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Motivational Techniques, Communication Patterns, and Job Productivity of Non-Academic Staff in Ogun State Owned Universities

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Introduction

The classical economists of the 19th-century had the idea that individuals choose to maximize profits in every relation that they ever get involved in. Both the contemporary economists and educationists have equally held strongly to this belief (Kottak, 2005). For this reason, both individual psychologists and economists have shown a great concern about how best to achieve motivation (in the industrial/ economic setting) in order to produce the desired results of profit maximization (*Ibid*, 2005). Such a concern is, nevertheless, a worthwhile concern since productivity can be said to be the *raison detre* of any management and that of any establishment built for progress. Without such motivation that suits the requirements of the individual or group employees, the subject matter of economics – economizing – which refers to rational allocation of scarce means (resources) to alternative ends (uses, results, production) cannot be achieved.

In recent times, productivity has become an everyday word, especially ever since the Second World War, Governments, Politicians, Economists, and Academics in the University system have all stressed the importance of productivity. This is because of its relationship with the general economic health of any nation in question. Furthermore, every corporate management in the world have become concerned with productivity because when comparisons are made with competitors in the world market, productivity is the main indicator used to measure effectiveness.

In line with the foregoing, organizations like the University system nowadays are aware that if they have to forge ahead they need to motivate their workers in order to enhance the attainment of desired productivity. So, they have used such traditional incentive programmes based upon extrinsic motivators such as salary and benefits. Nevertheless, years of experience have equally taught such organizations that intrinsic motivation is needed in order to arouse a worker's passion or commitment to the job he/she does. It is also important to stress that shared vision, leadership, team work, training, increased capability, and goal accomplishment are inseparable and powerful motivators that can be encouraged and embedded to create a high performance culture.

Due to poor administration, many corporate Universities have failed in realizing this vital dream of achieving productivity through staff motivation. Many of these Administrators have good motives and sometimes laudable plans that could have produced the desired results, but, due to some reasons like poor communication skills and patterns, and improper motivational techniques in their relations with the employees, the desired results have often failed to surface. Understandings of motivational tools and techniques, alongside those of effective communication, have become major prerequisites to the attainment of organizational objectives that are associated with productivity (Adeleke, 2001). Therefore, if managing (Koontz and O'Donnell, 1976) involved the creation and maintenance of an environment for the performance of individuals working together in groups towards the accomplishment of common objectives, it equally involves an understanding of how best to effectively communicate aims and objectives to the staff, and an understanding of the type of motivational skill(s) that will suit an

individual or group personality (temperament).

To this end, this research work aims at providing information on the link between choice of motivational techniques, communication patterns and employee job productivity.

Statement of the Problem

Despite the frequent review of workers' salaries and allowances over the years, it is amazing to learn that a good number of employees are getting dissatisfied with their jobs and work condition (Oshiomole, 1992). Ever since the inception of democratic government in Nigeria, workers wages have been reviewed almost on a yearly basis thus putting more money into circulation. The increasing flow of money notwithstanding, the fact of workers being increasingly dissatisfied with their jobs is recurrent news.

Most past studies, (Owoye, 1992 and hamburger, 2000), on the causes of workers' job dissatisfaction and issues of strikes in work places have identified some economic and institutional factors such as inflation, union membership and income policies of the government as having positive influence on workers emotional disposition to work leaving out the impact of other non- monetary motivational techniques and communication patterns in organizations.

However, since all of these factors have not quelled the problem of ever increasing dissatisfaction between employees and employers, at both the private and public sectors, it means that the solution lie in some other slighted areas of interest. Improper motivation coupled with poor communication skills are likely causes of this persistent dissatisfaction between employers and their worker. Hence, this study intend to find out the correlation between motivational techniques, communication pattern and workers productivity.

Research Hypotheses

The following hypotheses were generated and tested in this research work.

H₁: There is no combined contribution of communication patterns and motivational techniques to workers' productivity in the universities.

H₂: There is no significant relative relationship between the motivational techniques used and workers' productivity.

H₃: There is no significant difference in the results obtained when the same motivational techniques and communication patterns are applied to opposite sexes of employees.

H₄: Both married and unmarried workers responded the same way to the applied motivational techniques and communication patterns used across the universities.

H₅: Communication pattern does not affect job productivity of workers.

H₆: There is no association among motivational techniques, communication patterns and job productivity

Research Method

Research Design

This study is a descriptive research hence the survey research design has been employed in investigating the connection between motivational techniques, communication patterns and employee job productivity. This choice is relevant because this study has attempted to investigate the current status of management practices in an economic environment like Nigeria. As well; this method makes it easy for data to be collected from such large scale population of study as this. Finally, it is very useful since I do not intend to manipulate either the study population or their responses but to base my report on responses freely generated by them for this study.

Population

The population of this study consists of all the non-academic staff working at various units of two government-owned universities in Ogun State, namely: Olabisi Onabanjo University (O.O.U), Ago-Iwoye, and Tai-Solarin University of Education (TASUED), Ijebu-Ode. In this regard, the research has covered 1496 (O.O.U. Administrative/Records Office, 2009) and 486 (TASUED Administrative/Records Office, 2009) non-academic staff, respectively, of the above named Universities. The choice of this population is due to the quest to determine the impact of the independent variables (motivational techniques and communication patterns) on the dependent variable (productivity of staff-officers) of universities in Ogun state.

Sample and Sampling Procedure

A purposive random sampling technique has been employed in selecting the sample population. 20 per cent of each of the population understudied has been used as samples for the study. In this regard, 299 and 97 non-academic members of the universities have been collectively used as the sample for this study.

The sampling techniques have been purposive because, the research focuses on a particular stratum of the university working population with the aim of determining their efficiency and effectiveness as influenced by motivational and communication factors. A simple random sampling technique has been used to select the sample for the study in order to give every element of the selected population an equal chance of participating in the study.

Research Instruments

The research instruments (i.e. the tools with which this research study has been carried out) have included a researcher's self-designed questionnaire tagged "Employee Personnel Productivity Scale". This questionnaire has three sections: Section A was meant to help collect demographic information on the respondents' job characteristics, while sections B and C contain questions to gather the participants' responses to the problems of the research. The questions in sections B and C are statements in 4-points

Likert's response scale as follows. SA – Strongly Agreed, A – Agreed, D – Disagree, SD – Strongly Disagreed.

The above questionnaire has been supplemented with structured interviews with some selected and available staff of the universities understudied.

Validity of Instrument

To ensure that the self-designed questionnaire served the purpose for which it was made, it was presented to my supervisor and other experts in the department of Educational Management and Business Education of Olabisi Onabanjo University for screening and thorough vetting to ensure the face, content and construct validities of the instruments. The necessary corrections were equally made before it was employed for use.

Reliability of Research Instrument

In order to ensure that the self-designed structured questionnaire is reliable, that is, able to produce similar results without random or unstable errors, when administered at different times under the same conditions, the test-retest approach has been applied. The questionnaire was applied twice to the sample population with two weeks in-between the applications. The Pearson Product Moment Correlation Coefficient has been employed in calculating the correlation between the first and second scores to determine the consistency of the measuring instrument in achieving its purpose.

Administration of the Instrument

The research questionnaires were retrieved by me, with assistance from my research assistant, within two weeks. The researcher visited Olabisi Onabanjo University (O.O.U.) and Tai-Solarin University of Education (TASUED) to obtain the necessary permission and thereby distributed copies of the questionnaire to the sample population as necessary.

Data Analysis

Data gathered with the research instrument were analyzed using simple percentages, and simple regression analysis.

Results and Discussion of Findings

The results of the hypotheses tested are presented below:

Test of H₁: *There is no combined contribution of communication patterns and motivational techniques used to workers' job productivity in the universities.*

Table 1: **Communication Patterns and Motivational Techniques as Predictors of Job**

Productivity

$$R = 0.413$$

$$R^2 = 0.171$$

Adjusted $R^2 = 0.159$

Standard Error = 10.979

| | Sum of Squares | Df | Mean Square | F | Sig. | Remark |
|------------|----------------|-----|-------------|--------|-------------------|-------------------------------|
| Regression | 3645.201 | 2 | 1822.600 | 15.121 | .000 ^a | Significant ($p < 0.05$) |
| Residual | 17718.193 | 147 | 120.532 | | | |
| Total | 21363.393 | 149 | | | | |

Table 1 shows that communication patterns and motivational techniques combined together to account for 17.1 % of the total variance in job productivity ($R^2 = 0.171$). The outcome probability of $p < 0.05$ is significant enough to indicate that both communication patterns and motivational techniques combine to determine what the workers' job productivity ultimately looks like. Also table 4.4 shows significant ties the variables. There is highly significant relationship between motivational techniques and job productivity ($r = +0.406$, $p < 0.05$). There is also significant relationship between communication pattern and motivational techniques ($r = +0.328$, $p < 0.05$). Likewise, there is significant relationship between communication patterns and job productivity ($r = +0.205$, $p < 0.05$). Therefore, H_1 is rejected since communication pattern and motivational techniques combine to produce the ultimate shape that workers' job productivity takes.

Test of H_2 : There is no significant relationship between the motivational techniques used and workers' productivity.

Table 2: Motivational Techniques as Predictor of Job Productivity.

| <p>$R = 0.406$</p> <p>$R^2 = 0.165$</p> <p>Adjusted $R^2 = 0.159$</p> <p>Standard Error = 10.980</p> | | | | | | |
|---|----------------|-----|-------------|--------|-------------------|-------------------------------|
| | Sum of squares | Df | Mean Square | F | Sig. | Remark |
| Regression | 3520.285 | 1 | 3520.285 | 29.199 | .000 ^a | Significant ($p < 0.05$) |
| Residual | 17843.108 | 148 | 120.562 | | | |
| Total | 21363.393 | 149 | | | | |

Table 2 shows that motivational technique is a predicator of job productivity. It accounted for 16.5 % of the total variance in job productivity ($R^2 = 0.165$) resulting in a probability of $p < 0.05$ in the surveyed institutions. Thus, motivational technique seriously influenced job productivity of the non academic staff of the understudied universities. More so, table 4.3 shows that communication pattern accounts for 4.2 % of the total variance in job productivity ($R^2 = 0.042$). With communication pattern representing part of the motivational techniques, the probability of $p < 0.05$ is a significant percentage. With communication pattern equally representing motivational technique, this result and the former implies that H_2 is incorrect and should be rejected. Therefore, it is appropriate to state that motivational techniques seriously influence the final output of any group of staff.

Test of H_3 : There is no significant difference in the results obtained when the same motivational techniques and communication patterns are applied to opposite sexes of employees.

Table 3: Gender and Workers' Job Productivity under the same Motivational Technique and Communication patterns.

| Gender | N | Mean | Std. Deviation | Std. Error Mean | df | T | P |
|------------------------------|----|---------|----------------|-----------------|-----|--------|-------|
| Motivational techniques male | 84 | 36.5119 | 11.44867 | 1.24915 | 148 | -1.286 | 0.201 |
| Female | 66 | 38.6970 | 8.69831 | 1.07069 | | | |
| Communication patterns male | 84 | 36.7500 | 12.98737 | 1.41704 | 148 | 0.847 | 0.398 |
| Female | 66 | 35.0606 | 10.91207 | 1.34318 | | | |
| Job productivity male | 84 | 34.8095 | 10.81106 | 1.17958 | 148 | -1.152 | 0.251 |
| female | 66 | 37.0758 | 13.28540 | 1.63532 | | | |

NS= Not Significant ($p > 0.05$)

As shown on table 3, there is no significant difference between male and female job productivity when the same motivational techniques and communication patterns are applied. The probability of $p > 0.05$ is an indication that there is no significant difference between male and female employee reactions to similar motivational techniques and communication patterns of the understudied institutions. This is to say that, to a large extent, H_3 is correct. That is, there is no significant difference in the results obtained when the same motivational techniques and communication patterns are applied to opposite sexes of

employees.

Test of H₄: Both married and unmarried workers respond the same way to the applied motivational techniques and communication patterns used across the universities.

Table 4: Marital Status and Motivational Techniques, Communication Patterns and Job Productivity.

| Marital status | N | Mean | Std. Deviation | Std. Error Mean | Df | T | P |
|-------------------------|----|---------|----------------|-----------------|-----|-------|-------|
| Motivational techniques | 79 | 36.2278 | 8.02552 | .90294 | 148 | - | 0.121 |
| married | 71 | 38.8592 | 12.35810 | 1.46664 | | 1.562 | |
| Single | | | | | | | |
| Communication patterns | 79 | 31.4430 | 10.97053 | 1.23428 | 148 | - | 0.000 |
| married | 71 | 41.0845 | 11.32727 | 1.34430 | | 5.292 | |
| Single | | | | | | | |
| Job productivity | 79 | 33.3797 | 10.51288 | 1.18279 | 148 | - | 0.008 |
| married | 71 | 38.5070 | 12.96134 | 1.53823 | | 2.672 | |
| Single | | | | | | | |

From table 4, marital status of the surveyed employees did not significantly affect their reactions to the applied motivational techniques ($t = -1.562, p > 0.05$). The table indicates that marital status of the surveyed employees had no significant effect on their reactions to the applied motivational techniques ($t = -1.562, p > 0.05$). Therefore, the choice of motivational techniques is not necessarily dependent on employee marital status. They both respond in the same way to same techniques of motivation. This implies that H_4 is significantly correct. However, there is significant difference between married and single workers' job productivity ($t = -2.672$) under the influence of the same motivational techniques ($t = -5.292, p < 0.05$). With $p < 0.05$, single workers rated higher in ensuring effective communication in the understudied institutions than their married counterparts. Expectedly then, the singles produced greater outcomes under same conditions of service than their married counterparts. This means that although both the married and singles equally accept the same working conditions, their productivity is not dependent on their acceptance of the conditions but on some other factor(s).

Test of H₅: Communication pattern does not affect job productivity of workers.

Table 5: Communication Patterns as Predictor of Job Productivity

R = 0.205

$R^2 = 0.042$

Adjusted $R^2 = 0.036$

Standard Error = 11.758

| | Sum of Squares | Df | Mean Square | F | Sig. | Remark |
|------------|----------------|-----|-------------|-------|-------------------|-------------------------------|
| Regression | 900.884 | 1 | 900.884 | 6.516 | .012 ^a | Significant ($p < 0.05$) |
| Residual | 20462.509 | 148 | 238.260 | | | |
| Total | 21363.393 | 149 | | | | |

From table 5 above, communication pattern accounts for 4.2 per cent of the total variance in job productivity (i.e. $R^2 = 0.042$, $p < 0.05$). This percentage is significant; meaning that H_5 is not an acceptable notion. Therefore, communication pattern is an important factor that can enhance, or otherwise limit, worker's job productivity in the surveyed institutions of higher learning. Careful selection of befitting techniques to motivate the workers will surely encourage the surveyed staff to strive to yield improved output, no matter how little.

Test of H_6 : There is no association among motivational techniques, communication patterns and job productivity

Table 6: Correlation Matrixes of Motivational Techniques, Communication Pattern and Job Productivity

| | Motivational techniques | Communication Patterns | Job productivity |
|---|-------------------------|------------------------|------------------|
| Motivational techniques Pearson Correlation | 1.000 | | |
| Sig. (2-tailed) | | | |
| N | 150 | | |
| Communication patterns Pearson Correlation | .328 | 1.000 | |
| Sig. (2-tailed) | | | |
| N | 150 | 150 | |

| | | | |
|--------------------------------------|------|------|-------|
| N | | | |
| Job productivity Pearson Correlation | .406 | .205 | 1.000 |
| Sig. (2-tailed) | 150 | .012 | 150 |
| N | | 150 | |

Remark: Significant ($p < 0.05$ in each case).

Table 6 portrays significant relationships among the variables of this study. There is highly significant relationship between motivational techniques and job productivity since $r = 0.406$ and $p < 0.05$. There is also a notable relationship between communication patterns and motivational techniques in that $r = + 0.328$ while $p < 0.05$. Likewise, there is a significant association between communication patterns and job productivity from the fact that $r = 0.205$ with $p < 0.05$. Thus, from the ongoing, then, the implication of the results is that the better the motivational technique, the higher the job productivity of any given set of staff in the understudied population group. Also, the results of communication pattern are directly related to the level of motivation achieved and received; the outcome of this association is then portrayed in the productivity achieved. Therefore, in order to enhance job productivity, motivational techniques and communication patterns should be constantly improved and maintained over time.

This study sought to compare the effects of motivational techniques and communication patterns on employee productivity. In this process, it sought to identify and explain the various motivational techniques that could be applied to different individuals to achieve a targeted end through a change of behavior in the employee. This study also identified different communication patterns that could be employed to ensure a smooth and effective interaction between the employers and the employee, as well as among the employees at different cadres.

Examining the effects of adequate and appropriate motivation on workers job productivity; explaining the result of effective communication on employee's output; discovering how best to improve the employee's attitude towards his or her job for maximum productivity; and providing recommendations based on the findings of the study constituted the purpose of this study.

The findings show that what really matters in boosting employee productivity or output is not the kind of motivation that is employed but the extent to which the employee is being truly motivated by any chosen method. This is conformity with earlier findings by Maslow (1954), Koontz, O'Donnel and Weithrich (1980) that the ability of the employee to identify employee needs and to attend to them adequately is what determines adequate motivation and corresponding productivity.

In line with the findings made by Adeleke (2001) and Flippo (1988), which point out that understanding motivational tools and techniques, alongside those of effective communication, are major pre-requisites to attending organizational goals that are associated with productivity; this study discovered that effective communication is very important in ensuring a desirable employee output. That is to say that when the right communication pattern is in place, it surely motivates the employee to produce the desired output. Furthermore, communication pattern is a form of motivational techniques in that it is part of what spurs a burning desire in the employee, to produce the desired output. Therefore, there is

a high correlation between the three variables – motivational techniques, communication patterns and job productivity. This implies that it is necessary to always improve on adopted motivational techniques- which include communication pattern(s) – to achieve and maintain adequate output from any given staff.

Concerning gender difference, this study discovered no significance between male and female staff reactions to the same styles of motivation. Nevertheless, experience shows that opposite sexes do not always have the same interests. Therefore, sometimes, and as much as possible, employers should try to slightly vary their methods of motivating the employees to ensure that every employer performed appropriately.

Conclusions

If the best motivational techniques are applied to the individual employees, the appropriate level of motivation that is high enough encouraging the employee to yield maximum output could be ensured. In this regard, effective communication is very important. Finally, poor motivational techniques and patterns resulting to inadequate staff motivation have been responsible for the failure of most institutions in the country.

Recommendations

Based on the findings of this research work, the following are recommended.

The institutions in Nigeria should take much time to study their staff to know the kind of motivational technique that would be appropriate to encourage them to be highly productive. This is what constitutes effective management, which Koontz and O'Donnell (1976), Inegbenebor (1982), Greiner et al (1981:30) say involves the creation and maintenance of an environment for the performance of individuals working together in groups towards the accomplishment of common objectives. This understanding of how best to effectively motivate a given staff, following a careful study of the employees is a target that every employer must seriously target to achieve.

Secondly, there should be constant evaluation of the employees to discover how effective the applied technique(s) have been on them in order to make the necessary adjustments. In fact, John, (1981) observed that such evaluations are very necessary for effective management strategies that are needed to boost employee output. This is because, according to the group, such study is the basic source of information for managerial planning that can produce improved level of motivation to ensure adequate employee productivity.

In choosing the motivational technique, emphasis should not be laid on any particular type of motivational techniques at all at the initial time. However, such emphasis should be made after a chosen technique has passed the test of time. This is because, productivity of the staff does not depend on the type of motivation chosen but the ability of the chosen motivational technique(s) to produce the desired effect(s). Choosing a particular motivational technique, whether in the form of communication technique(s) applied or otherwise, and maintaining it without careful periodical evaluation for adjustment or change, can lead to applying the wrong motivational techniques which Oshiomole (1992) has observed as being capable of the ever increasing dissatisfaction and low level of motivation and productivity among Nigerian Workers.

Fourth, whatever motivational technique that may be chosen, effective and adequate communication pattern should form a basic component of such because since mistakes often occur with the employee in carrying out their functions, as a result of misunderstanding of the intention(s) of the leadership or the information source, such mistakes often limit employee productivity. As much as possible the best means of communication that has tested positive on the employees should always be applied.

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