
Motivational Packages and Welfarism on Workers' Productivity on the Example of a Company in Nigeria

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Abstract:

Purpose: *The welfare of employees is a fundamental aspect of human resource management as it is vital to influencing commitment to the actualization of goal in both private and public service organizations. Literature reviewed showed that researches largely focus on private organizations. This study is on the effects of welfare on employee commitment in a public service organization with focus on the Tisco Nigeria Limited.*

Design/Methodology/Approach: *The Elton Mayor's Theory underpins this study. 56 sample size was drawn using stratified sampling technique and a structured five-point Likert rating scale questionnaire was administered to gather responses. The data gathered was analysed using Statistical Package for Social Sciences v26.*

Findings: *The outcome of the study shows that even though there are spelt out welfare packages in Tisco Nigeria Limited workers at the firm', employees of the Tisco Nigeria Limited do enjoy these privileges at the same time; at various times employee members have benefited. It was equally revealed that some welfare were not denied members of the employees, but not sufficient to affect their commitment.*

Practical Implications: *This paper recommends among others that since training and development is significantly related to workers' productivity, staff training and development should be given the utmost priority and encouraged as a deliberate policy in order to enhance a very high productivity of workers and, as well, promote self-fulfillment.*

Originality/Value: *The study further shows employees strongly agreed that welfare has significant effect on employees' commitment.*

Keywords: *Motivational packages, welfarism, productivity, employee, performance.*

JEL Classification: *J33, J24, M52, D63, O15.*

Paper type: *Research article.*

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1. Introduction

Business organization exists to produce goods and services which they hope to exchange for money to maximize profit. In the pursuit of these defined objectives, the organization sources for resources and possesses them into output. Of all the resources acquired, human factor has been described as the most significant because if not properly managed, it can deliberately make organization ineffective.

Evidence abounds to attest to the fact that all employees do not exert the same effort towards organizational goals or in other words, some employees achieve better results than others. To achieve results, employees will exhibit the required job behavior. The dilemma that managers face in today's business is how they could get employees to exhibit the required job behavior so as to achieve the desired targeted goals and objectives in the work place.

All organizations are concerned with what should be done to achieve sustained high levels of performances through people. Consequently the subject of adequate incentives for workers, as derived from the so many attempts made by management practitioners, is to look for the best way to manage so as to accomplish an objective or mission with the least inputs of materials and human resources available.

Certain problems of inadequate motivation however do arise as it concerns certain individuals who come into the work situation with differences in expectation, behavior and outlook. These problems of inadequate motivation may be divided into two categories.

First, the inability of certain individuals to be motivated may stem from the fact that there is a deficiency in their personalities. For such people, the desire to avoid failure may be too strong while paradoxically, the motive to produce positive results may be too weak. This could produce a general resistance to achievement-oriented activity that should naturally be overcome by other extrinsic modes of motivation if there is to be spur to achievement. Oriented activity at all.

Second, even when the achievement motive is relatively strong, the challenges before the individual worker may be proven to be inadequate or too difficult. Whichever of these that applies to the individual worker will usually manifest themselves in different ways such as lack of enthusiasm or premature surrender. In spite of all these apparent attendant problems of motivation and productivity, every organization does necessarily seek means of ensuring continuous productivity, which would be geared towards the accomplishment of organization goals.

The organizational system in study cannot be said to be different in any way, in terms of producing the results for which it was set up. In all these process, the private organizations have thus, helped to make Nigeria the country it is today.

This study will examine to what extent the financial and non- financial incentives such as achievement, job security, recognition, advancement, job enrichment or the job itself, responsibility, decisional participation and management style employed to raise the morale of the worker for high productivity. The study identifies elements that promote human dignity and thus raise the morale of the worker for higher productivity.

The study further investigates the effect of non-financial incentive packages on the workers and the consequent output upon Tisco Nigeria Limited. For the purpose of this study then, non-financial motivator is used to refer to those factors which are not necessarily computable in monetary terms but which drive the human mind from within to behave in a desired way and to the maximum realization of the organizational objectives while adequate motivation is simply defined as contentment, fulfillment or job satisfaction.

2. Statement of the Problem

Organizations around the globe, most especially in Nigeria, experience high rate of employee's turnover. Organizations procure basic resources and utilize (men, money, materials and machine) and utilized them to achieve their goals and objectives. Quite unfortunate, the resource (human), with which other resources can be manipulated to get the desired result is not given adequate consideration. Thus, many organizations in Nigeria cannot financially cope with their efficient workforce.

Therefore, workers leave one organization in search for a greener pasture in another. This is invariably, as a result of the fact that they are not motivated enough (Mal-motivation). It is often noted in many organizations that workers develop apathy to high and worthwhile productivity which invariably increases the chances of defective products, time lag and deliberate idle time which had forced the said organization to fold up.

Many organizations have no inner strength to favourably complete with their competitors and, thus, find it difficult to survive, not to talk of getting substantial market shares. Many organizations cannot make a shift in their strategic position simply because those who are to effect the strategic shift by integrating the available resources are all down enthusiastically. All these are assumed to be traceable to none or inefficient application of adequate motivational system. That is why it is deemed necessary to carry out this research work to show whether motivation has any direct or indirect effect on workers' productivity. The objectives of the study are:

- i. To find out how motivational packages impact on workers' productivity.
- ii. To investigate the extent in which workers welfare affect workers' productivity.

The aforementioned problems raised some serious research questions that formed the main focus of this study:

- i. To what extent have motivational packages impacted on workers' productivity?
- ii. To what extent does workers' welfare affect an organizations productivity?

3. Literature Review

Conceptual Review: There are many sides through which an object can be viewed. As a result of this, several management scholars have seen motivation from different perspective. According to Webster's New Collegiate Dictionary, a motive is something a need or desire that causes a person to act. Motivate, in turn, means to provide with a motive, and motivation is defined as the act or process of motivating. Consequently, motivation is the performance or procedure of presenting an intention that engineers a person to capture some accomplishment. Bob (1999). Motivation is derived from the word "Motivate" which means to move, push or influence to proceed for fulfilling a want. Laurie (2010).

Motivation is all about the reasons people get spurred do what they do. It answers such questions as why do managers or workers go to work and do a good job. This tries to explain what compels or motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently to realize the objective of the organization.

There are differences in employees in employees' ability to work and their will to do so (Motivation). To motivate is to induce, persuade, stimulate, even compel, an employee to act in a manner which has an utmost tendency to fulfill the goals and objectives of an organization. The motivation of employees depends on the strength of their motives. Motives are needs, wants, drives, or impulses within the individual and these determine human behavior.

Batenan and Shell (1999) describe motivation as a power that strengthens behavior. Gives route to behavior, and trigger the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. In support, Banjoko (2016) claimed that motivation is an internal drive to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or Psychological want that stimulates a performance that is intended at an objective.

Jennifer and George (2016) defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition she stated that even with appropriate strategies and administrative structures

in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Hellriegel (2016) viewed motivation as any impact that brings out, guides, or sustains a person's goal-directed behaviors. Ivancevich (2014) Suggested that motivation refers to those set of forces that triggers certain behaviors and regulates its form, course, intensity and duration. Obikeze (2015) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards.

Elton Mayor's Theory: His theories were borne out of the criticism of Hawthorne research. According to Mayor, no change in any work condition could result solely from physical change but rather such a change could only occur as a result of the change in workers attitude. At the bottom of the triangle are the needs of our animalistic nature for self-preservation for sleep, food including shelter etc. These are the basic needs once satisfied they cease to be strong motivators to increase productivity or action. Thus, as human beings to feel more materially secured his higher needs for self-expression will begin to be strong.

It follows, therefore, that, in stable circumstances and with proper management, the majority of the men can be self-directed if they become committed to an objective they value. They will not only accept responsibility but often will seek it, then to work will be as natural as to eat or to sleep as in McGregor's Theory Y. In other words, man can be self-motivated.

The task of the manager (as one who accomplishes his objectives through others) is to create conditions of work in which and through which self-motivations can find its release. In situations where this is difficult to achieve as in dull, repetitive work, higher pay remains the paramount importance. Since workers are forced to find satisfaction outside the work situations.

Henry I. Gantt Theory (Task and Bonus System): He was a contemporary of Taylor in the management movement. Gantt was one of the first to give major attention to human relations in industry – particularly humanizing management science, as distinguished from Taylor's emphasis on financial incentives. Well, Gantt's first original contribution to management science was his concepts of the "Task and Bonus" System of wage payment, which differed from Taylor's piece rate system in that Gantt believed that scientific management should entail the study of problems according to the scientific methods, more so these task or incentives to motivate.

According to him, when these are accomplished, efficiency will be enhanced. Another notable contribution of Gantt in this movement is the fact that he stressed the point that the training of works should be sole responsibility of management. This is evidently in practice in majority of organizations today.

Saleem (2011) investigated the impact of financial incentives and rewards on employee's performance. A total of 100 employees from the Private Sector Banks, Public Sector Banks, Islamic Banks and Microfinance Banks at Bahawalpur that includes 71 male and 29 female. Random sampling was used as a sampling design and questionnaire in Likert form was used to gather data from the participants.

Linear regression was used to investigate the relationship between financial incentives and employee's commitment. Results however revealed positive and significant association between financial incentives and employee commitment and increase in financial incentives such as promotion and bonuses enhanced employee commitment which increases the employee's performance and reduces turnover and employees can only be loyal when their wants and desires are satisfied.

4. Research Design

The research design deemed suitable to be adopted for this study is survey. This type of research design is a descriptive and scientific design which involves observing, sourcing data and analyzing or describing the behaviour of a subject matter (a variable) without influencing it in any way. To this effect, a well-structured questionnaire, that will explicitly elicit the needed information about workers opinion and characteristics concerning how motivation can affect their productivity on a general note, will be used. This will later be analyzed through the use of binary logistic regression analysis, upon which interpretation of finds and recommendations will be based.

A cross section of the staff of Tisco Nigeria Limited Comprising of 55 subjects drawn from every class and cadre of the organization were sampled. For the purpose of this study, the workers were divided into major groups namely: Management /Senior Staff, Junior Staff and Casual workers. The sample size derived and must be 56. The sample technique that will be used in relation to the population and sample size is simple random sampling technique. This is seen as the most suitable for this research work because of the limited sample size and the entire population of the study.

5. Method of Data Collection

A questionnaire was used for collecting responses from the subject selected for the study. The questionnaire consists of five component parts ranging from section A to E. The first part, which is section A consists of questions that make it possible for the bio-data to be collected. This part of the questionnaire was intended to collect information about the sex, age and working category and employment duration of the respondents. The questionnaire is struttred in a way that sections B to E each reflects the objectives of the study as stated in chapter one and attempts to elicit information about the dependent variable (Workers' productivity).

Consequently, care was taken to enable that the information collected was relevant to the subject under consideration and that the response received to each question was the type elicited. The scale of response on the questionnaire was from 5-Likert: Strongly Agree, Agree Undecided, and Disagree to Strongly Disagree.

6. Method of Data Analysis

The two analytical tools that will be used in the analyzing this research work are descriptive, correlation and Ordinary Least Squares Multiple Regression Analysis. Simple percentage will be used to analyses the Bio-Data while the Ordinary Least Squares Multiple Regression Analysis will be used to analyze the impact of motivation on workers’ productivity. The correlation matrix will be employed to examine the relationship among the variables of interest. The presentation and analysis of data collected from the questionnaires which were administered on the sample selected is Tables 1 and 3 and in Figures 1 and 2.

Table 1. Age distribution of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-20	2	3.6	3.6	3.6
	21-30	22	39.3	39.3	42.9
	31-40	20	35.7	35.7	78.6
	41-50	7	12.5	12.5	91.1
	51+	5	8.9	8.9	100.0
Total		56	100.0	100.0	

Source: Field Survey (2023).

Table 1 shows that 2 respondents representing 3.6% of the total respondents surveyed fall within the age bracket of 10-20 years while 22 respondents representing 39.3% were within the age bracket of 21- 30 years. In addition, 20 respondents, representing 35.7% of the respondents fall within the age of 31-40 years while 7 respondents (12.5%) fall within the age bracket of 41-50 years and above. This information indicates that all respondents are matured in age to present reliable information. The above information is further depicted in the bar chart in Figure 1.

Figure 1. Age distribution of the respondents

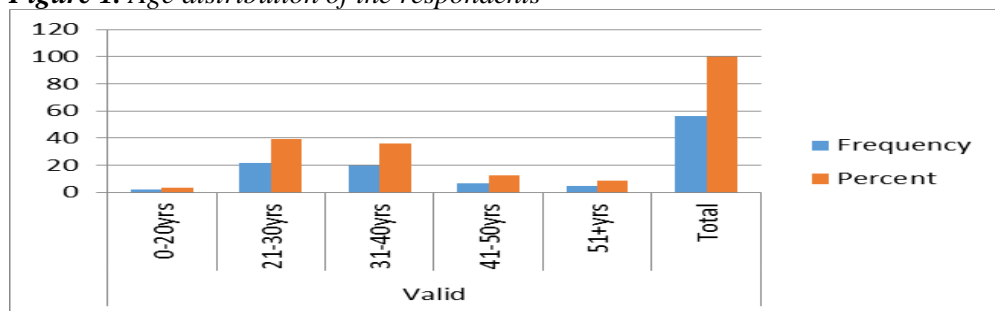


Table 2. Sex Distribution of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	60.7	60.7	60.7
	Female	22	39.3	39.3	100.0
	Total	56	100.0	100.0	

Source: Field Survey (2024).

Table 2 presents the sex distribution of the respondents. Table 2 shows that 34 respondents are males representing 60.7% and 22 respondents being females representing 39.3% of the total 56 respondents. Responses from these questionnaires are therefore fairly gender balance. Figure 2 reflect this information in bar chart.

Figure 2. Sex distribution of the respondents

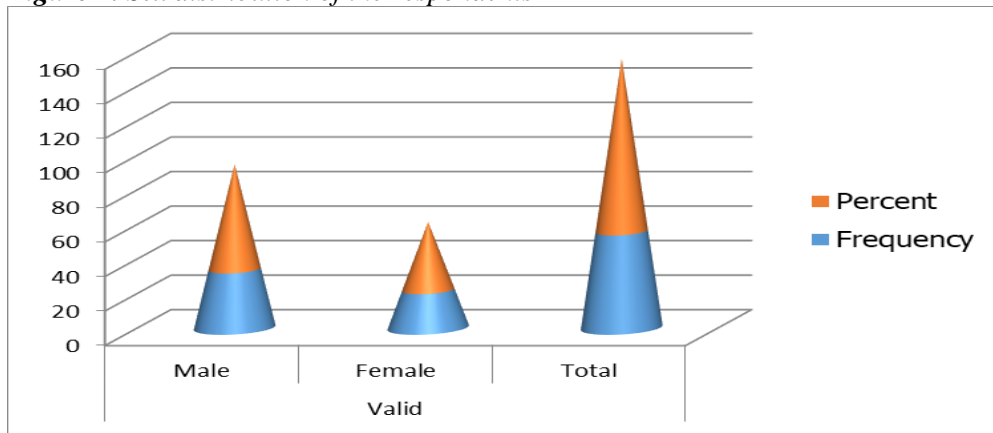


Table 3. Education Attainment of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Others	2	3.6	3.6	3.6
	Pry	13	23.2	23.2	26.8
	Sec	15	26.8	26.8	53.6
	NCE/OND	21	37.5	37.5	91.1
	B.Sc.	4	7.1	7.1	98.2
	M.Sc./Ph.D.	1	1.8	1.8	100.0
	Total	56	100.0	100.0	

Source: Field Survey (2024).

Table 3 indicates that 4 respondents representing 7.1% are B.Sc./HND certificate holders, 1 respondent representing 1.8% have Master degree and Ph.D., while 21 respondents representing about 37.5% of the total respondents have NCE/OND certificate. In addition, 15 respondents and another set of 13 respondents had the secondary school and primary school certificates respectively. From the analysis, it shows that more NCE and OND holders were employed in the organisation and therefore formed the bulk of the respondents. The implication of this is that, the

respondents had sufficient level of education to read, understand and to fill the questionnaire appropriately.

Table 4. Religion of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Christian	37	66.1	66.1	66.1
	Islam	15	26.8	26.8	92.9
	Others	4	7.1	7.1	100.0
	Total	56	100.0	100.0	

Source: Field Survey (2024).

Table 4 shows information on the religion of the respondents. It shows 37 respondents representing 66.1% of the total respondents were Christians while 15 of them representing 26.8% were Muslims. However, a total of 4 respondents representing 7.1% belong to other religions. This shows that questionnaire were spread to cut across religious groups and not restricted to only one type of religion. That is, it is not biased on religious matters. This is further depicted in Figure 4:

Figure 4. Religious distribution of the respondents

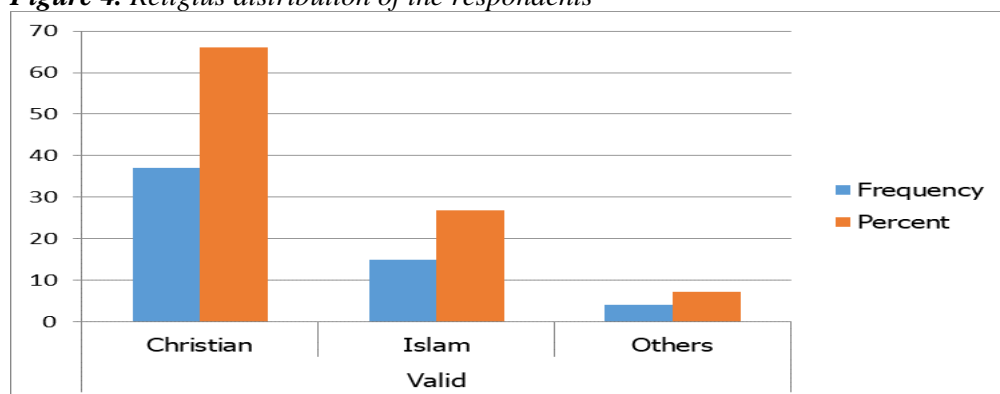


Table 5. Marital Status

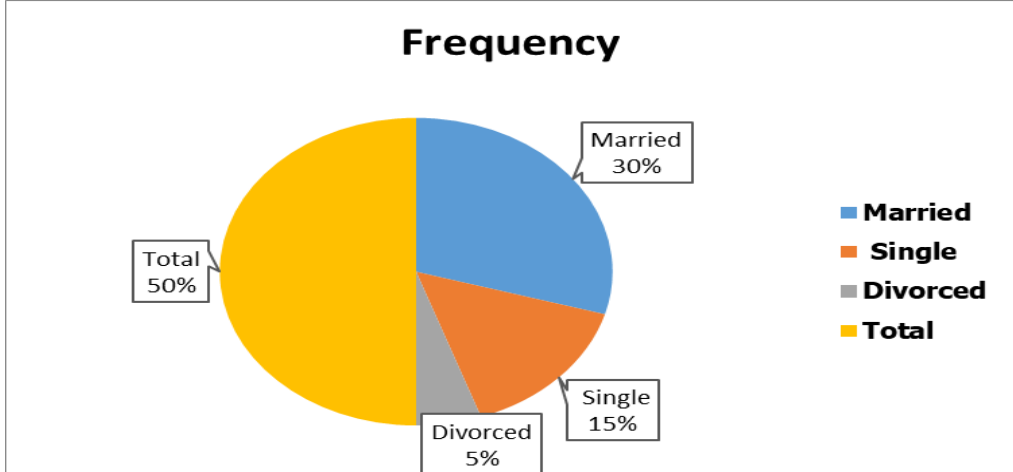
		Frequency	%	Valid %	Cumulative %
Valid	Married	33	58.9	58.9	58.9
	Single	17	30.4	30.4	89.3
	Divorced	6	10.7	10.7	100.0
	Total	56	100.0	100.0	

Source: Field Survey (2024).

On the marital status of the respondents, Table 5 shows that 33 respondents representing 58.9% of the total sample surveyed were married. This is undoubtedly, the highest of all the marital status. Furthermore, the number of single respondents were 17 representing 30.4%, while just only 6 of the respondents were divorced, representing 10.7% of the total respondents surveyed. It can be inferred from this

information that the majority of the respondents have life experiences to fill reliable information. Figure 5 shows these information in a pie chart.

Figure 5. The marital status of the respondents



The result of the Ordinary Least Squares estimates is presented in Table 6. The result indicated that 1% increase in training and development increases productivity by 33% at Tisco Nigeria Limited. This result is in line with the findings of Javed (2014) that empirically studied impact of training and development on employee performance and found a positive correlation between training and the development and Performance of Workers.

Table 6. Ordinary Least Squares Regression

Dependent Variable: PROD				
Method: Least Squares				
Date: 03/30/24 Time: 07:28				
Sample: 1-56				
Included observations: 56				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.305765	1.137640	2.905809	0.0054
MOT	0.015382	0.130609	0.117770	0.9067
WELF	0.309767	0.139496	2.220607	0.0308
R-squared	0.609742	Mean dependent var		2.964286
Adjusted R-squared	0.543835	S.D. dependent var		1.525114
S.E. of regression	1.411180	Akaike info criterion		3.611774
Sum squared resid	101.5628	Schwarz criterion		3.792609
Log likelihood	-96.12968	Hannan-Quinn criter.		3.681884
F-statistic	13.30990	Durbin-Watson stat		2.625685
Prob(F-statistic)	0.017391			

Source: Field Survey (2024).

As expected, motivation package (MOT) has a positive sign but is not statistically significant at 5% significant level. A 10% increase in motivation package increases productivity by 15%. Workers’ welfare (WELF) has a positive coefficient which is also statistically significant at 5% significant level. Result indicated that 1% improvement in workers’ welfare at Tisco Nigeria Limited translates to 30% improvement in productivity.

In addition, the intercept is statistically significant and directly related to productivity in Nigeria. Evidence from the Ordinary Least squares estimates indicated that in the absence of monetary reward, training and development, motivation packages and workers’ welfare, productivity will still increase at Tisco Nigeria Limited with favourable investment climate.

The adjusted R squared for the model stood at 0.54 which implies that about 54% variation in the dependent variable (productivity) at Tisco Nigeria Limited is being accounted for by variations in the independent variables. The remaining 46% variation can be attributed to other variables which are not included in the model.

The probability value of F-Statistic stood at 0.01739 is highly significantly different from zero at 5% significant level. This implied that the model is stable and fit to use. The diagnostic tests carried out for the study include the Breusch-Godfery Serial correlation LM Test to determine, Ramsey retest test and Heteroskedasticity Test. This is presented in Table 7.

Table 7. Diagnostic Tests

Breusch-Godfrey Serial Correlation LM Test:			
F-statistic	3.365748	Prob. F(2,49)	0.0427
Obs*R-squared	6.763927	Prob. Chi-Square(2)	0.0340
Ramsey RESET Test			
t-statistic	1.244898	51	0.0218
F-statistic	1.549770	(1, 51)	0.0488
Likelihood ratio	1.676365	1	0.0095
Heteroskedasticity Test: Harvey			
F-statistic	5.486860	Prob. F(4,51)	0.0009
Obs*R-squared	16.84852	Prob. Chi-Square(4)	0.0021
Scaled explained SS	19.07064	Prob. Chi-Square(4)	0.0008

Source: Field Survey (2024).

The diagnostic tests for the model used in the study showed that the probably value of the Breusch Godfery Serial correlation test is highly significant at 5% significant level. This means that the hypothesis of no serial correlation among the residuals of the independent variables can be accepted. The Ramsey Reset test was also conducted and the result showed that there was no misspecification error judging by the significant probability value of the likelihood ratio.

Finally, the significant probability F-statistic in the Harvey heteroskedasticity test showed that the assumptions of constant variance among the independent variables are not violated. In other words, the variability of the residuals which is the difference between the observed values and the predicted values from the regression models is constant for all levels of the independent variables and investigates whether workers motivation is effective in achieving higher organizational performance in Tisco Nigeria Limited.

It however suffice to say at this juncture that Abraham Maslow's hierarchy of needs and David McClelland acquired needs theories still have crucial values in today's organizations. If any organization seeks to attain its financial or non-financial performance and attempt to ignore practical application of the hierarchy of needs theory and acquired needs theory, this will affect negatively the performance of employees decreasing their morale and commitment to work which in turn will decline the overall organizational performance.

Hence, to achieve organizational performance, employee motivation though application of both the theories is paramount. Overall, no employee motivation no organizational performance. As employee are like cornerstones for sustainable organizational performance, managers and leaders are required to prioritize more than never before their needs of all levels and provide appropriate motivations accordingly.

7. Conclusions and Recommendations

Based on the findings of this study, the following recommendations were offered:

Since training and development is significantly related to workers' productivity, staff training and development should be given the utmost priority and encouraged as a deliberate policy in order to enhance a very high productivity of workers and, as well, promote self-fulfillment.

Monetary reward should be accorded a significant importance in the organization.

There should be a well-established pay system that will facilitate regular payment of salary and other monetary packages.

A fair remuneration structure should be set to ensure workers are compensated in a way that is commensurate with their skills and qualifications.

There should be a searchlight on the leadership style in the organization and efforts should be made to promote only productive and effective workers. If this is to be achieved, appointment to leadership positions in the organization should weigh more towards capability of the staff that have attained the basic conditions, rather than on brotherly relationship or god fatherism.

Since there is a direct relationship between motivational package and employee's productivity, the Management of Tisco Nigeria Limited should establish an adequate motivational unit in the company whose main function will be to monitor and promote morale boosting activities in the company. Such a Unit should carry out studies carry out studies on the attitude and motivational sensitivities of the workers compared to similar organizations and make available their findings as data for planning and implementation of reward system.

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