

Motivational Strategies and Organisational Performance: A Study of Nigerian Bottling Company PLC, PortHarcourt

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Abstract

The constant changes occurring in the world today, especially in technology and innovation of new products and services call for organisations to reassess the manner in which they handle their employees. The aim of this research was to determine the relationship between motivational strategies and employee performance in Nigerian Bottling Company PLC Port Harcourt. To achieve this, a survey research design was adopted. Two hundred and fifty two employees made up the population of the study, while the sample size is one hundred and fifty five. Three research questions were used. The instrument for data collection was through questionnaire. The techniques employed in analyzing the data were mean and standard deviation while Spearman's Rank Coefficient was used in testing hypotheses. The result indicated that there is positive and significant relationship between work environment and job satisfaction. There is positive and significant relationship between training & development and employees' performance in Nigerian Bottling Company PLC, Port Harcourt. It was also found that recognition of workers has positive and significant relationship with worker's commitment. Hence, it was concluded that lack of these strategies lead to poor performance and non-commitment to job. It was then recommended that, the management of Nigerian Bottling Company PLC, Port Harcourt should provide an enabling work environment for their employees in terms of good accommodation, office space and furniture as these make them to be relaxed while at work and also improve their commitment.

Keywords: Motivational Strategies, Organisational performance, NB PLC, Port Harcourt

Introduction

Motivation is widely recognized as one indicator of changing behaviour. One of the basic purposes of motivation is to increase performance. To achieve this, there should be a satisfied work force in an organisation. Employees who have high level of job satisfaction commit their time, energy and efforts to work which result in high productivity (Scott, 2004). Due to better performance shown by satisfied workers, it is the top priority of all

organisations to achieve the desired goals by increasing employee satisfaction.

Motivation refers to the forces that energize, direct and sustain a person's efforts to reach organisational goals. Decenzo (2001) defines it as the result of the interaction between the individual and the situation. Naturally, organisations seek out individuals who are motivated to perform well in the work place. In addition, they hope to employ people who have the ability to motivate others with whom they work; subordinates, peers, and superiors to work harder towards the accomplishment of the goals assigned to them. As such it is important for employers and managers alike to know really the mechanism or method to use to motivate their workers. Thus, motivation strategies are the different methods, tools, techniques, system or process that can be put in place to encourage their personnel to put in their best on job, hence, resulting to higher productivity and better organisational performance.

Worker's motivation is essential since there is a direct relationship between motivation and performance. Increased motivation creates the condition for a more effective workforce but because work motivation is an interactive process between workers and their work environment, good managers and supervisors are still critical factors in each organisational goal (Decenzo, 2001).

Oluseyi and Ayo (2009) assert that levels of employee performance rely not only on the employees' actual skills, but also on the level of motivation they exhibit. Moreover, to get productivity up to any optimal level, it is critical to understand how and why people are motivated to work (Hahn and Kleiner 2002; Westover, 2008). For this purpose, managers usually spend considerable amount of time on developing various motivational strategies. However, they do not have clear picture of what really motivates their employees (Creech, 1995). Therefore, what motivates the new employee is quite different from what motivated the generation before them. Additionally, an individual's motivation may change based upon certain factors such as age, experience and skills.

Statement of the problem

There are constant changes occurring in the world today, especially with regards to technology and innovation in new products and services which call for organisations to reassess the manner in which they handle their employees. The way and manner employees are motivated affect their performance in the organisation. Where the employees feel discontented or dissatisfied, the performance of that organisation may be adversely affected.

This implies that employees are critical inputs for the growth, survival, development, regeneration and performance of the organisation.

Employees who lack motivation may stop caring about the quality of their work. Those who lack recognition are likely to feel comfortable for not meeting the organisational objectives; they may spend more working hours attending to personal issues or socializing, both of which contribute to decreased productivity. When employees have negative perception of their work environment, they sometimes suffer from chronic stress. Lack of recognition of workers in an organisation may also lead to increased turnover rates, poor team culture, and unsatisfying performance result. If the employees are not well trained and developed, it can cause the organisation more than their wages. It can also lead to loss of the organisations' retained customer and the profit of the organisation will also be affected adversely.

There may also be inadequacy of service delivery in most organisation, due to the fact that some of these motivational strategies were not properly attended to. This may make employees to feel unhappy and hence may lead to low or poor performance. But, when properly attended to, it can act as the required tonic for boosting the morale of employees. Thus, no one technique or method can explain human motivation particularly across diverse culture. It is against this background that the study will examine the relationship between motivational strategies and employee performance.

Objectives of the study

The broad objective of this study is to determine the relationship between motivational strategies and employee performance. However, the study will attempt to achieve the following specific objectives:

1. To examine the relationship between recognition and commitment to work.
2. To ascertain whether there is relationship between work environment and job satisfaction.
3. To determine the extent of relationship between training & development and employees performance.

Research questions

Based on the objectives of the study, the following research questions are formulated to guide the researcher:

1. What is the relationship between recognition and worker's commitment?

2. What is the relationship between work environment and job satisfaction?
3. What is the relationship between training & development and employee performance?

Statement of hypotheses

In order to guide the researcher in this investigation, the following null hypotheses were formulated to provide practical evidence to this study:

H₀₁: Recognition of workers has no positive and significant relationship with worker's commitment

H₀₂: Work environment has no positive and significant relationship with job satisfaction.

H₀₃: Training & development of workers have no positive and significant relationship with employee performance.

Literature review

Motivational strategies

According to Sarpong (2016), motivational strategies involve empowering employees, redesigning jobs, providing an effective reward system and creating flexibility. Effective motivational strategies have impact on the performance of the organisation and on its qualitative and quantitative output. According to Carlsen (2003), motivational strategy refers to the performance of management and reward systems and in particular to the type and scale of financial and non-financial incentives which are to be provided. It will also be concerned with other process which should yield favourable attitudes including job design, participation, joint objective setting, career development and any other processes relating to the individual need to achieve and maintain a sense of personal wealth and importance (Jobber and Lee, 1994). Motivational strategy is also affected by the quality of leadership in an organisation; therefore, the selection, training and development of effective leaders should be part of the strategy of motivation.

Recognition as a motivational factor

Employee morale can be boosted by act of recognition that draw attention to the value of their work or it can be deflated by lack of recognition (Harvat, 2007). Rewards can be in form of cash, bonuses, and recognition among others. Derrek (2005), argues that, there is thus a need to understand what makes people tick and to manage them as individuals.

According to Kataria, Garg and Rastogi (2013), employee recognition is the timely, informal or formal acknowledgement of persons or teams'

behaviour, effort or business result that supports the organisations goals and values, and which have clearly been beyond normal expectations. Employees tend to stay in organisations where they feel their capabilities, efforts, performance and contributions are recognized and appreciated by others (Kataria, Garg and Rastogi, 2013). Frequent recognition may be given in less formal ways. For example, the completion of a task could be rewarded by a “thank you” or a “well done”, a confirming smile, a sense of appreciation, etc.

Work environment as a motivational factor

Work environment is one of the factors that affect employees' decision whether to stay with the organisation or not. Productivity and efficiency are directly affected by how people work, and this is equally affected by their work environment. This may include issues such as office space, equipment, air conditioning, comfortable chairs, just to mention but a few. According to Work environment that is comfortable, relatively low in physical and/or psychological stress and attainment of work goals will tend to produce high levels of performance. Daly (2006) observes that heavy workloads may generate hostility towards the organisation and diminish levels of employee commitment.

Training and development as motivational factors

According to Mullins (2006), training refers to the process of changing in taught, behaviour and action as a result of changes in knowledge, skills and competence. It is believed that engaging in training and development widens ones compatibility with opportunities for advancement and equips one with the ability to competently tackle new levels of responsibility and challenges. Training provides employees with specific skills or help correct deficiencies in their performances, while development is an effort to provide employees with abilities that the organisation will need in future (Chew, 2004). The purpose of training in the work context is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organisation.

Opportunities for training and development are among the reasons why employees stay for long with an organisation. According to Dockel (2003), investment in training is one way to show employees how important they are to the organisation. Mullins (2006) observes that, professional development is the engine that keeps the organisation true to their mandate as centers of ideas and innovations. Without efforts in this direction, intellectual capital can stagnate and lose their relevance to the society.

Employee performance

In the organisational context, performance is usually defined as the extent to which an organisational member contributes to achieving the goals of the organisation. Kelly (2010) defines employee performance as a function of ability, effort, skill, environment and motivation. Performance is therefore measured in terms of results. Job performance is the net effect of an employee's effort shown by abilities, skills, role perceptions and result produced (Addario, 2005). This implies that performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities, role perceptions and result's produce. Hence management has to create the enabling environment for employees to perform effectively. Employee performance plays an important role for organisational performance. Employee performance is originally what an employee does or does not do. Performance of employees include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Gungor and Ali, 2011). From these, improved individual employee performance could improve organisational performance. To conclude, employee performance can simply be understood as the related activities expected of a worker and how well those activities were executed.

Job satisfaction

On reviewing various literatures, it has been found out that many experts have explored into the subject of job satisfaction and have come out with various kinds' of definition of job satisfaction. Anderson (2001) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of employee's job or job experience. Robbins (2005) conforms to Anderson (2001) by defining job satisfaction as a collection of feelings an individual holds towards his or her job. A person with a high level of job satisfaction holds positive feelings towards the job while a person who is dissatisfied with his or her job holds negative feelings towards it (Faragher, Cass and Copper, 2005). Thus job satisfaction is a result of the overall reaction towards a job.

The impact of job satisfaction on happiness and well-being is undeniable. As Smith (2007) argued that a job is not only a main source of income, but also an important life domain in other ways. Shann (2001) asserts that job satisfaction helps to retain employees and make them committed to their job and through this also makes their organisation very effective. In other words, job satisfaction contributes to improvement of employee performance.

Employee commitment:

Commitment is defined as a high level of attachment to an organisation (Crosswell, 2006). Employee commitment is the emotional bond between the employee and the organisation. It can also lead to motivation to work (Mart, 2013).

In terms of the motivational perspective, organisational commitment is a state of being in which organisational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organisation (Miller and Lee, 2001). Pareek (2004) defined organisational commitment as a person's feeling with regard to continuing his or her association with the organisation, acceptance of the values and goals of the organisation, and willingness to help the organisation to achieve such goals and values. Thus, organisational commitment is a bond the employee has with his/her organisation. Commitment is regarded as the opinion that employee's commitment is one of the major professional characteristics that influence an organisation's success (Crosswell 2006).

Research methodology

This study used a descriptive survey design. The target population includes the junior and senior staff of Nigerian Bottling Company PLC PortHarcourt, which is 252. The sample size of the study is determined using Taro Yamane (1964) formula with 5% degree of allowable error. Thus, the sample size is 155 staff of Nigerian Bottling Company PLC, PortHarcourt. Also the sample technique adopted in this study is the proportional stratified sampling technique. Thus the Bowley's formula is used to allocate number chosen from the stratum (department). Cronbach alpha is used to establish the internal consistency of the instrument while the instrument used is a five point Likert format. This was ranged from 5 – 1 point Likert scale in the following pattern: Strongly Agree-5, Agree-4, Undecided-3, Disagree-2, and Strongly Disagree-1. Out of 155 copies of the questionnaire distributed, only 150 were properly filled and returned to the researcher. This has shown 97% level of participation. Mean and standard deviation were used to answer the research questions while Spearman's Rank Correlation Co-efficient was used in testing hypotheses.

Decision rule: Reject the null hypotheses, if derived p-value < 0.05. But if the derived p- value > 0.05, accept the null hypotheses.

Data analysis

Research Question1: What is the relationship between recognition and worker's commitment?

Table 1.1: The mean and standard deviations of respondents on relationship between recognition and worker's commitment.

S/N	Items	N	Mean	Std. Deviation	Decision
1	My supervisor always commends the quality of my output.	150	3.84	1.36	Accepted
2	I dislike those who hamper the image of this organisation.	150	3.84	1.36	Accepted
3	Commendations for hard work makes me to feel a strong sense of belonging to the organisation.	150	3.99	1.18	Accepted
4	Bonuses are awarded for achieved goals.	150	3.94	0.98	Accepted
5	I would feel guilty if I leave this organisation.	150	2.18	1.37	Rejected
6	Promotions given to workers increase workers performance	150	3.15	1.30	Rejected
7	Overtime allowance paid when working hours are extended encourages me to put more effort.	150	3.64	1.03	Accepted
8	Workers motivation has improved employee performance.	150	4.10	0.77	Accepted
9	Cash rewards/vouchers given to staff annually have improved their sense of belonging to the organisation.	150	3.19	1.31	Rejected
10	I am proud to be in this company.	150	3.79	1.27	Accepted
11	I feel emotionally attached to my duty when my efforts are appreciated.	150	3.80	1.08	Accepted
	Average Mean	150	3.58	1.11	Accepted

Standard reference mean= 3.50

The data in Table 1.1 show the mean responses of respondents on the relationship between recognition and workers commitment. The respondents indicated that eight questionnaire items were accepted while three items were rejected. That is, commendation for hard work, salary increment, bonuses, and gift for extra efforts, overtime allowance and appreciation of workers were accepted by workers. However, in all the total average means responses of the respondents for research question one yielded a score of 3.58 which indicates that respondents are of the opinion that, there is relationship between recognition and workers commitment.

Research Question 2: What is the relationship between work environment and job satisfaction?

Table 1.2: The mean and standard deviations of respondents' on the relationship between work environment and job satisfaction

S/N	Items	N	Mean	Std. Deviation	Decision
12	I am satisfied to be a worker in this company.	150	3.98	1.05	Accepted
13	There is adequate office space and furniture in my work place.	150	3.37	1.29	Rejected
14	The tools and materials provided in my office are adequate to perform my assigned duties.	150	3.53	1.47	Accepted
15	The cordial relationships with my colleagues and boss have made me to remain with the company.	150	3.36	1.18	Rejected
16	My supervisor is satisfied with my attendance to duty.	150	3.91	0.90	Accepted
17	I am satisfied with the cooperation of workers.	150	4.36	0.69	Accepted
18	I am satisfied with the company's policies.	150	3.37	1.31	Rejected
	Average Mean	150	3.70	1.21	Accepted

Standard reference mean= 3.50

The data in Table 1.2 show the mean responses of respondents on the relationship between work environment and job satisfaction. The respondents indicated that four questionnaire items were of accepted while three items were rejected. That is; adequate tools and materials, attendance to work, and cooperation of workers were accepted. Company policies, adequate office space and furniture were rejected. However, in all, the total average means responses of the respondents for research question two yielded a score of 3.70 which indicates that respondents accepted that, there is a significant relationship between work environment and job satisfaction.

Research Question 3: What is the relationship between training & development and employee's performance?

Table 1.3: The mean and standard deviations of respondents' on the relationship between training & development and employees' performance.

S/N	Items	N	Mean	Std. Deviation	Decision
19	There is opportunity for personal growth and development in my work place.	150	4.16	0.89	Accepted
20	Provision of in-service training within the organisation has increased my performance.	150	3.73	1.01	Accepted
21	Scholarships are awarded on merit.	150	2.98	1.33	Rejected
22	Sensitizations that are regularly done in my work place have increased employee performance.	150	3.96	0.83	Accepted
23	Employees are mentored in-house to improve on their skills and competency.	150	2.31	1.35	Rejected

24	Availability of opportunity to attend workshops outside the country has increased my performance.	150	1.86	1.11	Rejected
25	My company prefers on - the -job training.	150	4,12	0.75	Accepted
26	Experience acquired increases staff involvement in the organisation.	150	4.23	0.69	Accepted
27	Skills acquired by workers have effect on employee performance.	150	3.89	0.58	Accepted
28	Provision of job related workshop enhances my performance.	150	3.57	1.28	Accepted
Average Mean		150	3.61	0.72	Accepted

Standard reference mean= 3.50

The data in Table 1.3 show the mean responses of respondents on the relationship between training & development and employee performance. The respondents indicated that seven questionnaire items were accepted while three items were rejected. That is; experience acquired, seminars, workshops and sensitization of workers were accepted by the workers. They also accepted that training increases staff involvement in the organisation and that skills acquired by the workers have effect on employee performance. However, in all, the total average means responses of the respondents for research question three yielded a score of 3.61 which indicates that respondents are of the opinion that there is a significant relationship between training & development and employees performance.

Research hypotheses testing

Data collected to test the hypotheses were coded for computer analysis. The Spearman's Rank Correlation Co-efficient analyses were run to determine relationships among the variables in the hypotheses.

Ho₁: Recognition of workers has no positive and significant relationship with worker's commitment

The correlation analysis result shows that there is a positive and significant relationship between recognition and workers commitment. The result has reported an r of 0.272 and a p-value of 0.000. Our p-value is less than 0.05, therefore, the null hypothesis was rejected and the alternate accepted. Thus, recognition has positive and significant relationship with workers commitment.

Ho₂: Work environment has no positive and significant relationship with job satisfaction.

The analysis showed that relationships exist between work environment and job satisfaction.

The result has reported an r of 0.224 and a p-value of 0.000. Our p-value is less than 0.05, therefore, the null hypothesis was rejected and the alternate

accepted. Thus, work environment has positive and significant relationship with job satisfaction.

Ho₃: Training & development of workers have no positive and significant relationship with employee performance

The analysis showed that relationships exist between training & development and employees' performance in the manufacturing company. The result has reported an r of 0.254 and a p -value of 0.000. Our p -value is less than 0.05, leading to the rejection of the null hypothesis and acceptance of the alternate hypothesis. Thus, training & development have positive and significant relationship with employees' performance.

Findings

- The respondents accepted that, there is relationship between recognition and workers commitment.
- The respondents also accepted that, there is relationship between work environment and job satisfaction.
- It was also discovered that, there is relationship between training & development and employees' performance.

Discussion of the findings

The results of research question one show that, commendation for hard work, salary increment, bonuses, and gift for extra efforts, overtime allowance and appreciation of workers were accepted by workers. This indicates that respondents are of the opinion that, there is relationship between recognition and workers commitment. This finding agrees with the work of Kataria, Garg and Rastogi (2013), which show that recognition for achievement with parameters praise, reward, and personal appreciation is vital for employee motivation. This is because reward policy in the organisation ensures that it is able to attract and retain the staff that it needs in order to do its business.

The responses of research question two show that, adequate tools and materials, attendance to work, and cooperation of workers were accepted. Company policies, adequate office space and furniture were rejected. However, in all, the total average means responses of the respondents for research question two yielded a score of 3.70 which indicates that respondents accepted that, there is a significant relationship between work environment and job satisfaction. This finding agrees with the work of Faragher, Cass and Copper (2005) which show that employee motivation as well as its four components e.g. work environment, pay and benefits,

management systems and organisational vision have a positive influence on customer's satisfaction.

The results of research question three show that, experience acquired, seminars, workshops and sensitization of workers were accepted by the workers. They also accepted that training increases staff involvement in the organisation and that skills acquired by the workers have effect on employee performance which indicates that respondents are of the opinion that there is a significant relationship between training & development and employees' performance. This is in line with Kataria, Garg and Rastogi (2013), which show that career advancement had the greatest effect on employees' motivation, followed by achievement, interest on job and finally recognition for achievement.

Based on the foregoing, it can be said that it's pertinent for employers of labour to know the kind of motivational strategies they can use to influence their employees to perform well on a job in a particular situation. 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 organisation as well.

Conclusion

The importance of motivational strategies in the day- to - day performance of workers' duties cannot be overemphasized, especially when it comes to recognition, work environment, training and development of workers. 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' motivational package matters a lot and should be a concern for both the employers and employees.

The result obtained from the hypotheses showed that employees place great value on the different motivational strategies given to them by their employers. Hence, when these strategies are lacking, workers tend to express their displeasure through poor performance and non-commitment to their job. It is the responsibilities of the organisation to provide motivational tools which will influence employees to work happily and increase performance.

Recommendations

Based on the findings, the following recommendations are provided:

1. That the Nigerian Bottling Company PLC, PortHarcourt should ensure that, there is an enabling work environment for its employees in terms of good accommodation, office space and

furniture as these make them to be relaxed while at work and also improves their performance.

2. The management of Nigerian Bottling Company PLC, PortHarcourt should consider recognizing excellence by verbal and written commendations as it will likely reduce employee turnover, increase employee sense of belonging with the organisation and finally enhance employee creativity.

3. The management of Nigerian Bottling Company PLC, PortHarcourt should also consider investing more on training and development of employees because, it will help to increase employee competency, efficiency as well as the performance of the organization.

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