

The Role of Motivation in Enhancing Job Commitment in Nigeria Industries: A Case Study of Energy Foods Company Limited, Ibadan

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ABSTRACT The behavioral scientists have primarily attested that increased output is a function of the level of human welfare. This concept outstrips attention being focused on machines alone because at the heart of the enterprise and its entire structure, the human resource enabled with skill, experience, attitudes and intelligence is the most significant in factor combination of wealth creation and production process. The study critically evaluated workers' attitudes and perception of the motivational factors as well as the relationship between motivation and job commitment. In the process of this study, problems associated with the low job morale, which had invariably led to low productivity, were highlighted. To achieve the purpose of this research, the survey method using the questionnaire instrument was adopted. The instrument was administered to 100 respondents drawn as the sample for the study. Also the available documents were reviewed for some information. The output from these sources were analysed by the use of the frequencies and percentages for the univariate analysis. While the chi-square χ^2 was utilized for the testing of the hypotheses, empirical analysis conducted on the data through the use of descriptive statistics and proportion tables revealed that workers of the company are not motivated. The motivation schemes designed for the workers are inadequate and unable to meet up with the level of expectation of the employees.

INTRODUCTION

There is a general belief that man has the natural tendency to be lazy with regards to work and he is being forced by circumstances to work. This idea about man still continues to create problems for the development process of the society in the face of abundant human and material resources resulting to low productivity. Low productivity is a problem that thrives in many societies particularly in the developing countries irrespective of constant efforts. A lot of money, energy and time are wasted, which if properly utilized will yield higher productivity and as such greater wealth for the societies involved. Man is the factor that utilizes other resources available within the society for the production of goods and services in order to satisfy individual needs. Thus, when human resources are minimally utilized and a maximum output is realized, it leads to the realization of the goals of the systems associated with these productive activities. The extent to which these human resources are utilized effectively depends on a number of factors, among which are the skills which they possess, their level of knowledge, how much they can

derive from participation in productive enterprise and many other factors all of which play important roles in productive activities.

Organizations, no matter their nature, always aim at achieving their corporate goals; otherwise, the survival of such enterprise will be more of a dream than a reality. The success of any organization is often measured by the degree of its productivity. Although, this can however be said to be independent on the attitude and morale of the workers in form of their level of job commitment. No company can therefore afford to ignore any of the many factors that may contribute to the boosting of the commitment levels of its workers, which is motivation. In all productive activities, the basic elements and factors include land, capital, labour and the entrepreneur. The labourers and the entrepreneurs are human and as such very important in any productive enterprise. They utilize the other factors for the realization for the goal of the enterprise. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. For this reason, they should be given a high consideration so that they can contribute effectively and efficiently during productive activities.

However, in Nigeria as well as in other developing countries, low productivity remains a recurrent phenomenon owing to the physical and psychological problems created by the need to see how these problems can be solved, which in turn will lead to higher productivity of workers (Abiola 1992). One then wonders what the basic prerequisites of workers' productivity are. Although this question cannot be answered with a definite statement, but among other factors, motivation is important for enhancing level of job commitment of workers, which invariably leads to a higher productivity of the workers. It is then necessary for motivation of the workers in organization to be enhanced in order to increase productivity (Ibrahim 1989).

Productivity literally means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. Usually, this ratio is in the form of an average; expressing the total output of some category of goods divided by the total input of, say labour or raw material. In principle, any input can be used as the denominator of the productivity ratio. One can speak of the productivity of land, labour, capital or sub-categories of any of these factors of production. Simply put, productivity is the act of producing or bringing into being commodities of great value or adding to the wealth of the world. It can be used to measure the index of growth, efficiency, economic standard etc. On the other hand, motivation is a word that is rather cumbersome to define in a meaningful manner. Adams and Jacobson (1964) suggest that motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behaviour. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual's behaviour towards commitment. An overwhelming amount of energy is expended in trying to get people to do what we want them to do. We all have a task to motivate ourselves to do what we think we should do. It is widely believed that when a worker is highly motivated, this goes a long way in improving organizational productivity, effectiveness and efficiency.

Against this background it is necessary to look for a way through which the morale of workers can be improved which will at the end, enhance job commitment with an improvement on the

standard of living of people, and increase in wealth of individuals and development of the society. This study is therefore designed to find out the link between the extent to which various motivation strategies in Energy Food (Nigerian) Company encourages the workers to improve their job commitment and increase their productive capacity. Equally necessary is the need to measure the works perception of and attitude to these motivational schemes in the organization and how these factors are related to their level of job commitment.

Hence, the objectives of this study are precisely: To investigate the workers' attitudes and perception of the motivational factors, to investigate the workers level of job motivation influences their job satisfaction and job commitment, and suggest ways of alleviating workers low job commitment by enhancing the motivational factors. The two research hunches set by this research are as follows: (i) to determine the type of relationship that may exist between motivation and job commitment of workers, (ii) to determine the relationship between job commitment and job satisfaction of workers.

METHODOLOGY

Research Setting: Energy Food Company Limited (EFCO), Dugbe, Ibadan is an incorporated company, formed in accordance with the company act. It is a confectionery manufacturing industry that produces various biscuits, sweets and other baking products. Located in the heart of the Dugbe business district in Ibadan, the seat of the government of Oyo State, western part of Nigeria, it has fulfilled all the requirements of a company and it was duly incorporated and established by a private investor in the year 1994 and currently has staff strength of about 410 male and female employees.

Population of the Study: The research work was limited to the permanent staff of Energy Foods Company Limited, Ibadan. For the purpose of this research, the categories of workers used are those in the junior staff cadre¹, first line management², middle management³ and top management level⁴. Thus, this can be further categorized into junior and senior staff as the case may be. The junior staff and first line management will be considered as "junior staff" whilst the middle management and top management will be under the "senior staff". The population was

drawn from six departments; Human Resources, Finance and Accounts, Corporate and Public Relations, Production and Packaging, Quality Control and Administrative Services. The males, females, juniors and senior staff of the company were included in the research population

Sample Size and Procedure: This study made use of a sample size of 110 respondents, which is further divided into junior staff, 50 (45.46%), first line management level 35 (31.82%), middle management level 20 (18.18%), top management level 5 (4.54%). Thus, since the concern of the researcher in this study is the workers job commitment level based on the motivation schemes provided by the management, the researcher hence decided to concentrate more on the junior staff than the top management staff? In order to reach the proposed respondents, two-stage stratified sampling technique was used in the selection of respondents from the sample frame. In the two stage stratified sampling method adopted, the first stage recognized and grouped respondents according to their ranks; junior, first line, middle line and top management level while the second stage apportioned numbers/quota to each departments to ensure adequate spread and representation of the departments and categories of staff.

Data Collection and Analysis: The research utilized the questionnaire instrument as the major instrument for the data collection. Data obtained from the field was analysed by the use of scientific statistical tools under the Statistical Tool for the Social Sciences (SPSS). The frequencies and percentages were used for the univariate analysis, while bi-variate analysis was done by using cross tabulation. Also the hypotheses set to be tested in the research were captured by the use of chi-square test of significance. In this study, job

commitment is used as dependent variable while motivation is the independent variable.

RESULTS

Explanation of Workers Motivation: The responses from motivation of workers Table 1 show that a majority of them (61%) believe that they are not motivated in the course of performing their duties as against 35% that feel motivated. The junior (70%) and first line management officers (63.33%) are more unanimous in expressing their lack of motivation in the performance of their duties while the senior management officers seems to be more motivated as a lower percentage (35%) volunteered that they are not motivated. This may not be unconnected with the belief that senior management officers are usually involved in decision making process and are likely to swing the conditions of service in the organization in their favour (Chizea 1990). Since a greater majority of the workers believe that they are not motivated, one can simply elude that, an unmotivated worker will equally be an unsatisfied worker and this will adversely affect their rate of commitment towards their job.

Explanation of Workers Job Satisfaction: Expectedly, what we can deduce from the responses of workers in relation to their satisfaction Table 2 is that they are not satisfied with their present employment, this may not be unconnected with the fact the workers are not motivated. In this case 60% of the respondents are not satisfied, while 26% believe that all is well with them in terms of their satisfaction with their job. In consonance with their responses on motivation, the junior (54%) and first line management officers (66.67%) expectedly affirmed that they are not satisfied with their present

Table 1: Response of workers in relation to whether they are motivated or not

Motivated	Junior staff	First Line Mgt. level	Senior Mgt. level	Total
Yes	15 (30%)	11 (36.67%)	9 (45%)	35 (35%)
No	35 (70%)	19 (63.33%)	7 (35%)	61 (61%)
I do not know	-	-	4 (20%)	4 (4%)
Total	50 (100%)	30 (100%)	20 (100%)	100 (100%)

Table 2: Responses of workers in relation to job satisfaction

Responses	Junior staff	First Line Mgt. Level	Senior Mgt. Level	Total
Yes	16 (33%)	7 (23.33%)	3 (15%)	26 (26%)
No	27 (54%)	20 (66.67%)	13 (65%)	60 (60%)
I do not know	7 (14%)	3 (10%)	4 (5%)	14 (14%)
Total	50 (100%)	30 (100%)	20 (100%)	100 (100%)

employment. However, against the tides of their response on motivation, the senior management officers (65%) unequivocally expressed their dissatisfaction on their present job. This probably underlines the economic assertion that man's needs and aspirations are insatiable (Maslow, 1946; Atkinson 1961). It can simply be said that a worker who is not motivated, will not be satisfied, hence it will make him or her to be a committed worker.

Perceived Sources of Motivation by Workers: Responses of workers on their perceived sources of motivation Table 3 indicated that a greater majority of workers chose "good salaries and fringe benefits" as their best source of motivation. About 50% of the respondents believe that they are best motivated with good salaries and fringe benefits while opportunity for future training and advancement ranked second with 14.58% and recognition of performance ranked third with 46%. Among the junior (52%) and first line management officers (56.67%) cadre, a good take home pay would translate into good motivation for them as their salaries takes the leadership role in factors that could help to motivate them. However, the senior management staff are undecided which one occupies a greater level of priority between salaries (28.57%) and job content (28.57%).

Table 3: Respondents Perceived Sources of Motivation by workers' level

Responses	Junior staff	First Line Mgt.	Senior Mgt.	Total
Good Salaries &Fringe benefits	26 (52%)	17 (56.67%)	4 (28.57%)	47 (48.96%)
Achievement in the Company	5 (10%)	-	1(7.10%)	6 (6.25%)
Recognition of performance	6 (12%)	3 (10%)	2(6.67%)	11 (11.46%)
Content of my job	4 (8%)	1 (3.33%)	4 (28.57%)	9 (9.38%)
Responsibility	-	-	2 (6.67%)	2 (2.08%)
Opportunity for further training	6 (12%)	5 (16.67%)	3 (21.42%)	14 (14.58%)
Relationship with others	1 (2%)	3 (10%)	-	4 (4.17%)
Company policy & Administration	2 (4%)	1 (3.33%)	-	3 (3.13%)
Total	50 (100%)	30 (100%)	14 (100%)	96 (100%)

Table 4: Relationship between Motivation and Job commitment

	<5 hours	5 – 10 hours	10 hours & above	Total
Motivated	15 (20.31)	17 (15.03)	7 (3.66)	39
Not motivated	35 (29.69)	20 (21.97)	2 (5.34)	57
Total	50	37	9	96

$\chi^2 = 5.99$, df = 2, P=< .05

Table 5: Relationship between the satisfaction of workers in their jobs and their job commitment

	<5 hours	5 – 10 hours	10 hours & above	Total
Satisfied	10 (15.85)	13 (10.79)	6 (2.36)	29
Not satisfied	37 (31.15)	19 (21.21)	1 (4.64)	57
Total	47	32	9	86

$\chi^2 = 5.99$, df = 2, P= < .05

Test of Hypotheses

Hypothesis 1: There is no significant relationship between motivation⁵ and job commitment⁶ of workers.

The result of the test above shows that there is a significant relationship between the motivation schemes employed by the management and the level of job commitment of workers. This in its simplest form means that motivation has a role to play in enhancing job commitment of workers. Therefore the hypothesis that states that there is no relationship between motivation and job commitment of workers is rejected.

Hypothesis 2: There is no relationship between the satisfaction⁷⁷ Job satisfaction is a condition at which one feels confident that his/her present employment is capable of meeting his/her basic expectations and aspirations. It is quantified by the resolution of the respondents to continue with their present employment without seeking for immediate alternative.

The result in Table 5 shows that there is a significant relationship between workers satisfaction and their job commitment. From this one can say that, there is a role, which the satisfaction of workers in jobs plays in relation to their job commitment, in other words satisfaction

of workers influences their commitment to their jobs. Thus the hypothesis that states that there is no significant relationship between the satisfaction of workers in their jobs and their job commitment is rejected.

DISCUSSIONS

As could be deducted from the data analysis, the workers' attitude and perception of the motivational factors varies, however majority of them, believe that good salaries and fringe benefits go a long way in motivating them into discharging their duties in a desirable manner. This lends credence to the classical theory of motivation, which was propounded by Taylor (1911). According to him, money is the sole motivation in the workplace. He recognized human beings as purely and mainly economic creatures who work only because of money to pay for food, clothing and shelter and of course whatever luxuries they may be able to afford. Most of the respondents that were interviewed who prefer and perceive money as they best source of motivation also asserted in their own words that the management should "give us good salaries and benefits and all other things would be added onto it". It is their general belief that good salaries to a large extend determines all other sources of motivation in their place of work. However, it is worthy of note that "opportunity for future training" also has its motivating effect on the workers, which came up as a second option. Amongst those in this believe, more of the junior staff and first line management level want future training compared to the high level category. This is an indication that the junior staff wants to be promoted from their present status in the organization. On close examination, interviewed workers opined that receiving good salaries and fringe benefits is their ultimate intention for wanting to further their training, as a shift in their ranks will surely guarantee an increment in the salaries to be received. These assertions has made possible for us to be able to investigate the workers attitude and perception to the motivational factors.

Workers level of job commitment and satisfaction were investigated and it was found that the workers are neither satisfied nor committed to their duties. This also includes the workers responses towards motivation in the company in which the workers said they were not motivated.

The relationship between motivation and workers job commitment was tested and it was concluded that there is a significant relationship between the motivation and commitment of workers to their works at Energy Food Company Limited. This result lends credence to an earlier position by Herzberg Fredrick (1950) who opined that motivation factors, which can create job satisfaction, are effective in motivating an individual to superior performance and efforts. More than 50% of the workers believe that with their present salary, five (5) hours and below should be spent at work, as that is the worth of money on their time spent. Incidentally, 64 (64%) will add as much as six (6) hours extra hours to their regular working hours if there is a favourable pay per hour. This goes quite a long way to demonstrate their readiness to increase their commitment to their duties if and when they are motivated by increasing their pay. This also substantiates the position of Fisher (1978) who believed that an average worker is a rational, economic and individualistic being and that economic rewards drives people to work hard. He is of the view that workers will render greater commitment both to him and his employer when given a definite task that is of equal proportion to his gratification. It is clear enough that the rate of motivation is directly proportional to the rate of job satisfaction and job commitment at least to a certain extent. Hence we can conclude here that the magnitude of commitment that is desired by the employers from their employees will be determined by the motivational factors put in place to achieve such objective.

A major indicator to the assertion that money plays the key role in determining people's commitment and acceptance of a particular job has to do with the last question in the questionnaire which asked; how prepared a worker is, to leave his/her present job for another if there is a favourable pay. About 84 (84%) said they are ready and willing to leave while only 2(2%) believe they would stay put, and 14 (14%) do not know what they will do. This, to a great extent supports the views of the cited scholars as well as that of Victor Vroom who stated that an individual would only put his effort to do something when he considers the result or reward of that venture as been favourable, also that it is the expected reward of any activity that would make an individual to decide whether to engage in it or not. Hence, without mincing words, in

order to enhance job commitment, motivation has a very important role to play.

CONCLUSIONS AND RECOMMENDATION

From this study it is obvious that most workers in the industry are not satisfied and motivated in their jobs, especially those in the junior cadre. However, even though most of the respondents are not motivated they were able to point out their striking motivating factors in their work organisation. Among other factors, good salary is perceived as the most important factor that could generate the highest level of motivation in workers, while responsibility is the least motivating factor. Significant relationship was found between motivation and job commitment on one hand, and satisfaction with job and job commitment on the other hand. This study therefore strongly suggests that investing on motivational factors such as salary is important towards achieving workers satisfaction and motivation. And when workers level of motivation and satisfaction are high, production activities will invariably increase correspondingly.

NOTES

- 1 The unskilled category of workers that occupies the lowest rung of the ladder of hierarchy in the establishment. They consist of the factory workers, messengers, clerks, and other utility staff.
- 2 The first category of senior staff above the junior cadre. From the first senior officer of the establishment to the assistant manager's rank.
- 3 The category of staff that has attained managerial cadre and heads of various units/departments.
- 4 Those at the helms of affairs of the establishment. They include the assistant general managers, senior assistant managers, general managers and directors

- 5 Motivation refers to those factors that make one willing to perform certain duties without the application of force. It is measured by the workers' free decision to continue to undertake such roles and functions to optimal level without being under any form of coercion.
- 6 Job commitment represents one's desire to continue to perform certain functions to the best of one's ability. It is measured by the amount of time that our respondents were willing to put into optimal delivery of their services to their employer.
- 7 Job satisfaction is a condition at which one feels confident that his/her present employment is capable of meeting his/her basic expectations and aspirations. It is quantified by the resolution of the respondents to continue with their present employment without seeking for immediate alternative.

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