



RESEARCH ARTICLE

EFFECT OF FINANCIAL MOTIVATION AS A TOOL FOR INCREASING EMPLOYEE EFFICIENCY: A STUDY OF LARFAGE CEMENT COMPANY EWEKORO

Tochukwu Chinwuba Nwankwo^a, Ese Eigbadon Oshioste^{b,*}, Chinwe Chinazo Okoye^c, Samuel Tobenna C. Udokwu^d

^aNational Open University of Nigeria, Abuja

^bUCS Ltd, Abuja

^cAccess Bank Plc, Nigeria,

^dIndependent Researcher, Lagos State, Nigeria

*Corresponding Author E-mail: ese.eigbadon@gmail.com

This is an open access journal distributed under the Creative Commons Attribution License CC BY 4.0, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited

ARTICLE DETAILS

Article History:

Received 13 April 2023

Revised 23 May 2023

Accepted 30 June 2023

Available Online 04 July 2023

ABSTRACT

This research provides an in-depth examination of the impact of financial motivation on enhancing employee efficiency, utilizing the Larfage Cement Company in Ewekoro, Ogun State, Nigeria, as a case study. The findings strongly suggest a robust relationship between financial motivation and employee efficiency, underscoring the substantial correlation between employee motivation and broader organizational performance metrics. Moreover, the study scrutinizes the multifaceted challenges stifling the effectiveness of employee motivation strategies within organizations. It brings attention to the constant dynamism of the labor market and the crucial need for implementing comprehensive motivational systems that align seamlessly with overarching organizational objectives. The research notably underscores the need for industry leaders to strategically prioritize the integration of motivational techniques that contribute positively to the work environment and enhance productivity. It places significant emphasis on the instrumental role of equitable remuneration policies, promotions based on merit, robust staff training and development programs, and fostering supportive employee-management relationships. By doing so, the research affirms the centrality of these elements in shaping employee motivation, and, consequently, organizational performance. Overall, the study presents a compelling argument for the necessity of a strategic, well-structured approach to employee motivation to optimize efficiency and productivity within the manufacturing industry.

KEYWORDS

Employee Efficiency, Financial Motivation, Organizational Performance, Labor Market Dynamics, Motivational Systems, Remuneration Policies, Training and Development, Employee-Management Relationships, Manufacturing Industry, Nigeria

1. BACKGROUND OF THE STUDY

The strategic significance of human resources in determining an organization's growth trajectory and competitive positioning has been extensively recognized in contemporary business literature. It is an established fact that a well-motivated and adequately equipped workforce has the potential to augment an organization's performance, fostering a competitive edge in the industry (Maduka & Okafor, 2014). This perspective is especially true in industries such as retail, where the reliance on human capital is profound. The ability to motivate employees effectively, in this context, becomes a paramount asset in realizing organizational objectives, enhancing customer satisfaction, and sustaining customer loyalty (Machova et al., 2021).

Unpacking the complex construct of motivation, it is often conceptualized as an intricate process initiated by an internal need or a perceived void within an individual. This perceived emptiness prompts a chain of actions and reactions aimed at satisfying this void, driving the individual to act in manners that address their needs. This dynamic process underlines the organization's responsibility and challenge to create and maintain an environment conducive to efficient work performance from its employees, thereby realizing organizational objectives (Maduka, & Okafor, 2014).

The exploration into the intricacies of employee motivation, particularly within the retail sector, has unveiled a gamut of factors that can influence an employee's performance, job satisfaction, and engagement levels. A pivotal study by Machova et al. (2021) underscored the significance of financial incentives, including salary increments and bonuses, as a compelling tool to motivate employees. Yet, the study revealed a range of challenges that employees grapple with, including dissatisfaction with communication processes within the workplace, leadership styles, limited decision-making autonomy, and a felt absence of a sense of belonging. A striking finding from the study was the varying influence of these factors across different generations. Particularly, employees belonging to Generation Z manifested lower levels of job security satisfaction compared to their older counterparts (Machova et al., 2021).

While these insights offer a nuanced understanding of the complexities inherent in employee motivation, they also underscore the need for further exploration of the phenomenon. This is particularly true for emerging economies, where the comprehension of the relationship between employee loyalty, engagement, and the business cycle is still at a nascent stage. Additionally, the role of various moderating factors influencing the relationship between incentives, employee health, and job performance warrants more comprehensive investigation (Liu & Liu, 2022).

Quick Response Code



Access this article online

Website:
www.csmj.com.my

DOI:
10.26480/csmj.02.2023.75.85

To address these research gaps, Liu and Liu (2022) embarked on a groundbreaking study examining the responses of healthcare institutions and physicians to business cycles. Their inquiry revolved around understanding the impact of incentives on job performance and employee health across public and private sector hospitals in Eastern China. Their study unveiled the critical role played by transformational leadership and financial incentives in shaping both job performance and population health outcomes. They found that transformational leadership had a more significant impact compared to financial incentives in the context of emerging economies.

Despite the universal managerial aim of cultivating a motivated workforce, organizations encounter significant challenges in realizing this goal. One of the most urgent challenges is ensuring employee retention. While it is recognized that a motivated employee is goal-oriented and continually seeking ways to improve their work practices, organizations struggle to establish and maintain a stable and motivated workforce (Manzoor, 2012). This struggle is often attributed to employee dissatisfaction with the existing reward systems and the absence of a nurturing, positive relationship between the employees and the organization (Abbah, 2014).

In essence, fostering an efficiently motivated workforce is not a unilateral process. It requires the collaborative efforts of both management and employees. A comprehensive understanding of what truly motivates employees, beyond financial incentives, is crucial. This understanding can guide organizations in crafting effective motivational strategies that not only increase productivity but also enhance job satisfaction and facilitate long-term employee retention. In the ever-competitive business landscape, an understanding of these dynamics will undoubtedly provide organizations with a competitive advantage and contribute to sustainable growth.

1.2 Objectives of the Study

The primary objective of this study is to rigorously scrutinize the impact of financial motivation as a mechanism for amplifying employee efficiency. Specifically, the objectives of the study are as follows:

- i. To comprehensively analyze the influence of financial motivation on enhancing employee efficiency.
- ii. To investigate the intricate correlation between employee motivation and the overall organizational performance.
- iii. To dissect and evaluate the inherent obstacles and restrictions that hamper effective employee motivation within an organization.
- iv. To propose refined administrative systems, policies, and procedures that can guide organizations to adequately remunerate their workforce, subsequently leading to a decrease in employee turnover.

1.3 Research Questions

This study is steered by the subsequent research inquiries:

- i. How significantly does financial motivation influence employee efficiency?
- ii. Does a correlation exist between employee motivation and the performance of the organization?
- iii. What are the embedded challenges and limitations that obstruct the effectiveness of employee motivation within an organization?
- iv. Would employees consider transitioning to another job if presented with a more lucrative motivational package?

1.4 Research Hypotheses

The following hypotheses will be formulated and tested for the purpose of data analysis:

- i. H₀₁: There is no significant correlation between financial motivation and employee efficiency.
- ii. H₀₂: There is no significant correlation between employee motivation and the overall performance of the organization.

1.5 Significance of the Study

This study offers substantial benefits to various stakeholders, including individuals, students, organizations, and the management of Larfage

Cement Company. Upon completion, this research is expected to unveil strategies for the management of Larfage Cement Company to reevaluate their existing motivation package, with an aim to enhance employee performance and decrease labor turnover. Furthermore, this study is intended to deepen the understanding of current motivational schemes within other sectors. It will serve as a valuable reference material for students and present a challenge to other researchers to delve deeper into this area.

1.6 Scope of the Study

The study focuses primarily on Larfage Cement Company, located in Ewekoro, Ogun State. The scope is confined to the impact of employee motivation as a strategic tool for increasing employee efficiency. Additionally, the study aims to identify and appraise the ways motivational packages can improve employee efficiency, facilitating better performance and superior service delivery within an organization.

2. LITERATURE REVIEW

In corporations and businesses, it's important to acknowledge the role that managers play in ensuring that workers perform their tasks adequately. To achieve this, managers work in collaboration with their human resources department to hire the most qualified candidates who can perform their roles competently. To maximize employee productivity, it is crucial to motivate them effectively. However, it's essential to consider that quality performance doesn't solely depend on motivation; various factors can influence it, such as the caliber of tools that employees use in their roles.

Motivational drivers can differ among individuals; therefore, what stimulates one employee may not necessarily motivate another, even if they are in the same role. For instance, two employees in a shoe manufacturing company could exhibit high performance based on different motivators. One might perform well due to commission incentives on extra production, while the other might be motivated by the fringe benefits they receive. Given these considerations, it's evident that motivation is not a one-size-fits-all scenario. This inherent complexity of human behavior presents challenges for managers in devising efficient motivational strategies (Mullins, 2019).

Various models of motivation exist. Traditional models, such as F.W. Taylor's, argue that financial incentives primarily drive workers. Human relation and human resource models, pioneered by Mayo, Roethlisberger, and Maslow, suggest that social relationships between management and employees, job satisfaction, achievement, and meaningful work are critical for motivation (Mullins, 2019; Omodan et al., 2020).

Despite these models, the reality remains that employee motivation is a complex issue due to human dynamics. A myriad of studies have been undertaken to understand it, resulting in various theories that explain employee behavior and motivation. The theories described below are essential for this research.

2.1 Hierarchy of Needs Theory

Maslow's hierarchy of needs theory postulates that employees have a set of psychological needs that must be fulfilled at work, categorized in a hierarchy. Once a lower-level need is met, an employee is then motivated to satisfy the next level of need (Ramprasad, 2013).

The hierarchy is as follows:

- i. Physiological needs, which are basic life necessities.
- ii. Safety needs, referring to the desire for a secure, danger-free environment.
- iii. Social needs, the need for interpersonal relationships and group status.
- iv. Esteem needs, involving self-respect and respect for others.
- v. Self-actualization needs, the pursuit of self-fulfillment.

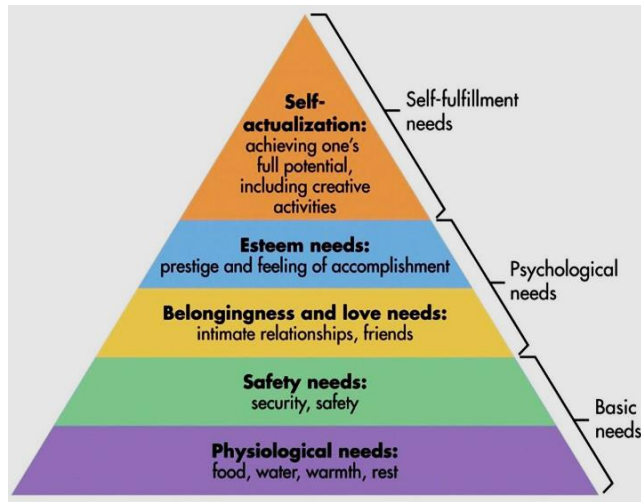


Figure 1: Depiction of Maslow's Hierarchy of needs (Adapted from 21st century 2015)

Organizations should provide diverse incentives to help employees satisfy these needs and progress up the hierarchy. Managers must recognize that employees have different motivational drivers and progress through the hierarchy at varying paces (Mullins, 2019).

2.1.1 Theory X and Theory Y

McGregor's Theory X and Theory Y suggest two contrasting perspectives on human work behavior. Theory X posits that employees are inherently averse to work and must be coerced to meet organizational objectives, leading to a dictatorial leadership style. In contrast, Theory Y asserts that employees find work as natural as rest or play and can exercise self-control and dedication to achieve organizational goals if the work is satisfying and rewarding (Ajila & Abiola, 2004).

2.1.2 Two Factor Theory

Herzberg's two-factor theory identifies two categories of factors at work: satisfiers and dissatisfiers. Herzberg posited that certain job aspects could motivate employees, while others could demotivate them. The theory argues that eliminating dissatisfaction doesn't necessarily create satisfaction and vice versa. Motivating factors include growth, job advancement, responsibility, recognition, and achievement. Hygiene factors that can cause dissatisfaction include company policy, working conditions, salary, job security, and relationships with supervisors (Herzberg, 2020).

2.1.3 The Carrot and Stick Approach

Bentham's carrot and stick approach is based on the idea that individuals are motivated by the desire to gain pleasure (rewards) and avoid pain (punishments). This model suggests that workers are motivated either by the prospect of reward or the threat of punishment. However, this approach can sometimes lead to defensive and retaliatory behavior (Aluko, 2019).

2.1.4 Reinforcement Theory

The reinforcement theory, developed by Skinner, posits that individuals' behavior is dictated by its consequences, following the 'Law of Effect.' Therefore, positive behavior is likely to be repeated, while behavior with negative consequences is unlikely to recur. The theory suggests that the external organizational environment should be designed positively and effectively to motivate employees. Managers can utilize this theory by implementing positive reinforcement, punishment, and extinction strategies to control employee behavior (Buchanan & Huczynski, 2019).

2.2 Empirical Review

2.2.1 Employee Productivity

Research highlights the two-way relationship between employee benefits and productivity, specifically noting the quality of the benefits implementation process in different countries. The empirical findings of this study, and a more in-depth study for Germany, are interpreted in the context of 'wage-efficiency', where productivity results from specific levels of compensation given certain labor market conditions such as the overall level of unemployment (Muluemebe, 2021; Mangale, 2017).

Investigations on the influence of training on employee performance found that training enhances individuals' abilities to perform better and optimally utilize their innate talents. The impact of training on personnel is vital in management and, when executed correctly, can lead to increased productivity (Mangale, 2017).

2.2.2 Direct Financial Compensation and Employee Productivity

Direct financial compensation is a regular reward or penalty named the incomes or wages paid periodically by a predetermined deadline. The understanding is that employees receive wages or salaries as monetary compensation in return for their labor (Mangale, 2017). One of the main reasons an individual works for a company is to earn financial gains in the form of salary or compensation, received to meet basic needs like food, clothing, and shelter. Each organization must determine a suitable compensation level to satisfy its employees' basic needs, ensuring the minimum wage provided meets their livelihood necessities (Mangale, 2017).

Different economists have varying views on wages. For example, the implicit contract model indicates that professionals' salaries within a company are determined by agreements between employers and unions. This suggests that in the presence of strong unions, wage rates cannot be easily altered, resulting in wage rigidity, and specifically, wages can be challenging to decrease during stagnation.

The insider-outsider model suggests that both product markets and labor markets are imperfect. In the labor market, where there is a union and a relatively limited number of tasks, the wage rate is set from collective contract agreements between unions and employers. Union members, called insiders, and those not in a union, referred to as outsiders, influence this. Compensation established with the contract is likely to be higher than in a perfectly competitive market.

Wage flexibility is a significant economic topic and is often discussed in literature related to company incentives. Numerous theoretical models offer explanations of how a company should design compensation plans to motivate employees to work for the company's benefit. The objective is to encourage employees to exert effort in their work to maximize corporate profits (Baker, Jensen & Murphy, 1988).

2.2.3 Strategies of Motivating Employee

According to Ubeku, (2017), understanding human behavior is essential, and to motivate people to put in their maximum efforts, various individual needs and human requirements must be met (Ubeku, 2017).

The Basic Needs

Wages/Salaries

While emphasis has been put on satisfying higher human needs for employee motivation, basic needs must be met first. Frederick Taylor proposed the theory of motivation through financial rewards, asserting that managers have wage incentives to motivate workers. This theory, later coined as Theory X by McGregor (1960), states that workers are inherently lazy and only motivated by financial rewards. However, in regions where education levels are low and skilled manpower is scarce, many workers aspire to satisfy lower-level needs, often economic (Ejiofor, 1984).

A study asserted that good wages and salaries are vital for employee productivity. For many workers, the most significant motivating factor is the pay packet, especially if there are no prospects for promotion or job improvement. Consistent pay improvements and good working relationships can lead to employees performing their duties well. Therefore, the use of money as a motivating factor should not be underestimated (Baker et al., 1988).

Promotion

Employees desire improvements in their workplaces. Promotion is not just about higher pay, but it also signifies recognition of an individual's performance, inspiring them to put in more effort. The motivational effect of promotion is high.

Job Enrichment

Recent research noted that job enrichment should be differentiated from job enlargement. Job enlargement simply increases the tasks performed, while job enrichment vertically expands the job by employing more of the

person's talents and providing more decision-making freedom. Job enrichment efforts have often resulted in increased productivity and improved employee attitudes (Blanchard, 1993).

Objective Setting and Appraisal

An effective appraisal system involves setting targets or objectives within the department's framework, which are agreed upon with the employee and guided towards their achievement throughout the year. This approach fosters fairness, mutual trust, and confidence, thus creating a conducive work environment for the employee.

3. METHODOLOGY

3.1 Research Design

This study was basically survey research and therefore required the use of survey method of investigation. Survey research design was adopted in the course of this study since it was relatively impossible to study all the elements that made up the list of all workers in Larfage Cement Company, Ewekoro Ogun State.

3.2 Population of the Study

The population of the study was limited to 230 workers in Larfage Cement Company, Ewekoro Ogun State. It is assumed that responses obtained from the registered respondents will be representative of opinions of all Workers in the company.

3.3 Sampling Size and Technique

A studies states that the use of sampling is very important in research because it enables the selection of a portion or section of the population to represent the entire population from which relevant information with the use of appropriate sampling techniques are obtained. To determine the sample size of the study, a scientific formula called Taro Yamane will be used (Ritchie et al., 2003; Chaokromthong & Sintao, 2021). Thus, the formula is shown below:

$$P = \frac{N}{1 + N(e)^2}$$

Where P = sample size

N = Target population of the study which is 230

e = margin of error and in this case, e = 5% (chosen for this study)

1 = constant

$$\text{Therefore; } P = \frac{N}{1 + N(e)^2}$$

$$P = \frac{230}{1 + 230(0.05)^2}$$

$$P = \frac{230}{1 + 230(0.0025)}$$

$$P = \frac{230}{1 + (0.575)}$$

$$P = \frac{230}{1.575}$$

P: Sample Size = 146

Based on above calculation, the sample size is 146. This implies that the study will be based on one hundred and forty-six (146) as sample size.

3.4 Method of Data Collection

The data for this study was gathered from a primary source using a questionnaire to obtain data. A total of 146 questionnaires were administered. The questionnaire was divided into two parts: personal demographic data and topic data. The demographic data related to the respondents, while the topical data dealt with the collection of information about the impact of financial motivation on employee efficiency. The questionnaires were structured on a five-point Likert scale, with options including Strongly Agreed (5), Agreed (4), Undecided (3), Disagreed (2), and Strongly Disagreed (1). This structure was employed to solicit meaningful information from the respondents in an organized manner.

3.5 Data Validity of the Instrument

According to Sartori & Pasini, (2007) "Validity refers to the degree to which a study actually measures what it purports to measure". To ensure validity of the instrument employed (questionnaire), the designed questionnaire was given to an expert in the field to determine their suitability. The instrument was subjected to thorough scrutiny, amendment was made and other necessary adjustment was also affected based on comments and recommendations of the expert before being administered (Sartori & Pasini, 2007).

3.6 Data Reliability of the Instrument

The Psychometric property of research instrument was analyzed using Cronbach's Alpha Test to ascertain the internal consistency of the research instrument.

3.7 Method of Data Analysis

The data obtained in this study were analyzed using frequency distribution, percentage method and statistical non-parametric test called Analysis of Variance (ANOVA). Frequency distribution and percentage were used to analyze the bio-data of the respondents as well as answering the research questions. The hypotheses were tested using One-Way ANOVA for opinion differences, using the Statistical Package for Social Sciences (SPSS) Version 23.0 software package.

4. DATA ANALYSIS

This section thoroughly examined and analyzed the data gathered on the sampled respondents on the impact of Small and Medium Scale enterprises development on youth empowerment in Ogun State. The data collected were critically examined and sorted in other to get relevant information about the study.

4.1 Demographic Data Analysis

Table 1: Rate of Response by Respondents			
Variable	Larfage Cement, Ewekoro Ogun State		
	Frequency	Percentage (%)	Cumulative (%)
Returned	144	98.63	98.63
Not Returned	2	1.37	100
Total Distributed	146	100	

Table 1 shows a total number of 146 questionnaires administered to the selected workers in Larfage Cement, Ogun State. 98.63 (144%) were returned and they were all filled by the respondents while 2 (1.37%) of the questionnaires were not returned.

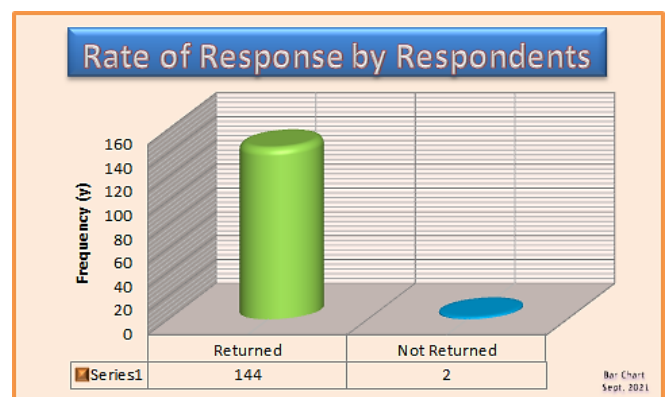


Figure 2: Rate of Response by Respondents

Table 2: Rate of Response based on Sex			
Questionnaire	Larfage Cement, Ewekoro Ogun State		
	Frequency	Percentage (%)	Cumulative (%)
Male	51	35.47	35.47
Female	93	64.58	100
Total	144	100	

Table 2 shows the distribution of respondents by sex. Out of 114 total respondents, 51 were males which represent 35.47% while 93 were females represent 64.58%.

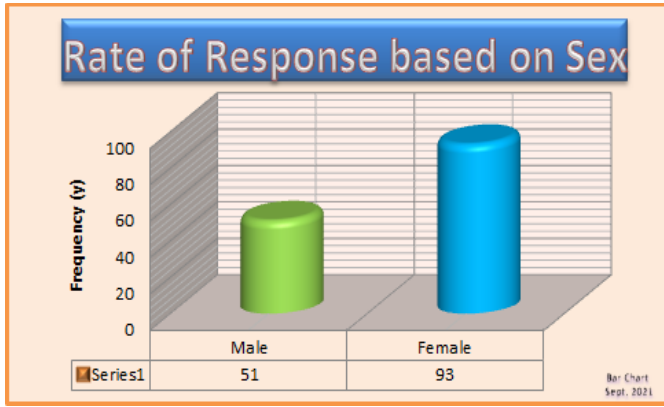


Figure 3: Rate of Response based on sex

Table 3: Rate of Response based on Age			
Questionnaire	Larfage Cement, Ewekoro Ogun State State		
	Frequency	Percentage (%)	Cumulative (%)
18-22 years	11	7.64	7.64
23-27 years	24	16.67	24.31
28-32 years	41	28.47	52.78
33-37 years	49	34.03	86.81
38-42 years	13	9.03	95.84
43 years & above	6	4.17	100
Total	144	100	

Table 3 shows the distribution of respondents by age range and 11 which represent 7.64% fall to the category of 18-22 years, 24 which represent 16.67% fall into the category of 23-27 years, 41 which represent 28.47% fall into the category of 28-32 years, 49 which represent 34.03% fall into the category of 33-37 years, 13 which represent 9.03% fall into the category of 38-42 years while 6 respondents which represents 4.17% falls within 43 years and above.

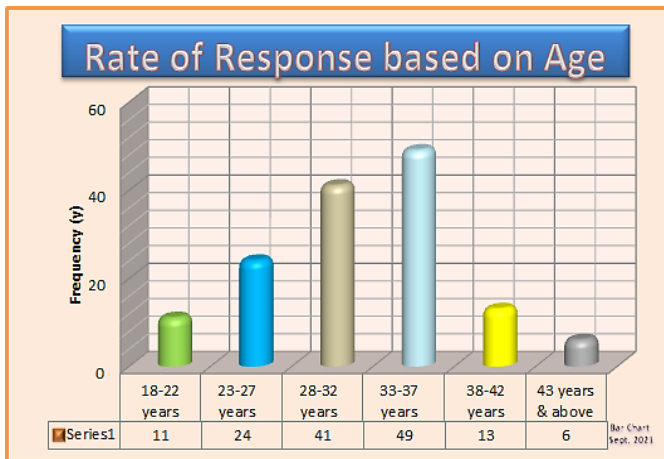


Figure 4: Rate of Response based on Age

Table 4: Rate of Response based on Marital Status			
Variable	Larfage Cement, Ewekoro Ogun State		
	Frequency	Percentage (%)	Cumulative (%)
Single	35	24.31	24.31
Married	109	75.69	100
Total	144	100	

Table 4 shows the distribution of respondents by Marital Status. Out of 114 respondents, 35 were single, represent 24.31% while 109 are married, represent 75.69% .

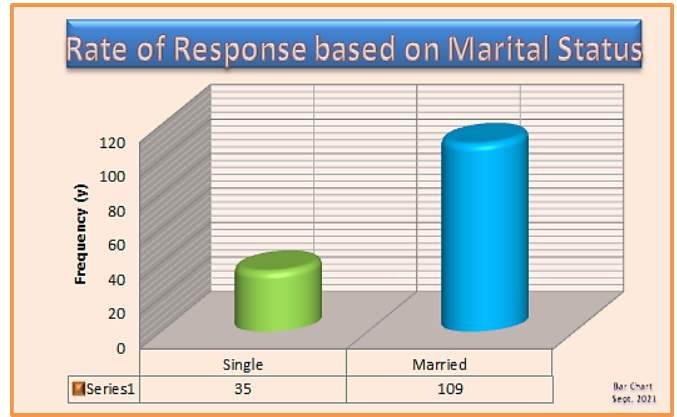


Figure 5: Rate of Response based on Marital Status

Table 5: Rate of Response based on Educational Level			
Variable	Larfage Cement, Ewekoro Ogun State		
	Frequency	Percentage (%)	Cumulative (%)
Primary	8	5.56	5.56
Secondary	19	13.19	18.75
OND/NCE	53	36.81	55.56
HND/BSC	48	33.33	88.89
MSC/MBA	10	6.94	95.83
Others	6	4.17	100
Total	144	100	

Table 5 shows the distribution of respondent by Educational Level. 8 respondents represent (5.56%) had Primary School leaving Certificate, 19 respondents represent (13.19%) has SSCE, 53 respondents represent (36.81%) has OND/NCE, 48 respondents represent (33.33%) has HND/B.Sc., 10 respondents represent (6.94%) has MSC/MBA, while 6 respondents represent (4.17%) were others.

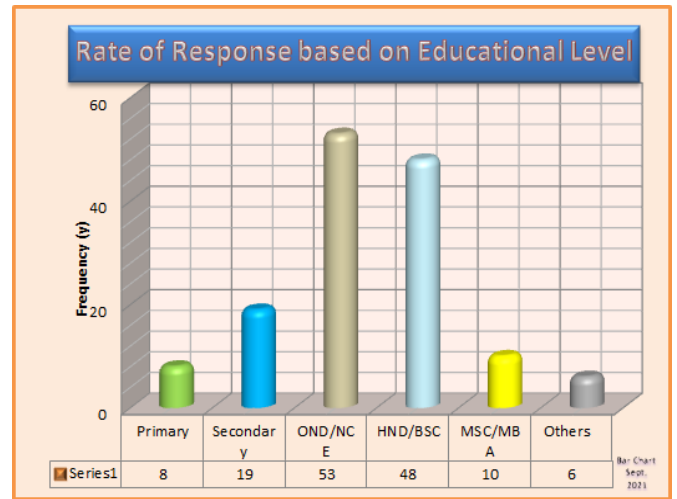


Figure 6: Rate of Response based on Educational Level

4.2 Descriptive Analysis

Table 6: Financial motivation have effect on employee efficiency			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	55	38.19	38.19
Agreed	65	45.14	83.33
Undecided	11	7.64	90.97
Disagreed	4	2.78	93.75
Strongly Disagreed	9	6.25	100
Total	144	100	

Table 6 shows that 65 (45.14%) of the respondents agreed financial motivation have effect on employee efficiency, 55 (38.19%) of them strongly agreed, 11 (7.64%) of them undecided, 9 (6.25%) of them strongly disagreed, while the remaining 4 (2.78%) disagreed.

Table 7: There are enough resources to meet my target in this department and meet my daily needs.			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	43	29.86	29.86
Agreed	52	36.11	65.97
Undecided	15	10.42	76.39
Disagreed	16	11.11	87.50
Strongly Disagreed	18	12.50	100
Total	144	100	

Table 7 shows that 52 (36.11%) of the respondents agreed that There are enough resources to meet their target in this department and meet my daily needs. 43 (29.86%) of them strongly agreed, 18 (12.50%) of them strongly disagreed, 16 (11.11%) of them disagreed while the remaining 15 (10.42%) are undecided.

Table 8: All things considered; my salary is proportional to the duties I perform in this department?			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	81	56.25	56.25
Agreed	30	20.83	77.08
Undecided	2	1.39	78.47
Disagreed	10	6.94	85.42
Strongly Disagreed	21	14.58	100
Total	144	100	

Table 8 shows that 81 (56.25%) of the respondents strongly agreed that All things considered, their salary is proportional to the duties they perform in their department. 30 (20.83%) of them agreed, 21 (14.58%) of them strongly disagreed, 10 (6.94%) of them disagreed while the remaining 2 (1.39%) are undecided.

Table 9: Employee do excellent job when they are paid well			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	36	25.00	25.00
Agreed	40	27.78	52.78
Undecided	17	11.81	64.58
Disagreed	29	20.14	84.72
Strongly Disagreed	22	15.28	100
Total	144	100	

Table 9 shows that 40 (27.78%) of the respondents strongly agreed Employee do excellent job when they are paid well, 36 (25.00%) of them agreed, 29 (20.14%) of them disagreed, 22 (15.28%) of them strongly disagreed while the remaining 17 (11.81%) are undecided.

Table 10: Allowance for special duties and overtime on the job increase employee efficiency			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	51	35.42	35.42
Agreed	40	27.78	63.19
Undecided	12	8.33	71.53
Disagreed	17	11.81	83.33
Strongly Disagreed	24	16.67	100
Total	144	100	

Table 10 shows that 51 (35.42%) of the respondents strongly agreed that

allowance for special duties and overtime on the job increase employee efficiency, 40 (27.78%) of them agreed, 24 (16.67%) of them strongly disagreed, 17 (11.81%) of them disagreed while the remaining 12 (8.33%) are undecided.

Table 11: There is a significant relationship between employee financial motivation and organizational performance			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	37	25.69	25.69
Agreed	66	45.83	71.53
Undecided	20	13.89	85.42
Disagreed	8	5.56	90.97
Strongly Disagreed	13	9.03	100
Total	144	100	

Table 11 shows that 66 (45.83%) of the respondents agreed that There is a significant relationship between employee financial motivation and organizational performance, 37 (25.69%) of them strongly agreed, 20 (13.89%) of them undecided, 13 (9.03%) of them strongly disagreed while the remaining 8 (5.56%) are disagreed.

Table 12: There is a significant relationship between employee financial motivation and employee efficiency			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	72	50.00	50.00
Agreed	56	38.89	88.89
Undecided	0	0.00	88.89
Disagreed	10	6.94	95.83
Strongly Disagreed	6	4.17	100
Total	144	100	

Table 12 shows that 72 (50.00%) of the respondents strongly agreed that There is a significant relationship between employee financial motivation and employee efficiency, 56 (38.89%) of them agreed, 10 (6.94%) of them disagreed while the remaining 6 (4.17%) are strongly disagreed.

Table 13: Promotion of workers regularly at work encourage them to work efficiently			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	103	71.53	71.53
Agreed	41	28.47	100.00
Undecided	0	0.00	
Disagreed	0	0.00	
Strongly Disagreed	0	0.00	
Total	144	100	

Table 13 shows that 103 (71.53%) of the respondents strongly agreed that Promotion of workers regularly at work encourages them to work efficiently, while the 41 (28.47%) agreed.

Table 14: Does the salary and remuneration paid reflect the skills, competence and the work output of employee			
Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	61	42.36	42.36
Agreed	69	47.92	90.28
Undecided	5	3.47	93.75
Disagreed	0	0	93.75
Strongly Disagreed	9	6.25	100
Total	144	100	

Table 14 shows that 69 (47.92%) of the respondents strongly agreed that Does the salary and remuneration paid reflect the skills, competence and the work output of employee, 61 (42.36%) of them agreed, 9(6.25%) of them strongly disagreed while the remaining 5 (3.47%) are undecided.

Table 15: The dynamic or ever-changing labor force is a constraint militating against effective employee in an organization

Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	64	44.44	44.44
Agreed	45	31.25	75.69
Undecided	9	6.25	81.94
Disagreed	18	12.50	94.44
Strongly Disagreed	8	5.56	100.00
Total	144	100	

Table 15 shows that 64 (44.44%) of the respondents strongly agreed that the dynamic or ever-changing labor force is a constraint militating against effective employee in an organization, 45 (31.25%) of them agreed, 18(12.50%) of them disagreed, 9 (6.25%) of them undecided while the remaining 8 (5.56%) are strongly disagreed.

Table 16: Problem of sound motivation system that would align with the organization's goal militating against effective employee motivation in an organization.

Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	103	71.53	71.53
Agreed	41	28.47	100.00
Undecided	0	0.00	
Disagreed	0	0.00	
Strongly Disagreed	0	0.00	
Total	144	100	

Table 16 shows that 103 (71.53%) of the respondents strongly agreed that Problem of sound motivation system that would align with the

Table 17: Employee should be motivated well in order to retain them and encourage them to increase their performance

Alternative	Frequency	Percentage (%)	Cumulative (%)
Strongly Agreed	51	35.42	35.42
Agreed	40	27.78	63.19
Undecided	12	8.33	71.53
Disagreed	17	11.81	83.33
Strongly Disagreed	24	16.67	100
Total	144	100	

Table 17 shows that 51 (35.42%) of the respondents strongly agreed that employee should be motivated well in order to retain them and encourage them to increase their performance, 40 (27.78%) of them agreed, 24 (16.67%) of them strongly disagreed, 17 (11.81%) of them disagreed while the remaining 12 (8.33%) are undecided.

4.3 Test of Hypotheses Using One-Way ANOVA Hypothesis 1

H₀₁: There is no significant relationship between financial motivation and employee efficiency.

Table 18 depicts the descriptive. The total number shows 25, mean value is 28.8000. The standard deviation shows 26.51100, while the standard error of estimate indicates 5.30220 which represents the error term that was not captured in the descriptive. The lower bound shows 17.8568, the upper bound shows 39.7432 while the minimum shows 0.00 and maximum value indicates 81.00 respectively.

Table 18: Analysis of Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
SD	5	11.4000	7.70065	3.44384	1.8384	20.9616	4.00	21.00
D	5	7.4000	6.06630	2.71293	-.1323	14.9323	.00	16.00
U	5	10.4000	9.81326	4.38862	-1.7848	22.5848	.00	24.00
A	5	57.2000	17.42699	7.79359	35.5615	78.8385	30.00	76.00
SA	5	57.6000	17.37239	7.76917	36.0293	79.1707	40.00	81.00
Total	25	28.8000	26.51100	5.30220	17.8568	39.7432	.00	81.00

Table 19: Summary of Model

	Sum of Squares	df	Mean Square	F-Value	F-Crit	Sig.
Between Groups	13676.400	4	3419.100	21.426	2.87	.000
Within Groups	3191.600	20	159.580			
Total	16868.000	24				

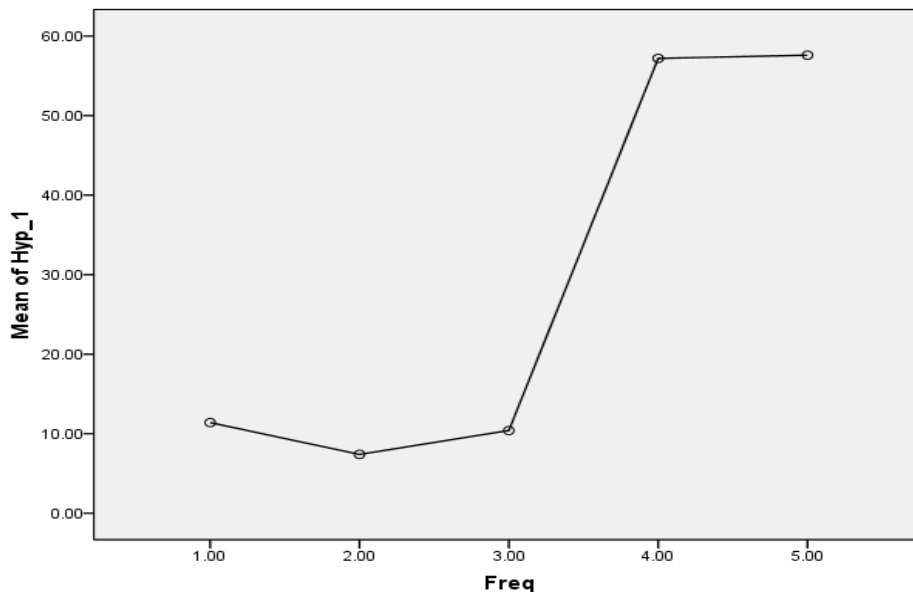


Figure 7: Results of Test of Hypothesis 1 Using One-Way ANOVA

Interpretation: If F-value is greater than “F-critical” value, we reject Null and accept alternate hypothesis. Since the F-value is greater than “F-critical” value (21.426>2.87) we reject null hypothesis which states that there is no significant relationship between financial motivation and employee efficiency, and thereby concluded that There is significant relationship between financial motivation and employee efficiency.

Hypothesis 2

H₀₁: There is no significant relationship between employee motivation and organizational performance

Table 20: Analysis of Descriptive								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
SD	5	15.8000	7.59605	3.39706	6.3683	25.2317	5.00	24.00
D	5	16.0000	10.63015	4.75395	2.8009	29.1991	3.00	29.00
U	5	14.8000	3.70135	1.65529	10.2042	19.3958	11.00	20.00
A	5	56.6000	23.03910	10.30340	27.9932	85.2068	40.00	93.00
SA	5	40.8000	14.06058	6.28808	23.3415	58.2585	22.00	58.00
Total	25	28.8000	21.29163	4.25833	20.0112	37.5888	3.00	93.00

Table 20 depicts the descriptive. The total number shows 25, mean value is 28.8000. The standard deviation shows 21.29163, while the standard error of estimate indicates 4.25833 which represents the error term that

was not captured in the descriptive. The lower bound shows 20.0112, the upper bound shows 37.5888 while the minimum shows 3.00 and maximum value indicates 93.00 respectively.

Table 21: Summary of Model							
	Sum of Squares	df	Mean Square	F-Value	F-Crit	Sig.	
Between Groups	7228.400	4	1807.100	9.898	2.87	.000	
Within Groups	3651.600	20	182.580				
Total	10880.000	24					

Interpretation: If F-value is greater than “F-critical” value, we reject Null and accept alternate hypothesis. Since the F-value is greater than “F-critical” value (9.898>2.87) we reject null hypothesis which states that there is no significant relationship between employee motivation and

organizational performance, and thereby concluded here is significant relationship between employee motivation and organizational performance

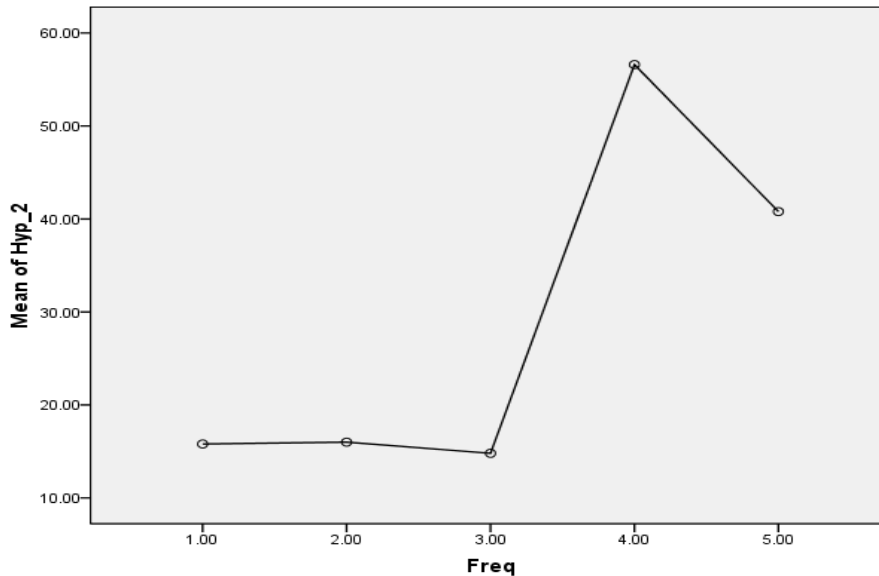


Figure 8: Results of Test of Hypothesis 2 Using One-Way ANOVA

4.4 Analysis of Questions

Table 22: There is no significant relationship between financial motivation and employee efficiency											
	SA	%	A	%	U	%	D	%	SD	%	Total
Q1	55	38.19	65	45.14	11	7.64	4	2.78	9	6.25	
Q 2	43	29.86	52	36.11	15	10.42	16	11.11	18	12.50	
Q 3	69	47.92	63	43.75	0	0.00	7	4.86	5	3.47	
Q 4	81	56.25	30	20.83	2	1.39	10	6.94	21	14.58	
Q 5	40	27.78	76	52.78	24	16.67	0	0.00	4	2.78	
Total		200		198.61		36.11		25.69		39.58	500.00
Average (%)		40.00		39.72		7.22		5.14		7.92	100.00

Table 22 shows that 200 (40.00%) of the respondents strongly agreed that There is a significant relationship between financial motivation and employee efficiency, 198.61 (39.72%) of them agreed, 39.58 (7.92%) of

them strongly disagreed, 36.11 (7.22%) of them undecided while the remaining 25.69 (5.14%) are disagreed.

Table 23: Is there a relationship between employee motivation and organizational performance?

	SA	%	A	%	U	%	D	%	SD	%	Total
Q1	22	15.28	93	64.58	11	7.64	3	2.08	15	10.42	
Q 2	36	25.00	40	27.78	17	11.81	29	20.14	22	15.28	
Q 3	51	35.42	40	27.78	12	8.33	17	11.81	24	16.67	
Q 4	37	25.69	66	45.83	20	13.89	8	5.56	13	9.03	
Q 5	58	40.28	44	30.56	14	9.72	23	15.97	5	3.47	
Total		141.67		196.53		51.39		55.56		54.86	500.00
Average (%)		28.33		39.31		10.28		11.11		10.97	100.00

Table 23 shows that 196.53 (39.31%) of the respondents agreed that there is a relationship between employee motivation and organizational performance, 141.67 (28.33%) of them strongly agreed, 54.86(10.97%) of them strongly disagreed, 55.56 (11.11%) of them disagreed while the remaining 51.39 (10.28%) are undecided.

4.5 Discussion of Findings

This study was conducted to examine the effect of financial motivation as a tool for increasing employee efficiency. From the above findings, it was revealed that there is a significant relationship financial motivation and employee efficiency; there is also a relationship between employee motivation and organizational performance. and there are identify problems and challenges that militating against effective employee motivation in an organization such as the dynamic or ever-changing labor.

RQ1: Does financial motivation have effect on employee efficiency?

The study results in table 22 shows that 200 (40.00%) of the respondents strongly agreed that there is a significant relationship between financial motivation and employee efficiency, 198.61 (39.72%) of them agreed, 39.58(7.92%) of them strongly disagreed, 36.11 (7.22%) of them undecided while the remaining 25.69 (5.14%) are disagreed. Since the F-value is greater than "F-critical" value (21.426 > 2.87) we reject the null hypothesis which states that there is no significant relationship between financial motivation and employee efficiency, and thereby concluded that there is significant relationship between financial motivation and employee efficiency.

RQ2: Is there a relationship between employee motivation and organizational performance?

The study results in table 23 shows that 196.53 (39.31%) of the respondents agreed that there is a relationship between employee motivation and organizational performance, 141.67 (28.33%) of them strongly agreed, 54.86(10.97%) of them strongly disagreed, 55.56 (11.11%) of them disagreed while the remaining 51.39 (10.28%) are undecided. Since the F-value is greater than "F-critical" value (9.898 > 2.87) we reject null hypothesis which states that there is no significant relationship between employee motivation and organizational performance, and thereby concluded that there is a relationship between employee motivation and organizational performance. This is corroborated with the study of Salah, M. (2016), who emphasized that employee should be motivated with both financially and non-financially in order to increase organizational performance through employee effort.

RQ3: What are the inherent problem and constraints militating against effective employee motivation in an organization?

The study results in Table 23 shows that 64 (44.44%) of the respondents strongly agreed that the dynamic or ever-changing labor force is a constraint militating against effective employee in an organization, 45 (31.25%) of them agreed, 18(12.50%) of them disagreed, 9 (6.25%) of them undecided while the remaining 8 (5.56%) are strongly disagreed. While Table 16 shows that 103 (71.53%) of the respondents strongly agreed that Problem of sound motivation system that would align with the organizations goal militating against effective employee motivation in an organization, while the 41 (28.47%) agreed.

5. CONCLUSION

The conducted research has provided crucial insights into the role of employee motivation, performance, and efficiency within Larfage Cement

Company, Ewekoro. It has demonstrated that employee motivation is a determinant factor in the overall productivity of an organization, and in the case of Larfage Cement Company, it has been significantly influenced by the remuneration and benefits package offered by the organization. The study discovered that Larfage Cement Company's remuneration packages are less competitive when compared to those of its industry rival, Dangote Cement at Ibesse. The comparative analysis of the salary and benefits packages offered by the two companies revealed that the perceived lack of competitive remuneration at Larfage Cement Company has led to a decrease in overall productivity. It has also resulted in an increase in employee resignations, indicating a correlation between employee satisfaction and retention rates. Another significant finding was the importance of monetary incentives in motivating employees. The power of monetary incentives in motivating employees towards positive contributions to organizational objectives was a prominent theme throughout the research. The respondents of the study identified money as the primary motivational factor, underscoring the importance of fair remuneration for employees. This finding, coupled with the results related to the performance of employees and their basic needs, further emphasized the complex interplay between monetary rewards, basic needs satisfaction, and performance output. The conclusion drawn from these findings reinforces the fundamental importance of human motivation within an organizational setting. The absence of proper motivational strategies can lead to undesirable outcomes such as increased absenteeism, high turnover rates, decreased efficiency, and a general lack of commitment to organizational goals. Given the dynamic business trends currently experienced within the Nigerian context and the larger global economy, organizations should adopt effective motivational techniques to bolster worker morale, increase productivity, and ensure overall organizational effectiveness. The research also shed light on an important aspect of employee motivation – the role of financial rewards and benefits. From wages and salaries to opportunities for advancement, training, and overall rewards for hard work, everything seemed to have its endpoint in monetary value. Therefore, monetary incentives should be a significant part of a comprehensive motivation strategy for Nigerian workers. From these conclusions, several recommendations have been proposed for the betterment of Larfage Cement Company and other Nigerian firms. To start with, an organization's management should strive to improve their motivational schemes. If pay is to serve as a motivating factor, it should be fair and commensurate with the work done compared to others doing the same or similar jobs in the same sector. Furthermore, promotions should be merit-based, ensuring that deserving workers are recognized for their hard work and contribution to the organization. A focus on staff training and development should be a priority, as this not only prepares employees for higher responsibilities but also fosters a sense of belonging. Good supervisor-employee relationships should be cultivated, and the implementation of a performance appraisal system would help in identifying and addressing employee issues. Lastly, the research suggests potential areas for future studies. These include delving deeper into the relationship between firm efficiency and employee motivation and extending the research scope to understand the impact of motivation on organizational productivity in other industries. These further studies could provide more comprehensive insights into the intricate dynamics of motivation and productivity in diverse organizational settings.

REFERENCES

Abbah, M. T. 2014. Employee motivation: The key to effective organizational management in Nigeria. IOSR Journal of Business and Management, 16(4), 01-08.

- Ajila, C., & Abiola, A. 2004. Influence of rewards on workers' performance in an organization. *Journal of social sciences*, 8(1), 7-12.
- Aluko, M.A 2019, Employee Motivation. "An Effective Tool for Enhancing Workers Productivity. *Business and Management Journal*", Michael Steven and Associates. July – September.3 (7), 200-300.
- Backes-Gellner, U., & Tuor, S. N. 2010. Avoiding labor shortages by employer signaling: on the importance of good work climate and labor relations. *ILR Review*, 63(2), 271-286.
- Baker, G. P., Jensen, M. C., & Murphy, K. J. 1988. Compensation and incentives: Practice vs. theory. *The journal of Finance*, 43(3), 593-616.
- Blanchard, K. 1993. Management by the midnight hour. *Training and Development Journal*, 47(5), 45-48.
- Buchanan, D. A., & Huczynski, A. A. 2019. *Organizational behavior*. Pearson UK.
- Chaokromthong, K., & Sintao, N. 2021. Sample size estimation using Yamane and Cochran and Krejcie and Morgan and green formulas and Cohen statistical power analysis by G* Power and comparisons. *Apheit International Journal*, 10(2), 76-86.
- Ejiofor, L. U. 1984. A theory of wage inflation for developing countries: The Nigerian experience. *The Journal of Developing Areas*, 18(1), 107-125.
- Gellerman, V. 1976 "Compensation Vs Performance" *USA Journal of Applied Psychology*.
- Herzberg F. 2020, *Work and Nature of Man*. New York World Publishing.
- Liu, W., & Liu, Y. 2022. The impact of incentives on job performance, business cycle, and population health in emerging economies. *Frontiers in Public Health*, 9, 778101.
- Machova, R., Zsigmond, T., Zsigmondova, A., & Seben, Z. 2021. Employee Satisfaction and Motivation of Retail Store Employees. *Marketing and Management of Innovations*, 1, 67-83. <http://doi.org/10.21272/mmi.2022.1-05>
- Maduka, C. E., & Okafor, O. 2014. Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International journal of managerial studies and research*, 2(7), 137-147.
- Mangale, N. M. 2017. *The Effects of Compensation on Employee Productivity a Case Study of Kenya Literature Bureau, South C Nairobi* (Doctoral dissertation, MUA).
- Manzoor, Q. A. 2012. Impact of employees motivation on organizational effectiveness. *Business management and strategy*, 3(1), 1-12.
- McGregor, D. 1960. Theory X and theory Y. *Organization theory*, 358(374), 5.
- Mullins, L. J. 2019. *Management and Organizational Behavior*. Pearson Education Limited.
- Muluemebet, B. 2021. Determinants of employee productivity in manufacturing sector the case of Dashen brewery share company (doctoral dissertation).
- Omodan, B. I., Tsotetsi, C. T., & Dube, B. 2020. Analysis of human relations theory of management: A quest to re-enact people's management towards peace in university system. *SA Journal of Human Resource Management*, 18, 10.
- Ramprasad, K. 2013. Motivation and workforce performance in Indian industries. *Research Journal of Management Sciences*
- Ritchie, J., Lewis, J., & Elam, G. 2003. Designing and selecting samples. *Qualitative research methods*, 77-108.
- Robescu, O., & Iancu, A. G. 2016. The effects of motivation on employee's performance in organizations. *Valahian Journal of Economic Studies*, 7(2), 49-56.
- Salah, M. 2016. The influence of rewards on employees performance. *British Journal of Economics, Management & Trade*, 13(4), 1-25.
- Sartori, R., & Pasini, M. 2007. Quality and quantity in test validity: how can we be sure that psychological tests measure what they have to?. *Quality & quantity*, 41, 359-374.
- Ubeku, A.K. 2017 *Personnel Management in Nigeria: Principles and Practice*: London Macmillan's Publisher.

APPENDIX I

QUESTIONARE

SECTION A: BIOGRAPHIC INFORMATION

Instruction: Please tick the option which matches your opinion.

1. What is your gender? Male () Female ()
2. What is your age? 18-22 years () 23-27 years () 28-32 years () 33-37 years () 38-42 years () 43 and above years ()
3. What is your marital status? Single () Married ()
4. What is your educational level: Primary () Secondary () OND/NCE () HND/BSC () MSC/MBA () Other (please specify) _____

SECTION B

Please kindly indicate your answer by ticking (√) one of the options that corresponds to your opinion in this section.

SA- Strongly Agree, A- Agree, U- Undecided, D- Disagree, SD- Strongly Disagree

ITEMS	SA	A	U	D	SD
	5	4	3	2	1
Does financial motivation have effect on employee efficiency?					
1. Financial motivation has effect on employee efficiency					
2. There are enough resources to meet my target in this ----department and meet my daily needs.					
3. All things considered; my salary is proportional to the duties I perform in this department?					
4. Employee do excellent job when they are paid well					
5. Allowance for special duties and overtime on the job increase employee efficiency					
Is there a relationship between employee motivation and organizational performance?					
6. There is a significant relationship between employee financial motivation and organizational performance					
7. There is a significant relationship between employee financial motivation and employee efficiency					
8. Promotion of workers regularly at work encourage them to work efficiently					
9. Does the salary and remuneration paid reflect the skills, competence and the work output of					

employee					
What are the inherent problem and constraints militating against effective employee motivation in an organization?					
10. The dynamic or ever-changing labor force is a constraint militating against effective employee in an organization					
11. Problem of sound motivation system that would align with the organization's goal militating against effective employee motivation in an organization.					
Is it possible for employee to leave their present job if offered a higher motivational package?					
12. Employee should be motivated well in order to retain them and encourage them to increase their performance					

