
IMPACT OF EMPLOYEE MOTIVATION ON ORGANISATIONAL PERFORMANCE:
EMPIRICAL EVIDENCE OF PIPELINE AND PETROLEUM MANAGEMENT
CORPORATION, OGUN STATE, NIGERIA.

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Abstract

This study examined the impact of employee motivation on employee's performance with specific reference to The Impact of Employee Motivation on Organisational Performance: Empirical Evidence of Pipeline and Petroleum Management Corporation, Ogun State, Nigeria. Both primary data was used. Primary data was via questionnaire. The methodology of the study was based on both quantitative method using questionnaires. Data collected was analysed with descriptive and inferential statistics. The descriptive statistics was via frequency table and percentages. The inferential statistics adopted both Pearson Product Moment correlation (PPMC) i.e. correlation coefficient – 'r' and regression analyses. Findings from the study showed that motivation had very strong influence on employee performance. However, financial rewards like low monthly salaries and non-financial rewards as well as the general lack of motivation were the major factors that reduce morale for high performance at the Pipeline and Petroleum management Company. Twenty-five (25) questionnaire is administered to employees of DPR Akure through a purposive sampling method. However, only 11 questionnaire is correctly filled and returned, which represents 44% response rate, while remaining 14 represents 56%. This low percentage recorded reveals that DPR Akure is an annex of the corporation with few number of employees. Both descriptive statistics (tables, frequencies, percentages) and one-sample 't' test for means statistics are used to analyse the collected data. Recall, $n < 30$. The result, $t = 1.51$ shows relationship between CSR, organisational support and employee engagement encompassed in the management trend called motivation. The paper further recommends that organisations should review their CSR policy bi-annually in accordance with best international standard practice on how to promote relationship between stakeholders and to adopt best strategy on how to reduce menace environmental pollution caused by activities of corporation on immediate employees and society at large.

Keywords: Motivation, organizational performance, extrinsic rewards, Pipeline and Petroleum Management Corporation.

1. Introduction

Globally, organizations are only interested in what exactly should be done in order to realise effective organisational through the employees; which give narration on how employees are efficiently motivated to improve engagement and involvement uninterruptedly by rewards, recognition and incentives within the organization.

Motivation assists workers to increase commitment to work in tandem with the expectations of management. To identify an employee with actual organisation and to sustain membership is assumed to be a motivation method. Motivation is crucial in present dynamic business environment. This is as a result of workers who have been greatly encouraged to work creatively in order to achieve Organisational objectives however, such workers are regarded as an incomparable resources and assets to management.

Motivation influences people to achieve targeted goal directed and a 'driving force' that allows people to behave in specific manner. The objectives of public organisations is to build on making profits, to increase sales and production capacity. The genius of a worker is best achieved if such worker is well motivated. This is because motivation sustains and directs people to involve more to attain organisational goal. Motivation is one of the several important issues in organisations either in government or non-government owned enterprises. Motivation of employees is the major driver of organisational performance regardless of the industry. Hence, employee motivation is believed to be an approach that permits organisations to encourage employees with different incentives such as recognition, increment and bonus to attain expected organisational objectives (Andrew, 2008; Dobre, 2013).

According to Andrew, (2008) and Lorincová, Štarcho, Weberová, Hitka and Lipoldová, (2019), phases of motivation possess a direct relationship between employee engagement in workplace and organisational performance. Thus, the absence of employee motivation could distort organisational performance. The organisation performance could be proxy by increase in total assets, number of employee growth, sales growth and profitability.

In the contemporary era, business organizations are faced with many constraints which include ineffective and inefficient mobilisation and utilisation of scarce resources, poor recruitment process, lack of training and re-training on the parts of employees, lack of employee career development, absence of safety equipment at workplace and zero motivation of employees (Kaufman, 2018). To this end, this work examines the extent of influence of employee motivation on organisation performance. To determine the trends of influence, existing literature and empirical evidences are identified as gap in this study. It is also important to understand that these problems have brought about a desired question; to what extent has employee motivation influences organisational performance? This question demands a null hypothesis (H₀) formulation; employee motivation does not influence organisation performance.

This study is the first to examine the extent of influence of employee motivation on organisation performance on Pipeline and Petroleum Management Corporation, Ogun State, Nigeria. This paper reveals that motivation of employees is very crucial to every organisation to achieve sustainability, development, survival and to

efficiently compete with others worldwide.

2. Literature Review

Concept of Organization

Organisation is a composition of persons or people, who are officially designated to particular responsibilities to attain specific purpose; organisation could also be referred as a methodical positioning of people that are assembled to complete specific aims (Davidescu, Apostu, Paul and Casuneanu, 2020). For organisation to achieve its set out purpose, there must be an upward structural movement, whose relevance increases in value.

Therefore, organisational growth has to do with the upward movement of this structure (organisation) in the quest for achieving the goal which they have set out to achieve. It deals mainly with how this structure (organisation) overtime remains relevant and continues to increase in both value and worth. Therefore, motivation is highly crucial in any organisation in order to maintain a stable organisational growth.

Concept of Motivation

Motivation is a term that integrates from the word 'motive'. The word, 'motive' is interpreted as a 'reason for an action'. Studies (Atkinson, 2004; Glen, 2006; Aborishade & Obioha, 2009) have captured different meanings to motivation; thus, as a modern concept whose impacts is on continuous action; a procedure that is tailored towards the ability to apply force with energy to achieve an exact objective; evaluation of how people's choices are governed among alternative voluntary actions and as a conceptual and intellectual processes that source for direction of action willingly.

There is need to understand that increase in wages and salaries go a long way to encourage employees to put more efforts to achieve an organisation objective. Determined and 'goal getter' managements seek every mean to remunerate employees as at when due, since workers are regarded as a major fulcrum for organisation sustenance and survival. Therefore, from alternative perspective, increase in wages and wages could be dependent on availability and accessing credits with minimal interest rate from financial institutions (Obadeyi, 2015).

To buttress this in Nigeria, private sector and public sector-state owned, which is composed of Ministries, Departments and Agencies (MDAs) of government (local, state and federal) have approached national and international financial institutions to obtain credits to ease payment of wages and salaries in order to encourage employees to improve engagement and involvement at workplace. Though, this credit behaviour in both private and public sector has been condemned in some quarters (Mullins, 2011).

However, it must be noted that the global virus outbreak (Covid-19) has forced economies of developed and developing countries to crumble and facing financial crunch. This forces countries world-wide to seek for financial assistance from institutions such as African Development Bank, Asian Development Bank, Paris Club, London Club, International Finance Corporation, International Monetary Funds, World Bank and to provide palliatives for countries citizens to ameliorate the negative effect of the virus. For emphasis, employees are less interested on how remuneration is realised by management, because motivational incentives are crucial to employee performance (Mullins., 2011).

The different connotations of motivation also explain human behaviour, since human actions in organisations are driven by needs. Therefore, this makes motivation to be an endless task that commences with needs, to attain human objective and concludes with satisfying needs. Organisation perceives motivation as the extent to which a person wants and endeavours to brilliantly perform to carry out an activity or action (Gredeg, 2008). To motivate employees is a crucial process in assisting management decisions to determine the constraints facing employee objectives, aspirations and values in order to achieve the organisation desired goals.

Most of the time, individual or group of persons are inspired by incomplete needs, which vary with circumstances, values, norms, experience, culture and belief. Every employee has different interpretations and meanings towards a job in workplace considering commitment and values; while other workers could have contrary view towards job in terms of creativity and remuneration. Hence, the difference in perceptions towards work could easily influence employee's behaviours and organisation performance (Lorincová, et al, 2019, Davidescu, et al, 2020).

According to Mullins et al (2011) Performance was regarded by Barnadin et al (1995) and Kane (1996) as simply the outcomes of work; a record of a person's accomplishments. The performance prism was formulated by Neely et al (2002). This framework is based on the proposition that org exist to satisfy stakeholders in public administration in civil services and private owned enterprise in any state organisation. Sales growth is an additional investment in the different composition of assets (i.e. fixed or current asset. Though, the sales growth could easily assist the company to predict the expected profit in the future. Profitability is the degree to which a business makes gain. It is a difference between the amount that is earned and the amount that is spent on producing and distributing goods and services. Profitability is the operating efficiency of a company and illustrates the ability of an organization to make profit on sales. Profitability is the ability of the company to make a profit in relation to sales, total assets and own capital (Wanjohi and Mugure, 2008; Hansen & Mowen, 2012). The environment where employees work matters a lot. This is because conducive surroundings extensively influence employees' efforts and motivation process. In the workplace, the direct supervisor could easily influence subordinate to

structure working activities so that the workers are able to achieve personal ambitions. Furthermore, for supervisors to encourage employees' participation in decision making process by contributing ideas to issues and to provide feedbacks about the employees' accomplishments motivate people a lot (Adeyinka, Ageni, & Popoola, 2007; Kuranchie-Mensah & Amponsah-Tawiah, 2016).

According to Dobre, (2013), Tedla, (2016) and Tetteh, (2017), it is necessary to know that direct alliance that occurs between the superiors and subordinates and recognition approach adopted by the organisation have a great impact on motivational attitude towards work in the organisation by employees. Motivational process in an organisation could be monetary and non-monetary reward system. The monetary reward system involves heighten morale of employees with cash payment; while non-monetary reward system enhances employees self-esteem without cash payment, which is inform of training and re-training, recognition and responsibility.

Motivation in workplace is believed either to be 'intrinsic' or 'extrinsic' in nature (Aborishade, and Obioha, 2009; Kuranchie-Mensah, and Amponsah-Tawiah, 2016). Arguably, the variables that affect motivation possess intrinsic and extrinsic effects. Therefore, every incentive method that is adopted by an organisation provides either extrinsic motivation, intrinsic motivation or even both. The intrinsic motivation characterises psychological needs, which is regarded as self-generated urge that emanates within a person, such that the behaviour of a person that works in an organisation is influenced towards a specific direction. The intrinsic qualities are linked to social incentives, which include using one's skills, ability and experience; to observe and recognise excellent accomplishments and to participate easily in some decision making processes.

The intrinsic variables have a long-term effect due to the fact that is individually inherited and workers derive more satisfaction on the job with this type of traits (Osabiya, 2015; Tetteh, 2017). Similarly, extrinsic motivation occurs whenever a behaviour is carried out to achieve non-internally incentives. Extrinsic motivated variables are linked with wages, promotions, salaries, promotions, cash bonuses and other known fringe benefits. The non-internally incentives permit an employee to have motivation to be at workplace on schedule daily with the determination to achieve the monetary reward as an award for excellent on-time attendance either for days, weeks, months, quarterly or yearly. The criticism of extrinsic variable of motivation is that it lacks capturing the long-run effect on organisation performance. This is because the employee would continue to demand for better and bigger monetary rewards despite achieve similar and repeated results or performance (Adeyinka, et al, 2007; Tedla, 2016).

According to Lorincová, et al, (2019), Organisation's lacklustre attitude to certify that its employees are effectively and efficiently motivated has an inverse influence on employee engagement and involvement, which could lead to low trends in

performance – profitability, sales, productivity and revenue. Organisation performance depends largely on the commitments of employees which are characterised by the extent at which motivational and emotional desires are identified with the employees otherwise, goals of organisation could be distorted.

Mata and Portugal (2002) and Pérez, Amparo and Juan, (2004), opine that basic economic theory suggests that firms exit the market due to continuous losses it experiences and wish to remain in the market each time more profits are made. Furthermore, increase in profit of firm is believed to be a signal of efficient market. Suppose a firm has continued to make more profits, the profit maximisation realised is associated with increase in efficiency ditto for sales, productivity and employee growth. Therefore, it is believed that profits could provide the very important resources as an important asset to develop firms to attain performance.

Abraham Maslow postulates the Hierarchy of Needs theory (Maslow, 1954). The theory asserts that human needs are divided into five hierarchical order such as physiological, safety, belongingness and love, esteem and self-actualisation needs. Maslow theory claims that an individual is motivated to meet physiological needs (i.e. shelter, food, water), which are basic needs that are very important to exist. As soon as the desire for basic needs are satisfied, individual now moves to safety needs (security, protection against danger), in workplace, safety needs include but not limited to fringe benefits and job protection; this phase is followed by belongingness and love needs, which is otherwise known as social needs (i.e., intimate relationship, peers, social interaction and friendship). In organisation setting, belongingness and love needs influence the eagerness for better associations with co-employees that participate in group assignments or work; and a direct relationship between superiors and subordinates. Also immediately belongingness and love needs are fulfilled, these needs are no longer seeing as a motivation. The next stage on hierarchy is esteem needs (i.e. prestige, reputation, respect, to attain goal and accomplishment); in workplace, esteem need is the wish for respect, which is strongly impacted by an individual's confidence, reputation, competence, dignity and recognition and lastly, self-actualisation needs (i.e. to attain complete potential, personal skills, creativity, knowledge, potentiality and competence). Self-actualisation is the appetite for an individual to be self-fulfilled; it drives a person's creativity, skills, knowledge and possible job fulfilment. In workplace, self-actualisation needs are met by employees that have opportunities to develop, to imbibe creativeness and skilfulness and by undergoing advanced training and retraining.

Davidescu, et al (2020) in the study of work flexibility, job satisfaction, and job performance among Romanian employees: Implications for sustainable human resource management. The study captures various flexibilities that is made to source feedback from two hundred and twenty (220) Romanian employees, adopting survey research via multiple correspondence technique: logistic regression. The study reveals

that markets worldwide have experienced tremendous change in relationship between employees and organisation such that employees are now better motivated by desiring to spend longer time on same jobs than changing jobs.

According to Kuranchie-Mensah and Amponsah-Tawiah, (2016) study, 'employee motivation and work performance: A comparative study of mining companies in Ghana'. In the study, exploratory research is undertaken. Findings from the study shows that because of risk exposure associated with mining, all employees need adhere to safety rules and be well motivated in order to avoid industrial unrest caused by employees and which automatically affects organisation performance.

Khan, Rehmat, Butt, Farooqi and Asim, (2020) study the impact of transformational leadership on work performance, burnout and social loafing: a mediation model. The study embraces cross-sectional survey and data is collected among 308 employees in the telecommunication industry. Furthermore, in the study, result depicts that transformational leadership has a direct and positive link with mediator non-extrinsic motivation and allows employees self-confidence over particular jobs.

Tetteh, (2017) assesses the impact of employee motivation on organisational performance and productivity in public enterprises; in a mixed research survey and undertake stratified sampling method. A questionnaire is administered to 80 employees of Electricity Company of Ghana, Legon District. The study concludes that there persist a positive association between motivation and performance and advises management of the company to prioritise motivation among employees to support performance.

According to Osabiya, (2015)'s study, 'the effect of employees' motivation on organisational performance'. The study undertakes survey design on few critical factors most especially belonging and love needs and its influence on motivation and production. The study concludes that motivation has a very strong direct link with performance.

The study of Tedla, (2016) on the impact of organisational culture on corporate performance in Corporate Group Company in Ethiopia among twenty (20) employees through a purposive sampling method. An interview is conducted to collect data. Findings from the study indicates that ambition to achieve individual objective among employees and managers contributes and facilitates motivation.

3. Methodology

The area of study is Akure. This study adopts survey research. Primary data is adopted through a questionnaire that is well structured. The study population is all employees in corporations that implement CSR practice in Nigeria, while sample size is the employees in Department of Petroleum Resources (DPR), Akure, Ondo State. The study undertakes purposive sampling technique.-The DPR, Akure is an annex and one

of the subsidiaries of Nigerian National Petroleum Corporation (NNPC) which provides quality service delivery in downstream and upstream oil & gas sector. Crude oil remains the major source of foreign exchange earnings for Nigeria. Choice of the sample depends on CSR contributions to social and economic development in Akure. Total of twenty-five (25) questionnaire is administered to the respondents, who are employees in low, middle and top management levels and eleven (11) questionnaire has been carefully filled and returned. The proportion of questionnaire returned reflects 44% response rate, with 56% void. Five (5) points scale (Likert type) is significant for the study. Data is collected and analysed via the use of descriptive statistics that uses tables, frequencies and percentages; and one-sample 't' test statistics. The one-sample 't' test is adopted to evaluate the constructed hypothesis.

Model for the study is $t = \frac{\bar{x} - \mu}{s/\sqrt{N}}$; hence, ($n < 30$).

Where

't' = t-test statistics

'μ' = population mean

'x' = sample mean

's' = standard deviation

'N' = number of observations

'√' = square root

4. Results

This section in the study concentrates on result interpretation and discussion. The result from regression interpretation estimates the coefficients of regressor variables that efficiently predict the criterion value in table i–iii. The table I depicts that variations in organisation performance can only account for 55% by employee motivational variables as reflected by R² value. In similar vein, the adjusted R² value is 51.2%. Furthermore, the result has explained that organisation to achieve performance at 55% is an indication, which is made possible by increasing employees' wages and salaries, to recognise employees who have exceptionally performed at workplace and promoting workers who deserve it remain key to organisation performance. The result also explains that the remaining 45% measures variations in organisation performance by other variables. The standard error result is 1.03. The Durbin Watson (DW) of 1.462 that is greater than 1 and close to 2, depicts no occurrence of auto-correlation between or among variables.

This section in the study concentrates on result interpretation and discussion. Table 1 below shows a total of eleven (11) respondents with 8 (72.7%) of male and 3 (27.3%) of female. It is obvious that the male respondents have larger percentage than the

female counterparts, which depicts that most of the employees in DPR Akure are males.

Table 1: Respondent's Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	8	72.7	72.7	72.7
female	3	27.3	27.3	100.0
Total	11	100.0	100.0	

Source: Survey Field, 2021

Table 2 reflects respondents' ages, below 20 years, 0 (0.0%); 21 -30 years, 1 (9.1%), 31 -40 years, 3 (27.2%); 41 -50 years, 5 (45.5%); over 51 years, 2 (18.2%). This table depicts that none of the employees is below 20 years old. Furthermore, age of the employees that are more engaged in the organisation are averagely 46 years old.

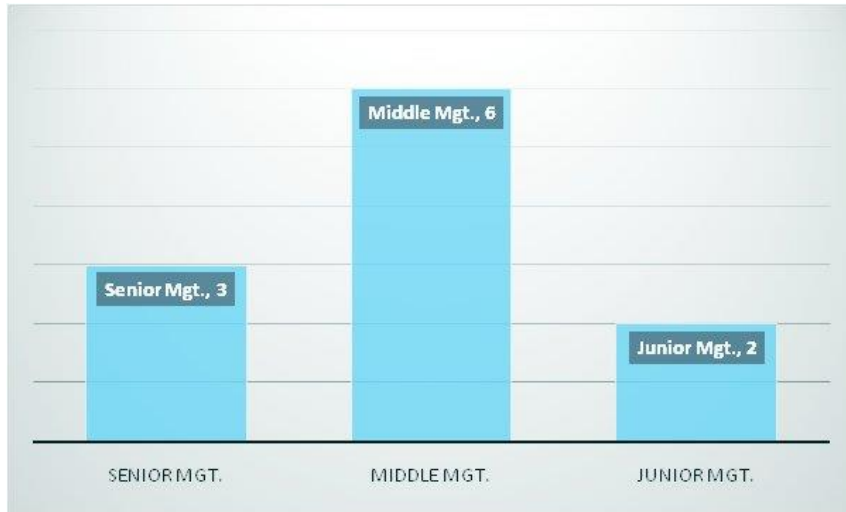
Table 2: Respondent's Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 20 years	0	0.0	0.0	0.0
21-30 years	1	9.1	9.1	9.1
31 -40 years	3	27.2	27.2	36.3
41 -50 years	5	45.5	45.5	81.8
Over 51 years	2	18.2	18.2	100.0
Total	11	100.0	100.0	

Source: Survey Field, 2021

The fig. 1 depicts the different management categories in the corporation. The senior management, 3(27.3%), middle management, 6(54.5%) and junior management 2(18.2%). This shows that majority of the employees in the annex office is middle level management.

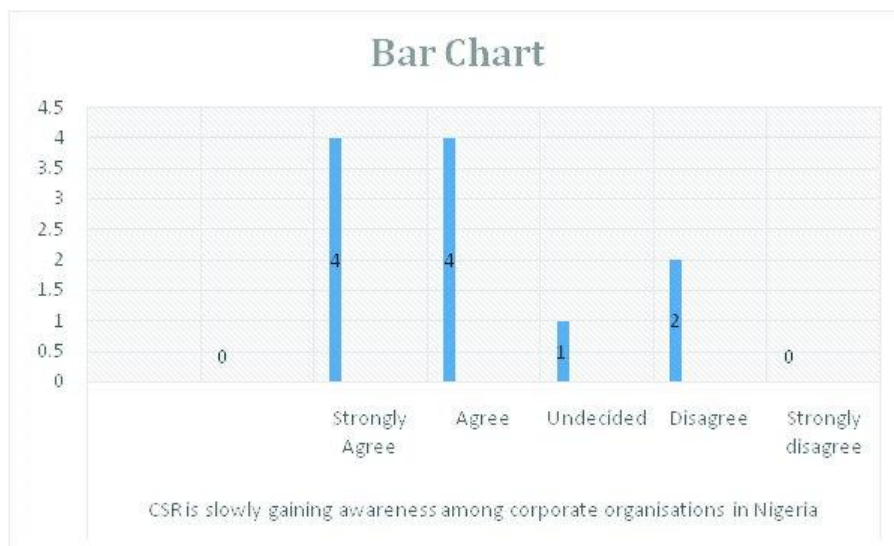
Title of table: Bar Chart of Management Categories



Source: Authors' Computation, 2021

The fig. 2 shows that 4(36.4%) of the respondents strongly agree that CSR is slowly gaining awareness among corporate organisations in Nigeria; 4(36.4%) just agree with the opinion; 1(9.1%) is undecided; 2(18.2%) disagree and none of the respondents strongly disagrees. This means that most of the employees are of the opinion that CSR practice is slowly gaining attention in Nigeria.

Fig. 2.



Source: Authors' Computation, 2021

Test of Hypothesis

Ho: There is no relationship between CSR, organisational supports and employee engagement.

Table 3a: One-Sample Statistics on relationship between CSR, organisational supports and employee engagement.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Relationship between CSR, organisational supports and employee engagement.	11	2.06	3.54	1.0663

Source: Authors' Computation, 2021

One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	90% Confidence Interval of the Difference	
					Lower	Upper
Relationship between CSR, organisational supports and employee engagement.	1.5099	10	.000	1.61	0.245	3.875

Source: Authors' Computation, 2021

The results in tables 3a and 3b in 5 points rating scale shows the mean value which represents opinions of respondents at 2.06; individual judgment deviates from mean value (3.54) and the standard error value (1.0663). This result implies that sample mean is a correct reflection of population mean. However, a large sample size could lead to a small value of standard error. Similarly, table 3b indicates that 't'-statistics (1.51) is higher than P-value (0.000), which is not up to 0.10; if, $p > 0.10$, the null hypothesis should be accepted. This denotes that null hypothesis is never accepted. Therefore, there is a relationship between CSR, organisational supports and employee engagement.

Findings

Most of the employees in DPR, Akure, are males. None of the employees in DPR, Akure is below the age of 20 years old. The average age of employees that is working in the corporation is 46 years old. The relationship between CSR, organisational supports

and employee engagement is at 1.51 (that is, with confidence level at 90%). The t-value (1.51) > 0.000, shows that the corporation is providing social supports to both employees and local community. The link difference of variables under review is approximately between 0.3 and 4. The low number of employees in the annex office of DPR, Akure necessitates the adoption of (n<30) to use one-sample mean. Findings from the field reflects that there are large number of employees in the corporation's headquarter office contrary to annex office with very few number of workers.

Conclusion

The study has revealed that Motivation remains a key driver for societal sustenance and development. However, corporations' activities have produced serious menace to the environment, thereby causing environment pollution like radioactive, soil, air and water. Though, CSR is gradually growing in Nigeria with little pace among corporations in oil & gas, banking and manufacturing industries. The paper recommends that organisations should review their CSR policy bi-annually in accordance with best international standard practice on how to promote a strong link between stakeholders and to adopt best strategy on how to reduce menace to the environmental pollution caused by activities of corporation on immediate employees and society at large. It therefore recommended that harmonization of schemes of motivation among staff should be put in place by management so that every individual is motivated appropriately and equal in order to improve employee performance. The paper further recommends that organisations should review their CSR policy bi-annually in accordance with best international standard practice on how to promote relationship between stakeholders and to adopt best strategy on how to reduce menace environmental pollution caused by activities of corporation on immediate employees and society at large.

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