### Relevance of the idea

### Vroom's theoretical model finds application in driving worker productivity via motivation. The board of a corporation can relate positive valence of workers to higher performances, and confirm that the connection is correctly communicated to workers.

### Managers, in numerous ways including mental tests or counseling, can comprehend the type of rewards workers find appealing which can be intrinsic rewards or extrinsic rewards, and may make appropriate changes in compensating them. to guard expectations, managers can ascertain the resources, sorts of training and level of supervision required. Also, managers got to confirm that the organization fulfills its promises concerning rewards and make that consciousness that the organization constantly fulfills its promises. this might involve a change within the organization’s culture to enhance communication and transparency.

### However, this theory is extremely relevant to organizations because it doesn't only identify the explanations an employee performs his/her job but also gives employers and managers an insight on why they perform their jobs at certain levels. for instance , the motive or motivation for exposure to figure and finishing assigned jobs may be a steady paycheck. On the opposite hand, this theory can give detailed information on the explanations workers prefer to maintain perfect attendance and perform their duties while producing top quality performances. the explanations behind the expectations of workers who think about to their manager’s responses to high level performances or high productivity levels is that the need for positive evaluation or advancement.

### 2.1 Empirical Framework

### Various studies have examined the effect of extrinsic and intrinsic motivation on a workers’ performance and productivity levels. Also most of those studies have obtained different results from their analysis. as an example , Rewards that a private receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Previous studies have proposed that rewards results in fulfillment and may affect a worker' to be affected, which directly influences the performance also as productivity levels of the worker . Lawler (1968) stated that certain elements affect worker’s productivity levels in reference to their jobs. First, productivity depends on the quantity of monetary or non-monetary benefits they really receive as against the quantity they feel they deserve. Also, evaluating what other workers receive as compared to their own affects their individual performances, while the worker’s contentment with both

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### intrinsic and extrinsic rewards acquired has an impact on overall work performance and productivity levels. Furthermore, workers vary largely within the rewards they crave and therefore the degree useful they attribute to every reward. Finally, it's observed that extrinsic rewards tend to please workers quite intrinsic because they cause the achievement of other rewards. As such, these observations propose the need for a various reward system.

### The research administered by Miruka (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity, The results gotten from the examination revealed that there was a big correlation between extrinsic motivation and therefore the productivity level of the workers, while that of intrinsic motivation was statistically smaller than extrinsic albeit a correlation also existed between intrinsic factors and workers’ productivity levels. As a result, implications of the findings for future study were stated.

### .

### Also Taylor and Vest (1992) investigated the effect of monetary incentives and its removal on workers performance and productivity; it revealed that participants within the experimental group who received personal inducements performed better than those within the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on productivity among Cocacola Kenya workers, it showed that employing a sample of employees of high and low professional levels. the idea that low income employees are going to be inherently motivated and highly productive wasn't validated, and therefore the assumption that higher incomes employees will place great values on

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### intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree useful workers place on extrinsic motivational elements even within the absence of any significant change in motivational levels across various classes of employees within the organization.

### (Baase, 2009) perceived that poor compensation is linked to the profitability of a corporation . Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also James (2004) attributed the decline in productivity levels of employees on some elements, amongst them may be a company’s failure to cater for the well- being of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to market cordial relationships amongst co-workers, managers and their organizations which is extremely demoralizing to the workforce resulting in reduced their levels of productivity.

### An investigation which is of importance to the present research, is that administered by (Lake, 2000). He Studied the connection between motivation and job effectiveness of varied workers taking under consideration their attitudes to the work in question. The study concluded that the majority workers placed more importance on extrinsic factors than intrinsic factors citing the necessity to satisfy other needs as a serious criteria for his or her choice. He also noted that majority of the research participants cited poor work environment, inadequate working conditions and a scarcity of resources as factors affecting worker efficiency levels in most organizations.

### Also, during a similar research, (Akerele, 2001) equated the comparative position of ten motivational tools like pay, training, security, etc. considered external to the work , and other internal factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of a corporation . it had been assumed that greater value are going to be placed on internal instead of external job factors. However, findings did not validate the idea because it was revealed that two extrinsic factors sufficient compensation and job safety were rated because the most vital tools. The above are practical works undertaken by various scholars within the area of motivation and productivity. supported these empirical examinations and conclusions, one could deduce that both intrinsic and extrinsic motivational factors are very essential in improving workers productivity levels within the workplace. intrinsically an individual’s performance levels, are often expected to end in higher productivity if the proper motivational tools are put in situ .

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### However, the question is “to what extent can motivation be it extrinsic or intrinsic induce productivity levels taking into deliberation the arguments for and arguments against the very fact that motivation as an idea is complex and relative to individuals.

### 2.2 Gaps in Literature

### Despite the increasing effects of motivation on employee productivity, there's still limited literature on its effect in developing countries (John & James 2011). this is often because while tons has been documented about the concept of motivation in advanced nations, most works associated with motivation in areas concerning productivity in less industrialized nations are hardly found. additionally , it had been observed that little or no information was provided on intrinsic motivational factors like relationship with co-workers and managers because it relates to productivity while excess information was given regards to extrinsic motivational factors.

### Finally it had been observed that only a few examinations are conducted within the aspect of workforce motivation with reference to Beverage manufacturing industries like Cocacola in Kenya. This study while validating some empirical works has bridged the gap between existing literatures by providing evidence on the effect of workplace motivation on employee productivity in manufacturing industries.

### 2.3 Summary of the Chapter

### Although the concept of motivation is extensively recognized as a crucial tool in achieving high employee and organizational performance and productivity levels, it's however very complex, relative and unique to members of a workforce. this is often to mention that what motivates or appeals to at least one individual may in no way appeal to a different because people differ in terms of requirements and wishes . Therefore, it's imperative for organizations, employers and their managers to display positive disposition in applying the concept of motivation so as to elicit reciprocal positive gestures, behaviors and high levels of performance and productivity from the members of its workforce.

### 

### Organizational productivity are often enhanced through motivational factors be it intrinsic or extrinsic in nature but the proper mixture of both factors is important as nobody factor should be underestimated or should one gain preference over the opposite .

### Intrinsic motivational factors are in every way as important as extrinsic motivational factors intrinsically managers must strive to repeatedly deliver a singular mixture of value to make sure that the members of its workforce are and stay highly motivated. this is often because as motivation increases likelihood is that that productivity also will increase. Therefore an employee’s welfare in terms of well-being, compensation, relationships with co-workers also as managers, training and development and also work environment shouldn't be taken without any consideration as far as productivity cares . Managers should seek to make sure that employees are extrinsically well motivated with a view to making sure they continue to be intrinsically attached to their jobs. it's therefore necessary for organizations and businesses alike to know that employees also are as important as its customer base and are an asset to the survival of any given commercial enterprise .

### Also, it's imperative to know that the theories being discussed during this research.

This theory of motivation has specifically been targeted by a lot of critics, (Lawler, 2003; Porter & Lawler, 1968). It was initially proposed by Victor Vroom (Vroom, 1964). The criticisms levied against the theory are more of extensions to the original conceptions rather than deviations from them. In fact, Vroom made a self-declaration that the theory of motivation should subsequently be improved or upgraded with discoveries from the most.

Maslow’s hierarchy of needs theory, Herzberg’s two-factor theory and Vroom’s expectancy theory may are validated in some literatures and even have been extensively criticized in others for various reasons. However they're still applicable within the present more complicated and diverse work environment. Although a most empirical works have for one reason or the opposite invalidated these theories, they ought to not be dismissed but rather should be viewed as an easy model that has successfully made a considerable addition to the sector of motivation and has broadened our knowledge of a worker’s approach towards the work . Also it's provided or laid the groundwork for potential researchers who might need to repeatedly form new and better principles of job satisfaction and workforce motivation.

(Smerek & Peterson, 2007) stated that testing a theory might not always be the simplest approach to determining its worth. this is often because theories that endure the test of your time , incorporates itself into basic perceptions about managing humans, and continues to get ideas for potential researchers and intellectuals are theories that have proven their worth. The hierarchy of needs, two-factor and expectancy theories all belong during this category

Finally, this review of empirical studies are going to be concluded with the position of (Davies, 2000), which suggests that motivation both intrinsic and extrinsic have a big effect on workers

productivity and performance levels intrinsically vital to the expansion , stability, development and success of any organization.

**CHAPTER THREE**

**RESEARCH METHODS**

**Introduction**

This chapter is especially involved with the approach and methodology utilized in data collection. It consists of the research design, sample population, sample frame, sample size determination, sampling techniques, research instruments, validity and reliability of research instruments and methods of knowledge analysis. the aim of this research is to look at the effect of employee motivation on organizational productivity. The COCACOLA COMPANY LTD was the sole selected organization used as a study during this research.

**3.1 Research Design**

Coopers and Schindler (2006) suggested that the research design is that the structure of investigation aimed toward identifying variables and their relationships to at least one another. It refers to the blue print, plan and guidelines utilized in data analysis with reference to the study. it's a necessary step required during a research process if research problems and hypothesis are to be adequately addressed. Descriptive research design and causal research design also because the survey method was used. Descriptive research design was wont to describe some phenomena because it aids a researcher in gathering,

summarizing, presenting and interpreting information for the aim of clarification while the causal research design was wont to describe the effect of 1 variable on another that's establish cause and effect relationship (Mugenda & Mugenda, 2003). The researcher also utilized the survey strategy for this study because it creates room for gathering large amounts of knowledge from a sizeable population during a cost-effective way (Osuagwu, 2006).

**3.1 Population of the Study**

The study population was 475 staff of the COCACOLA COMPANY LTD. The research instrument would be surveyed on the workforce of the organization considering the very fact that all of them fall into the category of employees within a corporation (Osuagwu, 2006; Ngechu, 2006).

**3.2 Sample Frame**

This is the list of all the workers used as a representative of the population during a study. It refers to a set of all the things that constitute a population from which a sample is drawn (Mugenda & Mugenda, 2003). during this research, the sample frame is that the list of employees of the COCACOLA COMPANY LTD.

**3.3 Determination of Sample Size**

Sampling cares with the selection of a subgroup of people from the target population so as to enable the estimation of the characteristics of the whole population (Singh and Masuku, 2014). it's vital to use an adequate number of subjects so on ensure a better probability that results of the study are going to be more generalizable and interpretable (Mugenda, 2008).

The sample size was calculated using the “sample size determining for research activity table” by (Krejcie and Morgan, 1970). In estimating the sample size, a 5 percent margin of error (confidence interval) and 95 percent confidence level was used. The sample size for the study therefore is 2 hundred and seventeen (217) for a sample population of 4 hundred and seventy five (475)

**3.4 The Sampling Technique**

The stratified sampling was utilized during this study. This was done by segmenting the workers supported their job status starting from senior staff, junior staff, contract and casual workers. this system is acceptable so as to make sure that each element within the sampling frame has an civil right of being selected (Eshiteti, Okaka, Maragia, Odera & Akerele, 2013, Oladipo & AbdulKadir, 2011; Singh & Masuku, 2014).

**3.5 Sources of knowledge Collection**

Data collection involves gathering of relevant and important data used for conducting a specific research work. it's the idea for acquiring data. Data are often collected in two ways which are; primary data and secondary data.

Primary source of knowledge was used for gathering data during this research work. it's the info collected for the aim of the research, these are the responses generated or obtained from administered questionnaires (Mugenda & Mugenda, 2003).

The questionnaire research instrument was utilized in this research work to collect information because it helps to access an outsized number of respondents at a minimal cost. the info collected would be gathered, sorted, and analyzed with the utilization of Statistical Package for Social Sciences.

**3.6 Instrument for Data Collection**

The instrument used for data collection for during this study is that the questionnaire. The questionnaires were self-administered. A questionnaire may be a structured or semi structured instrument, an array of inquiries to be answered by persons so as to supply information for a selected purpose. The questionnaire is structured about the research objectives, the research questions and therefore the research hypotheses (Mugenda and Mugenda, 2003). For the aim of this research, the questionnaire was supported close-ended questions aimed toward generating brief and specific answers from the participants. The questionnaire was adopted and modified supported the study of Adeniji, (2011); Kibui, Gachunga, & Namusonge, (2014) and McAllister (1995).

The questionnaire used for this study consists of three sections. Section A was supported the respondents’ bio-data using five items, section B contained 30 statements concerning workplace motivation and section C contained 10 statements about employee productivity. Five-point Likert

scale (5-Strongly Agreed, 4- Agree, 3-Undecided, 2- Disagree, 1- Strongly Disagree) that best describes the extent to which the respondents accept as true with each items within the questionnaire was used.

**3.7 Validity of Research Instrument**

The validity of test reveals the degree to which a measuring system measures what it's intended to live Norland (1990). He stated that the accuracy and significance of inferences are supported research results. The validity of the research instrument is decided by the quantity of integrate error in measurement.

Copies of the survey were made accessible to experts during this study like my supervisor for comments and opinions so on create validity in terms of contrast, content, criterion and readability so as for it to be suitable for the objectives of the study. Areas that aren't needed where removed and other areas where collected and added to the research .Also areas considered irrelevant to the study were removed while others were collected and added to the research work.

Content and face validity was utilized in determining the validity of the research. Content validity is that the extent to which a measuring system provides suitable coverage for current study that's research items measure the variables of the study while face validity is face to face check. The validity of the research instrument is to be gotten from the varied questions posed to the respondents (Ojo, 2003).

**3.8 Reliability of Research Instrument**

Reliability is that the degree to which a measurement is according to similar results over time. Measurements are often reliable and yet not useful but if measurements are useful or valid, it's certainly reliable. Also measurements that lack reliability also lacks validity. Reliable measurements show stability when tests are repeated with similar outcomes (Ojo, 2003).

Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar, close or an equivalent result if the study is repeated under an equivalent assumptions (Osuagwu, 2006). For Cronbach’s alpha test; this is often relating each measurement item with the opposite measurement item so on obtain the typical inter relationship for all the paired associations. Cronbach’s alpha method of reliability is for measuring the reliability of this research work (Ojo, 2003). The literature reveals that acceptable reliability should.

* 1. **Method of Data Presentation and Analysis**

For the analysis of knowledge , the statistical package for social sciences (spss) was used. The statistical tools wont to analyze the info include the following: descriptive analysis using frequency tables and percentages. Also, simple linear and multiple correlation analysis in reference to the study hypothesis was wont to measure the degree of the consequences of independent variables on the dependent or outcome variables. Another statistic called R-square would be calculated supported the share of variations within the variable which will be explained by the experimental variable .

After distributing the questionnaires, data would be collected, coded and analyzed through the utilization of the Statistical Package for science (SPSS). multivariate analysis and descriptive statistics would be wont to validate the info . Furthermore, distribution tables and frequency and percentages would be used for data interpretation. Also a master data sheet are going to be prepared with the utilization of the SPSS. Finally findings related to the study were discussed in chapter 4.

**3.1 Ethical Considerations**

i. Management of the varsity and department were informed through a letter of introduction to the respondents

ii. Oral consent was sought officially by the researcher from the human resource manager of the organization

iii. Researcher ensued confidentiality and privacy of participants information

iv. The researcher avoided the utilization of deceptive statement and questions during the course of the research

v. The researcher ensured that participants weren't coerced but participated willingly.

vi. The researcher also ensured that no sort of injury physical or mental affected the participants

**CHAPTER FOUR**

**PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS**

**Introduction**

This chapter provides an in depth analysis of knowledge collected from field survey via the administration of questionnaire. The questionnaire comprises of three sections; A, B AND C. While section ‘A’ contains five (5) questions on the demographics of the respondents like sex, age, education, legal status and job status, section ‘B’ contains thirty (30) questions on the aspect of motivation and section ‘C’ contains questions on productivity measures.

A total of 217 questionnaires were distributed to employees of the COCACOLA COMPANY LTD out of which 100 and eighty five (185), representing about 85.4% of the respondents were returned properly and adequately completed. the info collected from the respondents via questionnaire were classified, organized and analyzed using the statistical package for social sciences SPSS as presented below:

**4.1 General Response Rate**

Altogether, 217 copies of questionnaire were administered to the staff of COCACOLA COMPANY LTD through the sampling technique, a complete of 185 questionnaires were retrieved properly and adequately completed. Thus, this represents a response rate of 85.4%. All fully completed and retrieved 185 questionnaire were utilized in the analysis of this study.

**4.2. Socio-demographic Profile of the Respondents**

This section shows the reported demographic profile of the sample, showing distribution in terms of gender, age, academic qualification, legal status and job status.

#### TABLE 4.2.1: Demographic Profile

|  |  |  |
| --- | --- | --- |
| **Demographic Characteristics** | **No of**  **Respondents** | **Percentage** |
| **Gender** | | |
| Male | 75 | 41 |
| Female | 110 | 59 |
| **Total** | **185** | **100%** |

|  |  |  |
| --- | --- | --- |
| **Age** | | |
| Below 30 years | 65 | 35.1 |
| 31 – 40 years | 57 | 30.1 |
| 41 - 50 years | 35 | 19 |
| Above 50 years | 28 | 15.1 |
| **Total** | **185** | **100%** |
| **Marital status** | | |
| Single | 76 | 41 |
| Married | 100 | 54 |
| Divorced | 6 | 3 |
| **Total** | **185** | **100%** |
| **Educational Status** | | |
| O’Level | 6 | 3 |
| NCE/OND | 70 | 38 |
| HND/B.SC | 50 | 27 |
| Postgraduate Degree | 59 | 32 |
| **Total** | **185** | **100%** |
|  | **Job Status** |  |
| Senior Staff | 48 | 25.9 |
| Junior Staff | 74 | 40.0 |
| Contract Staff | 29 | 15.7 |
| Casual Staff | 34 | 18.4 |
| **Total** | **185** | **100%** |

Source: Researcher’s Field Survey Result (2017)

### The table above shows the gender, age, marital, educational and job status distribution, of the sample population. It shows that 105 out of the entire questionnaires returned were male representing 56.8% of the entire sample size while 80 were female representing 43.2% of the entire sample size. From the above analysis, it are often inferred that majority of the respondents were males. Also an outsized number of the respondents are below 30 years aged , specifically 63, and this represents 34.1% of the entire sample followed by 59 respondents within the age group of 31-40 which represents 31.9% of the entire sample. 38 respondents are within the age group of 41-50 making up

### 20.5% of the entire sample while 25 respondents are above 50 years aged representing just 13.5% of the entire sample size. The table also presented information on the tutorial status of the respondents. It shows that 78 respondents have an NCE/OND degree making up 42.2% of the entire respondents. 54 respondents have a Bachelor’s degree representing 29.2% of the entire respondents.

### espondents have a postgraduate degree representing 24.3% of the entire respondents. 8 respondents have an O’ Level certificate making up 4.3% of the entire respondents. it's vivid that majority of the respondents have a Bachelor’s degree as their highest academic qualification. Furthermore, regarding the legal status of the sample population. It shows that 104 respondents are married, representing 56.2% of the sample population which is clearly the most important . 73 respondents are single and this represents 39.5% of the entire respondents. Only 8 respondents are divorced and this represents 4.3% of the entire sample size. It can thus be inferred that majority of the respondents are married. Finally, the best number of respondents are junior staffs representing 40% of the entire respondents. 48 respondents are senior staffs making up 25.9% while casual staff 34 and contract staffs 29 structure 18.4% and 15.7% respectively.

### 4.3: Descriptive Analysis of knowledge on Relevant Variables

### This section focuses on the responses of the respondents to statements concerning workplace motivation and employee productivity. Respondents indicated whether or not they “strongly agree”, “agree”, “Undecided”, “disagree”, or “strongly disagree” with the statements provided. Below are the statements and therefore the tables showing the frequency and percentage distribution of responses along side their interpretations.

### spondents are leaning towards agree.

### 1. Relationship with managers haven't any significant effect on the extent of efficiency of the worker

### 2. Compensation has no significant effect on the extent of effectiveness of the worker

### CHAPTER FIVE

### DISCUSSION, CONCLUSION AND RECOMENDATION

### Introduction

### This chapter comprises discussions associated with findings related to the varied aspects of the research. Theoretical Findings were discussed with reference to the theories utilized in this research namely Maslow’s hierarchy of needs theory, Herzberg’s two-factor theory and Vroom’s expectancy theory. .

### 5.1 Discussion of Findings

### Here theoretical findings, empirical findings also as findings supported the objectives of the study were discussed respectively.

### 5.1.1 Theoretical Findings

### i. The Abraham’s Maslow’s theory is validated by the findings of this research with reference to the connection between motivation and productivity. Although the idea has been widely criticized, it's however significant and still considerably applicable in today’s business world.

### ii. the idea establishes that for workers to be highly productive certain needs must be fulfilled and albeit it doesn't hold true or isn't applicable altogether settings it's however relevant to managers who seek to urge the simplest performances from their employees.

### iii. These needs may vary individually in terms of priority starting from basic must security must belongingness needs amongst others. this is often because when employees’ needs are met over time they see the necessity to reciprocate the support of their organization by increasing their productivity levels.

### iv. Herzberg’s motivation-hygiene theory is additionally substantiated by the findings of this study despite the varied criticisms levied at the idea .

### v. the consequences of motivational (intrinsic and extrinsic) factors like work environment, employee well-being, relationship with co-workers etc. on job satisfaction of workers shows that in line with the Herzberg motivation-hygiene theory, employees who are satisfied with their jobs tend to be extremely productive.

### vi. Hygiene factors are vital to avoid job dissatisfaction. this is often because dissatisfaction would end in low morale which might be evident in sort of decreased productivity levels from workers.

### vii. Finally Vroom’s theory has also been validated because current research generally supports the choice making concepts proposed by the idea which is seen as relevant or effective in terms of improving worker’s productivity levels.

### viii. the idea takes into consideration those factors that are reliant basically on the employee’s perspective.

### ix. However it poses an enormous challenge to managers as employees differ in terms of perspective intrinsically determining those motivational factors that employee’s desire may prove too costly for the organization to satisfy therefore it's been criticized because it are often difficult to implement during a group.

### 5.1.2 Empirical Findings

### i. Most of the respondents during this study tend to disagree that the organization does tons as regards health and wellbeing of the workers . this is often because most of the respondents aren't satisfied with their working conditions and feel that the organization doesn't provide them with adequate leave and holiday periods. Also majority of the respondents also feel that the organization doesn't take matters concerning employee health and safety seriously.

### ii. Majority of the respondents tend to agree that they enjoy good relationships with their coworkers both within and out of doors the workplace. They also tend to agree that the corporate organizes social functions to bring staff together thereby encouraging harmony amongst employees.

### iii. an excellent number of respondents also tend to agree that they enjoy good relationships with their managers. this is often because most of the respondents receive feedback in sort of praise and criticisms concerning assigned tasks and also are involved in deciding processes within the organization. However they also claim that such relationships are strictly professional as they are doing not enjoy friendly relationships outside the workplace with their managers.

### iv. As regards work environment, most respondents tend to disagree that their present working conditions are okay which their offices are spacious. However they have a tendency to agree that the

### organization is doing tons to enhance the environment by organizing health and safety environmental programs. Also most respondents claim to enjoy a particular level of autonomy in discharging their duties.

### v. In terms of compensation, an excellent number of respondents tend to disagree that the corporate pays them well. They also prefer cash rewards to in-kind rewards and claim to not receive allowances for special duties and overtime on the work . However they have a tendency to agree that tend to agree that more incentives should be included in their total reward package which they're currently satisfied with their current pay.

### vi. As regards training and career development, most respondents tend to agree that the corporate features a training and development policy applicable to all or any employees. Also they claim to possess attended skill acquisition programs sponsored by the corporate which supervisors support the utilization of techniques learnt in training that employees bring back to the work .

### vii. As regards effectiveness of workers, majority of the respondents tend to agree that managers visibly demonstrate commitment to quality which the corporate provides realistic and clearly defined quality goals. They also claim that their workload is fair which they need the tools and resources to try to to their jobs well while evaluations are administered by supervisors supported the results they get from their jobs.

### viii. In terms of efficiency of workers, a better percentage of respondents tend to agree that the organization provides them with employment schedule to make sure time is correctly utilized and claim to be held in charge of resources at their disposal. Also most respondents tend to agree that their managers give them credit for completing tasks in record time also as criticizes them for the waste of resources. They also claim to urge their jobs done properly in blast at the smallest amount cost possible.

### Discussion of Findings Based on objectives of the Study

The findings of this study are presented below in line with the objectives of the study: Objective 1: to work out the effect of employee well-being on the extent of effectiveness of the workers.

The findings of this study are supported statistical data analyses and hypothesis testing. The descriptive analysis of knowledge collected revealed that the above stated employee well-being may be a

significant predictor of effectiveness. Therefore, the alternate hypothesis which states that employee well-being features a significant effect on the extent of effectiveness of the worker is accepted and therefore the null hypothesis rejected.

These findings corroborate the findings of Lin (2013) within the research titled assessment of intrinsic and extrinsic motivation on employee productivity. Findings from the study revealed that intrinsic factors like employee well-being and organizational policy have a big effect on workers effectiveness which is additionally a measure of productivity. This was further validated by Jibowo (2007) establishing that intrinsic motivation may be a significant predictor of employee effectiveness and plays a serious role in improving worker performance and productivity levels in a corporation . He further stated that managers should make sure that employee’s well-being is taken seriously which workers are extrinsically well rewarded to stay intrinsically committed to their jobs.

Objective 2: to work out the effect of employee relationship with managers on the extent of efficiency of the workers.

The findings from the study revealed that employee relationship with managers may be a significant predictor of worker efficiency as a measure of productivity. intrinsically the alternate hypothesis which states that employee relationship with managers features a significant effect on the extent of efficiency of the workers was accepted while the null was rejected. Findings also showed that it had a minimal effect on the extent of efficiency of the worker intrinsically wasn't rated as highly needless to say . this might flow from to the very fact that other factors could also affect the efficiency of workers which can not be intrinsic in nature. These factors might be extrinsic like compensation, training and career development etc. also it might be thanks to other intrinsic factors like organizational policies which can not are included during this study.

These findings accept as true with Centres and Bugental (2007) in their study of the connection between motivational factors and workers performance using the 2 factor theory where effectiveness and efficiency were used as measures of performance. it had been discovered that there was a big relationship between both intrinsic and extrinsic factors and worker efficiency levels. Taylor (1992) further supported in his statement that extrinsic factors tend to be rated more highly than intrinsic factors especially for those at lower levels of the organization. He further stated that employees who enjoy friendly relationships with their co-workers both within and out of doors the workplace tend to be very efficient at their jobs than those that don’t.

Objective 3: to look at the effect of compensation on the extent of effectiveness of the workers. The findings from the study reveals that compensation may be a significant predictor of worker effectiveness. intrinsically the alternate hypothesis which states that compensation features a significant effect on the extent of effectiveness of the worker was accepted while the null was rejected. Findings also showed that compensation was rated highly by the respondents and is believed to possess an excellent effect on the extent of effectiveness of the workers. this might flow from to the very fact that extrinsic factors especially monetary rewards tend to appeal more to workers especially in developing nations where the quality of living is poor and basic amenities are lacking is seen as how of fulfilling other needs which intrinsic factors might not provide.

These findings correspond with the findings of Taylor & Vest (1992) in his research, which investigated the influence of monetary incentives and its removal on workers performance and productivity; it had been observed that subjects within the experimental group who received monetary incentives performed better than those that didn't . Also (Assam, 2002) further acknowledged in his study that extrinsic factors like adequate compensation tend to positively influence the extent of a worker’s effectiveness far more than intrinsic factors.

Objective 4: to look at the effect of coaching and career development on the extent of efficiency of the workers.

The findings from the study revealed that training and career development may be a significant predictor of worker efficiency. intrinsically the alternate hypothesis which states that training and career development features a significant effect on the extent of efficiency of the worker was accepted while the null was rejected. Findings also showed that only “training and career development” was deemed statistically significant. this might flow from to the very fact that although extrinsic factors especially monetary rewards tend to appeal more to workers, training and career development provides them with opportunity for growth through skill acquisition. Also the shortage of required tools, skills and resources necessary to hold out their work efficiently in a corporation can also affect the extent of efficiency of the worker. Furthermore, lack of adequate job schedule can also be liable for inefficiency in most organizations.

Similarly, Lake (2000) in his study which is of importance to the present research investigated the correlation between motivation and job performance using employee effectiveness, efficiency ,

commitment and innovation levels as a measure of performance. The study concluded that the majority workers in developed nations placed more importance on intrinsic factors than those in less developed nations who opted for extrinsic factors citing the necessity to satisfy other needs as a serious criteria for his or her choice. He further stated that the necessity for career growth through training and development was deemed a serious criterion for improved level of efficiency of workers citing the acquisition of necessary skills as a determining factor.

Objective 5: to work out the influence of employee motivation on organizational productivity. The findings from the study revealed that motivational factors are significant predictors of the extent of productivity of the worker. intrinsically the alternate hypothesis which states that employee motivation features a significant influence of organizational productivity was accepted while the null was rejected. However, most significantly is that findings from the study showed that motivational factors were rated significantly at 35.8% as factors affecting worker productivity during this study. Findings from the study also showed that both intrinsic and extrinsic motivational factors were statistically significant and may independently affect the extent of productivity of the workers. However it had been discovered that extrinsic motivational factors was found to be more significant than intrinsic motivational factors. that's extrinsic motivational factors was believed to possess a greater effect on the extent of productivity of the workers. The remaining 64.2% not accounted for as factors affecting employee productivity levels might be thanks to other factors which can not are covered during this research. this might include factors like organizational culture, leadership styles and organizational strategy and structure amongst others.

In corroboration, a related study by (Akerele, 2001) compared the relative importance of ten motivational factors like pay, training, security, etc. Which are extrinsic to the work , and other intrinsic factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of a corporation . And it had been hypothesized that higher values are going to be placed on intrinsic instead of extrinsic job factors. However, the result didn't uphold the hypothesis and it showed several extrinsic factors like adequate compensation, job security, training amongst others were rated because the most vital factors affecting productivity levels in selected organizations.

Similarly Lake (2004) posits that motivational factors no matter the character i.e. intrinsic or extrinsic can't be underestimated when productivity cares . Baase (2009|) and

Nwachukwu (2004) also suggested that for a corporation to be profitable, relevant and remain competitive during a rapidly changing and constantly evolving business environment, it must be able to cater for the requirements of its workforce. this is often because workers are considered an asset to any organization intrinsically ensuring high productivity levels amongst them requires adequate motivation.

## 6.1 Summary of the Work

## The findings of this study are presented below in line with the objectives of the study:

## Objective 1: to work out the effect of employee well-being on the extent of effectiveness of the workers.

## The findings of this study are supported statistical data analyses and hypothesis testing. The descriptive analysis of knowledge collected revealed that the above stated employee well-being may be a

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## significant predictor of effectiveness. Therefore, the alternate hypothesis which states that employee well-being features a significant effect on the extent of effectiveness of the worker is accepted and therefore the null hypothesis rejected.

## These findings corroborate the findings of Lin (2013) within the research titled assessment of intrinsic and extrinsic motivation on employee productivity. Findings from the study revealed that intrinsic factors like employee well-being and organizational policy have a big effect on workers effectiveness which is additionally a measure of productivity. This was further validated by Jibowo (2007) establishing that intrinsic motivation may be a significant predictor of employee effectiveness and plays a serious role in improving worker performance and productivity levels in a corporation . He further stated that managers should make sure that employee’s well-being is taken seriously which workers are extrinsically well rewarded to stay intrinsically committed to their jobs.

## Objective 2: to work out the effect of employee relationship with managers on the extent of efficiency of the workers.

## The findings from the study revealed that employee relationship with managers may be a significant predictor of worker efficiency as a measure of productivity. intrinsically the alternate hypothesis which states that employee relationship with managers features a significant effect on the extent of efficiency of the workers was accepted while the null was rejected. Findings also showed that it had a minimal effect on the extent of efficiency of the worker intrinsically wasn't rated as highly needless to say . this might flow from to the very fact that other factors could also affect the efficiency of workers which can not be intrinsic in nature. These factors might be extrinsic like compensation, training and career development etc. also it might be thanks to other intrinsic factors like organizational policies which can not are included during this study.

## These findings accept as true with Centres and Bugental (2007) in their study of the connection between motivational factors and workers performance using the 2 factor theory where effectiveness and efficiency were used as measures of performance. it had been discovered that there was a big relationship between both intrinsic and extrinsic factors and worker efficiency levels. Taylor (1992) further supported in his statement that extrinsic factors tend to be rated more highly than intrinsic factors especially for those at lower levels of the organization. He further stated that employees who enjoy friendly relationships with their co-workers both within and out of doors the workplace tend to be very efficient at their jobs than those that don’t.

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## Objective 3: to look at the effect of compensation on the extent of effectiveness of the workers. The findings from the study reveals that compensation may be a significant predictor of worker effectiveness. intrinsically the alternate hypothesis which states that compensation features a significant effect on the extent of effectiveness of the worker was accepted while the null was rejected. Findings also showed that compensation was rated highly by the respondents and is believed to possess an excellent effect on the extent of effectiveness of the workers. this might flow from to the very fact that extrinsic factors especially monetary rewards tend to appeal more to workers especially in developing nations where the quality of living is poor and basic amenities are lacking is seen as how of fulfilling other needs which intrinsic factors might not provide.

## These findings correspond with the findings of Taylor & Vest (1992) in his research, which investigated the influence of monetary incentives and its removal on workers performance and productivity; it had been observed that subjects within the experimental group who received monetary incentives performed better than those that didn't . Also (Assam, 2002) further acknowledged in his study that extrinsic factors like adequate compensation tend to positively influence the extent of a worker’s effectiveness far more than intrinsic factors.

## Objective 4: to look at the effect of coaching and career development on the extent of efficiency of the workers.

## The findings from the study revealed that training and career development may be a significant predictor of worker efficiency. intrinsically the alternate hypothesis which states that training and career development features a significant effect on the extent of efficiency of the worker was accepted while the null was rejected. Findings also showed that only “training and career development” was deemed statistically significant. this might flow from to the very fact that although extrinsic factors especially monetary rewards tend to appeal more to workers, training and career development provides them with opportunity for growth through skill acquisition. Also the shortage of required tools, skills and resources necessary to hold out their work efficiently in a corporation can also affect the extent of efficiency of the worker. Furthermore, lack of adequate job schedule can also be liable for inefficiency in most organizations.

## Similarly, Lake (2000) in his study which is of importance to the present research investigated the correlation between motivation and job performance using employee effectiveness, efficiency ,

## commitment and innovation levels as a measure of performance. The study concluded that the majority workers in developed nations placed more importance on intrinsic factors than those in less developed nations who opted for extrinsic factors citing the necessity to satisfy other needs as a serious criteria for his or her choice. He further stated that the necessity for career growth through training and development was deemed a serious criterion for improved level of efficiency of workers citing the acquisition of necessary skills as a determining factor.

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## Objective 5: to work out the influence of employee motivation on organizational productivity. The findings from the study revealed that motivational factors are significant predictors of the extent of productivity of the worker. intrinsically the alternate hypothesis which states that employee motivation features a significant influence of organizational productivity was accepted while the null was rejected. However, most significantly is that findings from the study showed that motivational factors were rated significantly at 35.8% as factors affecting worker productivity during this study. Findings from the study also showed that both intrinsic and extrinsic motivational factors were statistically significant and may independently affect the extent of productivity of the workers. However it had been discovered that extrinsic motivational factors was found to be more significant than intrinsic motivational factors. that's extrinsic motivational factors was believed to possess a greater effect on the extent of productivity of the workers. The remaining 64.2% not accounted for as factors affecting employee productivity levels might be thanks to other factors which can not are covered during this research. this might include factors like organizational culture, leadership styles and organizational strategy and structure amongst others.

## In corroboration, a related study by (Akerele, 2001) compared the relative importance of ten motivational factors like pay, training, security, etc. Which are extrinsic to the work , and other intrinsic factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of a corporation . And it had been hypothesized that higher values are going to be placed on intrinsic instead of extrinsic job factors. However, the result didn't uphold the hypothesis and it showed several extrinsic factors like adequate compensation, job security, training amongst others were rated because the most vital factors affecting productivity levels in selected organizations.

## Similarly Lake (2004) posits that motivational factors no matter the character i.e. intrinsic or extrinsic can't be underestimated when productivity cares . Baase (2009|) and

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## Nwachukwu (2004) also suggested that for a corporation to be profitable, relevant and remain competitive during a rapidly changing and constantly evolving business environment, it must be able to cater for the requirements of its workforce. this is often because workers are considered an asset to any organization intrinsically ensuring high productivity levels amongst them requires adequate motivation.