Impact of Motivation on Job Performance in Nigeria Broadcast Industry

Adeosun H. Shola, Moshood Abiola Polytechnic, Nigeria
Amos Z. Kolawole, Moshood Abiola Polytechnic, Nigeria
Aninkan D. Segun, Moshood Abiola Polytechnic, Nigeria

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ABSTRACT
This study was carried out to know the impact of monetary incentives as a motivator on job performance in broadcast organization. The scope is restricted to two broadcast stations in Abeokuta metropolis OGBC and rock city FM. The study highlights the design of the study, sample, measuring instruments and the procedure followed in establishing the impact of incentives on job performance. Questionnaire survey method was used in collecting the data. The subject who are employees of OGBC and Rock City FM comprise of 126 males and 84 females. The research hypotheses were tested, with one-way analysis of variance (ANOVA) and independent test. One of the hypotheses tested was significant, while other two were not. At less than 0.005 of significance, there was a positive relationship between monetary incentives and job performance. The same positive relationship applies between marital status, job title and job performance all this were significant as less 0.5 level of significance. Findings suggest that monetary incentives have a great impact on the job performance of Nigerian employees in broadcast media organizations. It was recommended that manager and administrator of the Nigerians media industry should apply appropriate incentive as motivation to enhance the job performance of their staff. This is required for the achievement of the cooperate objectives of the organizations.

Keywords: Monetary incentives, Motivation, Impact, Job performance

INTRODUCTION

All forms of motivation aim at satisfying desires that will lead to improved productivity or performance for the achievement of organizational goals. The use of working incentives to achieve this purpose is not an exception. Every worker has certain needs and the satisfaction of which are needed to enhance his productivity. Moreover, individuals work to gain rewards for their efforts. This exchange of labour for financial rewards is the heart of compensation process. Money is the basic compensation employees receive. It usually comes in the form of wages or salaries. The general global assumption related to work is to earn money. However, it has been postulated by Smith and Wath (1972) that some needs are satisfied without work. For instance, man needs oxygen to breath and he had it. However, man's needs are usually satisfied by wages attended to the work itself. Fredrick Taylor's classical theory states that "people work for money and they will work harder, if they can earn money". (Fulner, 1977:139). This theory is predicated upon the belief that a worker would follow whichever course is most financially rewarding to him. A worker would follow whichever course is most financially rewarding to him. A worker will perform better if he believes that money will follow effective performance.

Financial compensation is also a means of growth motivation. From the view point of the organization, people are compensated for performance through an increase in their wages, One can only hope that compensation can be used as one measure of how well employees have grown in their performance an capacities. It can also serve as a means of motivating higher performance. Increased monetary compensation can serve as a goal for which people will strike if they realize monetary compensation can serve as a goal for which people will strike if they realize that greater effort will fetch them higher wages. However, the amount of money that motivates one employee to produce more, may not motivate another employee. So, if money has a positive values for an individual, higher performance will follow. Money, can therefore help to increase job motivation. The importance of money has been demonstrated in the lives of all of us: clergymen/Imams, businessmen and industrial psychologists. (Gellerman, 1967) places great importance on the symbolic value of money for producing motivation and for reducing dissatisfaction among workers.

Generally, this implies that monetary incentives may be a factor of job satisfaction and motivation.

Empirical evidence has shown that lack of good monetary incentives has been responsible for rampant strike and industrial disputes by Nigerian workers. In a recent conflict between Polytechnic lecturers and Federal Government, the major cause of the conflict which later became a slogan is that "my take home cannot take me home".

However, to some individuals, money can solve all problems. To the biblical King Solomon. "Money answereth all things" (Ecclesiastes 10:19). This corroborates the point that money is as an important motivator.

1.2 STATEMENT OF THE PROBLEM

Money is a major motivational factor that cannot be underestimated by most workers. Empirical evidence has shown that money plays an important role in motivating a worker into greater productivity. In this study we attempt to find out the extent to which money motivates employees to greater performance. It therefore seek to answer the following questions:

(1) Is money all that a worker needs to motivate him to a greater performance?

(2) Does money motivate all employees?
(3) To what extent does money motivate to better performance?
(4) What exactly do workers want from their job?

1.3 OBJECTIVER OF THE STUDY

1. To find out if there is any causal relationship between monetary incentives and job performance.
2. To find out whether there is relationship between increase in monetary incentives and job performance.
3. To find out whether monetary incentives have any impact in the Nigerian context.
4. To find out whether monetary incentives have similar effect on all categories of workers.
5. To find out which variables of sex, age, level of education and mental status determines the extent of the impact of monetary incentives on performance.
6. To proffers solutions as how to use monetary incentives for greater productivity.

1.4 RESEARCH QUESTIONS

The following research questions guided the study:

1) To what extent will employees motivated by the monetary incentives perform than employees who not motivated in the monetary incentives?
2) How effective will lower qualifications staff perform with the monetary incentives than intermediate and senior employees?
3) To what extent will lower qualifications staff perform with the monetary incentives, compared with employees with higher qualifications?

1.5 HYPOTHESIS

To interpret the result of the study, the following hypothesis were formulated and tested:

1) H0: There is significant difference in the performance of employees who are motivated by monetary incentives than employees who are not motivated with monetary incentives.
2) H0: There is no significant difference in the performance of junior employees, intermediate and senior employees with monetary incentives.
3) H0: The extent to which lower qualification employees will perform will be better in the monetary incentives than employees by the higher qualification.

THEORETICAL FRAMEWORK

Many studies have been carried out by organizational and industrial psychologists on the effect of money on job performance. From the late 1950s to the present, they probably have made the greatest advances than any of the behavioural scientists in the study of the role of money on motivation. Prominent among such contributors are Festinger (cognitive dissonance theory in late 1950s), peak (instrument theory of 1953) Georgolos and others (path-goal theory, 1957), Vroom (Valency or expectancy theory 1957), Poster and Lawler Adams and others.

Workers production has increased over the years for a number of reasons. Though the quality of incentives offered workers by the management has partly influence productivity, the complexity of human motivation requirements are often overlooked by corporate governors. Psychologists and other behavioural scientists have however assisted in unraveling this mystery through various studies.

For instance, have been empirical researches which showed that Nigerian workers attitude to work in passive and their productivity is low. Before this conclusion is reached, we will find out how well-motivated Nigeria workers, especially those in the broadcast industry are in the current era of commercialization and digitalization. We also need to find out what motivate them so that we can properly account for their low productivity and poor attitude to work. Before narrowing down to the impact of monetary incentives on job performance in Nigeria broadcast media organizations, it will be necessary to consider some of the leading theories on motivation.

2.2 MCGREGOR'S THEORY OF MOTIVATION

McGregors (1960) theory assumes which assumes that people enjoy work and will exercise self direction and self-control when pursing objectives to which they are committed. It assumes further that most people can learn to accept and even seek responsibility to exercise high degree of imagination and creativity in solving organizational problems. McGregor's theory X which is based on the belief that people dislike work and responsibility and therefore must be coerced or threatened with punishment in order to work towards organizational objectives. The modern approach is the creation of an environment which will encourage commitment to organizational objectives and which provides opportunities for the maximum exercise of initiative ingenuity and self direction.

MASLOW'S THEORY OF MOTIVATION

Maslow's (1943) theory which is quite famous today. It proposed that a person's behavior is organized around a hierarchy of needs, with the lowest being the physiological needs such as hunger and thirst. Once these needs are satisfied, others become important. These are followed in the hierarchy by social, self-esteem and self actualization needs. Maslow argues that the potency of the high needs increase as a function of the satisfaction of the need lower in the hierarchy.

2.4 THE ROLE OF MONEY

One widely-held view is that money acts as generalized condition reinforce.

Skinner (1958) in Adeosun et al (2013:46) stress the importance of this role when he stated that "such generalized reinforce should be extremely effective because some deprivation will usually exist for which the condition reinforcer is appropriate". For instance, in Nigeria, basic salaries are paid with a lot of allowances which facilities the

retention and motivation of employees. Such allowances includes payments made to reimburse a worker for expenses incurred in the course of performing his official duties and also include a mileage allowance whenever he use his own transport.
Standard allowances are paid to all members of certain grades or classes though, the rate might not be same. All these allowances can lead to significant increases in pay, motivation and in the total cost of employment.

3.1 RESEARCH METHODOLOGY
This study used simple survey research designed to look into the impact of monetary incentive on job performance among employees in the Nigerian Broadcast industry, using OGBC and Rock City in Abeokuta as a case study. The investigative survey was based on simple random sampling. The variables involved in the study were labeled as sex, age, marital status, title of present job and academic qualifications.

3.2 SAMPLE
The total questionnaire returned by the respondents and eventually were used 210. They were received in the following order.

OGBC	-	140
Rock City F.M	-	70
		201

3.3 MEASURING INSTRUMENT
The data for this study was collected through questionnaire which was modeled after the Likert attitude scale (Likert, 1932). The ruling scale was made up of job satisfaction rating scale and a scale on job performance developed by these researchers. The scale on the job satisfaction has a reliability coefficient of 0.94 while that of performance has reliability coefficient of 0.78. in the questionnaire, preference were on monetary incentives to indicate the extent to which they agreed or disagreed with each of the items. Five (5) denotes most effective, while one (1) means least effective. 5 (five) was assigned to Strongly Agree (SA), 4 was assigned to Agree (A) 3 was assigned to Undecided (U) 2 was assigned to Disagree (D) 1 was assigned to strongly Disagree (SD).

3.4 PROCEDURE
Questionnaires were administered to randomly-selected workers of the two broadcast stations chosen for the case study. Three hundred (300) questionnaires were administered in all. Out of the hundred administered, only 250 were returned. This figure represents about 83% of the total questionnaire administered. 40 of the questionnaire returned were used for the analysis and this represents 70% of the total questionnaires administered. The questionnaire was designed to keep the respondents anonymity, hence the researcher sought and assured the respondents frankness and honesty in completing the questionnaires.
The data collected from the study were subjected to one-way analysis of variance (ANOVA) and T. Test.

HYPOTHESIS I
Employees who are motivated in the monetary incentives will perform better than employees who are not motivated with monetary incentives.

TABLE 4
The summary of the data analyzed

OPTION	**RESPONDENTS**	**TOTAL**	**PERCENTAGE (%)**
	OGBC	Rock City F.M	
Not motivated	65	32	46%
Motivated	75	38	54%
Total	**140**	**70**	**100%**

Source: Field Survey, 2004

Table 1.1: T-Test showing the impact of incentives on job performance

Group	**N**	**X**	**S.D**	**DF**	**E**	**P**
Not Motivated	97	12.97	3.31	208	13.22	<.05
Motivated	113	18.79	3.06			

The hypothesis that predicted that employees who are motivated with monetary incentives was supported t-13-22, df = 208, p =<0.5, t-tabulated equal to 1.97. we accept the null hypothesis where the t-tabulated is greater than T-calculated.

In essence T-calculated is 13.22 at the degree of freedom 208, p<.05, t-tabulated equal 10 1.97, thereby the null hypothesis is accepted. Moreso, as examination of the same table (Table 1.1) revealed, that employees who are motivated with monetary incentives (X = 18.79). Therefore the hypothesis is supported.

HYPOTHESIS II
Junior staff will be more motivated towards greater job performance with monetary incentives than intermediate and senior employees.

TABLE 2
One-way Anova table showing the impact of job title on job performance

SOURCE	**DF**	**SS**	**MS**	**F**	**P**
Between Groups	2	9.34	4.67	0.25	>.05
Within Groups	207	3859.56			
Total	**209**	**3868.90**			

Table 1.2 above received that there is no significant difference between the impact of monetary incentives ion Junior staff and intermediate and senior staff, F (2, 207) – 0.25, P>.05, f-tabulated equal in table 1.3 below show there is no significant who are motivated with monetary incentives (X=16.23) therefore, the hypothesis is supported.

TABLE 3.1

Mean table showing group differences on performance

Variable Incentive	Levels Low High	No 97 113	X 12.97 18.79
Job Title	Junior Intermediate Senior	62 58 90	15.77 16.24 16.23
Marital Status	Single Married	88 122	15.72 16.38
Academic Qualification	O/L, GCE, NECO	49 71 90	16.67 15.89 15.96

Source: Field Survey, 2014

Employees with lower qualifications will perform better with monetary incentives than employees with higher qualification.

TABLE 1.4

T-test showing the influence of education on job performance embryo the Rock City FM staff who received high incentive.

Qualification	N	X	SD	DF	T	P
Low	32	18.91	3.29	68	46	>.05
High	38	19.26	3.17			

Hypothesis III was supported as shown in table 1.4 above, t = 0.46, df = p >.05, t-tabulated equal. An examination of table 1.3 further showed that there is no significant difference between the influence of monetary incentives on employees with lower qualification (X = 15.89) and employees with higher qualification (X = 15.89). Therefore, hypothesis III is accepted.

4.2 DISCUSSION

The statistical results of the first hypothesis confirmed that employees who are motivated with monetary incentives will perform better than employees who are not motivated with monetary incentives.

This agreed with the work of Taylor (1914), that man is an economic animal who responds directly to financial incentives. In the work of Gould Throupe et al, (1973) it was found that workers have refused alternative jobs with better status and responsibility among others for the dehumanizing and tasking work of the assembly line, because of the high importance attached to money.

The result is also in line with the work of Walker and Guest (1952). That found out that out of 180 works interviewed, 126 "gave pay" as an important reason for liking their job. Dydycha and Naylor (1966) also found that higher value is placed on financial incentives than other conditions of service.

Some studies were also carried out in Nigeria which further confirmed hypothesis one, among them Mare Eze (1981), Yusuff (1982). Monetary incentives have become so important because of the state of economy and poverty. With all these, it becomes obvious that the importance of monetary incentives cannot be over-emphasized with the level of poverty currently experienced in Nigeria.

The findings of the study however failed to support the second hypothesis that junior staff will be more motivated towards greater job performance with monetary incentives than senior employees. The result obtained from the statistical test of the second hypothesis shows that there is significant relationship between job performance and job title. Hypothesis three which states that employees with lower qualifications will perform better with monetary incentives than employees with higher qualification was also confirmed.

Thus, the result obtained from the statistical analysis of the third hypothesis shows that there is no significant relationship between academic qualifications and job performance.

It rather shows that academic qualifications tend to be static variable that does not have any significance in the performance of employees, if motivated with monetary incentives. This implies that both employees with lower and higher qualifications equally value monetary incentives as important to job performance.

5.1 SUMMARY AND CONCLUSION

From the result and discussion of this study, it can be concluded that monetary incentives can actually motivate Nigeria workers to better job performance considering the present peculiar situation in Nigeria Broadcast Industry. With the current value placed on money, it will not be out of place to say that monetary incentives constitute primary motivation to most Nigerian worker. Poor monetary incentives is an obvious reason for mass resignation of many broadcast professional for greener pastures. Lack of monetary incentives make employees burn out quickly and become less productive. While monetary incentive are far from providing a total answer to man's complex needs it is undoubtedly a basic motivating factor especially in Nigeria. Fredrick Taylor's classical theory further confirms this by stating that "people work for money and they will work harder, if they can earn more money" (Fulner, 1977:139). This theory is predicated upon the belief that a worker would follow which ever course was most financially rewarding to him. Therefore, this study will afford Nigeria employers in both private and public sectors of the media industry and beyond, the opportunity of discovering what actually motivates their workers for maximum productivity.

5.2 RECOMMENDATIONS

This study proffers solutions to the problem of labour turnover due to perceived inadequate salary paid to employers. One method is that hard work and good job performance should be reciprocated with good reward system in form of money. In this case, a minimum wage for an average Nigerian should be such that it will at least be able to make ends meet for workers.

Secondly, employers should try as much as possible reduce employees feelings in equally by ensuring that employees are given salaries that are commensurate with their position, qualifications work experience and other factors which are necessary for equitable pay.

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