

Impact of Motivation on Employee Performance: A Study of Alvan Ikoku Federal College of Education

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Abstract

The study focused on the effect of motivation on employees' performance using Alvan Ikoku Federal College of Education (AIFCE) as study area. It is an empirical study whose major source of data was primary source through questionnaire. The main objective is to ascertain the work behavior of employees amidst their motivation. The study adopted reinforcement theory as framework of analysis. It is a survey research whose data analysis was done quantitatively and hypothesis tested via Chi-square (X^2). It was our finding that there is significant relationship between staff motivation and staff performance. The study therefore recommends that organizations should consider staff motivation as a cardinal responsibility. The study concludes that unless staff motivation is properly executed, organizations and their managers will always suffer employees' negative attitude to work.

Keywords: motivation, performance, organization, manager, employee performance

1. Introduction

Strategic management is the most effective means of organizational growth and productivity. The most daunting task of a manager of any organization is how best to put together human and materials resources to achieve the mission, vision and objectives of the organization. One of the postulations of management sciences is that none of the factors of production, no matter how sophisticated it is can replace the input of personnel in an organization. This simply underscores the inevitable need of a workforce that works like "live machines" to make the organization productive. If this statement is true of the staff or personnel of organization, then the manager faces the task of figuring out the best way of getting the staff put in his or her best to propel the organization to enduring or sustainable productivity. The human nature has a lot of roles to play in terms of how committed he will be in the organization he is part of the workforce. Furthermore, human being is a conscious 'homoeconomicus' whose actions and inactions, more often, are driven by circumstances that benefit him. These benefits might be extrinsic or intrinsic in nature. The individual yields his energy to the organization because of certain incentives that must not be compromised by management (Bernard, 1968, p.12). It is important to note that it is also a working strategy for the organization to see the problems of the employee as that of the organization as this will in turn encourage the employee to commit to the organization (Argris, 1964). The study is therefore bent on investigating the relationship between motivation and employee performance in the popular college.

2. Theoretical Framework

The study adopts reinforcement theory as framework of analysis. Reinforcement theory is widely associated with B.F. Skinner who proposed that every behavior is a function of its consequences.

The theory is one of the process theories which explain how people become motivated and what they are motivated to do. There are basically three components of reinforcement theory. The understanding of these components will guide the manager on the most efficacious and strategic application of the theory for desired organizational result. We have **stimuli** as one of the components. What it does is to create certain awareness in the environment (workplace) for the employee to ensure a certain behavior. We also have the **response** component which represents the behavior that the employee exhibits after interfacing with the stimuli in the environment. Finally, there is **outcome** component which is a direct result of the response exhibited by the actor. Summarily, reinforcement theory suggests that the response a person makes to the stimuli is a function of what he or she expects will happen (Denisi and Griffin, 2011, p.287). The employees are the most important 'tools' of the organization. If a manager can

through good management strategy earns the loyalty of his workforce, the employees will definitely see themselves as stakeholders in the organization and will be most likely to protect their interest by increasing performance. In application, the manager must identify things that are incongruous with positive stimuli and do away with them so that they will not generate negative responses, which ultimately will lead to negative outcomes. If the manager gets it right (positively) at the ‘Stimuli’ component of the theory, the response and outcome components will at least fairly fall in line. That is to say, the employees will be fair enough to respond accordingly to the positive stimuli found in the work environment. This agrees with Agris (1964) that “where the organization is not managed in such a manner that individual’s needs and goals are incongruent with those of their organization which will result in full integration of individuals with their organization, the individual workers in such organization would manifest adaptive behaviors such as absenteeism, labor turnover, slow down, alienation and extreme cases, withdrawal from work”.

3. Methodology of the Study

The study adopted the description survey design. It is purely an empirical study which relies on primary data through questionnaire as source of data. We also got some important data from the secondary source via relevant journal articles, textbooks, official documents, internet sources etc. The research made use of 200 samples which represented the total population. However we adopted simply percentage as the observed information collected, divided by the expected data, multiplied by hundred (100). Stated mathematically as $\% = \frac{X}{N} \times 100$.

Where % = percentage.

X = Total observed data collected

N = Total expected data

Furthermore, Chi-Square (X^2) tool is used to test the hypothesis on the relationship between motivation and performance in Alvan Ikoku Federal College of Education.

The Chi-Square is thus expressed $X^2 = \frac{\sum (O_i - E_i)^2}{\sum E_i}$

The degree of freedom is cross checked against the level of confidence throughout the test. The study operated within a (0.05) level of confidence. This simply means that any test that falls within the remaining (5) percent should be rejected. The value of the Chi-square is calculated by

X^2 = Chi-square

O_i = Observed Frequency

E_i = Expected frequency

\sum = Summation

Considering the hypothesis postulated in the study, the Chi-square method of data analysis and presentation was used.

It is denoted by: $X^2 = \frac{(f_{o_i} - f_{e_i})^2}{f_{e_i}}$

$$X^2 = K \frac{\sum_{i=1}^{\mu} (O_i - E_i)^2}{\sum_{i=1}^{\mu} E_i} \quad \mu = K - 1$$

Where X^2 = Chi-square

F_{o_i} = Observed frequency

F_{e_i} = Expected frequency

K

\sum = sigma sign (ie summation sign)

i = 1

μ = Neu sign (ie as it tends to normal distribution)

α = Alpha Sign

K-1 = (ie the number of columns minus 1)

4. Statement of the Problem

It is obviously worrisome that managers of both large and small organizations encounter incessant insubordination and negative attitude to work by the membership of the workforce. This nagging and distressing reality is not entirely regularly caused by employees. The managers of organizations do play a part to this worrisome reality which has seen some organizations lose their most enterprising employees, or seen their loyal workforce turn to recalcitrance, the development that has negatively affected the timely and sustained achievement of organizational objectives. It therefore behoves the manager to think the best combination of motivational techniques to maintain good working relationship between organization and the workforce so that productivity level will be in tandem with the objective of the organization.

5. Clarification of Concepts

5.1 Motivation and Performance

The concept is rife in every nooks and cranny of human organization probably because it is consistent with human nature. It is simply what encourages or drives human being to do what he does, or what makes him like/love to do what he does. The concept is as old as human existence. Motivation whether extrinsic or intrinsic has always rightly determined performance because of the “homoeconomicus” nature of man.

Oxford Advanced Learner’s Dictionary explained motivation to mean ‘reason for somebody’s action; to cause somebody to act in a particular way and to stimulate the interest of somebody; to cause somebody to want to do something’. This appears to be the determinant of the level of dedication to duty by workers in organization. Furthermore, according to Morehead and Griffin, cited in Onah (2008, p.279), ‘motivation is a set of forces that lead people to behave in particular ways’. This is why the first component of reinforcement (stimuli) noted that the response of the individual in the environment (organization) will depend deeply on stimuli he felt. The stimulus leads and determines type of behavior. McGregor, cited in Ogunna (1999, p. 287) highlighted that ‘people love to work if conditions of work are quite satisfactory to them and they are recognized as human beings, not machines’. The most common motivation to any workforce is that which is built on human relations philosophy of management. Herbert Simon made very important remark many years ago about motivation which despite the many years gone is still very much relevant today. According to Simon (1970, pp.381-383), motivation is said to be when organization is observed that is created to “satisfy the need of individual members who work to achieve those objectives of the organization therefore, organization effectiveness can only possibly be assumed when there is an agreement between organizational objectives and individual needs.” This is called organizational equilibrium and it best suits organizations in capitalist economies. Ezeali and Eziagu (2009, p.153) maintain that is an “energetic force that compels or induces maintenance of a particular behavior”. They however explained that motivation is not only restricted to physical and tangible things like money or promotion but also intangibles like psychological factors.

5.2 Brief History of the Study Area-Alvan Ikoku Federal College of Education (AIFCE)

AIFCE is a typical academic institution located in Owerri, the capital city of Imo State Nigeria. It was founded in 1963 as the Advanced Teachers Training College with technical support from UNESCO. In 1973, Edict No 11 promulgated by then East-Central State of Nigeria upgraded it to College of Education, named after Alvan Ikoku, a foremost teacher and educationist of Igbo extraction. The college remains Alvan Ikoku College of Education owned and managed by Government of Imo State until Federal Government of Nigeria took over the management of the school, hence the new name-Alvan Ikoku Federal College of Education in 2007. However, Federal Government takeover of the school lifted it in terms of upgrade in infrastructure, teaching and learning equipment, better condition of service which has seen both academic and non academic employ improve in performance at their various duty posts. The college is waiting to be pronounced a University of Education by the Federal Government of Nigeria.

6. Empirical Review

In 2014, Quaratul-Ain Manzoor conducted a study titled ‘Impact of Employees motivation on organization effectiveness’. The aim was to identify key effects of a motivated employee on the organization. He found out that there is a positive relationship between employee motivation and organizational effectiveness. However, he concluded that organizations should endeavor to recognize, empower and allow employees’ participation in decision making and implementation process in the organization. Similarly, Mensah, and Tawiah (2015) embarked on a study in Ghana titled ‘Employee motivation and work performance: A comparative study of mining company in Ghana’. The paper empirically compared the impact a motivated employee makes in mining companies in Ghana. The study found that due to high risk associated with mining, and the huge contribution of mining to Ghanaian GDP, the management placed high premium on staff motivation both intrinsically and extrinsically, with special interest in

health and safety of the workforce. However, in 2015, Joseph conducted a study titled “The effect of employees’ motivation on organizational performance”, with the aim of ascertaining whether a motivated worker can yield better energy for the growth of the organization. After examining many related theories, the study recommended the provision of work atmosphere that is supportive of high productivity. This includes both extrinsic and intrinsic issues, especially the adoption of participative management technique. A similar study conducted in 2014 by Zafar, ‘titled “Determinants of employee motivation and its impact on knowledge transfer and job satisfaction” aimed at examining the impact of variables like extrinsic reward (pay) and intrinsic reward (appreciation). The study concluded the combination of extrinsic and intrinsic motivation is vital for effective employees’ motivation leading to job satisfaction and greater productivity. The study by Akhtar, Hassain and Salmon (2014) titled “Factors affecting employees motivation in banking sector of Pakistan”, was an empirical study aimed at locating the relationship between different factors that motivate employees. Using multiple regressions, it was observed that all variable inherent in extrinsic and intrinsic factor have positive impact on employees’ motivation.

Seeing leadership role as important variable in employee motivation, Nail (2014) in the empirical study “The role of leadership in employee motivation”, examined the effect of autocratic and transformational leadership styles in motivation of workers. With the aid of descriptive statistics, the study revealed that there is strong relationship between transformative leadership behaviors and high productivity among employees. However, commitment of teachers in the high school studied raised job satisfaction which ultimately improved the academic performance of the school. Corroborating the previous study, Ganta (2014), in the study titled “Motivation in the workplace to improve the employees’ performance”, it was found out that most problems of staff motivation is being created by employers management style. The study therefore urged employers to understand their workers and try to adopt different motivational tactics to handle different workers based on their needs, both extrinsic and intrinsic. In an effort to know how best staff of hotel industry could be treated to give the best effort at work, Sturman and Ford (2011), in their study with the topic “Motivating your staff to provide outstanding service” found that besides financial rewards, recognition and feedback prove effective non-financial rewards to staff motivation in hospitality industries in Florida and Cornell. Underscoring the criticality of financial reward in employee motivation, Ali and Akram conducted a study in 2012 on “Impact of financial rewards on employee’s motivation and satisfaction in pharmaceutical industry in Pakistan”. A survey of a pharmaceutical industry was carried out in Pakistan to determine the relationship between financial rewards and employee’s motivation and satisfaction. It was found that financial reward is the leading source of motivation and job satisfaction among employees of pharmaceutical industries in Pakistan. In a related study titles “Employee motivation: the key to effective organizational management in Nigeria”, Abba (2014) opined the indispensability of employee motivation in effective organizational management. Identifying the need for employee’s motivation, particularly by integration and recognition, the study highlighted that once it is applied correctly and sustained by management, employees will respond appropriately in Nigeria.

7. Objective of the Study

The main objective of the study is to ascertain if motivation of staff of Alvan Iko Federal College of Education (AIFCE) has increased productivity of the workforce. However, specific objectives include;

- (i) To ascertain the extent to which staff motivation has ensured improved staff performance in A.I.F.C.E
- (ii) To ascertain the extent to which staff motivation has progressed in A.I.F.C.E
- (iii) To find out which motivational strategy/ies is/are best induce staff performance among the workforce of A.I.F.C.E

8. Research Questions

The following questions stand as the research question for the study;

- (i) To what extent has staff motivation improved staff performance of A.I.F.C.E?
- (ii) To what extent has staff motivation progressed in Alvan Iko Federal College of Education?
- (iii) Which motivational strategy best induces staff performance among workforce of A.I.F.C.E?

9. Data Presentation and Analysis

We intend to do a presentation and analysis of data collected from the response of respondent. 200 questionnaires were distributed among the staff of the college, academic and non-academic, senior and junior. The study used five point Likert response key of strongly agree (SA), Agree (A), Undecided (U), Disagreed (D), and strongly Disagreed (SD).

10. Presentation of Primary Data

Distribution Location	Number distributed	Number returned	Number of percentage rate returned
Academic Staff	100	100	50
Non-academic Staff	100	100	50
Total	200	200	100%

Source: Author's survey, 2017.

Question 1: Does Alvan Ikoku Federal College of Education (AIFCE) implement employees motivation policy?

Table 1

Options	Response	Percentage %
Strongly agree	80	40
Agree	70	35
Undecided	-	-
Disagreed	30	15
Strongly disagreed	20	10
Total	200	100

Source: Authors survey, 2017

Based on the table, 40% of respondents strongly agreed that AIFCE implements staff motivation policy; while 35% and 15% agree and disagree respectively, 0% and 10% were undecided and strongly disagreed respectively.

Question 2: Has the management of AIFCE made committed efforts to motivate its workers?

Table 2

Options	Response	Percentage %
Strongly agreed	20	10
Agree	30	15
Undecided	10	5
Disagreed	65	32.5
Strongly disagreed	75	37.5
Total	200	100

Source: Author's survey, 2017

The table revealed that 10% and 15% strongly agreed and agreed separately that AIFCE has made concerted efforts to motivate its workforce. While that stands, 32.5% and 37.5% respectively disagreed and strongly disagreed the former's positions. 5% is undecided.

Question 3: Is staff motivation a regular practice by the management of AIFCE?

Table 3

Options	Response	Percentage %
Strongly Agree	20	10
Agreed	20	10
Undecided	10	5
Disagreed	70	35
Strongly disagree	80	40
Total	200	100

Source: Author's survey, 2017

The table shows that 10% both agreed and strongly agreed that staff motivation is a regular practice at AIFCE. 35% and 40% percent disagreed and strongly disagreed respectively on the subject.

However, 5% remains undecided.

Question 4: Do you agree that staff motivation positively affect lecturers' performance in AIFCE?

Table 4

Options	Response	Percentage %
Strongly agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	30	15
Strongly disagreed	-	-
Total	200	100

Source: Author's survey, 2017

The table shows that 45% and 40% strongly agreed and agreed that staff motivation has really increased lecturers' performance in AIFCE. While 15% disagreed, no response for undecided and strongly disagreed options.

Question 5: Does staff motivation increased general output of the institution?

Table 5

Options	Response	Percentage %
Strongly agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	20	10
Strongly disagreed	10	5
Total	200	100

Source: Author's survey, 2017

Table 5 show that 45% and 40% confirmed staff motivation has increased general productivity of AIFCE. While 10% and 5% maintain disagreed and strongly disagreed position respectively, there is none for undecided option.

Question 6: Are you sure that staff motivation in AIFCE cuts across all cadres of employees?

Table 6

Options	Response	Percentage %
Strongly Agree	20	10
Agree	20	10
Undecided	10	5
Disagreed	70	35
Strongly Disagree	80	40
Total	200	100

Source: Author's Survey, 2017

Both 10% respondents agreed and strongly agreed that staff motivation in AIFCE cuts across all cadres of workers. 35% and 40% of them Disagreed and strongly disagreed that it cuts across all cadres of the workforce; while 5% of the respondent was undecided. Staff motivation needs to cut across all cadres in the workforce for effective performance.

Question 7: Can staff motivation lead to sustained industrial harmony in AIFCE?

Table 7

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	30	15
Strongly Disagree	-	-
Total	200	100

Source: Author's Survey, 2017

The table shows the 45% and 40% respondents strongly agreed and agreed respectively that staff motivation encourages industrial harmony at AIFCE. While 15% disagreed with the above statement, none of the respondents responded to undecided and strongly disagree options.

Question 8: What level of dedication does AIFCE attach to staff welfare?

Table 8

Options	Response	Percentage %
Highly dedicated	50	25
Dedicated	80	40
Less dedicated	40	20
Not dedicated	30	15
Total	200	100

25% and 40% of the respondent believe AIFCE management is highly dedicated and dedicated to staff welfare, respectively. On the other hand, 20% and 15% of respondents said AIFCE is less dedicated and not dedicated to staff welfare respectively.

Question 9: How would you assess the practice of staff motivation by AIFCE?

Table 9

Options	Response	Percentage %
Very High	41	20.5
High	38	19
Low	63	31.5
Very Low	58	29
Total	200	100

Source: Author's Survey, 2017

The table shows that 19% and 20.5% respondents scored AIFCE Very High and High on the question, while 31.5% and 29% chose the low and very low options respectively. This means that the percentage practice of staff motivation at AIFCE is not encouraging.

Question 10: Do you agree to the necessary of reviewing the implementation of staff performance at AIFCE?

Table 10

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	10	5
Disagreed	10	5
Strongly Disagreed	10	5
Total	200	100

Source: Author’s Survey, 2017

Based on the table above, 45% and 40% of the respondents strongly agreed and agreed that it is necessary to review the implementation of staff motivation at AIFCE, while 5% each was undecided, disagree, and strongly disagree to the review option. The response therefore shows the need for such review in order to ensure effective staff motivation.

Testing of Hypothesis

Hypothesis 1

H₀: Staff motivation may increase staff performance

H₁: Staff motivation may not increase staff performance

	Strongly Agree	Agree	Undecided	Disagreed	Strongly Disagree
Observed Frequency	90	80	0	30	0
Expected Frequency	40	40	40	40	40

$$\begin{aligned}
 x^2 &= \frac{(fo_i - fe_i)^2}{fe_i} \\
 x^2 &= \sum_{i=1}^{\mu} \frac{(O_i - E_i)^2}{E_i} \quad \mu x^2 \quad \hat{a}K - 1 \\
 &= \frac{(90-40)^2}{40} + \frac{(80-40)^2}{40} + \frac{(6-40)^2}{40} + \frac{(30-40)^2}{40} + \frac{(0-40)^2}{40} \\
 &\quad + \frac{(50)^2}{40} + \frac{(40)^2}{40} + \frac{(-40)^2}{40} + \frac{(-10)^2}{40} + \frac{(-40)^2}{40} \\
 &= \frac{2500}{40} + \frac{1600}{40} + \frac{1600}{40} + \frac{100}{40} + \frac{1600}{40} \\
 &= 62.5 + 40 + 40 + 2.5 + 40 = 185 \\
 X^2 &= 0.05, 5-1; X^2 = 0.05, 4 = 9.488
 \end{aligned}$$

Reject H_0 if $X^2 > X^2_{5-1}$ at 0.05 level of significance

Reject H_0 and accept H_1 since $185 > 9.488$

X^2 – Value	Critical Value	Θ
185	9.488	0.05

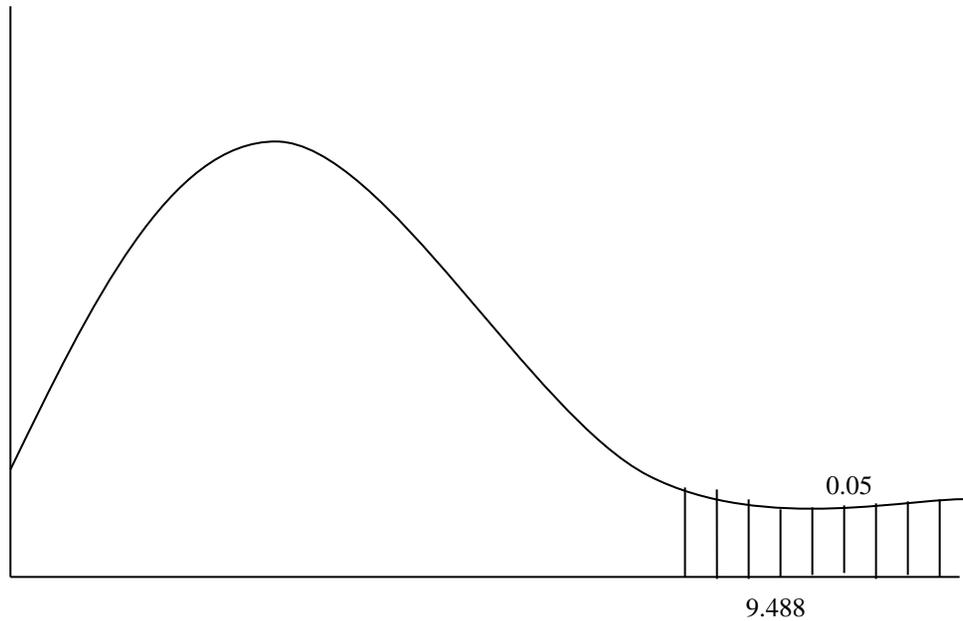


Figure 1. A Chi-square Distribution for four (4) Degree of freedom

Decision Rule

Since 185 exceed 9.488, we reject the null hypothesis and conclude that there is positive and significant relationship that motivation to staff increases staff performance.

Hypothesis 2

H_0 : There is significant relationship between staff motivation and staff performance.

H_1 : There is no significant relationship between staff motivation and staff performance.

Options	Response	Percentage %
Strongly Agree	134	67
Agree	36	18
Undecided	-	-
Disagreed	12	6
Strongly Disagree	18	9
Total	200	100

H_1 : There is no significant relation between staff motivation and staff performance

	Strongly Agree	Agree	Undecided	Disagreed	Strongly Disagree
Observed Frequency	134	36	0	12	18
Expected Frequency	40	40	40	40	40

$$x^2 = \frac{(fo_i - fe_i)^2}{fe_i}$$

$$x^2 = \sum_{i=1}^k \frac{(O_i - E_i)^2}{E_i}$$

$$\begin{aligned}
 &= \frac{(134-40)^2}{40} + \frac{(36-40)^2}{40} + \frac{(0-40)^2}{40} + \frac{(12-40)^2}{40} + \frac{(18-40)^2}{40} \\
 &= \frac{(94)^2}{40} + \frac{(-4)^2}{40} + \frac{(-40)^2}{40} + \frac{(-28)^2}{40} + \frac{(-22)^2}{40} \\
 &= \frac{8836}{40} + \frac{16}{40} + \frac{1600}{40} + \frac{784}{40} + \frac{484}{40} \\
 &= 220.9 + 0.4 + 40 + 19.6 + 12.1 = 293 \\
 X^2 = 0.05, 5-1; X^2 = 0.05, 4 = 9.488
 \end{aligned}$$

Reject H₀ if X² > X² 5-1 at 0.05 level of significance

Reject H₀ and accept H₁, since 293 > 9.488

X ² - Value	Critical Value	Θ
293	9.488	0.05

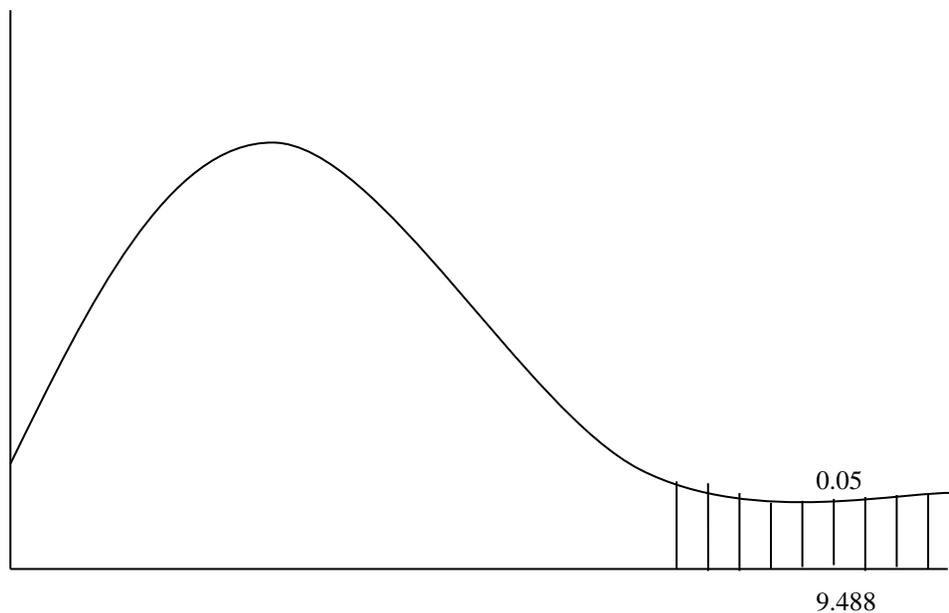


Figure 2. A Chi-square Distribution for Four (4) Degree of freedom

Decision Rule

Since 293 exceed 9.488, we reject the null hypothesis and conclude that there is positive and significant relationship between staff motivation and staff performance.

11. Discussion of Findings

The study discovered that staff motivation increases staff performance. Both intrinsic and extrinsic motivations are great forces that propel the workforce or individual employees to increase their performance. It is based on the greater the motivation, the higher productivity, the lower the motivation, the lower productivity and morale. There was great show of commitment to duty by the employees of the college after the management ensured fairly good and sustainable staff motivation at AIFCE. This development saw lecturers improve in teaching and learning, regular and timely assessment and release of students' results which positively affects their chances of attending the mandatory one year National Youth Service Corp (NYSC). It is our finding that motivation and staff performance are significantly related. We observed that staff motivation increases the clarity of organizational contingencies. This gave credence to organizational equilibrium as espoused by Chris Agris. The study further found out that employees take pride in occupying good looking offices with modern office paraphernalia to work with. This makes them work very hard without dissipating too much energy. Furthermore, the study found that there are discontents regarding the manner staff motivation is carried out at AIFCE, thus calling for improved implementation to create room for organizational homeostasis. It is our finding that autocratic style of management is the worst approach and does not allow the organization to earn the loyalty of employees. Managers need to embrace the human relations approach to management. We found out that employees expect managers to see and treat them as co-owners of the organization. This engenders industrial harmony. The study equally found that our secondary data place high premium on provision of physiological needs as important source of motivation to employees. This finding corroborated Abraham Maslow's positioning of physiological needs at the base of his popular hierarchy of needs. Such survival needs like food and water (stomach infrastructure) are very important in preparing employees for effective service delivery and thus must be taken very serious by management of organization.

12. Recommendations

Based on our findings, the study makes the following recommendations;

1. The organization needs to consider staff motivation as its cardinal objective because productivity and progress of the organization depends on how readily available and committed the workforce is.
2. The organization should endeavor to ensure organizational equilibrium which observes a water tight integration between the needs of the organization and that of the workforce.
3. The organization is advised to make the office environment of employees very attractive with necessary office paraphernalia available to reduce stress at work. This motivates employees a lot.
4. Besides paying attention to staff welfare on the job, the study recommends that such be extended to them while off the job as reiterated by William Ouchi's theory Z.
5. The organization should study and understand the source and why the discontent among some employees regarding the manner staff motivation is being implemented in AIFCE. This will ensure one house and focus on common objective.
6. The most important reason for engaging on a job is to provide the basic needs of life which are called survival needs. Management of organization therefore should consider this need paramount so that employees can garner the stability and articulation needed to work hard for the organization.

13. Conclusion

The study established that motivation has positive impact on staff performance in organization and also helps to reduce or minimize inefficiency in an organization. It is therefore very important for management of organizations to put adequate measures in place to enhance motivation as it helps to induce employees and increase organization's productivity. Motivation and employees' increased performance are like two sides of one coin. If you go to the shop without a coin having the both sides intact, you are very likely to return without any purchase. The essence of setting up organization is for it to employ workers and make them comfortable working while employees in turn yield their energies to make the organization profitable. Any imbalance will make the organizational equation "non-quadratic". Motivation to staff is therefore a sine qua non to extracting productive and stellar performance from the employees. The appreciable increase in staff performance in Alvan Ikoku Federal College of Education was attributed to the improved conditions of service at the college especially after it was taken over by the Federal Government of Nigeria

a few years ago. Following the responses of our respondents (data collected), literature review, findings and data analysis, the study has empirically established that managers of organizations must treat the motivation of the workforce as a baseliner if they hope to achieve organizational stability and growth. As an empirical study, the recommendations can serve the generalization purpose of a scientific research, which means beyond AIFCE, it can inculcate in managers and organizations in any clime the ineluctable need for employees motivation as key to achieving the set objectives of the organization.

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