

Motivation And Employee Productivity Among Secondary School Teachers in Makurdi Benue State.

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Abstract

The study examines motivation and employee productivity among secondary school teachers in Benue State, Nigeria. A study of selected secondary school teachers in Makurdi, the study was designed to examine motivation and employee productivity among secondary school with emphasis on Mount Saint Gabriel Secondary School, Demonstration Secondary School and Gateway Comprehensive College all located in Makurdi. Four research question and hypothesis were adapted for the study. The study adapted survey design method. The target population of the study was 140. The study adopted census sampling technique. Data was collected from the respondents through structured questionnaire and analyzed using mean, descriptive statistics and regression was used to test the hypothesis at a significant level of 0.5 and analyzed via Statistical Package Social Science (SPSS). Finding shows that intrinsic and extrinsic motivation has effect on employee productivity among selected secondary school's teacher in Makurdi. The study concludes that job satisfaction, promotion, salary increase and

allowances have effect on employee productivity among selected secondary school teachers in Makurdi. The study recommends that the management (human resource management) of an organization should endeavor to have good plans and programs to motivate employees to work more effectively and efficiently.

Background to the study

Motivation is the inner drive that pushes individual to act or perform and it is one of the most important factors that move every human being to achieve his or her goals. This includes personal as well as professional goals and targets Baumeister & Voh(2004).Some scholars in the field believe that if this driving force did not exist people would live in the rut of monotony and no great discoveries or interventions would have been created. Motivation therefore, may answer the question of why there is good or poor performance of Secondary School Teachers in Makurdi Benue state. Motivation could be intrinsic or extrinsic. Intrinsic motivation, derived

from within the person or from the activity itself, positively affects behaviour, performance and well-being Ryan& Deci (2000) extrinsic motivation on the other hand, result from the attainment of externally administered rewards including pay, material possessions, prestige, and positive evaluations among others. Management and organization psychologist have been wrestling with the question of relationship between motivation and job performance for at least 50 years. Motivation is very important for all employees; it improves efficiency and accountability of employees. Also, it is the stage that triggers the whole decision process” Harmon-Jones (2010). Prior to independence, Teaching was considered by almost all sections of society as a highly respected profession. Teachers played key leadership roles in local communities and acted as role models. However, after independence when demand for educated labor grew rapidly, many teachers left the profession to take up jobs elsewhere in the public and private sector. The growing tendency for school leavers to opt for teaching only if they are unable to find other more lucrative public or private sector employment further compounded this problem of lowered professional status Lawal (2000).

In 2014, Owusu the leader of the accreditation team of the National Commission for College of Education remarked that the teaching profession in Nigeria had been relegated to the background and that teaching is not accorded the respect it deserves earlier, School principals often complained about teachers not willing to work because of delays in payment of their salaries Ayeni (2005). Ubom (2002) found that in Nigeria, prompt payment of salaries induced greater commitment to teaching; another major source of teacher dissatisfaction in Nigeria arises from disparities between the teaching profession and other professions, such as nursing, promotion prospects and working conditions.

However, no consensus exists on the extent to which financial inducements are the really critical motivators. Research has shown that monetary reward in itself has not improved teachers’ low esteem and their prompt payment are important motivating factors, there is evidence that other factors can undermine commitment to teaching. Not surprisingly Akinwunmi (2000) found that what the typical low income earning teacher yearns is a sizeable salary increase, and they conclude that the Next to pay, the social status of teachers has been identified as an important factor impacting teacher morale and motivation Baike (2002,). School leadership and

management style are also important factors, which can either motivate or lower teacher morale and commitment. Ayeni (2005) found that teachers feel highly motivated when they are consulted about decision regarding their work unfortunately, too high a proportion of school managers (principals and head teacher) are high handed and autocratic in their dealings with teacher

Teacher motivation has become an important issue given their responsibility to impart knowledge and skills to learners. Motivation guide people’s actions and behaviours toward achievement of some goals, Analoui (2000).

Teachers’ productivity is a concern of everybody in the society. Oxford Advanced Learner’s Dictionary defines performance as: the act or process of carrying out something or execution of an action or a repetitive act or fulfillment or implementation, Hornby (2000). in this respect, teachers’ performance connotes the teachers’ role of teaching students in class and outside the class. The key aspects of teaching involve the use of instructional materials, teaching methods, regular assessment of students. Making lesson plans, conduct fieldwork, teachers’ participation on sports, attending school assembly, guidance and counselling. Therefore, teacher job performance is the teacher’s ability to integrate the experience, teaching methods, instructional materials, knowledge and skills in delivering subject matter to students in and outside the classroom.

There is broad consensus among stakeholder and the general public that there is definitely a teacher motivation crisis in Nigeria. The most serious symptoms of this crisis are low teacher output, high teacher turnover, regular strike actions. Poor student performance and refusal of teachers to accept postings to rural areas, and irregular attendance and teacher Absenteeism, especially in rural areas It is against this background that the researcher sought to investigate those various factors that operate within the school system which if not made available to the teacher could hamper performance, cause stress, discontentment and frustration all of which would subsequently reduce classroom effectiveness and student quality output.

Statement of the Problem

National development is a principal agenda stated in the national education system. This is due to the fact

that good education system will result in progress of the nation. There are a lot of quality problems in the education world such as the qualities of graduates, teaching methods, teachers counselling and training, professionalism and teachers' performances. Such qualities are related to the administration of educational leaders, limitation of budget, accessibility, Media, school climate, school environment, and support from various responsible parties. All quality limitations of the education components lead to the lower quality of graduates. School has an important role in creating knowledgeable, skilful students who have religious and social values. Therefore, school is a social agent that should be paid attention in teaching process implementation and the teacher's role cannot be ignored. Teacher is the one who determines the implementation of the teaching and learning process in the classroom. Teachers Seriousness in teaching depends on teacher's work motivation and professional competencies. Teachers will give their very best when they have a feeling or trust that their efforts will be rewarded by the management. Motivation is very important because it explains why the employees do their work. The essential stimulus of work motivation is needs. Needs are the driving factors in developing work motivation while working in an organization. Thus, the objective of a person to work is similar with a teacher who is actually working to earn income and fulfill his/her needs, with hopes, desires and wishes that can be realized in his workplace. There are some factors influencing teacher's productivity in Nigerian contexts and the studies stated by Ayodele and Kehi (2010) put forward that work motivation is indeed influenced teacher's work performance. It was also supported by Tella (2010) on the aspects influencing teacher's performance.

However, high productivity and performance of most organizations could not be realized without employee's support and contribution. This is because employees are partly responsible for the achievement of organization's goals and strategy. This study therefore is to examine the relationship between motivation and employee's productivity in selected secondary schools in Makurdi Benue state.

In addition to the above challenge, there has been deteriorating standards of professional conduct, including serious misbehaviour (in and outside of work), poor preparation of teaching materials especially lesson notes, lack of continuous student assessment and general poor professional

performances. Teacher absenteeism is unacceptably high and rising, time on task is low and falling, and teaching practices are characterized by limited effort with heavy reliance on traditional teacher-centered practices (Masaka Municipal Education Inspection Report, October, 2016).it is such a situation that prompted the researcher to conduct a study to establish the various extrinsic and intrinsic motivational factors and how they had affected teachers' performance among Makurdi Secondary School in Benue state .

Objective of the Study

The broad objective of this study is to find out the effect of motivation on employee's productivity among secondary school teachers in Makurdi. While the specific objectives are to:

- i. Determine the extent to which job satisfaction has effect on employee's productivity in Makurdi.
- ii. Access the effect of promotion on employee productivity in Makurdi.
- iii. Determine the effect of salary increase on employee productivity in Makurdi.
- iv. Investigate the extent to which employee allowances have effect on employee's productivity in Makurdi.

Research Question

- i. To what extent does job satisfaction have effect on employee productivity in Makurdi?
- ii. What is the effect of job promotion on employee productivity in Makurdi?
- iii. What is the effect of salary increase on employee productivity in Makurdi?
- iv. To what extent do job allowances have effect on employee productivity in Makurdi?

Operational Definition of Terms

Motivation

Motivation refers to an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself.

Intrinsic motivation

Intrinsic motivation is an inducement derived from within the person or from the activity itself and, positively affects behavior, performance, and wellbeing. In contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforces. In this study, intrinsic motivation of teachers included job satisfaction derived from teaching, enjoyment of teaching, the challenging and competition.

Extrinsic Motivation

Extrinsic motivation results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others. In this study, extrinsic motivation of teachers included externally administered rewards like salary, free accommodation, free meals, weekly duty and extra teaching allowances, advance payments in case of financial problems, leave of absence and free medical care among others.

Secondary school Teachers

this refers to generalization of all secondary school teachers entitled to teach students in their respective working stations.

Productivity

A measure of the efficiency of a person, machine, factory system, etc., in converting inputs into useful output.

Teacher's productivity

A measure of the efficiency of some teachers teaching students in class and outside the class. The key aspects of teaching involve the use of instructional materials, teaching methods, regular assessment of students, making lesson plans, assessment of students, conduct of fieldwork, teachers „participation in sports, attending school assembly and guidance and counselling.

Employee Productivity

employee productivity refers to the accomplishment of a given task measured against preset standards of accuracy, completeness, cost and speed.

Theoretical Framework

Maslow's Hierarchy of Needs

Shortly after Fritz Roethlisberger published his 1941 book *Management and Morale*, outlining in detail the Hawthorn studies Abraham Maslow published "A Theory of Human Motivation" in 1943, Maslow is considered the father of needs-based motivation theory and his theory is one of the best-known and most widely cited works on motivation (Denhardt *et al.*; 2008, p. 148). Maslow (Maslow, 1946) proposed a five-level hierarchy of needs which he outlined as necessary for the achievement of a completely satisfied individual, or in his terms, a self-actualization.

Maslow first published "Motivation and Personality, which introduced his theory about how people satisfy various personal needs in the context of their work. The close relationship existing between need and motivation has prompted many psychologists to direct their attention towards understanding the types of needs that motivate human behavior. Maslow developed one of the most useful descriptions of human needs. He proposed five levels of needs which represent the order of importance to individual.

The hierarchy of needs, developed by Abraham Maslow in the 1940s, was arguably the most famous need theory – famous probably because it was so straightforward and intuitively appealing to those interested in work behavior. Maslow, who labeled human being as 'wanting animals', asserted that people have an innate desire to satisfy a predictable five-step hierarchy of needs. The three sets of needs at the bottom of the hierarchy can be grouped as 'deficiency needs' which must be satisfied in order for a person to be comfortable, while the top two sets can be named 'growth needs' which focus on the growth of an individual. Having looked at the basic concept of Maslow's hierarchy of needs theory we are going to examine each one of the five needs very closely.

Physiological Needs: These needs refer to the desire to fulfill physical satisfactions such as water, sleep, food, air and sex. These needs are considered the most important needs because without them, human being cannot survive. No other needs would be of any importance if physiological needs have not been satisfied

Safety Needs: Maslow's theory states that human beings strive to meet these needs once the physiological needs are satisfied. It is about individual safety-being away from evils and threats. It is also

believed most modern employees are able to fulfill these needs through earning an income or depending on unemployment benefits. Maslow's asserts that individuals who have prolonged deprivation of physiological and safety needs may become seriously maladjusted people.

Love/Belongingness Needs: Once the physiological and safety needs are satisfied, human beings tend to focus on the needs for love and affection. People endeavour to obtain a sense of belonging with others. This category of needs is a very powerful motivation of human behaviour.

Esteem Needs: A person who wishes to be a highly valued individual in the society always desires for high self-esteem. This self-esteem needs derive from self-respect, which in turn comes from being accepted and respected by the society. It is essential for those who are considered the people to help achieve an organization's target objectives to be able to fulfill this category of needs. Once again, according to Maslow, esteem needs to be met for an individual to move to higher-level needs.

Self-Actualization Needs: The fifth and final category at the top of Maslow's hierarchy of needs is the needs for self-actualization. This means realizing our full potential and becoming all that we can be. In other words, it involves the need to become more and more what we are, and to become everything that we are capable of becoming, which makes self-actualization an open-ended category. Achieving all of the above characteristics is almost an impossible task. After all it is still debatable whether an organization should have more or fewer self-actualized managers. On the one hand, this type of managers will play an important role in breaking barriers to creativity and providing new initiatives as to where the organization should be heading.

Herzberg's Two Factors Theory

Herzberg (1968), influenced by both Maslow and McGregor, posited his own theory of motivation called the 'motivation-hygiene theory'. In this, he describes two dimensions of conditions: motivators and hygiene factors. Motivators, kin to Maslow's higher-level needs, are what lead to job satisfaction and are associated with the nature of the work itself; achievement, recognition, responsibility and growth.

Motivators are intrinsic factors which lead to job satisfaction on the other, hygiene factors, associated with Maslow's lower-level needs do not lead necessarily to motivation or satisfaction but rather are extrinsic and simply reduce job dissatisfaction. Examples of hygiene factors include: company policy and administration, supervision, relationships with supervisors, and work conditions.

So, for instance, a worker can have a high salary (extrinsic hygiene factor) and great work conditions, leaving her not dissatisfied. However, if her work is not rewarding and she does not feel challenged in the tasks she does, then she may not be very satisfied and thus not motivation in her work.

Relevance of Herzberg's two factor theory

Herzberg's theory is relevant to this research. It constitutes a good framework on the effect of motivation on employee productivity. It establishes two dimensions: the motivator and the hygiene factor motivator which agree with the objective of this study as intrinsic and extrinsic dimension of motivation. Herzberg points out what really motivate employees, which are recognition, career advancement, and sense of responsibility and feelings of achievement and also, factors like working condition and monetary incentives which prevent job dissatisfaction but do not necessary motivate people.

Concept of Motivation

Enyi (2000) opined that motivation is derived from the Latin words "Movero Motum", Meaning to move. He stressed further that motivation is a process of meeting felt-needs, through energizing as well as directing behaviors. As soon as the need is gratified, drive for the need disappears and likewise behavior.

Psychologists agree that many aspects of behavior are determined by motivation. This is why they conceived motivation as those factors which energize and give directions to behavior Hilgard and Atkinson (2000). Usually, a motivated person engages in an activity more vigorously and more efficiently than an unmotivated one (Emenike, 2003). Apart from activating a person or other organisms, motivation tends to direct behavior and that is

why people behave as they do at a particular point in time.

Arkes and Gaske (2003) refer to it as the process that influences the arousal strength or direction of behavior. It is also referred to motivation as an umbrella term that encompasses needs, drives, motives want and so on. Durojaiye (2000); Chukwuma and Ngoka (2000) are of the view that motivation is that process which energizes, directs and sustains behavior.

Motivated behavior therefore is the behavior a person engages in as he drives to reach a goal. It is goal directed and goal oriented behavior, motivated behavior continues till the goal is reached and some other motivated behavior intervenes. Obasi (2000) refers to motivation as the impetus or the driving force that induces or propels someone into action. According to Straub (2000) employee motivation is perhaps the greatest challenge facing management. Each person he says has a unique set of things that cause him or her to invest greater effort on the job. The head of a school must know his subordinates as individuals in order to understand what motivates them. The manager should know that he is not likely to satisfy all, but however, it is important to know the right or appropriate motivational package to apply. Without such, he will not succeed in getting the people do what they are asked to do. If motivation is high, work performance is high and if low, the work performance is low. In other words, to ensure that workers perform in an organization they should be motivated in accordance to Biblical in junction. A labourer absolutely deserves his wages, (Matthew, 10:10). This signifies therefore, that the ultimate motive of every human action is maximization of pleasure and minimization of pain. Individuals should be rewarded with those things they value positively in life. Expected behaviour should never be under scored' for instance, the present of rewards like promotion, make people work harder (cherry and Jacob, 2005).

Dimension of Motivation

Armstrong (2001) classifies employee into two categories, intrinsic and extrinsic motivation

1. Extrinsic Motivation

According to Sansone & Harackiewicz (2000), extrinsic motivation results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others. extrinsic motivation of employees includes externally administered rewards like salary, free accommodation, free meals, weekly duty and extra teaching allowances, advance payments in case of financial problems, leave of absence and free medical care among others. For the purpose of this study the researcher looks at two important extrinsic motivations such as salary and allowance.

Salary Increase

Generally, every organisation consists of both tangible and intangible elements: the environment, vision and mission, values, objectives, strategies, authorities, work, people and other resources (land, labour, capital, entrepreneurship and technology, especially, ICT). The only living thing among these elements are the human beings, who have entered into contractual relationship with the organisation to offer their human endowments in exchange for some forms of rewards" (Mu, 2007:197). Some forms of rewards talking in terms of what will be referred to in law as consideration and in simple term as wage or salary. Wage, when it is paid daily and salary, when it is paid weekly, fortnightly or monthly. Esien (2002) went further in drawing distinction between wage and salary. He opined that "in the past, important distinctions existed between wages and salary, but today, the words are used interchangeably, reflecting the convergence of method of paying skilled and unskilled employees that has happened over 40 years. A salary was defined as a fixed annual amount, paid monthly. Wages in contrast were variable weekly payments (usually made in cash) that fluctuated in value through overtime, bonuses, and piecework rates. Salaries were determined individually; wages through management/union collective bargaining". Today, however, many salaried workers are unionized and paid according to union negotiated salary scales, with annual increment; while large numbers of wage

earners now receive relatively stable time-based earnings.

Sule, 2012, it was opined that “no organisation can survive in isolation. Organisations need to relate with people, bodies and organisations in order to survive. Their continuous existence depends largely on their resources (including labour or human) to break-even at worst. Thus, it is very significant that the workforce is a stakeholder in every organisation”.

If truly the workforce is a stakeholder in every organisation and since what is accrued to entrepreneur is profit, then, the issue now is what are the benefits accrued to workers. Muo, (2007) emphasized that workers entered into contractual relationships with organisations to offer their human endowments in exchange for some forms of rewards. In law, one who engage in a work or service not for a reward is said to be engaged in a ‘gratuitous’ service. Therefore, for there to be a valid contract between two parties known in law as employer and employee, Section 7 of the Nigeria Labour Code Act of 1946 stated that “the wages of the workers (employee) must be paid in legal tender and it is illegal, null and void if made payable in any other manner.”

Employee Allowances

Designing and implementing a good employee allowance plan is a huge challenge for most organizations in Nigeria. A study conducted by Cascio (2003) in some West African countries including Nigeria revealed that most organizations in developing countries do not structure and implement their employee allowance packages in an appropriate manner; hence employees find it difficult to really believe they are benefiting from their workplace.

Poorly designed allowance plans that do not actually motivate employees to put in their best at work is a major issue in corporate Nigeria today. Organizations that do not design their employee allowance plans based on the personality and nature of their employees tend to be wasting resources and efforts, as employees are not motivated to work hard, if certain benefit packages offered by the organization do not speak to their needs. An average Nigeriaian worker places more importance to the benefits he or she will derive from working, therefore they are very concerned about what they are paid. Cascio (2003) opines that because of the importance that employee benefits hold for people’s lifestyle and self esteem, employees are very concerned about what they are paid as allowances as a fair and competitive employee benefit, while wise organizations are concerned about what they pay

because it motivates important employee decisions especially when it comes to job delivery and performance.

Implementation of employee allowance is also a major challenge in corporate Nigeria, as employee allowance are sometimes delayed or ruled out due to cost reduction measures by the management of an organization. This has brought about massive corruption, high employee turnover and low employee moral/productivity.

Michael Custers (2013), the workers and employers see stagnant salaries as a challenge. The allowances which increase their work life balance and which enhances their professional performance can be very helpful for employee motivation and loyalty. By providing such allowances it will result in well trained and more experienced workforce.

Matthew Owenby (2014), the decision taken by the employer regarding the health care allowance has implication on the workforce which the employers should examine. The changes in employee allowance plan will result in financially stressed workforce which may result in productivity loss.

2. Intrinsic Motivation

Intrinsic motivation is an inducement derived from within the person or from the activity itself and, positively affects behavior, performance, and well-being (Ryan & Deci, 2000). In contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforces. Intrinsic motivation of employee included job satisfaction, recognition, career development, promotion and control over others.

Furthermore, the intrinsic motivational aspects like recognition, and career advancement, once it is provided by any organization it causes motivation of employees to perform well. These are always to be satisfactory as Herzberg (1996) suggested for employees to be motivated to perform well. If this goes to vice versa i.e. not satisfactory by employees, then the performance will be poor. Therefore, the academic staff must perceive the intrinsic aspects provided as important and satisfactory for them in order to perform well in the spheres mentioned. For the purpose of this study the research looks at two important intrinsic motivation of employee such as job satisfaction and promotion.

Job Satisfaction

Job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioural components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction). or cognitions about the job (cognitive job satisfaction).

One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

Hulin and Judge (2003) have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioural components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job.

Job Promotion

Promotion refers to the ability to identify and acknowledge an employee, usually by a senior manager or supervisor, for a positive thing done in the course of their work. It is important that management identifies and recognizes their employees for their employee performance. The recognition of employee successes is a powerful tool in improving employee performance, morale, motivation, and employee productivity (Yavuz, 2014). Alarm et al., (2013) argue that promotion is and intrinsic motivation that is essential in driving employee to feel valued. According to Alonso and Lewis, (2001) promotion of employee is a powerful tool in improving employee

performance, morale, motivation and employee productivity

Employee Productivity

Employee productivity is defined as the degree of accomplishment of task(s) that make up and employees job (Nmadu, (2013). Employee productivity also defined as the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employee morale and to meet expectation (Nmadu, 2013). However, employee's productivity is associated with performance which translate to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth, 2009). It is the standard to which someone does something such as a job or examination.

Employee's productivity if it is recognized by managers or superiors within the organization is often rewarded by financial and other benefits. Productivity is a major although not the only prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Nmadu, 2013). Gibson (2012) defines employee productivity as a measure of the morale of employee, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. In practice, it might be difficult to describe the action aspect of performance.

Methodology

This study is centered on motivation and employee productivity in selected secondary schools in Makurdi, which includes, Mount Saint Gabriel Secondary Schools, Demonstration Secondary School Makurdi and Gateway Secondary School Makurdi. The study investigated the effect of motivation on teacher's productivity, and to know if intrinsic and extrinsic motivation have effect on teacher's productivity. Indicators of intrinsic motivation assessed by the study included job satisfaction and promotion. On the other hand, extrinsic motivation included salary and allowance.

The study covered a period of 3 years (2014 -2016) because this is the period when many complaints about teacher motivation and productivity were made in Makurdi.

Attribute	Frequency	Percentage (%)
Age Distribution		
18- 30 years	20	14.3
31-40 years	6	4.3
41-and Above	114	81.4
Total	140	100
Edu. Qualification		
ND/NCE	13	4.3
HND/B.Sc.	13	4.3
Postgraduate	114	81.4
Total	140	100
Sex		
Male	110	78.6
Female	30	21.4
Total	140	100
Working Experience		
Below 10 years	38	27.1
Above 10 years	102	72.9
Total	140	100

Discussion of Findings

The discussion of findings was based on the objectives of the study as follows:

The result collected from the analysis and test of hypothesis revealed an insignificant relationship between Job satisfaction and employee productivity among secondary school teachers in Makurdi. Chi-square was used to test the hypothesis at 5% level of significance and the p-value (.000) was lower than the level of significance. This can be statistically given as P-value .000 < α = 0.05. The result is in line with previous studies who established similar result.

Adesoji, O. Chinyere, N. (2016) investigated the influence of teacher's motivation on teacher's

productivity in the Nigerian secondary schools with focus on shomolu local Government are of Lagos State. It was a descriptive survey design which made use of self-employed questionnaire with 200 teachers as the respondent. The major dimension used is job satisfaction. It was found the job satisfaction as proxy of motivation has a positive significant effect on employee productivity.

Another finding also revealed a significant relationship between salary increase and employee productivity. Regression was used to test the hypothesis at 5% level of significance and the p value (0.000) was less than the significance level. This can be statistically given as P-value $0.000 < \alpha = 0.05$. This is also in line with another study carried out by Nwosu, J.C. (2015) on motivation and teachers performance in selected public secondary schools in Ikenne Local Government Area of Ogun State. The study adopted descriptive research survey design. Four research hypotheses were formulated and tested with the use of 0.05 level of significance. Data were collected using self-adopted questionnaire. The data were tested for validity and reliability and they were confirmed appropriate.

This finding also revealed a significant relationship between promotion and employee productivity. Regression was used to test the hypothesis at 5% level of significance and the p value (0.000) was less than the significance level. This can be statistically given as P-value $0.699 > \alpha = 0.05$. This is in line with study of Mary, M. M., Andrew T.M. and Dennis, K. M

Conclusion & Recommendations

Motivation has a significant positive effect on employee productivity among secondary teachers in Makurdi Metropolis.

Sequel to the findings and conclusions above, the following recommendations were suggested.

- i. School management board should improve more on creating an environment that will give teachers job satisfaction in Nigeria
- ii. Those with outstanding performance should be recognized promoted. This will encourage other workers to work hard and improve productivity.
- iii. Employees should be given allowance to encourage them put inn their best

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