

**THE RELATIONSHIP BETWEEN MOTIVATION  
AND EMPLOYEE PRODUCTIVITY IN BAUCHI  
STATE HIGHER INSTITUTIONS**

**A thesis submitted to the college of business postgraduate studies**

**In fulfillment for the requirement of a degree in**

**Msc management**

*by*

**SHEHU INUWA GALOJI**

**(801501)**

**College of business**

**University Utara Malaysia**

**2009**

## **PERMISSION TO USE**

In line with presenting this thesis in partial fulfillment of the requirements for the award of postgraduate degree from University Utara Malaysia, I agree that the university library may make this thesis freely available. Furthermore, I agree that any act of copying this thesis in whole or in part or any manner for scholarly purposes may be granted by my supervisor or in case of his absence by the dean of graduate school COB UUM. Any form of copying, use or publication of this thesis for financial gain is not allowed without my written permission. In case of any use, due recognition should be given to myself and University Utara Malaysia.

Finally, request for permission to copy or make other use of this thesis in whole or part should be addressed to:

Dean of graduate school

University Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

## **Abstract**

This study is about the motivation and employee productivity of Bauchi state institutions. The idea of motivation is thus one of the areas that had tremendous contribution hence this study was conducted. The major problem facing institutions of learning especially in the developing world is the issue of withdrawal behavior i.e. employee turnover intention, absenteeism and lateness hence this study investigate whether such problems has any relationship with motivational issue. A questionnaire survey was conducted with one hundred and twenty questionnaires sent and eighty three filled questionnaires were returned. Analysis was conducted using the SPSS package to which the subsequent result of the correlations shows significant relationship between all the independent variables and the dependent variables except lateness which shows no relationship with the independent variables a multiple regression was also conducted and finally a discussion, recommendation and conclusion was made.

In the name of ALLAH the most gracious the most merciful

All praises be to ALLAH the most high the creator of the world and the heavens as I come to the end of this thesis writing. I thank ALLAH for his guide and wisdom to accomplish this study. It couldn't have been possible without his guidance and protection ALHAMDULILLAH. Secondly my deepest gratitude goes to my supervisor Dr. Faiz Ahmad for his tireless effort, suggestions, and constructive criticisms all in a bid to make this work a success. I thank him very much. My sincere gratitude goes to my entire family (THE GALOJI FAMILY). My late father whom I will forever be grateful for his support and courage may ALLAH reward him with aljannatul firdaus. My prayerful and patient mother who is always there for me I pray may ALLAH reward her abundantly. My elder brother Alh Bello Inuwa Galojo had been instrumental to my study I thank him also. My deepest appreciation goes to my beloved wife who happened to understand my situation and always encourage me coupled with our young daughter.

In appreciating the contribution given by friends and well wishers, so many names are numerous but to mention a few. First is Aminu Ahmad (abu mus'ab) who happened to be the brain behind my being here may ALLAH reward him abundantly. Brother Dawood Mustapha (the coordinator Nigerian students in UUM) had been a key figure in my stay here his brotherly advice and prayers is highly appreciated. Several people like mr Bello Malam Ali, Mr Jimoh Rashid, mammel, Mbdullatif Aliyu, Kelechi, Aisha and Hadiza Yaradua, Saka Lukman, Mahammat Touka Galma, Moses, Edmond Ofore and later malam Maiyaki, mal Sulaiman, mal Ahmad, mal Kabiru, mal Yahaya, Nura Alkas and Mukhtar, Mr David, Mr Ekpe and several others to mention but a few. I will not close without the mention of my lecturers that trained me as a student. the contribution of dr dr Faridahwati Mohammad Shamsuddin had been tremendous also that of Professor Khairuddin Hashim, professor Dawood Almithani, assoc. Prof Razli Che Razak, assoc Prof Habsah Bakar, dr. Ruzita Azmi, mdm Nursiha Alias, mr Wandin wan Dawood, mr shahmir Abdullah and finally my examiner dr. Fadzli shah bin Abdullaziz. And lastly to the blessed memory of late Hajiya Alti Galojo my eldest sister, Abbas Galojo my younger brother, also Sani galjojo and my late beloved son Muhammad Salim. May there gentle soul rest in perfect peace amen.

<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
<b>CHAPTER ONE</b>	
1.1 BACKGROUND OF THE STUDY	4-6
1.2 RESEARCH PROBLEM/PROBLEM STATEMENT	7-9
1.3 RESEAERCH QUESTIONS	9-10
1.4 RESEARCH OBJECTIVES	10-11
1.5 SIGNIFICANCE OF THE STUDY	11
1.6 SCOPE OF THE STUDY	11
<b>CHAPTER TWO</b>	<b>12</b>
<b>LITERATURE REVIEW</b>	<b>12</b>
2.1 INTRODUCTION	12
2.2.1 MOTIVATION: CONCEPTUAL DEFINITIONS OF MOTIVATION	12-13
2.2.2 THEORIES OF MOTIVATION	13
2.2.3 CONTENT RELATED THEORIES OF WORK MOTIVATION	13
2.2.4 DAVID McClelland	14-15
2.2.5 ABRAHAM MASLOW’S HIERARCHY OF NEEDS	15-17
2.2.6 ERG THEORY	17-18
2.2.7 HUMAN RELATIONS CONTRIBUTORS	18-19
2.2.8 DOUGLAS MCGREGOR’S THEORY X AND Y	19
2.2.9 PROCESS RELATED THEORIES OF MOTIVATION	19-20
2.10 EXPECTANCY THEORY	20
2.11 EQUITY THEORY	20-21
2.3 THE CONCEPT OF PRODUCTIVITY	21-25
2.4.1 MOTIVATION	25
2.4.2 PRODUCTIVITY	26

2.4.3 MOTIVATION AND PRODUCTIVITY	27-31
2.4.4 TURNOVER	31-32
2.4.5 ABSENTEISM	33-34
2.4.6 LATENESS	34-35
<b>CHAPTER THREE</b>	36
<b>3.1 METHODOLOGY</b>	36
3.2 INTRODUCTION	36
3.3 THEORITICAL FRAMEWORK	36
3.4 HYPOTHESIS	37
3.5 RESEARCH DESIGN	38-39
3.6 QUESTIONAIRE ADMINISTRATION	39
3.7 RESEARCH SAMPLE	40
3.8 DATA ANALYSIS	40
3.9 CONCLUTION	41
<b>CHAPTER FOUR</b>	42
INTRODUCTION	42
4.3 ANALYSIS OF DEMOGRAPHIC FACTORS	50-57
CORRELATION AMONG VARIABLES AND CHARTS	58-61
REGRESSION OF VARIABLES AND CHARTS	62
<b>CHAPTER FIVE</b>	62
5.1 DISCUSSION	
5.2 RECOMMENDATION	65
5.3 CONCLUTION	65
5.4 REFERENCES	67
5.3 APPENDIX	70

## **CHAPTER ONE**

### **1.1 INTRODUCTION**

The concept of motivation in organizations has received considerable attention in the past and recent years. Scholars, researchers and managers in organizational productivity and performance have given several contributions on the concept of motivation. Abraham Maslow, Frederic Herzberg etc have proffered several pathways to organizational productivity and performance in relation to motivation. As time changes due to recent innovations in technology, competition, level of education and above all changes in the employee behaviors, questions as to why do employees behave the way they do still exist thus giving rise to changes in motivational requirements.

As quoted by Ogunrin, Ogunrin and Akerele (2007), Huitt (2003) stated that motivation seeks to explain and predict what energizes, directs and sustains human behavior. The concept pertains to the sum of the forces within an individual that accounts for the level, direction and persistence of effort expended at work (Johns, 1996). It has been called the vital link between knowing and doing, thinking and action, and competence and performance (Revelle and Anderson, 1995). Human performance on a job has been linked to ability and motivation; but improvement in ability is a slow process, whereas motivation can be improved quickly and by implication, so can work performance (Accel-Team.com, 2003). The forces that motivate, or make humans seek to accomplish goals had been called motives, motivators, drives, desires, needs, wishes, stimulus, and so on, with slight differences in meanings.

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abimbola, A. (1997). Motivating staff in nigerian universities libraries. *Library management* , 124-128.
- Accel-Team.com (2003a), Employee Motivation in Practice, pp. 1-3, available at [accel-team.com/motivation/index.html](http://accel-team.com/motivation/index.html) (accessed 17 August 2003).
- Accel-Team.com (2003b), Motivation Theorists and Their Theories, pp. 1-3, available at: [www.accel-team.com/motivation/theory\\_01.html](http://www.accel-team.com/motivation/theory_01.html) (accessed 17 August 2003).
- Adomi, E. E., & Eruvwe, U. (2004). Staff discipline in nigerian university libraries. *Library management* , 223-229.
- Alkhalifa, A. K.& Peterson, S. E. (2002). On the relationship between initial motivation, satisfaction and performance in joint ventures. *European Journal of marketing* , 150-176.
- Appelbaum, S. H. (1998). Strategic organisational: The role of leadership, learning, motivation and productivity. *Management decision* , 289-301.
- Bent, R., Seaman, C. E., & Ingram, A. (1999). Staff motivation in small food manufacturing industries. *British food journal* , 654-667.
- Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Predicting hotel managers' turnover cognitions. *Journal of managerial cognitions* , 649-679.
- Cameli, A., Shalom, R., & Weisberg, J (2007) considerations in organizational career advancement: What really matters. *Personnel review* 190-205.
- Chao, J. e. (1995). The impact of employee benefit on work motivation and productivity. *International Journal of career management* , 10-14.
- Chauvel, D., & Despres, C. (2002). A review of survey research in knowledge management: 1997-2001. *Journal of knowledge management* , 207-223.

Cohen, A., & Ronit, G. (2007). Predicting absenteeism and turnover intentions by past absenteeism and work attitudes, an empirical examination of female employees in long term nursing care facilities. *Career development international* , 416-432.

Diamond , William J. (2000) "Leave Regulations for Employees Who are Under the Career and Salary Plan" Citywide Employee Lateness Policy Personnel Services Bulletin No. 410-1

Diana, D.( 2009) “Running late: dealing with chronically late employees who cost the company in productivity and morale” Business Services Industry HR Magazine

Everton, W. J., Jeffrey, J. A., & Mastrangelo, P. M. (2007). Be nice and fair or else: Understanding reasons for employees'deviant behaviours. *Journal of management development* , 117-131.

Firth, L., mellor, K. A., & and Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of managerial psychology* , 170-187.

Ghebregiorgis, F., & Karsten, L. (2007). Employee reactions to human resource management and performance in a developing country. *Emerald* , 722-738.

Gwynne, R. (1997), Maslow's Hierarchy of Needs, pp. 1-3, available at: <http://web.utk.edu/gwynne/maslow.htm> (accessed 17 August 2003).

Hair, J. H.; Money, A. H.; Samouel, P., & Page, M. (2007). *Research methods for business*. England: John Wiley and sons limited.

Jackson, T., & Bak, M. (1998). Foreign companies and chinese workers: Employee motivation in the peoples republic of china. *Journal of organisational change management* , 282-300.

Lokke, A.-K., Eskildsen, J. K., & Jensen, T. W. (2007). Absenteeism in the nordic countries. *employee relations* , 16-29.

Manolopoulos, D. (2008). An evaluation of employee motivation in the extended public sector in greece. *Employee relations* , 63-85.

Marc, H., & Lee, S. H. (2004). *Public productivity handbook*. Marcel Dekker inc. newew york, second edition.

Mehta, R. et al. (2003). Leadrship style, motivation and performance in international marketing channels. *European Journal of marketing* , 50-85.

Michael, M. G., & Osborne D. J. (1982) *Industrial productivity*, The Macmillan press limited, Hong Kong

Michael, N. (1985). *Making people productive*. Jossey bass publishers.

Millar, M. "Employee lateness reduces productivity" *Personnel today magazine* April 2005

Muchinsky, P.M. (1997), *Psychology Applied to Work – an Introduction to Industrial and Organisational Psychology*, Brooks/Cole Publishing, Pacific Grove, CA.

Mushrush, W.(2002) "Reducing Employee Turnover": Creating Quality Newsletter, Volume 11, Number 5, *Business and Industry Specialist*,University of Missouri Extension Source.

Ogunrin, F. O., Ogunrin, O., & Akerele, A. (2007). Motivating nigerian doctors for improved healthcare delivery. *InternationalJjournal of healthcare quality assurance* , 290-306.

Osteraker, M. C. (1999). Measuring motivation in a learning organisation. *Journal of workplace learning* , 73-77.

Poon, J. M. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Emerald* , 322-334.

Priti, J. (1998). Perceptions on empowerment and productivity in libraries of bostwana. *library management* , 49-58.

Rector, P and Kleiner, Brian H.(2002) Creating Productivity in Public Institutions  
Management Research News Volume 25 Number 3

Richard, S. M., & Porter, L. W. (1991). *Motivation and work behaviour*. fifth edition.

Rosenblatt, Z., & Shirom, A. (2005). Predicting teacher absenteeism by personal  
background factors. *Journal of educational administration* , 209-225.

Savery, L. K. (1996). Productivity improvement; A working person's view. *Journal of  
management* , 16-26.

Sondak, A. (1980), "The importance of knowing your employees' needs", *Supervisory  
Management*, Vol. 25 No. 5, pp. 13-18.

Stewart, L. (2007). *Managing government employees*. American management  
association, New York.

What is happening on the inside? Human resource management digest vol. 16 no. 3  
2008, pp. 19-21, Q Emerald Group Publishing Limited, ISSN 0967-0734 j