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**MOTIVATION AS AN EFFECTIVE TOOL FOR ORGANIZATIONAL DEVELOPMENT IN NIGERIA**

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**ABSTRACT**

*This paper titled 'Motivation as an Effective Tool for Organizational Development' Motivation which makes managers perform, to inspire, encourage and impel people to take actions that geared toward achieving both individual as well as organizational goal. The need for this paper was informed as a result of worker's dysfunctional attitude when discharging their duties. The major objective of the paper is to identify the importance of motivation and its relevance to the organizational development. Secondary methods of data collection were used. These include text books, journals and net materials. Among others, it was found out that motivation of workers at any level is imperative for organizational success. The researchers based on the study recommends that Management should investigate which incentive is most appealing to groups as well as individuals because some workers are motivated to work hard for salary increases, yet others would work harder for the opportunity to obtain recognition.*

**KEYWORDS**

motivation, organizational development.

**INTRODUCTION**

Anybody who is interested in understanding, predicting and or influencing individual behavior must start with a basic understanding of human motivation. Why do people behave as the way they do? This question has interested behavioral and social scientist for hundreds of years (scholl, 2000). Putting in place all factors of production, labor is the most expensive and important factor of production that is supplied by employees. The success or failure of any organization is ultimately determined by willingness or otherwise of the individual who supplies the labor force. A human resource unite or department in a given organization plays an important role in coordinating the efforts of individual workers to achieve organizational objectives. Motivation is therefore one of the ways of inducing people to put in their best effort in an effective manner in other to achieve organizational objectives ( Oyediji, n. d) Motivation can be induced by the employer or reside within the employee. Employee's have higher levels of motivation when they perceive that management-labor environment is positive. Control stifles motivation while involvement creates a more productive environment. If workers feel that they are being treated fairly and with respect, this attitude will develop and guide their behavior in positive direction (Kamery, 2004).

The topic assesses motivation as an effective tool for organizational development. The main objective of this paper is to identify the important factors that are relevant in motivating employee at the workplace such as the financial and non-financial benefits as well as the role of motivation in organizational development.

Motivation is an inner state that energizes or activates, or direct or channel behavior towards specific goals (Oginni, 2007). Motivation has been defined in numerous ways. One of the best is that "motivation can be seen as the forces acting either on or within an individual or group(s) to initiate behavior (Routha and Kefure, 2007). Motivation is the psychological process that gives behaviour the purpose and direction (Kreitner, 1992). A predisposition to behave in a purposive manner to achieve specific and unmet needs (Buford, Bedeian, and Lindner, 1995, as cited in (Omar, 2006). An internal drive to satisfy an unsatisfied needs and it is the will to achieve (Bedeian, 1993, as cited in Omar, 2006). Motivation refers to anything (within or outside) that drives individuals or group to accomplish personal and organizational goals. There are three major components of motivation which includes: activation, persistence and intensity. Activation involves the decision to initiate a behavior, such as enrolling in a psychology class. Persistence is the continued effort toward a goal even though obstacles may exist, such as taking more psychology courses in order to earn a degree although it requires a significant investment of time, energy and resources. Intensity can be seen as the concentration and vigor that goes into pursuing a goal. For example, one student might coast by without much effort, while another student will study regularly, participate in discussions and take advantage of research opportunities outside class (Cherry, 2012)

**TYPES OF MOTIVATION**

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, etc. Herzberg, Mausner and synderman (1957) as cited in Hammed (2002) indicated that motivation can be;

1. Intrinsic motivation: the self-generated factors that influence people to behave in particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.
2. Extrinsic motivation: what is done to or for people to influence them? This includes rewards, such as increased pay, promotion, and punishments, such as disciplinary action, withholding pay, or criticism.

Extrinsic motivators can have an immediate and powerful effect, but will not necessarily last long. The intrinsic motivator, which are concerned with the quality of working life are likely to be a deeper and longer-term effect because they are inherent in individuals and imposed from outside (Armstrong, 2005).

**STEPS TO BE ADOPTED IN MOTIVATING EMPLOYEES AT THE WORKPLACE**

1. Sizing up situations requiring motivation.
2. Preparing a set of motivating tools.
3. Selecting and applying an appropriate motivator.
4. Following up the results of the application.

Sizing up situations that require motivation, this step mainly involves understanding of individual differences. Having assessed their needs, one can determine what can motivate them.

Preparing set of motivational tools, the list of motivators should be prepared based on the revealed needs of the people. Selecting and applying motivators. Out of the list of Motivators, few should be selected and applied wherever and whenever they are needed. Feedback, having applied the motivators, it is important to find how effective had a particular motivator been.

DurBrin (2009) opined that the relationship between motivation, performance and commitment can be expressed by the equation  $P = M \times A$ , where P refers to performance, M to motivation, and A to ability. Note that skill and technology contribute to ability. The committed employee works joyfully toward achieving organizational objectives. Gaining employee commitment is important in the current era because several studies have found that most American workers are not fully utilizing their capabilities. They do what is expected of them but do not contribute extra mental and physical effort to be outstanding. Many of these workers want to be good organizational citizens, yet many of them feel that they have a poor relationship with the supervisor or believe that the organization does not care about them (Hammed, 2002).

### THE USE OF FINANCIAL INCENTIVES IN THE WORKPLACE

No employee(s) work for free. Pursuing money based on negative motives can lead to poorer psychological well-being; this is not the same as pursuing money to provide security and comfort to oneself and the family. Certainly, workers want to earn fair wages and salaries, and employers want their workers to feel the impact of what they are getting. To that end, it is imperative to not those employees and employers alike view the fundamental incentive for satisfactory job performance.

The use of money to or other financial incentives in the classic "work performance paradigm" is based primarily on reinforcement theory. Reinforcement theory focuses on the relation between a target behavior (e.g., work performance) and its consequences (e.g., pay), and it is premised on the principles and techniques of organizational behavior modification. Organizational behavior is a framework within which employee behavior are identified, measured and analyzed in terms of their functional consequences (e.g., existing reinforcement) and where an intervention is developed using principles of reinforcement (Houran and Kefgen, n. d)

A research conducted by Robinson (2004) indicated that 64% out of 100 respondents strongly disagreed that workers will still perform well even if their salary is delayed. In a much published study by Gupta n. d as cited in Houra and Kefgen n. d) analyzed thirty-nine studies over four decades and found out that cash reward their job are exited or mundane, in lab and real world settings alike. But the research team acknowledged that money is not the only thing that concerns employees- noting that beyond a certain point, higher salaries will make employees happier, but it will not "buy" better performance. According to her, small cash can actually be dysfunctional in terms of motivation because employees become irritated that their hard work yields so little. Because of this, she advises employer who must give small raise to be careful about linking them to result and to scrupulous about their being fair.

DuBrin (2009) indicated that a natural way to motivate workers at any level is to offer them financial incentives for good performance. Linking pay to performance improves the motivation value of money. Using financial incentives to motivate people fits behavior modification principles. Financial incentives, however, predate behavior modification. A useful principle for using financial incentives to motivate workers at all levels is to investigate which incentives are most appealing to groups as well as individuals. Many workers are motivated to work hard for salary increases, yet some others would work harder for the opportunity to obtain recognition. Another group of workers might value increased health benefits more than a salary increase. Financial incentives are more effective when they are linked to (or contingent) upon good performance. Linking pay to performance motivates people to work harder. Production workers and sales workers have long received contingent financial incentives.

Although financial incentives are widely used as motivators, they can create problems. A major problem is that workers may not agree with management about the value of their contributions. Financial incentives can also pit individuals and groups against each other. The result may be unhealthy competition rather than cooperation and teamwork (DuBbrin, 2009).

Bellentine, McKenzie, Wysocki, and Kepner as cited in Robinson (2004) argued that monetary incentives encourage compliance rather than risk-taking because most rewards are based only on performance. As a result, associates are discouraged from being creative in the workplace. Monetary incentives may be used to circumvent problems in the workplace. For example, incentives to boost sales can be used to compensate for poor management. Employers also may use monetary incentives as an extrinsic rather than an intrinsic motivator. In other words, associates are driven to do things just for the monetary reward versus doing something because it is the right thing to do. This can disrupt or terminate good relationships between associates because they are transformed from co-workers to competitors, which can quickly disrupt the workplace.

### THE USE NON-FINANCIAL INCENTIVES

Cash is king, but in today's economy employees know that there is more to the story than cash alone. Today's job seekers and your employees have become savvier about non-monetary compensation. And there is a good reason they are paying attention to it. Bellentine, McKenzie, Wysocki and Kepner as in Robinson (2004) stressed that Non-monetary Incentives is the reward for excellent job performance through opportunities. Non-monetary incentives include flexible work hours, training, pleasant work environment and sabbaticals. One reason employees place a high value on the non-cash compensation parts of a total compensation package is because they can greatly reduce household expenses. For example, getting an employer's help with health insurance premiums can save a family many thousands of naira a month, not to mention savings from the better medical coverage likely provided by a group plan.

Beyond the employee getting material value from their benefits, there are non-material perks, as well. Organisations who offer benefits, such as a rich retirement plan, send a message that they value their employees and want to promote long-term relationships with their employees. These employers are becoming more and more sought after. Workers are looking for those organizations that invest in their employees and want to provide a fair wage, and a fair benefits package. Savvy workers will want to work for a company that offers a total compensation package rather than work for a one that provides high pay with little in the way of benefits.

Many top performers are looking for an organization that goes even further than just cash compensation and basic benefits. They are looking for flexible work schedule, employee training or education benefits, and well-trained employees to work for. These elements are often even more important than the traditional "what do I get when I work for you" benefits. The value of well-trained workers who has an excellent reputation for helping individuals reach their full potential and increase their likelihood for promotion can be invaluable to employees. Often employees will stay with an organization or take less money to work for the right people at the right place.

If you are looking to stay at the top of your organization by nabbing top talent, it is important to think about non-monetary compensation because it is what you offer to your employees in all areas of their career and quality of life. In this tough economic times, it is hard to give more money or richer benefits to win the war for talent by playing up the strengths that you have as an organization or figuring out what you can offer that will be unique and valued in the labor market.

Dike (1999) indicated that any person who has been following the issues surrounding labor-management relations in Nigeria would agree that the real problem facing Nigerian workers is that they are unmotivated and under-appreciated. Nigeria should motivate its labor force, because it cannot effectively compete in the emerging global economy with angry and hungry workers.

Dike (1999) was also of the view that well-managed retirement benefit for workers could go a long way to boosting the morale and productivity of the workers in Nigeria, because many of them get bogged down and worrying about their fate after retirement (ignoring or forgetting to give proper attention to their job duties). Knowing that they would not get their benefits after retirement, that is why some workers would be tempted to get into corrupt practices in order to save towards retirement. Therefore, the establishments of social security system and unemployment compensation benefits are appropriate motivational packages that could boost workers morale and productivity.

### THE ROLE OF WORKER'S MOTIVATION IN ORGANIZATIONAL DEVELOPMENT

Motivation makes every one to feel enthusiastic and accountable to achieve the target set for the team. In any place and anywhere, motivation can do the miracles. In an organization the normal employees become tired with their daily routine, they do not think about the organization. At that time organization motivates, they do their job sincerely.



Motivation in an organization should come from 360 degrees. You will wonder how a subordinate can motivate you. Yes, it is possible and it is one of the keys for development of the "Y" theory of management. Never forget you can be best only when you work with the best. Whether it is your superior or colleague or subordinate, they got to be best for you to be best and it is possible only when motivation is there flowing from all corners. The only possibility for this to exist in any organization is when the organization setup itself in a very much informal and there is scope for flow of ideas from all parts and all are welcomed all over in the organization without strict restriction.

Motivation in an organization is like a prime mover which helps to increase the acceptable productivity which is directly related to profitability. Motivation is like boosting a man mentally it helps him to do his work with much more concentration and doing it properly, making a job properly makes him feel happy if he feels happy whenever he does that job again he will be very smart quick and makes him happy, ultimately which helps in organization development. Motivational factors in an can never be the same, the following tips are important for motivation of workers at each level of the organizational hierarchy;

## MOTIVATIONAL FACTORS AT EACH LEVEL OF THE ORGANIZATIONAL HIERARCHY

### MOTIVATORS TO TOP MANAGERS

1. Open minded
2. Cooperative
3. Appreciate subordinate
4. Communicate properly
5. Have forgiveness
6. Over smiling
7. Be a model to others
8. Reward giving
9. Beneficiary to subordinate

### MOTIVATORS TO COLLEAGUES OR PEERS

1. Cooperative
2. Accretive
3. Knowledge sharing
4. Open minded
5. Problem sharing

### SUBORDINATE OR LOWER LEVEL WORKERS

1. Work hard
2. Loyal
3. Knowledge sharing
4. Good looking
5. Pleasing manners
6. Healthy
7. Family living

## CONCLUSION

If organization knows why people do what they do and how can we motivate others to do what we need them to do in the workplace, understand how and why motivating, we can encourage them to be their best and do their best at work. The more people are motivated to be successful and achieve the goal set for them, the more their confidence in their own ability will grow as well, which can, in turn make them even more motivated. When people are motivated at work, job satisfaction improves, effort increases, working environment improves, result are focused, derive is created, everyone's full potential can be tapped, everyone is certain of the role they are to play and team members become more skilled as a whole. Despite the importance of motivation, it is pertinent to acknowledged that money is not the only thing that concerns employees, higher salaries will make employees happier, but it will not "buy" better performance, small cash can actually be dysfunctional in terms of motivation because employees become irritated that their hard work yields so little. Because of this, it is advisable that employer who must give small raise to be careful about linking them to result and to scrupulous about their being fair.

## RECOMMENDATIONS

For any organization to be productive; there is need to have highly motivated workforce. The following recommendations are essential for effective motivation of employees at the workplace:

1. Management should investigate which incentives are most appealing to groups as well as individuals because some workers are motivated to work hard for salary increases, yet others would work harder for the opportunity to obtain recognition.
2. Management should lay emphasis on what type of motivation are to be provided (extrinsic or intrinsic)
3. They should also identify the appropriate motivational package that will appeal to each level in organizational hierarchy.
4. The package should be able to satisfy both individual as well as organizational needs.

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