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The Impact of Employee Motivation On Organisational Performance (A Study Of Some Selected Firms In Anambra State Nigeria)

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ABSTRACT

The study investigates the Impact of Employee Motivation on Organisational Performance of selected manufacturing firms in Anambra State. 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State. The population of the study was 120 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system.

KEYWORDS: *Employee motivation, organizational performance, remuneration, rewards, job satisfaction, recognition.*

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I. INTRODUCTION

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng, 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc.(Aidis,2005; Meyer and Peng,2006).

In Nigeria, interest in effective use of rewards to influence workers performance to motivate them began in the 1970's. So many people have carried out researches in this area, some of which are Oloko (2003), Kayode (2003), Nwachukwu (2004), Meyer and Nguyen (2005) and Egwurudi (2008). The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity .In view of this, this study attempts to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings. Vroom (1964), supported the assumptions that workers tend to perform more effectively if their wages are related to performance which is not based on personal bias or prejudice, but on objective evaluation of an employee's merit. Though several technique of measuring job performance has been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, organization designs different strategies to compete with their rivals and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organization can progress or achieve success. All these issues call for research efforts, so as to bring to focus how an appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

II. STATEMENT OF PROBLEMS

The performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organization are becoming increasingly aware that motivations increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Despite these, no research work has targeted to investigate the impact of employee motivation and organizational performance in Anambra State Nigeria. Existing studies in Nigeria aimed at the effect of motivators and hygiene on job performance by Jibowo (2007). Related studies on this study was on monetary incentives and its removal on performance (see Bergum and Lehr's, 2004). Of these studies in Nigeria, very few assessed the impact of Employees motivation on organizational effectiveness on manufacturing sub-sector of the economy. Daniel and Caryl (1998 in Kenya, Akerele, 2001) did not cover indeed, the areas that the objectives of this work covers. To this effect, this study attempts to empirically analyze how motivational tools can be used by manufacturing firms in Anambra State to effectively derive plans for growth and development.

III. OBJECTIVES OF THE STUDY

The general objective of the study is to investigate the place of motivation in increasing organizational productivity among manufacturing firms in Anambra State Nigeria.
The specific objectives are:

1. To examine the effect of employee's motivation on organizational performance
2. To determine the factors that increase motivation of employees in an organization
3. To examine the relationship between employee motivation and organizational performance or firm growth

RESEARCH QUESTIONS

1. How does employee motivation affect organizational performance?
2. How does increase in motivational tools affect employees in an organization?
3. Does employee motivation have any relationship with organizational performance or firm growth?

HYPOTHESES

1. Ho1: Employee motivation does not have any effect on organizational performance
2. Ho2: Increase in motivational tools does not have any significant effect on employee performance
3. Ho3: There is no relationship between employee's motivation and organizational effectiveness.

IV. SCOPE OF THE STUDY

Scope of this study is limited to the management staff of the manufacturing sub-sector in Anambra State. The nature of the study precludes the staff of manufacturing firms who are not expected to be involved in management decision making process of the study group. Issues for investigation are ones related to the use of the resource-based theory in taking competitive advantage, improving performance and structural development of the organization.

4.1.REVIEW OF RELATED LITERATURE

Conceptual Framework

Motivation, according to Bulkus & Green (2009), motivation is derived from the word "motivate", means a move, push or influence to proceed for fulfilling a want. Bartol and Martin (2008) describe motivation as a power that strengths behavior, gives route to behavior, and triggers the tendency to continue (Farland et al, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. In view of Bedian (2003), it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Also motivation is a progression of moving and supporting goal-directed behavior (chowdhury, M.S, 2006). It is an internal strength that drives individual to pull off personal organizational goals (Reena et al, 2009). Motivation is a set of courses concerned with a kid of strength that booste performance and directs towards accomplishing some definite targets (Kalimulla et al, 2010).

4.2.Employee motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan et al, 2010). Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

4.3.Organisational Effectiveness

Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resource is treated as effectiveness. Organisational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (Muhammad, et al, 2011). It plays an important role in accelerating organizational development (Bulent et al, 2009). It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Mattew et al, 2005). Organisational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/ or society (May et al, 1996).

4.4.Factors affecting Employees' motivation

Employees want to earn reasonable salary and payment, and desire their workers to feel that is what they are getting (Houran, 2010). Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described monet as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007). Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al 2010). Rewards are a management tool that hopefully contributes to firms' performance by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, (2007).
Leadership is all about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni, 2005).

Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni, 2005). Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thought with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, 2011). Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

V. THEORITICAL FRAMEWORK

The motivational theories included in this research are linked to motivation to find out what their possible influence could be on those two constructs. The motivational theories that are relevant for this research work are the **Equity theory** (Adams, 1963; in Harder, 1991; in Robbins, 2003; in Kinicki and Kreitner, 2003), **Expectancy theory** (Vroom, 1964 in Harder, 1991; in Isaac et al., 2001; in Robbins, 2003), **Goal setting theory** (Locke, 1968 in Austin and Bobko, 1995; in Locke and Latham, 2002; in Robbins, 2003; in Kinicki et al., 2003) One thing that is common for humans is to compare themselves to others. One theory that comes forth from this evaluating of one's-self and each other is Equity theory. Carrel and Dittrich (2008) depict that most theorist discussing the equity theory posit three primary points. First, employees perceive a fair return for what they contribute to their job. Second, employees then run some kind of social comparison what their compensation should be with their colleagues. Last each employee that perceives himself to be in an inequitable situation will try to decrease this inequity. Robbins (2003) and Adams (1963; 1965, in Harder, 1991) explain that the equity theory is a theory that centre's on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. After this individual evaluation of his input-output ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists.

The employee will have a feeling that he is treated fairly. In this situation of equity, the person is seemingly content and will not act to imbalance the condition (Cosier and Dalton, 1983). Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity. There are three types of equity namely external, internal, employee equity (Konopaske and Werner, 2002). External equity arises when employee use comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different job but work in the same organization. Employee equity exists when an employee compares himself to other employees who occupy the same job within the same organization. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. These comparisons can lead to job turnover when some employees perceive not to be treated fairly. Important is that equity theory shows that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to current situation when there is a perception of inequity present. On the other hand, Expectance theory refers to a set of decision theories of work of motivation and performance (Vroom, 1964; in Ferris, 2007). Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior (Kinicki et al., 2003). As said by Vroom (1964; in Kopfi, 2008), the expectancy theory as two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioural actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as either expectancies or instrumentalities. The second assumption is that individual person has effective reactions to certain outcomes. Affective reactions reflect the Valence (positive or negative value individual place or results) of outcomes (Kinicki et al., 2003).

According to the expectancy theory, individual will be motivated to perform by two expectancies (Ferris, 2007; Isaac et al. , 2001). Expectance is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. Expectancy theory primarily relies upon motivators to clarify causes for behaviours exhibited at work (Leonard, Beauvais and Scholl, 1999). External rewards are viewed as inducing motivational states that fuels behaviors, as opposed to intrinsic motivators, when behaviors are derived from internal forces such as the enjoyment of the work itself because it is challenging, interesting and so on (Isaac et al, 2011). On the other hand,

in **Goal setting theory**, Locke, Shaw, Sarri and Latham (2008) defined a goal as what an individual attempts to accomplish; it is the object or aim at certain actions. The basic assumption of goal-setting is that goals are immediate regulators of human actions (Locke et al., 2008). Evidence from the goal setting research indicates that specific goals leads to increase performance and that difficult goals, when individuals have accepted them, results in higher performance than easy goals (Locke 1968 in Austin and Bobko, 1985; in Locke, 2004). Goal setting has four motivational mechanisms (Bryan and Locke, 1967; Locke and Latham, 2002). The first motivational mechanism is that goals that are personally meaningful and interesting tend to focus an individual's attention on what is important and what is relevant (Locke et al., 2008). The second mechanism is that goals have an energizing function. Simply puts, higher goals leads to more effort than lower goals (Bryan and Locke, 1967). The third mechanism is that goals affect persistence. Persistence is the effort expended on a specific task over a certain amount of time (Laporte and Nath, 1996). Normally, the more difficult a goal is to achieve, the higher the persistence. The last motivational mechanism holds that goals affects action indirectly by leading to the arousal, discovery and use of knowledge and strategies (Wood and Locke, 1990 in Locke et al., 2002). Regarding the impact of goal setting on intrinsic motivations, Elliot and Harackiewiez (1994) show some interesting evidence in their article. They explain, by means of regression analysis that the effect of performance or mastery focused goals on intrinsic motivation depends on the degree of achievement orientation of an individuals. Goals are simultenously and object or outcome to look for and a standard for satisfaction (Locke et al., 2002). When an individual wants to achieve certain goals means that this individual will not be satisfief until he reaches that goal. Therefore, goals serve as the inflection point or reference standard to satisfaction versus dissatisfaction (Mento, Locke and Klien, 2002). (Locke et al, 2002) add to this that individuals that produce the most, those with difficult goals, are harder to satisfy. In this case, individuals that set high goals produce more as they are dissatisfied with less.

VI. EMPIRICAL LITERATURE

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement June et al. , 2006). Kallimullah Khan conducted a study in which he examined the relationship between rewards and employees motivation in commercial banks in Parkistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kallimullah et al., 2010).An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan et al., 2001). An empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation (Reena et al., 2009).

A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaires survey was used and data was gathered from 4 banks employees, the value of correlation coefficient for recognition was 0.251 which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman et al, 2010). That is why a study says that deficiency of appropriate recognition and rewarding reduces employee work motivation and job satisfaction. Hence, administration of organization and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Reena et al., 2009). In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al, (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factor of workers get the best out of them.

Bergum and Lehr's (2004) study, which investigated the influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group. Daniel and Caryh (1995) study was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size. Akerele (2001) observes that poor remuneration is related to profits made by an organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. Nwachukwu 92004) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity. Another study carried out, which is of importance to this research, is that of Wood (1974). He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study reveals that highly involved employees who were among intrinsically oriented towards their jobs did not manifest satisfaction commensurate with company evaluation of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. The above literature, studies and discussion fully support first hypothesis that recognizing employees work increases their motivation to accomplish tasks and execute responsibilities towards them by the orgasnisation.

VII. METHODOLOGY

7.1.Research Design

The study used a descriptive survey design. The purpose of using descriptive surveys was to collect detailed and factual information that describe an existing phenomenon. Data was collected based on the concepts defined in the research model and hypotheses tested. This study is a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of Employee motivation on organizational performance.

7.2.Sample and Sampling techniques

Cluster sampling was used to collect equal number of manufacturing firms from each sample cluster in the study. The purposive sampling was used to study only the manufacturing firms in Nnewi area of Anambra state. Meier, O'Toole, Boyne and Walker (2012) posited that strategy can be characterized as senior manager's response to the constraints and opportunities that they face. Therefore, the study will use only the senior staff of the firms. Preliminary study through interview sessions has shown that most of the firms maintain four main managementstaffeach

sample comprised of 103 staff from 17 selected manufacturing firms operating in Anambra state Nigeria.

7.2.Instrument for data collection

The data collection instrument used was a structured questionnaire because structured questionnaires are extremely flexible and could be used to gather information concerning almost any topic, from a larger or small number of people (Moore, 1987 cited in Olatokun and Gbinedion, 2009). The questionnaires were divided into four sections. Section A collected basic demographic information regarding the respondents such as gender, age, academic qualification, cadre and working experience; section B sought to determine the extent to which motivation is practiced by manufacturing firms; section C captured information on types of motivation and motivational tools; Section D captured information on the relationship between extrinsic motivation and workers performance; Section E assessed on the relationship between adoption of intrinsic motivation and organizational performance, while section F deals on the relationship between motivation and level of productivity. Section A consisted of closed-ended questions. Section B to F used a structured 5 points modified likert scale battery of Strongly Agree (5) Agree (4) Undecided (3) Disagree (2) and Strongly Disagree (1) in line with Atiku, Genty and Akinlabi (2011). The respondents were asked to indicate the extent to which they are agree/disagree with various statements

7.3.Method of Data Collection

The descriptive statistics such as frequencies, percentages and graphs are used for the analysis of the research questions while hypotheses testing were done with Spearman Rank Correlation Coefficient. SPSS (Statistical Package for Social Sciences) computer software was used to run the analyses. The hypotheses were tested at 0.05 level of significance. At 5% level of significance, reject the null hypothesis for test with probability estimate lower than 5% (0.05) and conclude that they are statistically significant. Otherwise, we accept 0.05 when probability estimates are above and conclude that there is no overall statistically significance.

VIII. PRESENTATION AND INTERPRETATION OF DATA

Of the 120 questionnaires distributed to 17 manufacturing firms in Anambra state, a total of 103 completed and usable questionnaires from 17 manufacturing firms representing a response rate of 83.3% are returned.

8.1.Socio-Demographic Characteristics of the study

Table 1: Results from the analysis of the socio-demographic characteristics of the respondents indicated that majority of the respondents are male suggesting that most of the management teams of manufacturing firms are male. Moreover, the respondents concentrated within the age bracket of less than 35 years to 45years and above. Most of the respondents were persons with secondary school educational qualifications followed by persons with First degree. 7.8 % of the respondents have a Masters degree and 43.7% have their first degree or equivalent. Those with secondary education constitute about 29.1% of the respondents. This is an indication that the respondents are highly rated employees. It implies that most of the manufacturing firms in Anambra state are managed by persons with first degree or its equivalent.

Table 1

Socio-demographic characteristics of the respondents

Variables	Frequencies	Percentages
Sex		
Male	68	66
Female	35	34
Total	103	100
Level of Education		
Primary	20	19.4
Secondary	30	29.1
Bsc or its equivalent	45	43.7
Post-Graduate	8	7.8
Total	103	100
Location		
Awka	35	34
Nnewi	35	34
Onitsha	33	32
Total	103	100
Cadre		
Manager	38	36.9
Others	65	63.1
Total	103	100
Years of service in the company		
Less than 5years	28	27.1
5-10years	32	31.1
11-20 years	35	34
Above 20 years	8	7.8
Total	103	100
Age of the Respondents		
Less than 35 years	10	9.7
35-40years	22	21.4
41-45 years	30	29.1
More than 45 years	41	39.8
Total	103	100

Source: Field survey 2013

About 72.9 percent of the respondents have put in at least 5 years of service and majority of who are males. About 90.3 percent of the respondents are at least 35 years old. In general, the study gives a favorable picture concerning the level of education of the respondents. Majority of the respondents have at least a first degree.

8.2.Analysis of research questions

Usage of extrinsic motivation by firms

Research Question 1: Does employee motivation have any effect on organizational performance?

Table II

S/n	Variable	SA	A	U	D	SD	Remarks
7	Motivation such as pay	42 (41)	30 (29.1)	18 (17.4)	9 (8.7)	4 (3.8)	Strongly Agree
8	Good working conditions, fringe benefits, promotion and security	48 (46.6)	25 (24.3)	14 (13.6)	11 (10.7)	5 (4.8)	Strongly Agree
9	Bases decisions and rewards on formulated organizational policies	25 (24.3)	50 (48.5)	18 (17.5)	10 (9.7)	0	Agree

Source: Computation from SPSS Analysis

Questionnaire items 7, 8, 9 were used to address research question one. The responses to research question one is shown in table 2 above. The study shows that majority of the firms in Anambra State adopts rewards as a tool for motivation. This is evident from the results which indicates that majority of the respondents staff of the firms were in strongly agreement that their firms uses motivational tools such as pay, good working conditions, fringe benefits, promotion and security and bases decisions and rewards on formulated organizational policies. Ticking strongly agree to these variables implies that these firms adopt rewards in their motivational process.
Research Question 2: How does increase in motivational tools affects employees in an organization

Table III

S/N	Variable	SA	A	U	D	SD	Remarks
10	Opportunity to use one's ability in work place	3 (2.9)	8 (7.8)	28 (27.2)	64 (62.1)	0	Disagreement
11	A sense of challenge and achievement	3 (2.9)	14 (13.6)	43 (41.7)	38 (36.9)	5 (4.9)	Undecided
12	Receiving appreciation and positive recognition	12 (11.6)	56 (54.4)	25 (24.3)	10 (9.7)	0	Agreement

Source: Computation from SPSS 17 Analysis

The research question two tries to find out whether increase in motivational tools affects employee in an organization. Questionnaire items 10, 11, 12 were used to analyze research question two. The respondents were of the view that productivity depends on the type of motivation used (intrinsic or extrinsic). The results from questionnaire item 11 indicated that firms' uses a sense of challenge and achievement as an intrinsic reward to employee motivation but their response was undecided.Research question 3: Is there any significance relationship between employee motivation and organizational performance or firm growth.

Table IV

S/N	Variable	SA	A	U	D	SD	Remarks
13	Strives for strategies that motivates workers such as salary, wages and conditions of service	11 (10.7)	58 (56.3)	27 (26.2)	7 (6.8)	0	Agreement
14	Staff training, information availability and communication	10 (9.7)	43 (41.7)	35 (34)	15 (14.6)	0	Agreement

Source: Computation from SPSS 17 Analysis

Research questions three was answered with questionnaire items 13 and 14. The research question asked whether there is a significant relationship between employee motivation and organizational performance. Responses from the analysis were shown in table 4. The results showed that there is a significant relationship between employee motivation and performance level of an organization. This implies that work motivation can have positive influence with performance of manufacturing firms in Anambra State.

TEST OF HYPOTHESES

This section deals essentially with statistical testing of the hypotheses formulated for this study and also interpreting the result making use of Spearman Rank Correlation Coefficient
H0 1: Employee motivation does not have any effect on organizational performance.
Hypothesis one was testing with questionnaire items 8 and 9

Table V

Variable	Data1	Data2	Rank 1	Rank 2	D	D^2
A	48	25	5	4	1	1
B	25	50	4	5	1	1
C	14	18	3	3	0	0
D	11	10	2	2	0	0
E	5	0	1	1	0	0

$\sum d^2$ 2

Calculating the Spearman rank correlation coefficient of the ranked data=
$R = 1 - (6\sum d^2) / n (n^2 - 1)$
Analysis of the result
Spearman rank correlation (calculated) = 0.9
Spearman rank (table) at p = 0.05 =0.900
The first hypothesis states, employee motivation does not have any effect on organizational performance. In order to test this hypothesis, the spearman rank correlation coefficient was used. From the calculations and indications, r ≥tv (i.e 0.9 ≥0.9 00). Therefore the hypothesis is accepted. Hence, there exist positive effects between employee motivation and workers performance. That is when there is an increase in employee motivation like salary, allowances etc. given to workers, there is also a corresponding increase in workers performance.
H0 2: Increase in motivational tool does not have any significant effect on employee performance.
Hypothesis two was testing with questionnaire item 10 and 11

Table VI

Variable	Data 1	Data 2	Rank 1	Rank 2	D	D^2
A	3	3	2	1	1	1
B	8	14	3	3	0	0
C	28	43	4	5	1	1
D	64	38	5	4	1	1
E	0	5	1	2	1	1

$\sum d^2$ 4

Calculating the spearman rank correlation coefficient of the ranked data
$R = 1 - (6 \sum d2) / n (n^2 - 1)$
Analysis of the result
Spearman rank correlation (calculated) = 0.8
Spearman rank (table) at p = 0.05 = 0.900
The second hypothesis states, increase in motivational tool does not have any significant effect on employee performance. The spearman rank was also used in testing this hypothesis. Since r (0.8) is greater than tv (0.900), there exist a significant relationship between motivational tools and employee performance. That is the value that workers place on motivational tools like praise, recommendations, promotion, wages etc. that they receive from their employer is high and these increase their performance.

IX. SUMMARY OF FINDINGS, DISCUSSION AND RECOMMENDATIONS

Discussion on findings

The first hypothesis which states that, there is a significance relationship between employee motivation and workers performance was accepted. This shows that the kind of motivation given to workers in an organization has a significance influence on workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The findings also agrees with the work of Berjum et al (2004) which showed that subjects who received individual incentives performed better than those who did not receive. And workers exhibited productive work behavior when rewards were made contingent upon performance. The work of Akerele (2001) can also be said to have corroborated the findings of this work. He observes that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.Another work that this findings can be said to have corroborated is the work of Eze (2009) whose investigation on Nigeria management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this ends was interpreted to include money, material possessions etc and the reason may be that workers need to take care of themselves, their families and other dependents and provide themselves other basic needs of life. The second hypothesis which states that "Increase in motivational tools does not have any significant effect on employee performance" was also accepted. This finding suggests that there is a significance relationship between motivational tools such as wages; remuneration, recommendation, recognition etc receive by workers and their performance. However, this study has demonstrated the importance of rewards like money as a viable predictor of performance.

The findings of Egwurudi (2008) has also supported this research work, because his hypothesis that low income workers will be intrinsically motivated was not confirmed and the expectations that higher income workers will place greater value on intrinsic reward than low income workers was also not confirmed. This shows clearly the extent of value placed on motivation. Based on the foregoing, it can be said that it is pertinent for employers of labor to know the kind of rewards that they can use to influence their employees to perform well on a job. In other words the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organization as well.

X. CONCLUSION

The importance of reward in the day-to-day performance of workers duties cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employer and employee. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employer. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook them in order to safeguard industrial harmony, because "a happy worker they say is a productive worker". Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of rewards that can influence workers to perform better on a job, this study can therefore be seen a call for employers sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance.

XI. RECOMMENDATIONS

Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The findings of this study can be handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system. It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

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