



Research Article

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Effective Strategy for Motivating Workers in Organization: A Study of Mai Idris Aloomo Polytechnic Printing Press Geidam, Nigeria

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Abstract: Periodic demand for increase in take home pay has continued to remain a major cause of disagreement between labor union and its employer. Constant request for review of minimum wage by workers premised on the belief that increase in salary is a good motivation measure. But then, salary increase is not only the necessary motivation measure needed to make workers perform their job. This study examined the significant of workers motivation in Mai Idris Aloomo Polytechnic Printing Press. It also examined some of the effective strategies required for workers motivation in the Printing Press. The study was conducted with the use of primary method of data collection. It also found out that workers motivation is very important in the organization. The study recommended the adoption of multiple motivation strategies as effective instrument of motivating workers in the printing press.

Keywords: Effective, Motivation, Strategy, Workers, Organization.

INTRODUCTION

Workers motivation is a very sensitive issue in organization management. The attainment of aspired production target depends greatly on how committed workers are to job performances. Improved job performances on the side of workers is largely intertwined with the level of satisfaction given to them by the management. And job satisfaction is a product of motivation. Management seems to be committed to salary increase as a way of stimulating workers to put in the required efforts in the performances of their jobs. Salary increase is one but not the only required strategy for motivating workers in organization. Management sometime, adopts certain strategies which instead of motivating workers, discourage them from performing their jobs as expected. This discouragement often leads to frustration and hinders organization efforts toward goal achievement (Robbins & Coutler, 2002). Workers economic capabilities are determined by the organization they work in. This is because their daily bread is earned there. Though, organization serve as a determinant factor of their workers economic strength considering the weight of salary they pay their workers. In few cases, management adopted salary increase as a strategy in motivating workers and it yield positive returns because it leads to improve job performance. And in some other cases, increase in salary has failed to improve job performance. Salary increase is a perceived alternative to poor job performance but it should be accompanied with other motivational strategies to ensure that workers are still encouraged

positively even in situation where salary increase has failed in stimulating them to improve performance.

Workers are very important for the functionality of organization. Without them, organization only remains a functionless entity. Therefore, they must be made available in organization. And necessary measures to satisfy their economic and psychological needs should be provided to enable them pay much attention to their jobs performances (Hunsaker, 2001). Motivation thus, offers a good measure for encouraging workers. Management must cultivate and practice the skills of employee motivation in order to energize workers (Rue & Byars, 1977). Positive incentive package offers a good strategy for motivating workers in organization to improve job performance. But as well, the negative incentive also does. Negative incentive stimulates workers to improve their job performances where increase in salary or positive incentive has failed. It is obvious that for job deliberately not well done, neglecting responsibility without genuine reason and exhibiting nonchalant attitudes to job performance, warning, query, suspension, demotion and even dismissal can be awarded as punishments depending on the gravity of the offense committed by worker (Davis, 1972; Flippo, 1970).

The negative incentive measures are also part of motivation. Workers though get aggrieved when they are awarded negative incentives. The negative motivational measures are punishment per say but they

are not those aimed at discouraging workers. They are awarded to make workers cautious and stay away from acts which go contrary to organization rules of conduct (Etzioni, 1964). Inherent in the meaning of motivation are both positive and negative drives directed toward shaping behaviors in line with organization goal achievement. Workers awarded negative incentives can be rewarded with positive incentives afterward for accepting mistakes, adopting corrections and improving better as expected in further job performances. And also, workers already given positive incentives can be given negative ones for acting contrary to organization's rules of conduct later after the positive drive has been given for motivation involves both positive and negative drives.

STATEMENT OF PROBLEM

Constant demand for increase in take home pay has refused to end especially in developing countries. This is partly because of the sluggish nature of economic growth and dwindling pattern of currency purchasing power. Attention to other motivational strategies has died and repeated industrial actions has been penciled around increased in worker's salary. Workers demand for increase in pay has continued to remained the major agenda of labor union consciousness in developing nations. Labor employers' inability to improved other incentive packages has also contributes to frequent request for salary review. Several studies like Hunsaker (2001), Robbins and Coutler (2002) have however, pointed on the need to increase workers salary as motivational strategy directed at improving job performances. But such studies have failed in educating management of organizations on the need to adopt multiple motivational strategies towards achieving improved job performance. This study was necessitated to bridged up this gap, as it educates employers of other effective strategies beside increase salary which can lead to improve job performances.

OBJECTIVES OF THE STUDY

The objectives of this study are:

- To examined the significant of motivating workers in Mai Idris Aloomaa Polytechnic Printing Press.
- Assess the need for workers motivation in the Printing Press.
- And to examined effective strategies needed for motivating workers in the Printing Press.

Research Questions

This study raised and answered the following questions:

- How significant is workers motivation is Mai Idris Aloomaa Polytechnic Printing Press?
- Is there need for workers motivation in the Printing Press?
- And, what are the effective strategies for motivating workers in the Printing Press.

LITERATURE REVIEW

There are several views and literatures on the topic of motivation and its theories. The variegated views and literatures on the subject justify the essentiality of the topic as a major issue in administration and management. And the significant of motivation in improving job performance among workers manifest itself in different perceptions of the topic given in different literatures. Employee motivation is a sensitive issue in management. Kachallah & Amos (2007) observed that "to energize employees, management must cultivate and practice the skills of employee motivation". Motivation is the forces either within or external to person that aroused enthusiasm and persistence to pursue a certain action. Motivation affects characters and determines behaviors especially towards job performance in organization.

Motivation is a human psychological characteristic which includes the factors that cause, channel and sustain behavior. It embodies what make people think and behave the way they do especially in relation to events or actions (Stoner, 2004). Certain modes of behaviors are stimulated through motivation. Stimulants and behaviors correlate with each other's and motivation promotes both variables. Motivation is a powerful ingredient in performance. It is an inner state that energizes or activates or directs or channels behaviors toward specific goals. Motivation is a general term applying to the entire class of drives, desires, wishes and all similar forces. To be motivated, you must have a certain desire (Oginni, 2007). Motivation is a key word in organization management and the need for effective strategies of motivation workers emanated from the believe that human beings are very important in organization. Hence, motivation as a concept in management has been analyzed from theoretical perspectives.

Theories of Motivation

Several theories account for the application of motivation as a drive in stimulant workers toward improved job performance necessary for goal achievement in organization. This study examined the needs and dual factors theories of motivation.

Need Theory

Abraham Maslow (1954) a leading American Psychologist in one of his experiments advanced with the theory of need in which he observed that human needs are categorically classified according to priority. To him, once a particular need is satisfied, it seizes to be a motivator and the next need takes precedence. These needs according to him are hierarchically arranged in order of priority from bottom to top. These needs are physiological, safety, social, esteem and self-actualization.

Physiological needs of man according to Maslow, are man's primary and basic needs. Until and

unless they are satisfied, other needs do not become priority. Man`s physiological needs includes; food, shelter, cloths, shelter, etc. Safety needs deal with man`s quest for security after his basic needs have been met while social needs include man`s need for affection, acceptability, friendship, love, etc. Esteem needs is man`s self-ego`s or needs for recognition and self-respect. The self-actualization need of man is the final stage of need on the hierarchy to which man can hardly attained. Self-actualization is the fulfilment and accomplished stage of man`s need. Maslow posits that “what a man can be, he must be”.

Maslow`s hierarchy of needs theory explains the effect of motivation on man`s behavior. It explains man`s behavior in relations to need and aspiration. It also offers management good avenue to study workers needs with a view to knowing the incentive that motivate them at a particular time since all motivating factors do not serve as motivators at a particular time.

Dual Factor Theory

The dual factor theory of motivation is also known as the two-factor theory. It was developed by Fredrick Herzberg et al. The theory according to Nwachukwu (2007) has often been called motivation maintenance theory or motivation-hygiene theory. The theory can be collapsed into motivators and satisfiers. Motivators deal with achievement, advancement, growth, recognition, responsibility and work itself while satisfiers embody working condition, security, compensation, status, personal life, relationships with peer, subordinates and supervisors.

The theory observed that an improvement in the hygiene factors (organization policies and administration, supervision, working condition, inter-personal relations, personal life, money, status and security) would serve to remove the impediments to positive work attitudes. When these factors deteriorated to levels below those which the workers considered acceptable, then job dissatisfaction ensues. However, the reverse does not hold true. When the job context can be characterized as optimal, we will not get

dissatisfaction, but neither will we get much in the way of positive attitudes (McClelland, 1976). To encouraged motivation, the dual factor theory advocated that employers must encouraged job enrichment. This involves making job meaningful to the job holders so as to enable them derive satisfaction from the work. Good job design helps workers to derive recognition, a sense of achievement, growth and responsibility (Nwachukwu, 2007).

It important to note that both the needs and dual factor theories of motivation recommended the adoption of multiple strategies as effective means of motivating workers in organization. Workers needs are numerous and categorized as the needs theory explained. In addition to salary increase to empower workers financially, other needs which may not necessarily be provided by increase in take home pay also exist. And these must be considered or else the growing need for them and inability to satisfy them can easily affect workers attitudes to work. The dual factor theory clearly stated that salary increase is one but not the only strategies to motivating workers in organization. Other factors which are likely to affect their behaviors to job need also be attended to by organization. Their security, working condition as well as recognition among others are sensitive issues which attending to will result in effective motivational strategy.

METHODOLOGY

This study was conducted with the used of primary method of data collection. Closed ended questionnaire was administered on twenty-five respondents randomly selected from the various units of Mai Idris Aloomo Polytechnic Printing Press. The questionnaires were personally administered and retrieved by the researcher. The descriptive statistic was adopted in analyzing data collected for the study.

Data Presentation and Analysis

The data collected for this study are presented and analyzed as follow:

Table 1: Effective Strategies for Motivating Workers in Mai Idris Aloomo Polytechnic Printing Press

S/No	Variables	A	SA	U	D	SD
Q 1	Workers motivation is very significant in Mai Idris Aloomo Polytechnic Printing Press	8-32%	12-48%	1-4%	2-8%	2-8%
Q 2	There is no need for workers motivation in Mai Idris Aloomo Polytechnic Printing Press	2-8%	2-8%	2-8%	8-32%	11-44%
Q 3	Salary increase, punishment, job recognition, human relations, security, training and development among others are effective strategies for motivating workers in Mai Idris Aloomo Polytechnic Printing Press	9-36%	11-44%	1-4%	2-8%	2-8%

Key: A-Agreed, SA-Strongly Agreed, U-Undecided, D-Disagreed, SD-Strongly Disagreed

Source: Author`s Field Survey (2019)

Table 1 shows that 32% of the respondents agreed that workers motivation is very significant in Mai Idris Aloomaa Polytechnic Printing Press, 48% of them strongly agreed with the view, only 4% were undecided while 8% disagreed and another 8% strongly disagreed with it. Also, 8% agreed and another 8% strongly agreed that there is no need for workers motivation in the printing press. But 8% of them were

undecided, 32% disagreed and 44% of them strongly disagreed with the statement. Furthermore, 36% agreed, 44% strongly agreed, 4% undecided, 8% disagree and another 8% strongly disagreed that salary increase, punishment, job recognition, human relations, security, training and development among others are effective strategies for motivating workers in Mai Idris Aloomaa Polytechnic Printing Press.

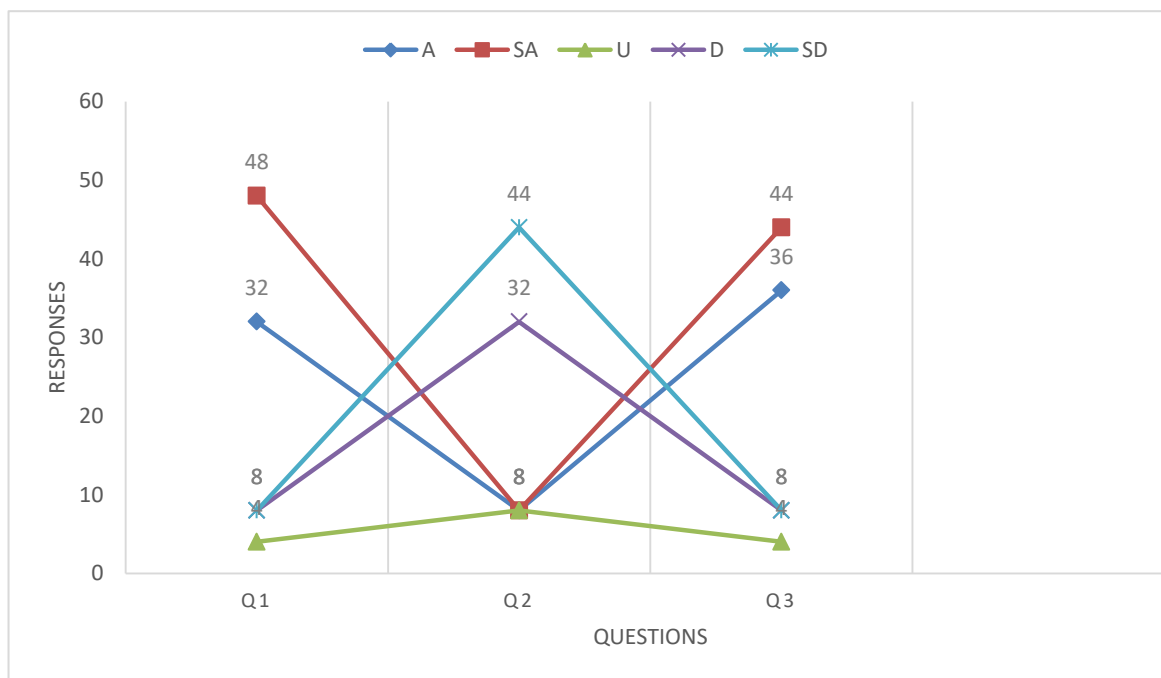


Figure 1. Effective Strategies for Motivating Workers in Mai Idris Aloomaa Polytechnic Printing Press
Source: Author’s Field Survey (2019)

DISCUSSION OF RESULT

Workers motivation is very significant in Mai Idris Aloomaa Polytechnic Printing Press. There is need to motivate workers in the printing press. Effective strategies to motivate workers in the press to put in their best efforts in the performance of jobs transcend far beyond salary increase. Although, salary increase is one of the strategies. Awarding punishment to workers for job not well done or violating the printing press code of conduct rules offers an effective strategy for correcting workers attitudes to job performances. Punishment reward will go a long way in shaping workers behaviors as required by the press rules of official conducts. Promotion of sound social and cordial relationships among workers is also an effective strategy for encouraging them. Management of the press need to adopt a cordial means of relating with workers so as to let them have a sense of belonging which is an alternative to improving job performance. Good human relation in the printing press can only be effective as a strategy for motivating workers if the communication process and channels used in facilitating such relationship is appropriate. Poor communication can discourage them in the performance of their jobs. Workers in the printing press can get stimulated and encouraged to do their work very well when their

previous efforts are appreciated and rewarded. In so long as they are given negative incentives for job not well done or for nonchalant attitudes to work, they should be given positive incentives or rewards for work well done. Adequate security to job and the environment in which job exist is necessary. Job security will give the press workers the comfort and joy of full security in relations to their needs and those of their immediate families. Measures required to make workers feel secure in doing their jobs will serve as an effective motivation strategy in the printing press. Thus, in order to achieve its objectives, management of the printing press need to adopt the incentive packages discussed above as strategies to motivating workers effectively.

FINDINGS

The findings of this study are:

- Workers motivation is very significant in Mai Idris Aloomaa Polytechnic Printing Press.
- There is need for workers motivation in the printing press.
- Salary increase, punishment, job recognition, human relations, security, training and development are effective strategies for motivating workers in the printing press.

CONCLUSION AND RECOMMENDATIONS

Based on the findings made, the conclusion of this study is that workers motivation is very important in Mai Idris Aloomo Polytechnic Printing Press. And there is need for workers motivation in the press. Also, salary increase, punishment, job recognition, human relations, security, training and development are effective strategies for motivating workers in the press. As a result of the conclusion reached, the study recommended that:

- Management of Mai Idris Aloomo Polytechnic Printing Press should admit the fact that workers motivation is very significant in the press. Necessary measures needed to motivate workers in the press must be adopted so as to encouraged them to put in their best and maximum efforts toward job performances. Lucrative salary package suitable for workers to cope up with the dwindling economic situation in the country should be adopted to prevent economic hardship from affecting the performances and attitudes of the workers to job.
- The organization management must learn how to appreciate and reward previous efforts of the workers in order to stimulate them to improve performances. Motivation packages like promotion without delay, introduction of encouragement allowances, praises, gifts and promises against good performances should be adopted by the management as alternatives to rewarding previous efforts in the press. This will encourage the lazy workers to also want to improve their efforts so as to benefit from the rewards awarded to hardworking staff in the press.
- Mai Idris Aloomo Polytechnic Printing Press management should adopt a very cordial relationship method in the organization. There should be mutual understanding promoted among workers and between them and the management. Avenue for free and easy communication between workers and management through effective communication process and channels should be created so that workers needs and grievances can easily be noticed by the management and necessary actions taken to addressed them.
- Open door policy for training and development of workers should be adopted by the management of the press. Workers should be sponsored for further studies at home and abroad so as to increase their understanding of the services they rendered and the job they do. They should be sent for national and international conferences, workshops and seminars on themes related to their work to enable them interact with experts so as to

acquired knowledge on current innovations and realities relating to their jobs and areas of specialization.

- Motivational packages which sound minor and overlooked by the management of the printing press may be able to motivate workers in the press. Coffee allowances, end of and new year gifts, as well as gifts during festive periods like Id-el Kabir or fitir and Christmas among other will go a long way in encouraging the workers to handle their jobs with element of seriousness. Such gifts will also give them a sort of satisfaction that their efforts are been appreciated and recognized by the management. These incentives should be introduced by the press management for they too offered and effective strategy for motivating workers in organization.

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