

Wages or Other Conditions: A Critical Assessment of Factors in Workers Performance in Nigeria

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Abstract

The challenge of getting maximum performance from employees remain a perennial problem to managers in Nigeria. This challenge is aggravated by the great divide that exist among managers on which of the motivational factors stimulate workers the more into higher performance; while some tilt to monetary incentives; many more argue that non-monetary incentives are major motivating factors. Thus, this study is set to investigate factors that influence workers' job performance in Nigeria. The study attempt to compare the influence of wages and other conditions service on employees' performance. To achieve this objective, we elicited information from 300 respondents who were purposively sample from four organizations in some selected geo-political zones in Nigeria. Data collected were presented in graph, pie chart and bar chart. Findings reveal that, employee job performance are greatly influenced by regular and good wages; followed by conducive work environment, availability of internet facilities, good library, recognition/award, regular promotion, training opportunities, access to medical care and communication flow. We made the following recommendations among others, that managers of formal organizations should properly remunerate workers as well as provide conducive work environment for their employees. We posit that other least motivating factors as identified in this study should not ignore by managers, since each provide workers with a level of stimulant that propel them into maximum performance in work organization.

Keywords: *Wages, Conducive Work Environment, Workers Performance, Training, Promotion and Medical Care.*

Introduction

In the past and in most recent times, managers in all types of formal organizations are confronted with the challenges of getting maximum performance from their workers. The complex nature of formal organizations, coupled with individual and cultural differences, technological change and the general dynamics of society makes the task of enhancing workers performance even more challenging. It implies that managers must apply a number of motivational theories to get the best performance from employees. It suggest that managers must put in place the right work environment and reward systems that would guarantee

maximum performance among workers. It involves addressing important areas such as – leadership, job and organizational design.

Organizational experts have been making serious attempts to proffer the best way to get workers to do their best at workplace. In the pre-scientific era (that is before 1900), managers believe that the best way of improving workers output lies in assigning specific roles to individual employees who are best able to perform such tasks. This period marks the first application of the principle of *division of labour* in organizational management. Between 1900 and 1927, a lot of managers adopted the principles of Fredrick Winslow Taylor to enhance workers performance. Managers who adhere to this principle devoted a lot of energy and time to search for the *one best way* to enhance workers performance. Managers then carefully analyzed tasks and time-and-motion in conjunction with *piece-rate pay scheme in order to improve productivity* of employees (Vecchio, 1988:13). The limitations of the machine approach led to the emergence of the human relations approach in late 1927 up to 1944. During this period, managers emphasized on the importance of motivation and social interactions in enhancing workers' productivity. In 1960s, there was a turn by managers to contingency approach with the same aim of making the most of their employees.

The swings in theoretical positions over the years, the debate on monetary and non-monetary incentives and the move by managers to discover the *one-best-way* of enhancing workers performance makes the contingency approach and this study most relevant in contemporary times. According to Agba and Ushie (2010), most managers in Nigeria overemphasized the importance of monetary incentives as the major driver of workers performance, ignoring other motivational variables, and this seems to be adversely affecting the output of employees in work organizations. It is therefore imperative for managers to identify factors that enhance workers performance in specific organizations. It is even more important to investigate and present a scale of preference on factors that motivate workers most into maximum performance in the 21st century. Thus, the objective of this study would investigate factors that affect workers in private and public establishments in Nigeria. The degree of influence of identified motivational factors would form part of our concern in this study. We would examine whether remuneration or wages motivate worker more into high performance than other conditions of service.

Study Area

This study is carried out in four geo-political zones in Nigeria. These zones include South-West, South-South, North Central and North-West. The zones are created for administrative convenience. South-South and South-West geo-political zones are located in southern part of Nigeria. South-South zone comprise of Cross River State, Akwa Ibom, Delta, Edo, Rivers and Bayelsa State. These states occupied 83,303 square kilometers, and has a population of 21,014,655 (Agba et al, 2010; National Population Census, 2006). South-West zone on the other hand comprise of Ekiti, Lagos, Ogun, Ondo, Osun, Oyo, and Kwara State. The zone is border in the North by Niger State, in the West by Republic of Benin, in the South by the Atlantic Ocean, and in the East by Edo and Delta States. South-West zone is one of the commercial nerves of Nigeria.

North Central zone is made up of five states including the Federal Capital Territory (FCT), Abuja. The states that makes up the North Central zone are Benue, Kogi, Nasarawa, Niger and Plateau State. The zone is often referred to as the middle belt of Nigeria and the food basket of the nation. It is border in the West by Kwara State, in the North by Kebbi, Zamfara, Kaduna and Bauchi State while in the East by Taraba State and in the South by states of Ebonyi, Enugu, and Ekiti. North-West geo-political zone on the other hand is made up of – Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto and Zamfara State.

The four zones selected for this study are home to a great number of public and private organizations from where workers for this study were purposively selected. Despite the omnipresence of large institutions in the four zones, managers still face the challenge of motivating workers for maximum job performance. This therefore calls for empirical research to identify factors that motivate workers to ultimate performance.

Literature Review

What is Employee's Performance?

Employee performance refers to task accomplished by individual employee (Nelson & Quick, 2000). It is how well a worker accomplishes a given task in an organization (Obadan & Uga, 2000; Hose, 2011) as measure against honest, quality, transparent, fair and adequate standards of satisfaction. It is the total effect of workers output as defined by traits, training, staff development, role perception, abilities and other conditions of service (Porter & Lawler. 1968; Kirkpatrick, 2006).

According to Campbell (1990) and Campbell et al (1993), employee performance can best be describe *as individual level variable*. Meaning, worker performance is something an individual employee does. This suggests that job performance is a behavioural variable best explained within the ambit of the individual worker. It implies that employee's performance is different from, though related to organizational and national performance. Employee performance according to Campbell (1990) differs from outcome, because outcome is the net product of workers performance, which is condition by many factors. He provided a more behavioural dimension to the definition of employee performance. He argued that employee performance revolves around the individual worker and influenced by few factors.

The variations in performance standards in different organizations makes the definition of employees' performance a multi-dimensional construct consisting of more than a sing behavioural variable. Consequently, Campbell (1990) proposed an eight-factor model that explicitly defines employee's performance from different analytical standpoint. To this regard, employee performance could be specific or non-specific task accomplished by a worker. It could be employee's effort in an extra-ordinary circumstance. It includes personal discipline of an employee or an employee's good standing with the ethics or laws of the organization. It is employee's degree of help to colleagues in a highly dependent job. It includes employee's ability to carry out the task of supervising and leadership by melting out adequate and accurate rewards and punishments. It involves how well an employee is able to accomplish or follow

organizational goal and respond effectively to external and internal environmental factors without derailing from his/her task.

Ways to Improve Workers Performance in Formal Organizations

Improving employee performance is a function of many activities and not just a single art. It includes the manipulation of work environment to enable employees achieve set goals. The work environment must be conditioned to reduce hazards and promote productivity rate of employees. It is imperative for managers to establish work environment that promotes employee interaction, health, tasks performance and the overall attainment of organizational goals. This is because the work environment is a critical factor in employee motivation and safety in every organizational setting (Chapins, 1995; Shikdar, 2002). The work environment must not only be conducive but dynamic following the trend of technological change in the larger society. Managers could also manipulate workplace to stimulate employee's job satisfaction and promote their welfare and performance. The manager need to be skilled enough to manipulate workplace environment for effective job performance of workers (Mike, 2010; Ajala, 2012).

Selecting or recruiting the right persons, to carry out a given task is another critical factor in enhancing employees' performance. An employee whether at entry or promotional level must be match with a given job to enhance his/her performance. The potentials of the personnel must be identified to ensure a perfect match that would boost job performance. Identifying the potentials of employee involves analyzing his/her backgrounds with special emphasis on education and work experiences. The performance of an employee in previous task is a vital tool for job matching in formal organizations. Supervisors should be able to account for employee's performance in previous jobs and determine whether a worker is fit for another higher job level (Nelson & Quick, 2000; Kirkpatrick, 2006).

Again, management must make the employee's job very important; because, workers who feel their jobs are very vital to the survival of the organization are apt to better performance. Thus, managers have to develop strategies for expanding the scope of employee's job to make it more important. The tasks of employees must also be explicit to avoid frustration, failure, and wrong direction and redirection of energy (Locke & Latham, 1990).

Employee training is vital in improving job performance in formal establishments. Some level of training is required for workers as they progress in their career or tasks. This is because, training enables employees to acquire new skills, knowledge and attitude that stimulates and accelerates them into higher job performance. Training builds in the employee positive attitude towards organizational goals. To achieve the full objective of employee training, the exercise must be timing and adequate, as well as adopt the right training techniques and procedures.

Kilburg (1996) and Peel (2005) posit that coaching and mentoring is quintessential in maximizing employees' potentials and enhancing their job performance. Coaching and mentoring enables, the workers to identify their hidden potentials as well as build in employees' positive attitude towards organizational goals. Similarly, Nelson and Quick (2000)

observe that coaching, counseling and mentoring enables workers to reach the peak of their tasks performance in industrial organizations. This suggests that coaching, mentoring and counseling increases employee's productivity, strengthens organizational culture, and could be an instrument for human capital development. Bach and Supovitz (2003) argue that coaching gives room for the employee self-development and actualization in workplace. Coaching, counseling and mentoring are most productive and sustainable management strategy for stimulating and maintaining workers performance and their long-term service in industrial organizations.

Kirkpatrick (2006) posit that employee performance can be improved by building and maintaining rapport in workplace. Rapport here means establishing good working relationship that promote mutual trust and respect between management and employees in the work place. It entails meeting employee's needs and wants in according to legally acceptable standards. Managers can create rapport in workplace by identifying and paying key interest to personal or family problems that are dear to his workers. The manager can also build rapport by giving credit and praising to good works or tasks accomplished by workers. Rapports is therefore a critical motivational factor and a major player in improving the job performance of workers in all types of organizations.

Good performance appraisal could also help in enhancing the effectiveness of workers in workplace. This is because, appraisals points to workers growth needs and future performance in the organization. It enables managers to match employees with tasks thereby reducing stress, frustration and time wasting among employees (Cummings & Schwab, 1973). Performance appraisal enables workers to get feedbacks on how well they are accomplishing assigned tasks and what skills are needed to boost their effectiveness. It is always for effective administration of reward system that are honest and effective in stimulating and sustaining employees' performance (Ivancerich, Szilagyr & Wallace, 1977). Thus, any employee appraisal that is geared towards enhancing workers performance in every workplace must be flexible, equitable, reliable and responsive. It should be open to modification based on organizational change and the dynamics of society or the external environment.

Reward system is one of the oldest means of improving workers performance across the world. It is a vital requirement for getting maximum performance from employees. A good reward system is not based on favouritism or year of service but on established rules that praised and effectively remunerate workers who have done exceedingly well in their various or collective tasks. Rewards that stimulate workers into higher performance could be in form of money, such as – merit salary, prizes, bonuses, profit sharing and wage incentives (Pfeffer, 1998). It could also be non-monetary incentives such as better working conditions, delegation of authority, status symbols and praise.

Motivation Theories and their Implications on Employees Job Performance

Attempt is made here to identify and explain factors that stimulate workers into maximum job performance based on postulates from existing motivation theories. The theories to be considered include – the scientific management theory of F. W. Taylor, Theory X and Y by Douglas McGregor, Maslow's Need Hierarchy theory, Herzberg's two-factor theory and

Expectancy theory. Most of these theories are formulated based on the principle of *hedonism*, which supposed that workers seek pleasure and would do anything to avoid displeasure. However, some of the theories attempted to explain workers behaviour by investigating variables that influences employees' interactions with his social and physical environment.

Attempts by some motivational theories to explain workers behaviour based on situational and personal traits, marked the shift from *hedonism* or philosophical principles to psychological principles. However, in most recent times, there is blend of both principles. This blend of (hedonism and psychological principles) shows that workers are motivated by the individual and job factors. The individual aspects include human needs, goals, drives and aspirations, while the job aspects include the work itself, and the rewards accruing to an individual for accomplishing a task (Campbell et al, 1970; Steers & Porter, 1975).

The works of Taylor assumed that the worker is lazy and as such, the worker needs constant supervision to perform his or her tasks. Taylor posit that, employees are motivated into high performance by money (Taylor, 1911; Locke & Latham, 1990). However, McGregor posit in Theory Y that workers are *self-starter* who seeks responsibility without compulsion and who can be motivated by factors or variables other than money. He argue that achievement, delegation of authority, responsibility/job enrichment, training, challenges and conducive working environment could motivate workers into higher job performance. McGregor acknowledge in Theory X that, there are managers who assume that human beings inherently dislike work and as such must be compel, control, directed, punished or rewarded to perform a task (McGregor, 1960).

According to Maslow (1954), workers needs are the primary mechanism for high-level performance. Maslow's Need hierarchy stipulate that if an employee's need is active, it serves as a motivator and once such need is satisfied, it cease to stimulate the worker into high-level performance. This suggest that workers needs are the driving force towards maximum job performance; workers act or behave in a manner to satisfy their needs which are hierarchically arrange from physiological, safety, social, ego to self-actualization.

Herzberg's two-factor theory or hygiene theory revolves around the principles of *satisfiers* and *dissatisfiers*. Herzberg posit that certain factors in the workplace stimulate workers into maximum performance while others do not. He argue that a set of intrinsic job conditions exist in every organization that help to build levels of motivation in workers; and they orchestrate employees into maximum performance. These factors according to Herzberg are called *satisfiers*. They include achievement, responsibility, advancement, work itself, recognition, personal growth, and development (Herzberg et al, 1959).

According to Herzberg, another set of factors called *dissatisfiers* or *hygiene factors*, are extrinsic job conditions when not present results to dissatisfaction among employees; and if present does not necessary motivate workers in good job performance. These factors include – fringe benefits, status, company policies, working conditions, and salary, job security, and technical supervision, interpersonal relations among peers and supervisors. These factors are

not universal, they vary from one organization to another and this makes the task of categorizing motivational factors a little more complex and challenging.

Expectancy theory in another hand revolves around the principle of choice. The theory posit that workers place certain values on rewards accruing too work. That is employees consciously estimate the value of their performance in terms of rewards. The worker's perception of expected result or rewards because of a particular behaviour or output serves as a motivator. The worker also make choice of the most efficient strategy for accomplishing a task in industrial organization. The employee evaluate various strategies or behavioural patterns before making any choice on the one to adopt. According to Vroom (1964) workers belief that certain behavioural patterns would lead to a particular outcome. Meaning the likelihood of a particular reward after job performance is inevitable.

It should be noted, that all the theories mentioned here are not without limitations. However, each of the theory gives us an insight into what inform high job performance among employees. Motivational factors identifies in these theories are very relevant to this study; because intrinsic and extrinsic factors that motivate employees into maximum performance in all types of organizations are adumbrated in these theories.

Job Satisfaction and Employees' Performance

In all types of organizations, employees' emotional reactions to work experiences is increasingly evidence and inevitable. Some employees show job satisfaction while many more do not. Job satisfaction here entails positive state of an employee resulting from the appraisal of work experience or task performed. It includes employees thinking action and feeling towards work or a given task. The level of satisfaction an employee has is dependent upon five major factors: the work itself, supervision, coworkers, promotion and pay (Smith, Kendall & Hulin, 1969).

Plethora of studies shows that, there is a strong link between job satisfaction and employee's productivity. It is also widely explored that good performance causes job satisfaction among workers. To many more, job satisfaction is one of the several causes of maximum performance. It is however possible to see an employee who performs well and yet not satisfied with his/her job. Although there exist link between job satisfaction and employees performance, the causal direction is yet to be fully established. This is because, the very factors that influences job satisfaction accounts largely for job performance.

According to Nelson and Quick (2000:118), *the lack of a clear relationship between satisfaction and performance is the intervening role of rewards*. It implies that employees who receive good remuneration are more satisfied. In the same vein, workers who receive pay that is commensurate to their performance tend to perform better in their daily jobs or net tasks. Thus, rewards in terms of wages, benefits or salary etc, influences both job satisfaction and job performance. Similarly, Johnson (2013) observe that wages, job itself, career growth, advancement, and management style influence both job satisfaction and performance in all types of formal organizations irrespective of size and structure.

Measuring Employee Performance

Employee performance affects the overall return to investment in any organization. One of the oldest ways of measuring employees' performance is to assess the net impact of workers tasks accomplished on organizational output or effectiveness. Productivity assessment of each unit/department in any organization enables management to identify and address factors that obstructs employees' effectiveness or commitment. Consistent measure of productivity level of each unit against set goals across the organization provides a platform for assessing workers performance.

Performance appraisal is a mechanism for evaluating employee's performance. Accurate performance appraisal enable workers to advance in their chosen careers. It enables the employee to identify their strength and potentials opportunities for job advancement. In recent times, modern electronic technology are used to measure workers performance. For instance, sensitive cameras and other electronic recording devices are used to measure performance of computer technicians, telephone operators, cashiers in banks and vehicle operators. These evaluation process are often done without the awareness of the workers; it is therefore a sort of spy on employees' performance. The use of electronic device to measure workers performance may vary from one country to another base on legislative provisions. In some countries, such devices are seen as entrenching into employee's freedom and privacy; and this could significantly affect their performance. According to Mubex (2010), Evans and Johnson (2000), an office that allows workers a greater amount of privacy, enables employees to work in peace and more focused on their daily tasks. They also become more creative, less stressed and are likely to be less demotivated.

Nelson and Quick (2000) observe that, goal setting either at individual or organizational levels and *management by objective* (MBO) are the most vital methods of measuring employee's performance. These methods do not necessary depend on modern technology. Goal-setting appraisal method allows for observation and verification of results. Goal set becomes the yardstick upon which other subsequent performance are measured. However, in some organizations, multiple performance appraisal method is used to ensure accuracy and valid results. Under multiple appraisal method, the supervisor/superior, employees, peers and clients are engaged in assessing or evaluating workers.

Methodology

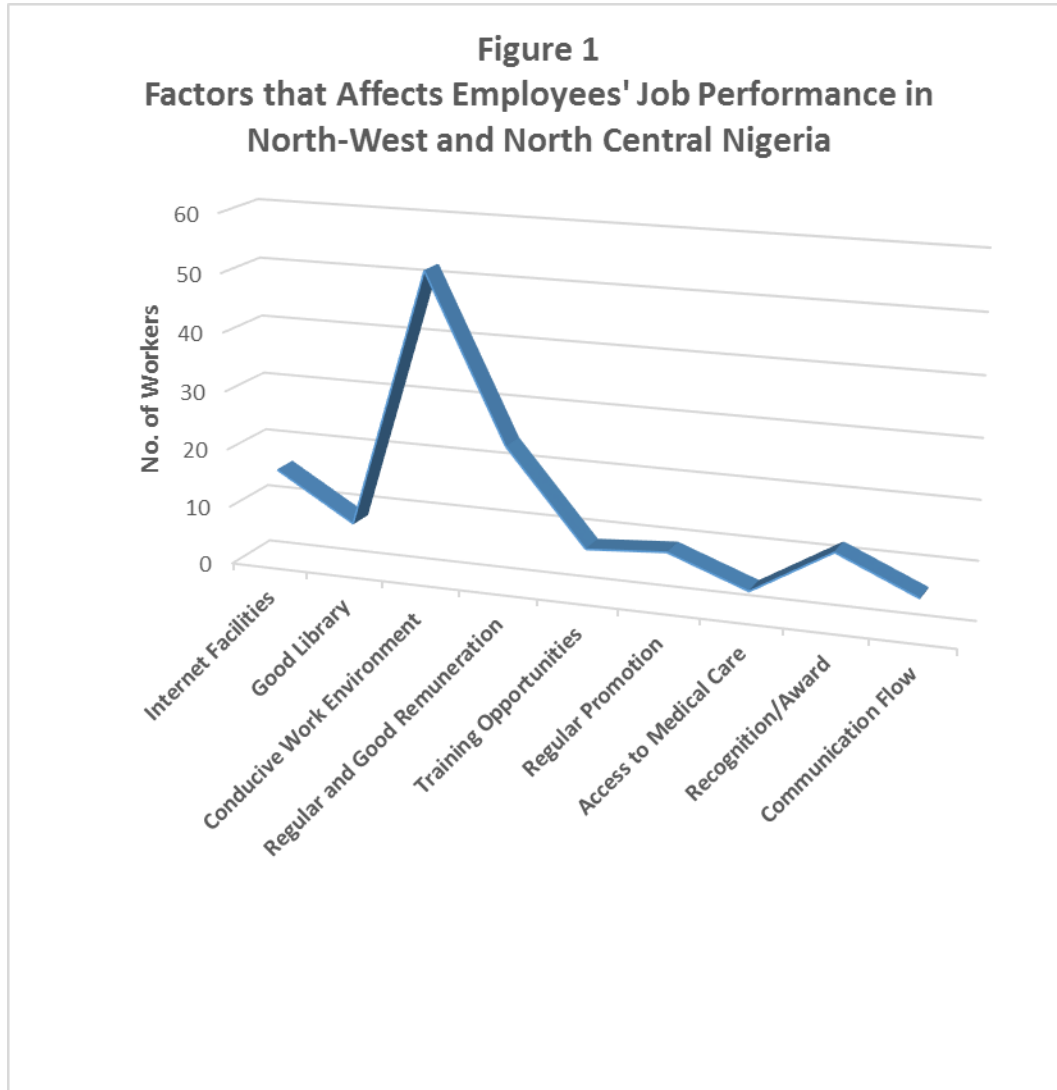
The study used survey design. The design was adopted because it uncovers data, and point out interrelationship among variables (Cohen & Manion, 1986). It allows for proper drawing of inference (Hart, 1969; Agba, Nkpoyen and Ushie, 2010). It was opted for, because, it allows for the use of questionnaire (Babbie, 1986). It is economical because it allows for the use of representative sample and questionnaire (Denga & Ali, 1998). It also allows for the objective description of existing phenomenon (Agba, Ikoh & Ashibi, 2010).

In selecting participants in this study, a proportional sample size was taken from each of the purposively selected organization in the study area. Specifically, a sample of 300 respondents were selected from four establishments in the study area. It consists of 124 respondents from South-South Geo-political Zone, 37 from South-West, and 139 from North Central and North West zones of Nigeria.

The study elicited data from respondents using well structure open and close ended questionnaire. The questionnaire consists of thirty-two questions aimed at addressing the study objectives. Elicited data were coded for various response and presented in tabular form, and then translated into graphs, pie-chart and bar-chart for ease of reference.

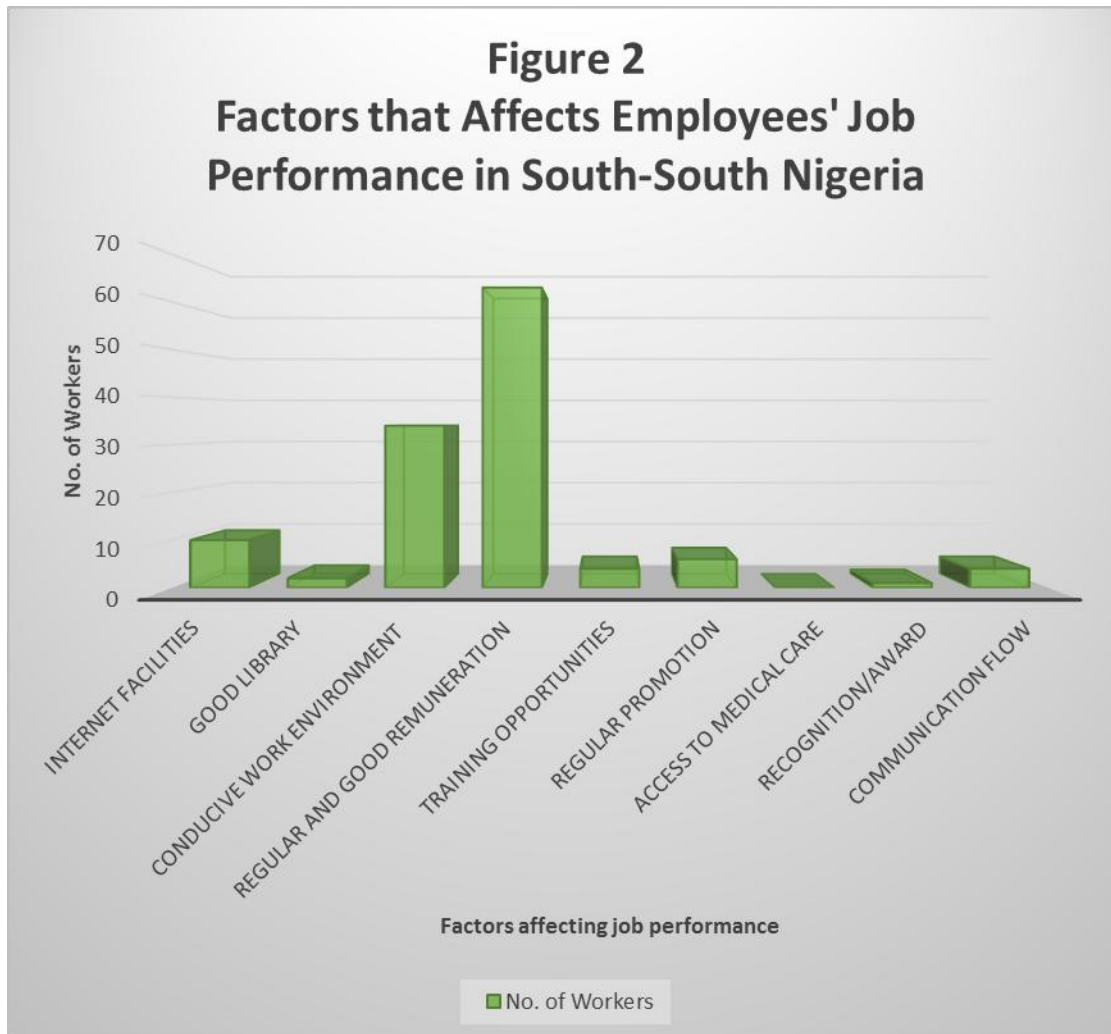
Findings

As depicted in Figure 1, employees ranked highest conducive work environment as the major motivating factor that affect job performance in North Central and North-West Nigeria. It shows that out of 139 respondents, 52 ascribed that conducive work environment affect their job performance most. This is because, conducive work environment reduces health hazard, work stress and enhance workers commitment to duty. Another major factor that affected employees' job performance in North Central and North-West Nigeria is regular and good remuneration. This factor (regular and good remuneration) ranked second to conducive work environment. This is because workers have their basic or psychological needs to meet both at home and at workplace. Any delay or irregular payment of salary could result to gross drop in workers commitment and this could negatively affect their performance at workplace.



Source: Fieldwork, 2013

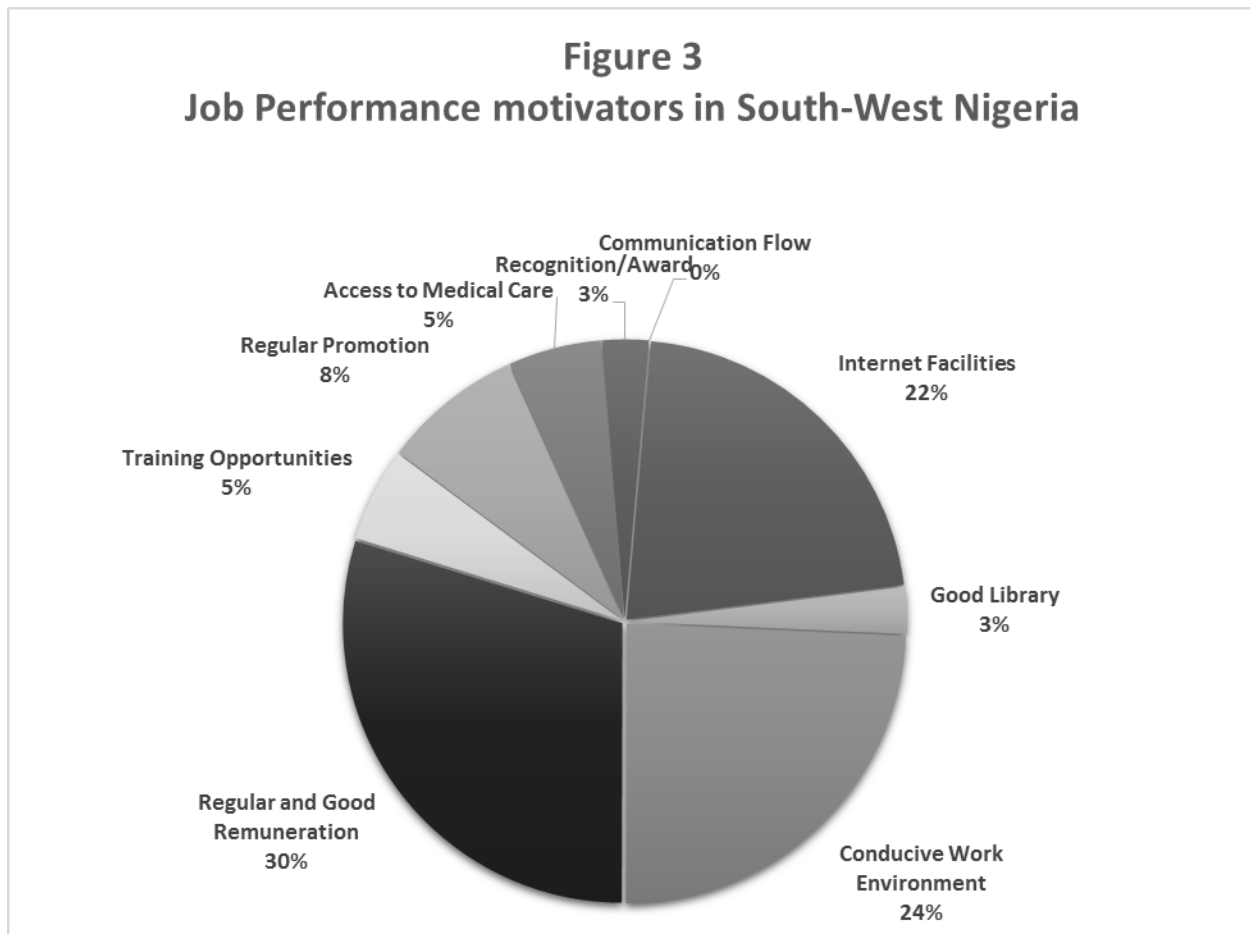
Figure 1 further reveals that factors such as the availability of internet facilities and recognition/awards ranked respectively next to good remuneration. This suggests that workers in North Central and North-West Nigeria who are provided with internet facilities and recognized or given award for a task accomplished would be motivated into higher job performance. Other factors that affect employee’s job performance in North Central Nigeria include availability of good library and training opportunities. Surprisingly however, factors such as access to medical care and communication flow, least affected employees’ job performance in North Central and North West Nigeria.



Source: Fieldwork, 2013

In South-South Nigeria, there was a slide difference in the factors that affected workers job performance. On like North Central and North West, employees ranked regular and good remuneration as factors that motivate them most into maximum performance (see Figure 2); this is against conducive work environment in North Central and North-West Nigeria. Figure 2 further reveal that conducive work environment significantly affect workers performance in South-South Nigeria; and is next to regular and good remuneration. Availability of internet facilities and regular promotion is ranked respectively next to conducive work environment. This suggests that when workers are properly remunerated, given conducive work environment and provided with internet facilities, their output in terms of job performance would increase remarkably.

Figure 2 also reveals that, the least motivating factors to maximizing job performance among workers in South-South Nigeria include access to medical care, recognition/awards, library facilities and communication flow. This implies that an employer who spend much time and energy providing these motivators in South-South Nigeria would experience poor workers performance and low organizational output. It suggests that management should identify and provide motivational variables or items that most affect employees' performance.



Source: Fieldwork, 2013

Factors that affects employees' performance in South-West Nigeria were ranked in the following order – regular and good remuneration (30%), conducive work environment (24%) and internet facilities (22%). Others are regular promotion (8%), training opportunities (5%) and access to medical care (5%). The least motivating factors are good library (3%) and recognition (3%) (See Figure 3). This suggests that regular and good remunerations and conducive work environment are the major motivating factors in South-West Nigeria.

Discussion of Findings

The study shows that a number of factors significantly affects employees' job performance in Nigeria. These factors include; conducive work environment, regular and good remuneration, availability of internet facilities, training opportunities, regular promotion, access to good

library, recognition/award and communication flow. However, conducive work environment, and regular and good remuneration ranked most in the four geo-political zones. Others next to these highly ranked motivating factors are – internet facilities, regular promotion, and recognition/award and training opportunities. Communication flow and access to medical care, ranked least among factors that affect workers’ job performance in the four geo-political zones selected for this study.

The implication of these findings is that, enhancing employees’ job performance is a function of many activities. According to Porter and Lawler (1968) and Kirkpatrick (2006), there is no one best way of improving workers performance in any organization. It is task that involves the manipulation of work environment and creating conducive atmosphere that enables workers to achieve set goals. Chapins (1995) and Shikdar (2002) posit that, the workplace must be conducive enough to reduce all forms of health hazards that obstruct goal attainment of workers. This suggests that the work environment should promote employee’s interaction, health, and task accomplishment. Similarly, Mike (2010) and Ajala (2012) argue that a conducive work environment is critical factor in employees’ job performance in all types of organizations. Thus, managers who intend to enhance the productivity level of his/her workers must provide a work environment that is conducive enough to cater for the effective accomplishment of task assigned to employees.

Regular and good remuneration also ranked most in all the zones studied. It reveals that those who are properly remunerated are more likely to perform better than those who are poorly paid. This findings corroborate with the ideas of Taylor (1911), Pfeffer (1998), Nelson and Quick (2000), and Kirkpatrick (2006). They observed that wages or rewards are major determinant of employees’ performance. It is one of the oldest means of getting maximum performance from workers in all human organization. This is because; wages enables workers to satisfy their physiological need. These set of needs could be met through regular and good remuneration. It implies that managers in Nigeria who are pulse to improve their employees’ performance must adequately address the issue of remuneration. The reward system should importantly look into prime areas such as merit salary, prizes, profit sharing, wage incentives and bonuses.

However, Herzberg et al (1959) has argue that, salary, fringe benefits, working condition, status and company policies are extrinsic job conditions that when not present result to dissatisfaction among workers; and if present, does not necessary stimulate employees into maximum job performance. Maslow (1954) posit that, money may not always be man’s motivating factor, because money enables the worker to fulfill his/her physiological needs, and once such needs/wants are met, money ceases to be a prime motivating factor. It implies that good and regular salary in the absence of other motivational variables would not lead to significant improvement in workers performance in any formal organization.

More so, the study reveals that training opportunities and regular promotion affect workers performance. Kilburg (1996) and Peel (2005) observe that training builds in workers positive attitude towards organizational goals and could be a strong enhancer of employees’ job performance. Employee training can be in the form of coaching, mentoring and counseling.

These key elements of training are quintessential to employees' maximum performance in any organization. Training increases employees' productivity and strengthens organizational culture. According to Bach and Supovitz (2003), training allows for employee's self-development and actualization and could be a vital instrument for human capital development across the world. Again, it reveals that, regular promotion motivates workers into high performance. This is true because, promotion could lead to high wages, and if high wages motivate workers, then, regular promotion could significantly improve employees' performance in any work organization.

The study also reveals that, availability of internet facilities and good library at workplace boost employees' job performance. These facilities form part of work environment and are vital in creating conducive workplace for workers. Again, internet and library could enable workers to expand their knowledge and develop new skills of accomplishing tasks with ease at workplace. This is because, the net and library provides a world of knowledge where any serious worker can tap from to enhance his/her capacity in the workplace. It is therefore not surprising that workers in Nigeria acknowledged the fact that internet facilities and good library enable their capacity to performance better at workplace.

The study accounts for the effect of recognition/award on employees' job performance. It reveals that recognition affects employees' performance. Although, the effect was significantly low across the four geo-political zones, yet it is a pointer that management in all organizations should not ignore its relevance as a motivating factor. According to Herzberg et al (1959), achievement and recognition are great *satisfiers* and a significant major tool for the enhancement of employee's performance. Thus, the fact that recognition was not ranked as a major motivating factor today by Nigerian workers, does not make it less important. The dynamics of formal organizations and society could make recognition/award a major motivating factor tomorrow.

Access to medical care and communication flow at workplace ranked the least as motivating factors in Nigeria. This could be that workers are less concern with the medicare and communication flow once they are properly remunerated and given conducive work environment. It could be that, the internet facilities and library provided at workplace gives workers access to a lot of information, which enables them to strive better without necessarily depending on any formal communication channel within the organization. However, managers should not ignore the importance of vertical and horizontal communication flow in promoting organizational effectiveness including workers performance.

Conclusion and Recommendations

This study examines factors that affect workers performance in Nigeria. To achieve this objective, the study purposively selected workers from four geo-political zones in Nigeria including – South-South, South West, North Central and North West geo-political zones. Three hundred (300) workers were sample using proportional sampling techniques from four organizations; one from each of the geo-political zone. Questionnaire was used to elicit information from respondents. Elicited data shows that a number of factors significantly affected workers job performance in Nigeria. Top on the list was regular and good

remuneration, followed by conducive work environment. Other factors in relation to their degree of influence on workers job performance are – availability of internet facilities, good library, recognition/award, regular promotion, training opportunities, access to medical care and communication flow. These findings corroborate with existing literatures and theories on employees motivation and job performance in Africa and elsewhere in the world. Based on these findings, we proposed the following recommendation: that managers in Nigeria should properly remunerate their workers to stimulate them into maximum job performance; that managers' should also provide conducive work environment for employees. We posit that management should not ignore or undermined other motivational factors such as – provision of internet facilities, training, promotion, medical care, and good library because each possess at least a level of motivational ingredient.

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