the Study

- i. To ascertain the extent to which interesting job influences job performance.

- ii. To determine the influence of job appreciation on job performance of Delta State Polytechnic staff.

Research Questions

- i. To what extent does interesting job influence job performance of Delta State Polytechnic staff?
- ii. How does job appreciation influence job performance of Delta State Polytechnic staff?

Research Hypotheses

In order to achieve the above objectives, the following hypotheses are hereby formulated:

- i. Interesting work has significant relationship with performance of Delta State Polytechnic staff.
- ii. Job appreciation is significantly related to job performance of Delta State Polytechnic staff.

Review of Related Literature

The review of existing literature becomes important in an empirical research such as this to enable the researcher assess the degree of contributions of scholars to the subject matter under discussion. Similarly, Fortes and Pritchard say that those who study societies where there is centralised authority would be concerned with giving “an account of the status of kings and classes, the roles of administrative officials of one kind and classes, or another, the privileges of rank, the differences in wealth and power, the regulation of tax and tribute the rights of subject and the obligations of rulers and the check on their authority” (Fortes and Pritchard, 1940).

Motivation can be seen as those psychological features of humans that add to an individual's level of commitment towards a goal. It includes several elements that causes, directs, and sustains an individual's behavior in a specific manner. Motivation is one out of numerous elements that affect an organization's performance levels (James and Stoner, 2009). According to Jennifer and George (2006), motivation is a mental force that directs individual's behavior, level of effort, and determination when faced with problems in an organization. They added that, even with appropriate strategies and administrative structures in place, an organization can only be productive if its workers are adequately motivated to perform at higher levels. Motivation can also be seen as any influence that portrays, guides, or maintains people's goal-directed behaviors (Hellriegel, 1996). Ivancevich (1994) opined that motivations are those sets of forces that initiate behaviors and determine its form, course, intensity and duration. Obikeze (2005) stated that motivation is the act of controlling an employee's behavior towards a particular end through the use of incentives. Young (2000) described motivation in relation to the forces within workers, which explain the level of direction and resolution as regards efforts they put in the organization. George and Jones (2012) described motivation as self- induced forces that control the direction and behavioral pattern of the employees in an organization,

putting their level of commitment and enthusiasm towards the successful accomplishment of goals into consideration.

Types of Motivation

According to Chris (2004), motivations are of two types; extrinsic and intrinsic motivation. It is important to understand that as humans, we are not the same, thus, to effectively motivate employees, organizations must understand the different types of motivation. You will discover that each employee motivational needs vary. Some respond better to extrinsic motivation while others respond best to intrinsic motivation.

Extrinsic and Intrinsic motivation

Extrinsic motivation is an important type of motivation. It could be defined as "a concept that pertains to a situation whereby an activity is done to attain some separable outcome". When organization wants to fulfill a task from employees, they offer monetary rewards and other tangible benefits. This is referred to as extrinsic rewards in motivational language. It offers employees' opportunity to make sure task is done properly. Extrinsic motivation is provided to employees because it is an effortless solution for task fulfillment. Surveys of research findings on employee's job motivation have recommended that employee considers intrinsic motivational factor as better motivator than extrinsic motivation (Remi, 2011, p.227-232).

Some researchers consider that extrinsic motivation decreases employee creativity because the employees focus on materialistic reward instead of tasks itself. As a result, employee would be distracted from creativity related job role. According to Remi (2011) in developed countries, where extrinsic motivational factors are not considered best motivational factors, employees' preference shift from extrinsic (Promotion, good wages, job security) motivation to intrinsic (interesting work, job appreciation) motivation. Management should know what motivates their workers and manipulate motivational technique based on employee's desires. This would help organizations to recognize, educate and retain creative and productive employees. As evidence, a research study in Nigeria based on descriptive survey method in which employees were asked about motivation from 15 organizations, some employees considered high rank to intrinsic motivation factors while some considered extrinsic motivation (Remi, 2011). On the other hand, intrinsic motivation helps employees to engage in creativity. For example, when a worker recognizes that her/his job role is significant, such worker will spend more time in understanding the organizational challenges and searching for a creative solution.

Motivational Factors

1. Interesting Work

The importance of interesting work cannot be over emphasized. Employees seek to work in interesting environment while organizations are searching methods to get them perform better. Interesting job can be defined as "a term that describes the experience of employees who are passionate about and energized by their work, find meaning and purpose in their jobs, feel that they can express their complete selves at job and feel connected to those with whom they work. It entails physiological arousal, positive effect, a belief that one's work makes a contribution,

a sense of connection to others and a common purpose, a sense of perfection and transcendence”. Interesting work encourages organization and individual feelings towards satisfaction through perfection of goals. Interesting work makes a connection with non-physical force that provides an employee a feeling of happiness. Interesting work is a source of connection and social relations with co-workers and fulfillment of the organizational task without any conflict (Saks, 2011).

Organizational inspiration towards interesting job encourages employees towards performance. When employees get interesting working environment, they tend to go extra mile to ensure better performance. Similarly, when the job is not interesting, employees’ morale towards performance will be affected negatively, this may lead to disconnection from their job role. That organization that provides interesting job actually facilitates workers to fully perform in their job role (Saks, 2011). The role of interesting work and employee performance is abandonment in the organizations. Employees’ working conditions are interpreters of their performance. Therefore, organization requires engaging all the workers in good work condition that can make the job interesting. This would enable workers to take beneficial decision and employers to attain specified goals and objectives.

2. Job Appreciation

The appreciation is an important factor for wellbeing and success of any organization. Job appreciation may help employees feel appreciated and an aspiration to help peers, clients and management. This would be good for the workers and organizations because it makes the organizational structure go in line with the vision of organization. Appreciation can be defined as “acknowledgement of the value and meaning of something, an event, or a person’s behaviour and feeling a positive connection to it (Fagley & Adler, 2012). When employees are appreciated, feel good about themselves their morale becomes higher. On the other hand, they get exhausted, less able to perform their job functions properly when they are not appreciated. Job appreciation has a direct link with job performance. It promotes development of trust between colleagues; they help each other and maintain good relation for the benefits of organizational objectives, thus, organization can make success through promoting job appreciation. (Fagley 2012). Job appreciation in the organization is very necessary. If employees working attitude is negative towards job, it specifies low morale and may have a direct negative effect on performance. Therefore, management should focus on the employee appreciation and provide the appreciation support according to their demands.

Employee Performance

Organizations are concern with employee performance because it is the most significant factor in organizational performance (Ekundayo, 2018; Waiyaki, 2017; Richard, 2014; Muogbo, 2013). As such organizational management seek ways to motivate their workers to operate at their maximum capacity (Igbal, Ahmad, Haider, Batoool and Amp; Qurat-ul-ain, 2013). Among the various definitions of performance are the views of Armstrong (2001) and Koontz (1990) who capture performance as effectiveness and efficiency geared towards attaining the goals of the organizations; and as employee’s attitudes directed at getting work done. Performance is the tangible outcome of a performed task (Cane, 1996). Bernardin, (2007), sees it as the end

point of work that link results to objective of the organization, organizational benefits, employee and customer satisfaction. Ekundayo, (2018), stress the necessity of enabling environments alongside motivation to boost performance. Delta State Polytechnic Orgwashi-Uku set its yearly performance criterial based on the management steer for the year and staff job description.

Various studies have examined the effect of extrinsic and intrinsic motivation on workers' performance. Also most of these studies have obtained different results from their analysis. For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Lawler (1968) stated that certain elements affect worker's performance in relation to their jobs. First, performance is dependent on the amount of financial or non-financial benefits they actually receive as opposed to the amount they feel they deserve. Also, evaluating what other workers receive in comparison to their own affects their individual performances, while the worker's contentment with both intrinsic and extrinsic rewards acquired has an effect on overall work performance. Furthermore, workers vary largely in the rewards they crave and the degree of value they attribute to each reward. Finally, it is observed that extrinsic rewards tend to please workers more than intrinsic because they lead to the achievement of other rewards. As such, these observations propose the necessity for a diverse reward system.

Theoretical Framework

The theory found most appropriate for this study is Maslow Theory of Needs. In the book titled Motivation and Personality, Abraham Maslow, a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He opined that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are met. In a workplace, this logic to a certain extent is reasonable as workers who lack essential needs for continued existence such as food, air and water will barely make any significant impact on performance.

Numerous theories on the concept of motivation have been conceptualized decades ago, namely; content or need theories and process theories. Content or need theories are centered on the needs of workers while process theories focus more on behaviors associated with the workers.

The early thinking was that there are two types of Managers. In D. McGregor's work postulated the Theory X and Theory Y Models. Theory X assumes that most people prefer to be different, are not interested in assuming responsibility and they have to be closely controlled (McGregor, 1979). But after characterizing Theory X, McGregor questioned whether this view of human

nature was correct and if management practices based on it will motivate people in situations of today. Considering the Democratic Society in which we live and the increasing level of education and standard of living, he wondered if people were not capable of more matured behaviour. Led in this frame of mind, McGregor developed an alternative Theory of Human Behaviour which he called Theory Y.

THEORY Y-

The Manager maintains a close supervision of Subordinates, believes in centralization of authority to make decision. She operates on the basis of certain assumptions.

That an average human being in any organization does not like work and will avoid it if he can.

Most Workers must be forced, threatened by punishment, controlled and directed to accomplish the organizational goal. They have relatively little or no ambition, avoid responsibilities but ward security.

MacGregor concluded that Theory X's assumption about human nature, when universally applied, are often in accurate and that supervisor's approach which develops from these assumption many fail to motivate many individuals toward organizational goals. While Theory Y postulated that people by nature are not lazy and unreliable, and that people can be basically self directed if properly motivated. This Supervisor usually maintains and delegates authority and participates in decision making.

Theory Y States that Supervisor assumes the following:-

- (a). The average person sees work as natural and therefore does not avoid it.
- (b). Man learns under proper conditions.
- (c). He loves work, this exercise control our direction to meet objectives.
- (d). Average person will accept and seek responsibility.
- (e). Many Workers have ability to create and innovate in situation of organizational problem.

Result and similar data from their studies also show that subordinates react favourably to experience which they feel are Supportive and will contribute to their sense of importance and personal worth.

Similarly, they reach unfavourable experience, which threatens and decreases or minimized their sense of dignity and personal worth.

However, it has been demonstrated that concern for task or the main organizational goal can be achieved with the blending of appropriate mixture of Authoritarian and Democratic forms of Leadership.

Content theories tend to acknowledge the basic necessities, incentives and the task or job itself as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of workers (Abbot and Doucouliagos 2003). Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory.

Process theories try to describe how behaviour is stimulated, directed, maintained and stopped (Burns, 2015). There are four main types of process theories, namely, Reinforcement, Expectancy, Equity, and Goal setting. However, Abraham Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study.

Background Information of the Organization under Study

The Delta State Polytechnic, Ogwashi-Uku is one of the three Polytechnic in Delta State, Nigeria. It is located in Ogwashi-Uku town. Ogwashi-Uku is a rapidly developing urban centre and is also the administrative headquarters of Aniocha South Local Government Area of Delta State. The campus occupies an area of about 224 hectares and is situated along Azagba-Ogwashi road, Ogwashi-Uku, Delta State, Nigeria.

Delta State Polytechnic was established by a bill signed into Law by Delta State Government on 12th November, 2002. The Polytechnic was officially opened on Thursday, 23rd January, 2003 when the second executive governor of Delta State, James Onanefe Ibori formally inaugurated the institutions. The establishment of a new Polytechnic at Ogwashi-Uku was not without challenges. Before this time, there had been cries by the indigenes of the community for the reopening of Ogwashi-Uku Polytechnic which had earlier been closed in 1986 by the then Military Administrator, Lt. Colonel Jerry Useni, and four years after its establishment. The closure was seen as manifestly unfair as the Edo State University (now AAU) which was established at the same time as Ogwashi-Uku Polytechnic was not affected. In the early 2002, in response to the yearning of the people, the government decided to establish a new Polytechnic. However, to ensure equity, Delta State polytechnic, Oghara and Delta State Polytechnic, Ozoro were also established. The institution has a staff strength of seven hundred and forty-three (743), comprising of academic and non-academic (senior and junior) staff.

Methodology

The survey research design was adopted for this study. This was selected to enable the researcher obtain information from staff of Delta State Polytechnic, Ogwashi-Uku, Delta State. The study focuses on all the staffs of Delta State Polytechnic, Ogwashi-Uku, which were in total five hundred and sixty-six (566). In estimating the sample size, a 5 percent margin of error (confidence interval) and 95 percent confidence level was used. The sample size of this study is therefore 234 for a population of 566 using Tara Yamane in 1967 Sample Determination Formula. The primary source of data will be used for the purpose of this study which is first-hand information collected from personal interview and questionnaire. The questionnaire constructed using a likert scale will be administered to the respondents who constitute our population to elicit desired information to enhance objective decision. A reliability test was conducted on the questionnaire, which measures the degree/extent of consistency of a research

instrument. The research questionnaire will be subjected to Cronbach's Alpha test. The reliability coefficients values will be used to justify the reliability of our research instruments whose benchmark is achieved when Cronbach's $\alpha > 0.7$. The data collected were subjected to appropriate statistical technique like multinomial logistic and ordered logistic models, stereotype logistic models used with categorical dependent variables.

Presentation and Analysis of Data

Questionnaire Administration

Table 1: Questionnaire Administration and Return

	No. distributed questionnaires	Percentage (%)	No. of returned questionnaires	Percentage (%)
Academic staff	75	32.1	73	31.9
Senior non-teaching staff	103	44	102	44.1
Junior staff	56	23.9	55	24
Total	234	100	230	100

Source: Field Survey (2021)

Table 1 shows the summary of questionnaire administration. Out of 235 copies of questionnaire administered to the staff Delta State Polytechnic, 230 copies were duly completed by the respondents and returned to the researcher.

Presentation of Results

Table 2: Demographic Statistics

Section A: Demographic Variables		Frequency	Valid %
(Q1:) Age	1) Below 30years	26	11.4
	2) 30-40 years	75	32.8
	3) 40-50 years	91	39.7
	4) 50-Above years	37	16.2
	Total	229	100
(Q2:) Gender	1) Male	94	41.0
	2) Female	136	59.0
	Total	229	100
(Q3) Marital Status	1) Single	32	14.2
	2) Married	186	82.3
	3) Divorced/ Widowed	8	3.5
	Total	226	100
(Q4:) Educational Status	1) WAEC	17	7.6
	2) NCE/OND	27	12.0
	3) B.Sc./HND	137	60.9
	4) Post graduate	42	18.7
	5) Professional qualification	2	.9
	Total	225	100
(Q5:)Job Status	1) Academic Staff	73	31.9
	2) Senior non-academic staff	101	44.1
	3) Junior staff	55	24

	Total	229	100
(Q6:) Period of Service	1) 0-5 years	14	6.2
	2) 5-10 years	30	13.2
	3) 10-20 years	90	39.6
	4) 20-30 years	93	41
	Total	227	100

Source: Field Survey (2021)

The analysis of the demographic statistics of the respondents shows that for the age distribution, 26 (11.3%) of the respondents are within the age range below 30 years, 75 (32.8%), in the age range of 30-40years, 91 (39.7%), in the 40-50 years' age bracket and 37(16.2%) in the age range of 50 above. From the breakdown, most of the respondents are between the ages of 40-50 years. In terms of gender, 94(40.1%) of the respondents are male while the remaining 136(59.0) are females. The analysis of the marital status of the respondents reveals that most of them (186) are married which represent about 82.3% of the sample. 32(14.2%) of the respondents are single while 8(3.5%) are divorced and widowed. With regards to educational qualification, our findings show that 17(7.5%) possess O'Level certificates, 27(12.0%) of the respondents have NCE/OND degrees. In addition, 137(60.9%) have B.Sc./HND degrees while about 42(18.7%) have post graduate degrees and 2(0.9%) have professional qualifications. From the breakdown, most of the respondents possess HND/BSC qualification. On the part of educational qualification, the data shows that 73(31.9%) of the respondents are academic staff, 101(44.1%) are senior non-academic staff and 55(24%) are junior staff. In terms of period of service, 14(6.2%) of the respondents have put 0 to 5 years into service, 30 (13.2%), 5 to 10 years, 90(39.9%), 10 to 20 years and 92(41.0%), 20 to 30 years. From the breakdown, most of the respondents have spent between 20 and 30 years in service.

Survey Analytics

In this section, the results of the survey conducted on the respondents is analyzed and the results are presented using simple percentages.

Research Question One: To what extent does interesting job influence job performance of Delta State Polytechnic staff?

Table 3A: I am Keenly Interested in My Work

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	0	0
	DISAGREED	2	.9
	UNDECIDED	19	8.3
	AGREED	52	22.6
	STRONGLY AGREED	157	68.3
	TOTAL	230	100.0

Source: Field Survey (2021)

The response to the statement on Table 3A "I Am Keenly Interested in My Work" reveals that 2(0.9%) of the respondents indicated 'disagree', 19(8.3%) indicated that they were undecided and then 52(22.6%) indicated 'agree' and finally 157(68.3%) indicated 'strongly agree'. Our

data shows that high percentage of respondents (68.3 and 22.6) for ‘agreed’ and ‘strongly agreed’ that they are keenly interested in their work. The above data confirms our hypothesis which states that interesting work has significant relationship with performance of the employee in Delta State Polytechnic.

Table 3B: My Job Schedule Is Interesting

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	0	0
	DISAREED	6	2.6
	UNDECIDED	31	13.6
	AGREED	104	45.6
	STRONGLY AGREED	89	38.2
	Total	230	100.0

Source: Field Survey (2021)

The response to the statement on table 3B “My Job Schedule Is Interesting” reveals that 6(2.6%) of the respondents indicated ‘disagree’, 31(13.6%) indicated that they were undecided and then 104(45.6%) indicated ‘agreed’ and finally 87(38.2%) indicated ‘strongly agreed’. The data before us shows that majority of the respondents (45.6%) and (38.2%) find their job schedule very interesting. The management of Delta State Polytechnic provides environment for interesting work.

Table 3C: I Feel Engaged When Performing My Duties

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	0	0
	DISAGREED	2	.9
	UNDECIDED	31	13.5
	AGREED	83	36
	STRONGLY AGREED	114	49.6
	Total	230	100.0

Source: Field Survey (2021)

In Table 3C, the response to the statement “I Feel Engaged When Performing My Duties” reveals that 2(0.9%) of the respondents indicated ‘disagree’, 31(13.5%) indicated that they were undecided and then 83(36 %) indicated ‘agreed’ and finally 114(49.6%) indicated ‘strongly agreed’. It may be of interest to note that high percentage of 36% and 49.6% indicated ‘strongly agreed and agreed’ respectively.

Table 3D: I Am Clear About My Duties and Responsibility

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	0	0
	DISAGREED	12	5.2
	UNDECIDED	32	14.0
	AGREED	78	34.1
	STRONGLY AGREED	107	46.7

	Total	229	100.0
--	-------	-----	-------

Source: Field Survey (2021)

In Table 3D, the response to the statement “I Am Clear About My Duties and Responsibility” reveals that 12(5.2%) of the respondents indicated disagreed, 32(14.0%) indicated that they were undecided and then 78(34.1%) indicated agreed and then finally 107(46.7%) indicated strongly agreed.

Table 3E: The Interest I Have in my work moves me to Deliver Excellent Performance

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	1	.4
	DISAGREED	9	3.9
	UNDECIDED	32	13.9
	AGREED	67	29.1
	STRONGLY AGREED	121	52.6
	Total	230	100.0

Source: Field Survey (2021)

In Table 3E, the response to the statement “The interest I have in my work moves me to deliver excellent performance” reveals that 1(.4%) of the respondents indicated strongly disagreed, 9(3.9%) indicated disagreed, 32(13.9%) indicated that they were undecided, 67(29.1%) indicated agreed and 121(52.6%) indicated strongly agreed. The table above shows that 81.7% of the respondents agreed that the interest they have in their work moves them to deliver excellent performance. Therefore, interesting work has a significant relationship with performance of Delta State Polytechnic Staff.

Research Question Two: How does job appreciation influence job performance of Delta State Polytechnic staff?

Table 4A: I Often Receive Appreciation for Good Work Done

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	10	4.3
	DISAGREED	16	7.0
	UNDECIDED	10	4.3
	AGREED	71	30.9
	STRONGLY AGREED	123	53.5
	Total	230	100.0

Source: Field survey (2021)

In Table 4A, the response to the statement “I Often Receive Appreciation for Good Work Done” reveals that 10(4.3%) of the respondents indicated strongly disagreed, 16(7%) indicated disagreed, 10(4.3%) indicated that they were undecided, then 71(30.9%) indicated agreed and finally 123(53.5%) indicated strongly agreed.

Table 4B: If I Am Told of How I Am Performing, It Makes Me Work Harder

		Frequency	Valid Percent
Valid	AGREED	-	-
	DISAGREED	4	1.7
	UNDECIDED	31	13.5
	AGREED	125	54.3
	STRONGLY AGREED	70	30.4
	Total	230	100.0

Source: Field Survey (2021)

In Table 4B, the response to the statement ‘If I am told of how I am performing, it makes me work harder’ reveals that 4(1.7%) of the respondents indicated disagreed, 31(13.5%) indicated that they were undecided then 125(54.3%) indicated agreed and finally 70(30.4%) indicated strongly agreed showing that the performance of the staff of Delta State Polytechnic could be improved if given an enabling environment to perform.

Table 4C: I am given the opportunity to make decision as to how to do my work

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	7	3.1
	DISAGREED	41	17.9
	UNDECIDED	41	17.9
	AGREED	75	32.8
	STRONGLY AGREED	65	28.4
	Total	229	100.0

Source: Field survey (2021)

In Table 4C, the response to the statement “I am given the opportunity to make decision as to how to do my work” reveals that 7(3.1%) of the respondents indicated strongly disagreed, 41(17.9%) indicated disagreed in their response to the statement, 41(17.9%) indicated that they were undecided, then 75(32.8%) indicated agreed and finally 65(28.4%) indicated strongly agreed. The result before us shows that Delta State Polytechnic’s management gives their workers the opportunity to make decision which invariably makes the work interesting thereby improving their performance.

Table 4D: I feel valued for my contribution to work in this polytechnic

		Frequency	Valid Percent
Valid	STRONGLY DISAGREED	4	1.7
	DISAGREED	17	7.4
	UNDECIDED	30	13.1
	AGREED	84	36.7
	STRONGLY AGREED	94	41.0
	Total	229	100.0

Source: Field survey (2021)

In Table 4.2.10, the response to the statement “I feel valued for my contribution to work in this polytechnic” reveals that 4(1.7%) of the respondents indicated strongly disagreed, 17(7.4%) indicated disagreed, 30(13.1%) indicated that they were undecided, then 84(36.7%) indicated agreed and finally 94(41.0%) indicated strongly agreed. The result from the above data shows that the employees of Delta State Polytechnic feel motivated for being workers in that institution.

Hypotheses Testing

Hypothesis I

H₀: Interesting work has significant relationship with performance of the Staff of Delta State Polytechnic, Ogwashi-Uku.

H₁: Interesting work has no significant relationship with performance with job performance of the Staff of Delta State Polytechnic, Ogwashi-Uku.

Table 5: Respondent’s assessment interesting work and performance.

		Frequency	Valid Percentage
Valid	Strongly Disagreed	1	0.5
	Disagreed	9	3.9
	Undecided	32	13.9
	Agreed	67	29.1
	Strongly agreed	121	52.6
	Total	230	100

Table 5.1: Computation of calculated chi-square value on Hypothesis 1 using Table 5

Respondents	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Strongly Disagreed	1	46	-45	2,025	44.02
Disagreed	9	46	-37	1,236	29.76
Undecided	32	46	-14	196	4.26
Agreed	67	46	21	441	9.59
Strongly agreed	121	46	75	5,625	122.28
	230				209.91

Degree of freedom	Significant	Critical Value	Chi-square value	P- value
4	0.05	9.488	209.91	< 0-00001
Comment	The result is significant at 0.05			

Hypothesis I Conclusion

The hypothesis was tested with Chi-Square (x²) statistics and the P-value is

<0.00001 at 0.05 significant. Therefore, the result is statistically significant, hence the null hypothesis, which states that interesting work has significant relationship with performance of the Staff of Delta State Polytechnic, Ogwashi-Uku was accepted while the alternative hypothesis is rejected. This corresponds with the majority of the respondents that strongly agreed and agreed on the assertion with 81.7%. Interesting work is capable of enhancing the performances of the Staff of Delta State Polytechnic, Ogwashi-Uku.

Hypothesis II

H₀: There is a significant relationship between job appreciation and performance of Delta State Polytechnic, Ogwashi-Uku Staff.

H₁: There is no significant relationship between job appreciation and job performance of Delta State Polytechnic, Ogwashi-Uku Staff.

Table 6: If I am told of how I am performing, it makes me work harder

		Frequency	Valid Percentage
Valid	Strongly Disagreed	0	0
	Disagreed	4	1.7
	Undecided	31	13.5
	Agreed	125	54.3
	Strongly agreed	70	30.4
	Total	230	100

Table 6.1: Computation of calculated Chi-Square value on hypothesis II using Table 6

Respondents	O	E	O-E	$(O-E)^2$	$\frac{(O-E)^2}{E}$
Strongly Disagreed	0	46	-46	2,116	46
Disagreed	4	46	-42	1,764	38.35
Undecided	31	46	-15	225	4.89
Agreed	125	46	79	6,241	135.67
Strongly agreed	70	46	24	576	12.67
	230				237.43

Degree of freedom	Significant	Critical Value	Chi-square value	P- value
4	0.05	9.488	237.43	< 0.00001
Comment	The result is significant at 0.05			

Hypothesis II Conclusion

The hypothesis was also tested with Chi-Square (χ^2) statistics and the P-value is

<0.00001 at 0.05 significant. Therefore, result is statistically significant, hence the null hypothesis, which states that there is significant relationship between job appreciation and job performance of the Delta State Polytechnic Staff. This corresponds with the data where majority of the respondents that agreed on the assertion with aggregate of 84.7%. Job appreciation is significantly related to job performance of Staff in Delta State Polytechnic, Ogwashi-Uku.

Summary

This study aimed at examining the Influence of Motivation on Employee Productivity in Delta State Polytechnic, Ogwashi-Uku in Delta State as a focal point.

The hypotheses result revealed that, there are significant influence of Interesting work on performance of staff of Delta State Polytechnic. This finding is in line with Jennifer and George's (2006) theory of needs which states that for an individual to behave in an unselfish manner, every need has to be met which is in agreement with Abraham Maslow's (1954) theory of needs. This therefore implies that in organizations, if workers are unable to satisfy their desires, there would be loss of morale.

Job appreciation was significantly related to job performance of Delta State Polytechnic staff. This finding is in congruence with Frederick Herzberg satisfier's Factors where he asserted that the factors can help to build up level of motivation which can result in good performance. Frutrell (2002) buttressed the view of Herzberg when he noted that the heart of motivation is to give employees what they really deserve from their work rate (compensation) which enhances their productivity, quality and service delivery skills since compensation is a form of appreciation.

Conclusion

As indicated earlier, organizations all over and their managers are faced with many challenges, and one of such challenges is in the area of motivation for which Delta State Polytechnic is not exempted. Motivation is those factors both internal and external to the employee that can trigger his moral and boosting his output. It is what drives the employees to try to do more, operate at his maximum capacity and produce outstanding result which would normally not be so in the absence of the motivating factors. Therefore, factors of motivation play significant roles in improving workers' job satisfaction levels. An organization is only as good as its workforce, meaning that when workers are motivated, chances are that their morale would be boosted and as such, performance levels would increase, thereby leading to overall organizational goal attainment. It is in view of this that the researcher examined the influence of motivation whether in form of monetary or non-monetary rewards on workers in the organization, using Delta State Polytechnic, Ogwashi-Uku as case study.

The findings of the study reveal that:

- (i) Interesting work has a significant relationship with performance of Delta State Polytechnic staff.

- (ii) Job appreciation is significantly related to job performance of Delta State Polytechnic staff is rejected.

Recommendations

In the light of the findings of the study, the following recommendations are suggested:

1. The result of the study revealed that Interesting work has a significant relationship with performance of Delta State Polytechnic staff. Therefore, the study recommends that management of Delta State Polytechnic should make the work environment more interesting for staffs by introducing regular staff development programs and providing a conducive work environment.
2. The findings of the study reveal that Job appreciation is significantly related to job performance of Delta State Polytechnic staff is accepted. Hence the study recommends that management Delta State Polytechnic provides avenues for staff appreciation such as recognizing and appreciating diligent staffs and providing rewards for excellent job performance.

REFERENCES

- Abbott, M. & Doucouliagos, C. (2003). The Efficiency of Australian Universities: A Data Envelopment Analysis. *Economics of Education Review*, 22 (1), 89-97.
- Maslow, A. (1954). *Motivation and Personality*. New York: New York Harper & Row.
- Albeiti, M. (2015). *The Role of Motivation on Employees' Performance: The Case of Victoria Commercial Bank of Kenya*. Unpublished MBA, Thesis.
- Burns, A.J., Roberts, T.L., Posey, C. Bennett, R.J. & Courtney, J.F. (2005). *Assessing the Role of Security Education*.
- Chris Cebollero (2014). *Element of Leadership*.
- Fagley, S.N. & Adher G.M (2012). Application: A Spiritual Path to Finding Value and Meaning in Work Place. *Journal of Management*, 9(2), 162-187.
- George, J. M. & Jones, G. R. (2012). *Understanding and Managing Organizational Behavior*. 6th edition. Reading, MA: Prentice Hall.
- Hellriegel, D. S. (1996). *Management* 7th ed. Cincinnati Ohio: South Western college publishing.
- Hunter, J E, Schmidt, F L and Judiesch, M K (1990) Individual differences in output variability as a function of job complexity, *Journal of Applied Psychology*.
- Ivancevich, J.L. (1994). *Management Quality and Competitiveness*. Illinois: Irwin Publishers.

- James, C. (2014). *The warning signs of a demotivated workforce*. LinkedIn, Retrieved from https://www.youtube.com/watch?v=ZIVT_9LUJMc.
- Jennifer, M. & George, G.R. (2006). *Contemporary Management, Creating Value in Organizations*. New York, USA: McGraw-Hill/Irwin.
- Koontz, O.D. (2008). *The Social Psychology of Industry*. Pengiun Books.
- Lawler, E.E. (2003). *Reward Practices and Performance Management System Effectiveness*. Centre for Effective Organizations.
- Mbogü, G. (2001). *Implications of Leadership Styles of Administrators on Job Performance in Two Selected Oeganizations in Owerri, Imo State*. Unpublished Thesis, Calabar: University of Calabar.
- Obikeze, S.O. (2005). *Personnel Management*. Onitsha: Book Point Ltd.
- Remi J.A (2011). An empirical study of Motivational factors of employee in Nigeria. *International Journal of Economics and Finance*, 3(5), 227-232.
- Ryan, M.R. (2006). Intrinsic and Extrinsic motivations: Classic definitions and new direction. *Journal of Psychology*, 25, 54-67.
- Saks, M.A. (2011). Workplace Spirituality and Employee's Engagement. *Journal of Management, Spirituality and Religion*, 8 (4), 317-340.
- Young, B.C. (2000). *Methods of Motivation: Yesterday and Today*. Available at: <http://academic.empria.edu>.