



EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE OF QUOTED FIRMS IN THE NIGERIAN FOOD, BEVERAGE AND TOBACCO INDUSTRY

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Abstract

This study analysed the relationship between motivational strategies and organizational performance; and assessed the percentage contribution of the motivational strategies to organizational performance in the Nigerian food, beverage and tobacco (FOBETO) industry. Primary and secondary data were sourced for this study. Primary data were collected through administration of questionnaire to employees of five purposively selected companies out of 15 quoted companies in the industry. Stratified random sampling technique was used in selecting respondents from these companies. Secondary data were sourced from Nigeria Stock Exchange Factbook. Data collected were analysed using descriptive and inferential statistics. The results showed some of the motivational strategies that have significant relationship with organizational performance in the Nigerian FOBETO industry, at 5% level, included: high salaries and fringe benefits, good welfare packages, autonomy and freedom for performing job; while some do not at the same level of significance. The study concluded that the use of perceived best motivational strategy by employees should be encouraged to bring about remarkable improvement to organizational performance in the industry.

Keywords: Employee motivation; organisational performance; Nigeria; food, beverage and tobacco industry

1. Introduction

Operational inefficiencies, bureaucratic corruption and mismanagement have continually made private enterprises in Nigeria drain pipes for entrepreneur/investors' budget. It becomes unavoidably imperative therefore for stakeholders to look for a way forward to address this age-long problem. In order to make workers put in their best possible there is need to influence the amount of efforts that workers will put into their job for a better performance. Apart from the agricultural sector which is the main stay of the Nigeria economy, a greater percentage of the working population is engaged in the private sector which is majorly in the Nigerian food, beverage and tobacco (FOBETO) industry. This simply means that the majority of the Nigeria workers depend solely on private sector for their livelihood. The implication of this is that the behaviour of most Nigerians is a direct outcome of employer strategies and actions. Most contemporary theories of motivation according to Kreitner and Knicki (1992)

are rooted partially in the principle of hedonism, which states that people are motivated to consciously seek pleasure and avoid pain.

In the past, most managers believed in McGregor's Theory X which says that human beings are inherently lazy, hence have dislike for work and try to avoid it, avoid responsibilities and only seek security and so they have to be coerced and controlled to get them to put forth adequate efforts towards the achievement of the organization's objectives. Experiences have shown that attempts to treat employees like machines resulted in voluntary quits and low productivity. In recent years, emphasis has been placed on the important role motivation plays in getting employees to put in their best efforts. Various findings have shown that people only put in their best if their needs are met (Aluko 1998 and 2001; Muling 1999 and Lussier 2000).

In the contemporary business environment, the employees and managers alike in the Nigerian FOBETO industry, are faced with numerous pressures to perform to corporate expectations. These pressures are often created by high competitive business environments, environments which impose continuous change and internal redesign or even progressing job responsibilities which create stressful working conditions (amongst a variety of other pressures). Lack of employee motivation has hindered job performance and urgent attention is needed on this in the Nigerian food, beverage and tobacco industry to avoid (avert) disaster or chaos in the industry. The most prevalent opinion is that motivation consists of activities and purposefulness. The attitude towards work differs comparatively slowly and motivational factors differ depending on situation. Workers should respect and trust their leader. Frankness and sincerity further motivate as well. Leaders must be interested not only in workers' work, but associate with them as personalities as well.

Organizations should therefore strive to achieve a kind of optimal fit between people, technology, work and information. Such practices can increase employees abilities, their commitment and motivation which can likely affect firm performance positively. Manufacturers in the Nigerian FOBETO industry wanted to have a positive impact on society and the environment; in addition, they wanted to turn sustainability challenges into business advantages. At the heart of a well planned sustainability programme was the belief that corporate investment in environmental and social responsibility, must strengthen business performance, to be successful. It must reduce environmental impact, achieve genuine economy in the use of resources, deliver a return on investment and enhance the equity of the company. Customer loyalty was a key to the success in the Nigerian FOBETO industry, and maintaining customer loyalty is

achieved through consistently manufacturing high quality products, batch after batch. In doing so, value is added to the brand. Brand equity protection is the core to financial strength whether you are providing a local product, a high-value import, or a global mega brand.

Power failure was the order of the day in Nigeria; as a result of this companies in this industry are relocating. To enable workers put in their best under this type of condition requires a lot of incentives. Businesses were faced with a lot of challenges; one of such in the Nigerian FOBETO industry was producing quality goods at the lowest possible cost. Manufacturers were responding by identifying opportunities to improve production efficiency by using information systems that monitored operations and provided capability to analyze results and determine the root cause of problems. The performance of assets was being improved upon through support and better management of spare parts. At the same time, utility costs were being reduced by installing information systems to monitor resource utilization and identified opportunities to reduce costs.

Overall the problems confronting organization and employees, most of the research work conducted by different scholars paid attention on management to provide adequate motivating factors to their workers. But the root of motivation to achieve the desired goal which is organizational performance vary from individual to individual. For instance one employee may be activated in his work to earn higher commission, whereas another employee may be more interested with its satisfaction on the surrounding environment.

This study is unique in the sense that it employed the knowledge of perception in getting information from the employee about the strategies that they feel can enhance their performance at work, based on the knowledge of individual differences, in the ways that people can be motivated. Not only that an attempt was made to solicit from all employees of Nigerian FOBETO industry the best motivational strategy that can enhance their performance and finally analyse the effect of different motivational strategies on employees' performance. When all the information obtained from these studies are adequately utilized, no doubt, appropriate motivational strategies to promote high level of performance from employees without compromising company's profit motives will be generated. The study provided answer to this question:

What are the relationships between employee motivational strategies and organizational performance?

The general objective of the study was to investigate the effects of motivation on job performance in the Nigeria food, beverage and tobacco industry. The specific objective of the study was to analyse the relationship between employee motivational strategies and organizational performance. The hypothesis formulated for this study was: There is no significant relationship between employee motivational strategies and organizational performance.

2. Methodology

This study is on employee motivation and organizational performance. The study population consisted of the entire employee in the quoted firms in the Nigerian food, beverage and tobacco industry. The sample was limited to quoted firms with adequate and consistent data for a period of 2001 to 2010 in the Nigerian food, beverage and tobacco industry. Five companies were selected out of 15 quoted companies in the industry which have complete data till at least 2007 in the Nigeria Stock Exchange Factbook and at the same time with the highest profit before tax in the industry. These companies included: Flour Mills of Nigeria Plc which primarily engages in flour milling and pasta production. It has a profit before tax of 9, 791,732 as at 31st March 2007; Nestle Nigeria Plc which undertakes manufacturing, marketing and distribution of food products, as well as the manufacture of hydrolyzed plant, protein mix for MAGGI cubes and other food products. It had a profit before tax of 8, 463,788 as at 31st December 2007. Nigerian Bottling Company deals with production and bottling of alcohol-free beverages. It recorded a profit before tax of 4,346,826 as at 31st December 2007; 7-Up Bottling Company deals with bottling and marketing of soft drinks namely 7-Up, Pepsi and Mirinda. It declared a profit before tax of 1,900,711 as at 31st March 2007. Natural Salt Company (Nigeria) Plc deals with processing of raw salt into edible salt and importation of Petti tomato paste. It declared a profit before tax of 1,752,331 as at 31st December, 2007 (as used by Akinola, 2011).

Data for the study were gathered through both primary and secondary sources. The primary data were gathered through the use of structured and unstructured but pretested questionnaire comprising of three sections. Section one contained questions relating to the demographic characteristics of the respondents and information relating to the organization, part two contained structured questions and part three contained unstructured questions to achieve the stated objective in food, beverage and tobacco industry

Stratified random sampling technique was used in selecting respondents from these companies, using the three levels of management for stratification, with a sample of 15 percent of employee in each company; totalling 300 respondents. Two hundred and ten copies of the questionnaire were retrieved. Data on variables such as motivational programmes and strategies available, tools introduced to enhance productivity were collected from the respondents. The secondary data on variables such as profit after tax and number of employees were sourced from Nigerian Stock Exchange (NSE) Factbook during this study period. Data collected were analysed using descriptive and inferential statistics; these were based on 210 copies of questionnaire retrieved.

3. Results and Discussions

3.1 Demographic Characteristics of Respondents

The socio-demographic characteristics of the employees of food, beverage and tobacco industry considered in this study included gender, age, marital status, department and rank. Table 4.1 shows the demographic characteristics of respondents by gender, age, marital status, department and rank of selected firms in the Nigerian food, beverage and tobacco industry. The table shows that 58.1% of respondents were male, while 41.9% were female. This reflected that males were predominant among the workers of food, beverage and tobacco industry. The result also showed that 50% of the respondents were within the ages of 25 and 34 years. This showed that a larger percentage of the workers were youths. Less than five (4.4%) percent of the respondents were 45 years and above and only one percent was below 15

years, the implication of this result was that active working age dominated food, beverage and tobacco industry relative to other age ranges. This was because the industry required people who have more mental and physical energy in order to function effectively and efficiently. Results showed that 45.7% of respondents were married while 43.8% were single. This showed that most workers of Nigeria's food, beverage and tobacco industry were married. The result also revealed that marketing department absorbed the highest percentage of respondents with total percentage of 37% this is followed by production department with total percentage of 23.1%. Finally, the table shows that about 28% of workers of Nigerian FOBETO industry falls within sales representatives rank, this indicates that sales representative dominate the rank of workers in the industry. This was closely followed by clerical officer with 26.7% and least on the ranks was assistant manager with 4.8%.

3.2 The various motivational strategies available to workers of FOBETO industry

The results obtained from the respondents revealed that twelve different motivational strategies (see Table 2) were available to workers of food, beverage and tobacco industry: bonuses, commission, profit sharing, non-cash incentives were grouped under high salary and fringe benefits. Enriched job and employee stock ownership were under good welfare packages strategy. The workers could also enjoy prompt promotion on their various jobs. In order to avoid monotony of working situation, employees of Nigeria FOBETO industry have access to provision of enriched job. Since human being are political animal, and are being encourage to express their own opinion on issues that can move the organization forward, this is expressed on voting right of the employee, and a host of other motivational strategies in place. However it could be deduced that job promotion recorded the highest percentage (56.5%) value among the strategies with team related reward as having the lowest percentage (12.6%) point. The implication of the result is that job promotion, bonuses, good working environment etc were considered by the workers to be used in food beverage and tobacco industry. It was discovered that the industry make use of bonuses and commission as part of strategies employed to motivate their workers. This was in line with the study carried out by (Stajkovic, 2003).

Table 1: Demographic Characteristics of Respondents

Demographic Variable	Divisions of Variable	Frequency	% Frequency
1. Gender	Male	122	58.1
	Female	88	41.9
	Total	210	100.0
2. Age	under 15 years	2	1.0
	15-24 years	60	29.1
	25-34 years	103	50.0
	35-44 years	32	15.5
	Above 45 years	9	4.4
	Total	206	100.0
3. Marital Status	Single	92	43.8
	Married	96	45.7
	Widowed	14	6.7
	Divorced	8	3.8
	Total	210	100.0
4. Department	Marketing	77	37.0
	Human resource	43	20.7
	Account and finance	19	9.1
	Production	48	23.1
	Administration	13	6.3
	Supply chain	3	1.4
	Procurement	5	2.4
	Total	208	100.0
5. Rank	Manager	19	9.0
	Clerical Officer	56	26.7
	Accountant	18	8.6
	Supervisor	24	11.4
	Admin. Officer	18	8.6
	Sales Representative	59	28.1
	Director	6	2.9
	Assistant Manager	10	4.8
	Total	210	100.0

Source: Field Survey, 2012

Table 2: Various motivational strategies available to workers of FOBETO industry

Motivational Strategy	Number of Respondents Suggesting Strategy	Percent of Respondents Suggesting Strategy
Bonuses	79	38.2
Commission	59	28.5
job promotion	117	56.5
enriched job	44	21.3
voting right	44	21.3
profit sharing	43	20.8
employee stock ownership	36	17.4
training and development	62	30.0
non-cash incentives	52	25.1
team related reward	26	12.6
corporate funded group dinner	29	14.0
good working environment	66	31.9

Source: Field Survey, 2012

3.3 The Employees' perception of the best motivational strategies for enhancing organizational performance

The employees of Nigerian FOBETO industry perceived high salaries and fringe benefits as the best motivational strategy in the industry (Table 4.3); and that when properly used; it resulted in over 80% increase in organizational performance (Table 4.4). Other motivational strategies that contributed to organizational performance as well as their contributions, as perceived by employees in the industry were as summarized in Tables 3 and 4.

Table 3: Perception of Employees on Best Motivational Strategy in Nigerian FOBETO Industry

Motivational Strategy	The Extent at which Motivational Strategy Lead to Improvement in the Quality of Work				
	No Effect	Very Little Extent	Little Extent	Large Extent	Very Large Extent
High Salary and Fringe Benefits	5	1	14	54	136
Provision of Allowances	1	9	23	85	90
Good Welfare Package	2	7	58	48	93
Recognition and Award	4	27	57	67	53
Autonomy and Freedom of Performance	17	33	39	90	27
Training and Development	6	14	9	95	84
Good Working Condition	5	10	32	63	96
Prompt Promotion on the Job	0	43	44	48	73

Source: Field Survey: 2012

Table 4: Descriptive Statistics on Perception of Employees on Best Motivational Strategy in Nigerian FOBETO Industry

Motivational Strategy	Descriptives		
	N	Mean	Std. Deviation
High Salary and Fringe Benefits	210	4.50	0.837
Provision of Allowances	208	4.22	0.845
Good Welfare Package	208	4.07	0.973
Recognition and Award	208	3.66	1.055
Autonomy and Freedom for Performing job	206	3.37	1.148
Training and Development	208	4.14	0.980
Good Working Condition	206	4.14	1.010
Prompt Promotion on the Job	208	3.73	1.149

Source: Field Survey, 2012

3.4 The relationship between employee motivational strategies and organizational performance in FOBETO Industry in Nigeria

The respondents suggested the percentage increase in performance as a result of the use of each motivational strategy in the industry. The study showed that high salaries and fringe benefits is a strategy that has made the highest percentage contribution to organizational performance in the Nigerian FOBETO industry (Table 5). Others included prompt promotion, provision of allowances and good welfare packages. Table 5 showed percentage contribution of each strategy to organizational performance in the industry as suggested by respondents.

3.4.1 Hypothesis Testing

There is no significant relationship between employee motivational strategies and organizational performance in Nigerian FOBETO industry.

In testing this hypothesis, chi-square test was adopted. The results were as shown in Tables 5 and 6. The significance of relationship between each strategy and organizational performance in the industry were explained as follows:

i. High Salaries and Fringe Benefits

Since $\chi^2_{Cal}(40.942) > \chi^2_{Tab}(7.815)$, $p=0.000$.

H_0 was rejected and it was concluded that there was significant relationship between high salaries& fringe benefits and organizational performance in FOBETO industry in Nigeria

ii. Provision of Allowances

Since $\chi^2_{Cal}(1.577) < \chi^2_{Tab}(7.815)$, $p=0.665$.

H_0 was accepted and it was concluded that there was no significant relationship between provision of allowances and organizational performance in FOBETO industry in Nigeria

iii. Good Welfare Packages

Since $\chi^2_{Cal}(15.000) > \chi^2_{Tab}(7.815)$, $p=0.002$.

H_0 was rejected and it was concluded that there was significant relationship between good welfare packages and organizational performance in FOBETO industry in Nigeria

iv. Recognition and Award

Since $\chi^2_{Cal}(2.950) < \chi^2_{Tab}(7.815)$, $p=0.399$.

H_0 was accepted and it was concluded that there was no significant relationship between recognition & award and organizational performance in FOBETO industry in Nigeria

v. Autonomy and Freedom of Performing Job

Since $\chi^2_{Cal}(111.854) > \chi^2_{Tab}(7.815)$, $p=0.000$.

H_0 was rejected and it was concluded that there was significant relationship between autonomy & freedom of performing job and organizational performance in FOBETO industry in Nigeria

vi. Training and Development

Since $\chi^2_{Cal}(30.277) > \chi^2_{Tab}(7.815)$, $p=0.000$.

H_0 was rejected and it was concluded that there was significant relationship between training & development and organizational performance in FOBETO industry in Nigeria

vii. Good Working Environment

Since $\chi^2_{Cal}(22.356) > \chi^2_{Tab}(7.815)$, $p=0.000$.

H_0 was rejected and it was concluded that there was significant relationship between good working environment and organizational performance in FOBETO industry in Nigeria

viii. Prompt Promotion on the Job

Since $\chi^2_{Cal}(8.416) > \chi^2_{Tab}(7.815)$, $p=0.038$.

H_0 was rejected and it was concluded that there was significant relationship between prompt promotion on the job and organizational performance in FOBETO industry in Nigeria

These results showed that the motivational strategies that have significant relationship with organizational performance in Nigerian FOBETO industry included: high salaries and fringe benefits ($p=0.000$), good welfare packages ($p=0.002$), autonomy and freedom for performing job ($p=0.000$), training and development ($p=0.000$), good working environment ($p=0.000$) and prompt promotion on the job ($p=0.038$). The result also showed that the motivational strategies that do not have significant relationship with organizational performance on Nigerian FOBETO industry included provision of allowances ($p=0.665$) and recognition and award ($p=0.399$). The results therefore implied that the significant motivational strategies, tools or instruments can be used to explain differences in the organizational performance.

Table 5: Percentage Contribution of Motivational Strategy to Organizational Performance in FOBETO Industry in Nigeria

Motivational Strategy	Contribution to Organizational Performance				Total
	Under 20 % addition	20-30 % addition	40-59 % addition	80 % and above addition	
High salaries and fringe benefits	45	19	61	82	207
Provision of allowances	48	56	47	57	208
Good welfare packages	30	60	65	45	200
Recognition and award	54	53	55	40	202
Autonomy and freedom for performing job	53	90	20	42	205
Training and development	31	72	68	31	202
Good working environment	59	72	27	44	202
Prompt promotion on the job	35	51	52	64	202

Source: Field Survey, 2012

Table 6: Chi-square Test Statistics on Relationship between Motivational Strategy and Organizational Performance in FOBETO Industry in Nigeria

	high salaries and fringe benefits	provision of allowances	good welfare packages	recognition and award	autonomy and freedom for performing job	training and development	good working environment	prompt promotion on the job
Chi-Square	40.942	1.577	15.000	2.950	111.854	30.277	22.356	8.416
Df	3	3	3	3	4	3	3	3
Asymp. Sig.	.000	.665	.002	.399	.000	.000	.000	.038

Field Survey, 2012

3.5 DISCUSSION

In order to avoid marginalization and sustaining its competitive advantage, organizations today are required to adapt to cost effective motivational strategies, that have proofing results, so as to achieve its target, greater levels of skills, commitment and intelligence of employees are required and organization have to make a huge amount of investment. However, due to various aspect such as distrust on employees, economic issues, investment of extra effort and greater level of doubt and ambiguity, managers are averse to redesign the work place. Nowadays, organizations are employing new technologies and downsizing the numbers of workers, outsourcing or employing temporary workers in order to save cost. This situation can trigger a negative impact on employees motivation since they feel that companies turn out to be less loyal and dependable to them.

Results showed that Nigerian FOBETO industry made use of knowledge of gender balance in their recruitment exercise as the gap between male and female employees of the company is very narrow 58.1% male to 41.9% female. The youth dominating the total number of employees, as 50% of the employees falls between ages 25 and 34 years, and this point to the facts that most of the employees are able bodies and this is the reason why the Nigerian FOBETO industries still managed and survive in this challenging and volatile market environment. Marketing department absorbed the highest percentage of respondent with total percentage of 37%, this shows that enough attention was placed on sales of the products being manufactured. These served as pointers to the outstanding profit of the organization. It is followed closely by the production department (23.1%).

Results also showed that job promotion recorded the highest percentage of respondents among the strategies used to motivate the workers of Nigerian FOBETO industry. This is in line with findings of Collins and Porras (1994) which encourages both organization and employees to invest time and resources in upgrading skills as this provided powerful incentive and also reduces serious errors by new comers unfamiliar with history and proven ways. The employees of Nigerian FOBETO industry perceived high salaries and fringe benefits as the best motivational strategy in the industry and when properly used, it resulted in over 80% increase in organizational performance. This is in line with the findings of Stajkoric (2003) from the research conducted by the university of Texas, that U.S. private sectors are motivated by financial incentives as opposed to the public administration employees that are not motivated by financial incentives. FOBETO employees perceived high salaries and fringe benefits as the best motivational strategies that can enhance their performance.

4.0 Conclusion

The study concluded that the motivational strategies that have significant relationship with organizational performances can be used to explain differences in performances of these quoted firms in the Nigerian food, beverage and tobacco industry; hence should be used effectively to bring about enhanced performance in the industry.

5.0 References

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