



SYNERGY BETWEEN MOTIVATION AND PERFORMANCE: A THEORETICAL ANALYSIS

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Abstract:

This study explored the synergy between motivation and performance in the field of theory. Specifically, the objectives of the study were: to examine how Maslow's Hierarchy of Needs Theory can be used to explain the relationship between motivation of employees and output in the organization; to examine the theoretical relevance of Herzberg's Two Factor theory in understanding the effect of employees' motivation in discharging their corporate duties; and to examine how Maslow's Hierarchy of Needs Theory can be used to explain the relationship between employees' motivation and their commitment to achieving organizational goals. Secondary method of data collection and content analysis were adopted for the study. The results of analyses reveal that while directing his subordinates, a manager must create and sustain in them the desire to actualise specified corporate objectives. The study recommends that organizations should provide opportunities for employees' financial and personal advancement for purposes of optimum performance.

Keyword: Synergy, employee, needs, Motivation, Performance

1.1 Introduction

One of the factors that lead an individual to the achievement of his goals is the drive and the zeal to do things in the best way with desire. The drive is known as motivation. Thus, motivation is a zeal and determination with a kind of excitement that leads one to persevere to reach greater heights, no matter the avenue of one's life, be it personal or professional [1]. It is an internal force or drive, which stirs up an individual into action, and/or drives individuals to work hard and pushes forward to succeed. It is goal-directed and therefore, cannot be outside the goals of any organization whether public, private or non-profit [2].

It therefore subsist that motivation is a principal factor that determine employees' input and organisational success. These two relative factors, i.e. motivation and organisational success, are major managerial focuses that attract basic and deliberate policies. Consequently, their nature, indices of measurements, requirements, alternative dynamics of actualisation, impacts and problems have being subjected to serious academic investigations, analyses, explanation and theorisation. Each tries to identify and posit a hierarchy or classification of factors or needs that influence each of them, their relations, and there from predict policy options or actions that will either sustain the status quo or alter them.



Simply put, they attempt to explain why people behave the way they do, the impact of their behaviours on organisational success, and to recommend relevant factors and strategies needed to modify or change such behaviours towards better employee commitment to work and better performance. Keeping with these findings and recommendations, managers of different organisations tend to employ all sorts of techniques to motivate and satisfy their employees sometimes through the provision of incentives like salary increases, provide security and good working relationships and opportunities for growth and advancement [3]. Essentially, the bond employees forge with their organization stems from their motivation to work and the reward they receive [4].

A plethora of techniques for motivating employees in order to obtain their best input or commitment to actualising the best possible result for the organisation have been identified by these scholars and practitioners. Some of these techniques include monetary compensation such as bonuses and perks; organizational culture which includes values, policies, practices and behaviours; clear communication; constant feedback; employees' involvement in decision-making process; providing learning and development opportunities as well as getting rid of bad employees etc. These motivations can be monetary or non-monetary but involves the drive for competence, the need for self-improvement, and the desire to learn and grow as individuals [5]. Other factors of motivation include the fear of consequences; the desire for power, autonomy or desire to control others, and motivation inspired by social factors such as the desire to contribute and to make a difference in the lives of others. Therefore, the motivation and performance of personnel is determined by how the task and duties associated with the job are crafted and the quality of working life in the organization.

Motivation is a very serious instrument for organizations to achieve their goals and objectives. It is through motivation that managers direct the growth of their employees to achieve organizational targets. Motivating employees is the most crucial challenge that faces managers while instructing the employees. It is of great importance that any firm or organization that wants to succeed must ensure that it consistently develops and retains a loyal, committed and able workforce through motivation. It is the engine of human behaviour. Apart from the contribution to the organization, it will increase the obedience and retention of the technical know-how of the employees. Motivation can be extrinsic or intrinsic. Well trained personnel have economic influences on the national and more importantly on the international level [6].

Motivation relies on two pedestals, namely: Human motives based on needs, and human behaviours. Consequently, industrial and social physiologists, management experts, and researchers have developed many theoretical perspectives that explicate the various altitudes in the provision of needs that account for human behaviour [7]. Among these theories are Maslow's Hierarchy of Needs theory that classified needs into five categories (Physiological, Safety, Belongingness, Esteem and Self-actualization); the Herzberg's Two-Factor Theory that classified needs into two factors; and the Alderfer's ERG theory that classified needs into three categories (Existence, Relatedness and Growth) [8]. This paper examines the indices of these theories with a view to explore their application in the understanding and predication of the synergy between motivation and performance of employees in an organisational setting.

1.2 Objectives the of Study

The specific objectives of this research are:

- i. To examine how Maslow's Hierarchy of Needs Theory can be used to explain the relationship between motivation and employee performance in an organization.
- ii. To explore how Herzberg's Two Factor theory can be used to explain the effect of motivation on the individual employee's pursuit of organizational objective.

1.3 Research Questions

This research seeks answers to the following questions:

- i. How can Maslow's Hierarchy of Needs Theory be used to explain the relationship between motivation and employee performance in an organization?
- ii. In what ways can Herzberg's Two Factor theory be applied to explain the effect of motivation on the individual employee's pursuit of organizational objective?

1.4 Review of Related Literature

Osabiya [9] investigated the factors that affect the construction of employees' motivation and its corresponding impact on workers' performance and/or corporate productivity. The result of the study reveals that teamwork, liberal communication, personalisation of challenging tasks, identification with corporate goal, overtime remuneration, contract appointment, leadership by example, and provision of equipment had strong positive impact on motivation and productivity.

Similarly, Quratul[10] investigated the factors that affect employee motivation and the relationship between the motivation and organizational effectiveness. The result found empowerment and recognition have positive effects on employee motivation; and that there is also a positive relationship between employee motivation and organizational effectiveness.

On his part, Wasilu [11] examined the causes of poor attitude to work among workers in public and private sectors' organizations in Bauchi State, Nigeria. Through survey method wherein questionnaire was used to collect data from 308 respondents and analysed, the result observed that inadequate training and development, and job insecurity are the possible causes of poor attitude to work. Although the findings were not exhaustive and conclusive considering other contextual and external factors that were not addressed by the inquiry, paper provides some insights into policy options needed to motivate employees to discharge their duties officially.

Idah and Jacob [12] investigated the role of leadership style in motivating teachers' commitment to their work in 13 high schools using a sample of 184 teaching staff. With the aid of a Multifactor Leadership Questionnaire (MLQ) and descriptive statistics such as percentages, frequency and the Cronbach-alpha coefficient to test among other things, the study reveals that there is a strong relationship between transformational leadership behaviours and commitment (affective commitment; continuance commitment; and normative commitment). The findings further reveal that relationship trust, inspiring a shared vision, encouraging creativity and emphasizing development have positive impact on motivate staff.

Udu and Ameh[13] examined the effects of employee commitment on organisational performance in the banking industry using First Bank of Nigeria Plc, Enugu Zonal Offices as



case study. With the aid of Affective Events Theory (AET) propounded by Howard in 1974, a sample of 56, structured questionnaire to generate data, and chi-square as method of analysis where $P\text{-value} = 0.003$, $P\text{-value} = 0.011$ and $P\text{-value} = 0.000$ respectively, results show that there is a strong positive significant relationship between employee commitment and larger market share, pursuance of international recognition and employee retention in First Bank of Nigeria Plc. Enugu Zone. The implication is that management of banks should always secure and retain committed employees as employee commitment has been identified as a parameter to measure organizational performance considering the variables in terms of larger market share, international recognition of banks and employee retention in the banks.

It is evident that scholars have investigated the factors that engineer motivation, the impact of motivation on employee and corporate performance, the factor responsible for lack of commitment on the part of employees in a workplace extensively. However, little or no attention has been given to how certain theoretical underpinnings like Maslow's Hierarchy of Needs Theory and Herzberg's Two Factor theory can be used to explain, understand and predict these phenomena. This research is an attempt to fill this gap.

2. Research Method

Considering the wealth of literature, debates and criticism available on organisational theories of motivation and performance particularly Maslow's Hierarchy of Needs Theory and Herzberg's Two Factor theory, this paper adopted the secondary method of data collection as its source of information. This method uses library documents wherein published materials such as books, journals, conference/seminal papers, workshop and lecture papers are preserved. References are made to such works as can be found in available private and individual libraries. The research equally relied on works and documents found online in the internet at different websites.

Further, content analysis was adopted as method of data analysis. The method here is to explore the findings in those publications and works, particularly the empirical ones, digest their contents and sift their findings as data. The method checks the consistency of the findings of the authors; evaluate such findings or opinions with other existing findings on the subject. Through these methods, conclusion on the data generated and analysed during the research is reached.

3. Results and Discussion

3.1. Application of Maslow's Hierarchy of Needs Theory to explain the relationship between motivation and employee performance in an organization

Abraham Maslow developed a theory known as Hierarchy of Needs Theory, which postulates that man is motivated to work by the satisfaction of five basic needs with certain priority or whose importance is hierarchical in nature. These needs in order of hierarchy are Physiological Needs (basic issues of survival), Security Needs (such as benefits, pension, safe work environment, and fair work practices), "Belongingness" Needs (social acceptance issues), Esteem Needs (positive self-image and respect and recognition issues), and Self-Actualization Needs (achievement issues such as workplace autonomy).



However, man's priority in satisfying these needs starts at the bottom of the ladder or at the lowest level of hierarchy. The theory further states that when the basic needs are met, a worker aspires to fulfil a higher order need. Thirdly, the theory holds that Lower order needs can be satisfied through economic rewards such as pay or money while social needs are usually satisfied within and outside the work environment [14].

Deduced from the above, monetary reward/remuneration, which manifest in the form of salary and allowances increased, payment for over-time, salary bonus is a major instrument in motivating workers. This Maslow's principle has been attested to by many research findings, which noted that financial reward/ remuneration is a strong instrument for eliciting commitment from employees. It has a precise method of application and review, and has being a major reason for labour unrest and activism in Nigeria.

However, Maslow's postulation that man's needs are arranged in order of importance and settled in that order from the lowest has being objectively and correctly faulted or criticised by many authors [15]. The strength or necessity of each needs vary with individuals at any point because all employees do not enjoy the same economic status, neither do they share the same ideological, development, cultural, and religious principles. Therefore, this lacks precise and objective application in any organisational setting. Holding that financial reward/ remuneration is a strong instrument for eliciting commitment from employees does not imply that it is the first thing needed by all employees as a motivator. Yes, all need monetary increase but not as the first thing in the priority of their needs. Some might consider security as the most important need while some considers money first. This is even supported by another Maslow's principle, which holds that employee needs are constantly changing. As one need is met, employees desire other needs. Thus, older employees cannot place the same level of priority on any need with new employees.

Nevertheless, the theory explicates the fact that employees have needs that they expect to fulfil in the workplace whose satisfaction gives them the boast to work hard and remain committed to actualising organisational goals. Therefore, any organisation planning for growth must first identify the various needs of its employee and there from initiate policy options for addressing them.

The success of this depends on the organisation's communication culture. Is it a top-down system alone or is it both vertical and horizontal? This is another and very important aspect of Maslow's Hierarchy of Needs, which is, "Belongingness" Needs. In applying this to organisational management, employees should be informed of the organisation's rules, objectives, programmes and policies concerning them and co-operate interest. Those who are "kept in the dark" about operational matters and the future plans of the organization often feel and act like aliens. Even when employees are absent from the office, the management has an extra obligation to keep them informed and engaged in organizational communications. This creates a sense of belonging and importance, which motivates the staff to be committed to organisation's growth and development. This leads to self-actualization, corporate growth, and individual development.

3.2 Application of Herzberg's Two Factor theory to explain the effect of motivation on the individual employee's pursuit of organizational objective



Like Maslow, Fredrick Herzberg's Two Factor theory deals with employee needs satisfaction as an approach to motivation but from an environmental perspective. The theory considered two factors, namely "dissatisfiers" and satisfiers", and postulated that when employees' expectations are inconsistent with their workplace experiences, they exhibit unproductive actions because they are not satisfied. Such unproductive actions have exorbitant costs against corporate performance. The satisfiers such as achievement and recognition they called "motivators" and the dissatisfiers such as pay and company policy they called the "hygiene" factors.

Primarily, the theory postulate that hygiene factors are only needed to keep the workers on the job but do not motivate them to actualise full corporate goals. It is the role of 'satisfiers' to motivate employees to pursue corporate goals achievement. According to Frederick Herzberg, there are six satisfiers or the motivating factors and these are achievement, recognition, work itself, responsibility, advancement, and possibility of growth. On the other side Hygiene factors are company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security. The theory's grouping or categorisation of "dissatisfiers" and satisfiers" is summarised in Table 1 as follows:

Table 1: Herzberg's Maintenance-Motivation Factors

Maintenance Factors	Motivational Factors
Dissatisfiers	Satisfiers
Hygiene factors	Motivators
Job context	Job content
Extrinsic factors	Intrinsic factors
<i>Examples include:</i>	<i>Examples include:</i>
company policy,	Achievement,
company administration,	Recognition,
quality of supervision,	Advancement,
relation with supervisors, pay,	Work itself,
job security, status,	Possibility of growth,
Working conditions.	Responsibility.

It therefore holds according to Herzberg's theory that every organisation and its management must consider, formulate, and implement two sets of policies if corporate growth is anticipated. First, to retain skilled and experienced employees in this era of high labour mobility its policies must be pro-hygiene factors. Such policies must also be reviewed continually to address employees' complaints and evolving issues in management-labour relations. This cannot be achieved without appropriate and liberalised vertical and horizontal communication technique. Maslow shared this view in his theory. Secondly, to ensure that its sacrifices in establishing favourable hygiene factors, management should also consider, formulate, and implement high pro-satisfiers' policies. They are the driving forces for actualising corporate goals.



Herzberg's theory objectively itemised the indices of both satisfiers and dissatisfiers, which organisational management can use as a check-list in evaluating its policies. Exploring the Nigerian experience and labour activism, organisations do not consider pro-hygiene and motivator or satisfiers' factors logically. Their rifts are centred on maintenance conditions only, which cannot guarantee best performances. Effective motivation helps to overcome resistance to change and negative attitude on the part of employees like restriction of output. Employees' achievement of goals has a significant correlation with the organizational success [16].

4. Conclusion

Abraham Maslow's Hierarchy of Needs Theory and Fredrick Herzberg's Two Factor theory provided adequate guide for creating and sustaining balanced growth and stability in organisations. Although from different perspectives of prioritising employee needs in hierarchical order, and categorising needs that satisfy or dissatisfy employees, both theories logically outlined factors that motivate individual employees to stay on-the-job and to aspire for the actualisation of corporate goals. The theories differentiated factors that make employees to stay from those that motivate them to work hard. This provides administrative guide for managers to pursue two set of policies concurrently - pro-hygiene factors policy and pro-satisfiers' policy.

The theories equally provided the framework or guide to policy review in organisations, that is, they specify what should be evaluated and what should be established or pursued to get expected growth or development. In all, a liberalised and effective two-ways communication system, and provisions of stated factors that will motivate employees to stay and work hard are central to their doctrines. Effective motivation helps to overcome resistance to change and negative attitude on the part of employees while satisfied workers take interest in new organisational goals and are more receptive to changes that management wants to introduce in order to improve efficiency of operations.

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Biography of Authors

Authors	Details
First author's Photo (3x4cm)	The author's education background, previous publications, unpublished work
Second author's photo (3x4cm)	The author's education background, previous publications, unpublished work