

**PRODUCTIVITY AND EMPLOYEES DRIVE IN ORGANIZATION: AN ANALYSIS OF  
MARKET SQUARE BUSINESS**

***Frank Funkeye SAPELE,***

*University of Africa, Department of Political Science,  
sapelefrank@gmail.com*

***Okou TIMIPRE,***

*Niger Delta University, Department of Science Education,*

***Yohaha Emmanuel DADOM,***

*Ignatius Ajuru University of Education, Department of Political Science*

***Abstract***

*This study examines productivity and employees motivational drive in organizations with a critical reference to Market Square Enterprise. The level of output in organization is as a result of employees' level of motivation. Motivation helps to direct the employee in accomplishing the level of productivity within the organization and it is believed that adequate increase of incentives to workers will greatly encourage the workers to put more efforts in getting the goals of the organization because a motivated employee is more productive than a worker who is not motivated. The theoretical framework adopted in this paper was the theory of human relation in motivation and the qualitative approach was adopted on the bases of content analysis. This research discovered that motivation of workers in the market square organization play a significant role in enhancing the high level of productivity and it also helps to develop valuable and resourceful service delivery process between management and employees which draw customers' interest towards organizational level of productivity. It was also showed in the study that motivation has a robust link with efficiency in the market square organization for the reason that it has a core ethics of reliance, service delivery, truth, good idea, joint effort, and management styles of accountability. The paper therefore recommended that employees need should be highly well thought-out if there would be a target of high level of productivity in the organization and management should regularly relate with employees in identifying their pressing demands towards rising high job productivity.*

***Keywords:*** *Motivation, Organization, High Productivity, Staff.*

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## **1. Introduction**

One of the multifaceted issues in present day organization is the challenge faced by employees as per motivational drive towards effective productivity and employees are the means of effective and efficient service delivery within organizations. Employees at all times put in mind on the level of reward and remuneration as regards to their services within the organization and with the consideration offers to employees by management to a large extent help the workers to put more hard work in enhancing the level of productivity as required in the organization. The level of effective pay structure is also importance to the nature of staff high productivity in organizations because staff desire to a measured outputs are tied to the pattern of the basic pay, the kind of incentives and the fringe benefits in the organizational set up.

For Akiagba (2004), most workforces want to be acquainted with how well they are doing and how they can improve their performance as envisage in the organization. Management, too, is often concerned with the process of having the highest quality of work from employees, but the process of employee evaluation is among the most difficult problems that management has but employee expectations cannot be disregarded either. More also, employees resent average or low ratings because they think of them in terms of money, promotion, and survival. Aluko (as cited in Nwannebuife, 2017: 1) affirmed that an organization is only as high-quality as the personnel that runs the organization. This is to state that as soon as workers are given the drive then there would be chances that will help to enhance their self-esteem which will be so high as such performance and efficiency levels would greatly raise thus to a large extent increasing the entire organizational output levels. However, in achieving the level of productivity as such will help to increase organizational outputs, management consequently needs to persistently look for ways in ensuring that their workers live to be motivated at all cost. For the reason that a lack of worker motivation leads to abridged productivity and this is dangerous to organizational performance and its continual achievement of the stated goals. Markora and Ford (as cited in Yahala, Kinyata and Maicibi, 2016: 65) that the real target and success of organization begin from workers enthusiasm to use their inspiration, capabilities and experience in favour of the organization and it is the organizational mission to give self-confidence and encourage these positive worker inputs by efficient remuneration practices in place.

Vroom (1964) recommended on the basis of a number of researches that:

*The effects of motivation on performance are dependent on the level of ability of the employee, and the relationship of ability of performance is dependent on the motivation of the worker. The effects of ability and motivation on performance are not additive but interactive. The data presently available on this question suggest something more closely resembling the multiplicative relationship depicted in the following formula:*

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

This formula expresses more than the truism that you cannot carry out an assignment without some ability and a number of motivation. The emphasis is on the multiplicative connection among the two factors, from which it follows that when capacity is small, increase in motivation result in lesser increase in performance than when skill is high. Correspondingly; when motivational drive is decreasing, increase in capability result in a less significant increase in performance than when the level of motivation is far above what is expected. The proposition is that it is as necessary to give attention to improving the ability by means of good selection and training as it is to concentrate on improving the process of motivation by some manipulation of the extrinsic and intrinsic factors affecting it. At the same time, more is gained from increasing the motivation of those who are high in capacity than of those who are low in capability, and more is to be gained from increasing the capacity of those who are extremely motivated than of those who are relatively less well motivated (Ilesanmi and Famolu 2016:18).

Tambou (2018) argued that most employees in organizations actually need to be motivated for them to be better and good in their outlook and jobs and by so doing they can perform highly in achieving the organizational goals. Some employees to some extent need funds and while others want compensation, acknowledgment as a way of motivation and by so doing they see the overall growth of the organization because motivation of workers by management has a serious positive impact on the level of staff productivity. Employees who are highly motivated show greater happiness in the workplace and they embark on positive determination in ensuring high level of productivity within the organizational set rules. For Amagonou (2018) the management of market squire organization helps to provide an important role in motivating their workforce towards high level of productivity regardless of the high expansion of the company in the Yenagoa metropolis, which is in line with the business task to be the leading home-grown grocery trade company via

available limited funds to bring in products and clients together in the contemporary marketplace for the advantage of all stakeholders and its main standards that provides faith, service delivery, truthfulness, idea, collaboration, humane leadership style and accountability. Besides, the challenges of the employees have not been properly solved which the workers are still hoping to be handled entirely as the organization progresses.

It is on this point, the paper will investigate productivity and employees drive in the organization, with a critical analysis of market square enterprise in Bayelsa state.

## **2. Conceptual Review**

### **2.1 Motivation and Productivity in Organization**

Amadi and Kelvin (2017) posited that motivation through the management in an organization provides the worker with all opportunities to be productive. Because many workers in organization want motivation in order to sense very good within the context of their work and which would make them perform effectively and efficiently with the aim of achieving organizational goals. Motivation at the work place makes an employee to be productive and see the overall interest of the organization. This position was also added that organizational goals could not be achieved if employees are not happy because the good packages leveled on motivation within the work environment have a greater effect on staff productivity. Employees understanding of the work place is tied to his level of motivation and this will enable the employees to carry out their jobs diligently and production will then increase.

According to Akpotohwo, Ogeibiri and George (2017:107) motivation in relation to labour within the context of an organization could be defined as the situation of being influenced to do something. It is the means of influencing employees to give off their very best to the overall interest of their organization. Basically, it is the energetic means that propel an individual, i.e. an employee, into action in order to accomplish his or her organization's goals. It is also referred to as the willful or desire act on the part of a person.

The position of French (2007) and Miner (2002) clearly asserted that motivation is the tendency to act in the way of a particular result or set of outcomes which is a purpose of both needs and the

supposed possibility that those needs would be met. It, therefore, follows that for employees to be motivated, management has to discover their needs, wishes, requests and drives. There is evenly the need for these factors to be fulfilled. The incapability of management to get done the factors may lead to disappointment, low self-esteem, dissatisfaction and low level of productivity within the organization. Odugbesan (1985) views motivation as the way of triggering the brain of an individual to direct or channel his behaviour or action towards the accomplishment of specific goals. Motivation is the enthusiasm to put forth an attempt in the search of organizational objectives. Motivation involves in embarking on those measures that will encourage performance on the part of workers. The procedure of motivation consists of:

- (i) Proper recognition or admiration of an unfulfilled want;
- (ii) The establishment of an objective which will please the want; and
- (iii) Resolve of the act required to gratify the desire.

Motivation is to turn one's measures towards certain objectives and to obligate some part of one's energies in reaching the employees.

Adewumi (1988) conceptualized motivation "as the internal incentive that induces employees to behave the way they do". A study of motivation usher in an explanation on how behaviour is enthused continued, intended for and how it can be completed as (cited in Ilesanmi and Famolu, 2016: 16). Ezeani (2006) posits that the obligation for managers and administrators to stimulate their employees cannot be over-emphasized. There is no hesitation that the capability of any organized endeavour and indeed any organized group, to attain its goals depends to a large extent on the motivation of its workers. Indeed, no organization or manager can succeed in accomplishing it optimal effectiveness for his or her enterprise without knowing what to motivate employees. Motivation of workers become very indispensable when it is realized that although employee work in an organized enterprise or partake in all kinds of groups in order to accomplish some desired goals that they cannot attain as persons, this does not imply that they will necessary put in maximum hard work to ensure that these goals are realized.

The argument of Jennifer and George in Nwannebuife (2017:9) came up with view that motivation as a mental force that governs the direction of an individual's behaviour in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its workers are adequately motivated to perform at higher levels within the organization aspirations.

However, this paper considered motivation as those things that are important to an employee which will make him happy and perform very well in achieving the goals of an organization. For instance, bonuses offered to an employee, reward and acknowledgment at the work place, management and staff mutual collaboration, workers and customer relation, leave, cash gift to a job well done by a staff who met a short-term task.

## **2.2. Organizational Productivity**

Try (2018) posited that productivity within organization helps to aggravate efficient and effective outputs of the goals of any organizational drive. For organization to be productive, the needs and aspirations must be clearly spelt out. This position was in connection with Ann (2018) that organizational productivity is tied to how well the management on the provision of the needed material and human resources are in place. That is, the effectiveness of the management to a greater extend has a wide-ranging impact in organization, because efficient and resourceful management can provide all strategies that would help to push for an enduring productivity and lift largely on competence between employees in an organization.

More also, Organizational efficiency determines how well resources are brought collectively in a business and which helps to utilize an organizational goal for accomplishing set of results as clearly stated in the mission of the business. James as (cited in Mali, 1978) conceptualized productivity as the process of getting out the maximum stage of performances with the smallest amount of expenditure of resources within an organization. For the view of Wich (1995), productivity within an organization is how to fit or resourcefully an economy's resources are utilized in the course of production mechanism. Productivity in organization is brought in relation to a combination of factors which help to provide massive output within the organizational cycle. The totality of the

efficiency of resources in a production process is strong-minded by the quantities of the resources engaged; the qualities of the resources engaged; the position of machinery to be applied; and the political climates and the condition of work environment. In industrial countries, a considerable part of the gains in organizational productivity that have occurred in the twentieth century is being considered to an increased investment in the aspect of education and training of the labour power.

Ewurun (2000) argued that productivity in organizational effectiveness involves the connection between labour as in input and output in the industrial activities. And that productivity in organization has two ways; They are total productivity which means the ratio of an index of real outputs of goods to an index of real inputs of resources, whereas partial productivity entails the ratio of the real outputs of production process to the real inputs of a given type of resources in an organization. Anugwom (2007:141) posited that organizational quest in productivity could be referred to as the quantity of work that is attained in a unit of time by means of the factors of production and the factors comprise technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when an equal amount of output is generated using fewer inputs (ILO, 2005).

Bhatti and Qureshi (2007) came up with the perception that productivity can be seen as a determinant of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capability of the workers in an organization. It is the relationship that exists among the quantity of inputs and outputs from a clearly defined method. The presentation of an enterprise which determines its continued survival and development is mainly dependent on the level of productivity of its workers. More also, it is affirmed that the affluence of a nation as well as social and economic wellbeing of its citizens are determined by the level of efficiency and competence of its various sub components. (Cited in Nwannebuife, 2017:25).

Be that as it may, the author looked at organizational productivity as a process whereby employees within the workplace are positively affected to see the overall success of the organization, by engaging workers to produce efficient results. More also, for an organization to be productive, the

management will provide all measures that would increase the level of drive to the employees and this will increase productivity within the organization.

### **2.3. Employees Motivation and Organizational Productivity and in Relations to Market Square Enterprise**

Basically, this aspect would identify the level of motivational drive experienced by employees towards organizational productivity in considering the market square enterprise. However, it is important to note that organizational goals to a large extent promote the efficiency and effectiveness of the management and employees outputs towards the production processes and which in turn showcase the services of the enterprise to the clients and the public. The nature and the material and human resources put in place in an organization help to foster enhance mechanism of the company outlooks towards its competitors. The market square company is a retail outfit for consumers. It is an open market for every consumer and provides a competitive approach within the Yenagoa city.

Ken (2018) argues that employees motivation in an organization and especially in market square provides an important role in enhancing successful and well-organized management and workers relation which help the company to have a friendly link between management and clients, consumers for the reason that the general concern of employees in the enterprise is to see the entire vision, mission of the organization being achieved and that a number of reasons have helped organizations to achieve high level productivity and among them are: timely remuneration payment, working environment being conducive, sufficient allowances, valuable decision-making process, friendly relationship between management and employees, provision of adequate compensation, provision of leave and allowance, provision of a conducive staff quarters etc.

James (as cited in James, 2019) market square corporation is a superstore outputs, which has its organizational objectives through effectual and well-organized management style and employees customers friendly relation within the organization, there is provision of adequate employees safety measures, there is provision of work shift among employees, adequate daily feeding provision and mutual good communication gap among employees and management. According to Ebi (2019) market square supermarket enjoys the following qualities; employees and



management confidence, service delivery system, provision of truthfulness, inventiveness, valuable teamwork, successful leadership, management approach, accountability in dealing with employees high level of productivity. That the following factors help market square organization to improve on their productivity drive ; Enhancing successful and proficient employees motivation services and drive through proper identification of staff immediate needs , the proper time management of employees, efforts of employees to be easily recognized in the work environment towards a productive drive, effective and improve public image, sufficient improvement of working skills. For Ambedi (2018) market square company opens in 2015 in Yenagoa at the capital city of Bayelsa State as a result of the strong need of a powerful and all round superstore in the capital city towards effective and robust competitive drive of its outputs and when it opens its first branch in Yenagoa the company employed over 400 staff. It started at a time the state needs competitive and high demands customers' services and goods in the state. The market square organization has over ride other superstores in the Yenagoa city because of its vast varieties of goods and services despite the nature of joy customers drive in shopping at the market square company.

However, the researched carried out a focus group discussion of 50 respondents on the aspect of finding out their level of motivation in the organization, where 35 respondents agreed that their drive is tied to the management and organizational goals and the process of meeting up their needs. That the business outfit policy drive is to foster efficiency and success between staff, management and in relations to customers' satisfaction. More also, employees were asked things that would not make them to be effective and productive in line with the organizational goals, then 40 respondents agreed that, policy like late payment of salary, unusual transfer of staff within the organization, lack of allowances, inadequate leave, frequent monitory of job, illegal deduction of workers salary. And that these mentioned items and others may affect their productive drive in the organization. This position was agreed with (J.Simon, personal communication, May 4, 2020) submission that market square employees are targeted at achieving it purposes and workers are strictly to adhere to its goals but there are challenges the employees faced in pushing for a robust motivation drive and among these are: inadequate transfer; nonpayment of bonuses; late payment of salaries; unexpected transfer; non approval of leave as at when due; illegal salary deduction etc.

**Table 1** Number of Respondents from the Market Square Company Staff

<b>Departments/Units</b>	<b>No of Respondents</b>	<b>Remarks</b>
<b>Administration</b>	15	Completed
<b>Finance and Account</b>	5	Completed
<b>Security</b>	10	Completed
<b>Kitchen/ Bakery</b>	6	Completed
<b>Frozen</b>	14	Completed
<b>Total</b>	50	Completed

*Source:* Focus Group Field Survey.

### **3. Theoretical Analysis**

The theoretical framework used for this study was human relation framework and the major contributors and proponents of this analysis was Mary Parker Follet, Elton Mayo, Roethlisberger, Dickson etc. This theory was connected to the study conducted at the western electric company in Chicago, USA between 1924 and 1939 respectively, where certain groups of workers were chosen; one group was to test or act as experimental group and while the other a control group. The bases of the study were to test in order to examine the effects of the surroundings on productivity. As Pratt and Benneth (1979:19) and Ezeani (2006) states” the consultants began by increasing the level of lighting in the test group’s work era, “arguing that if lighting was improved, output should similarly improve. The anticipated output of the test group did indeed rise; but so did that of the control group”. Even the test group’s lighting was reduced, output rose in both groups. So with confusion then, Mayo came up and selected females employees and transferred them from a normal working environment to a different room for five weeks, before then, their

output was measured and recorded without them knowing. At the end of the period, Mayo introduced a series of changes to their working conditions; a group incentive scheme, hours of work, rest pause, refreshments were all varied. The research lasted five years, during which regular medical examinations showed no signs of fatigue, and absenteeism fell by 80 percent. Nevertheless, Mayo and his team concluded on the basis of the results that the physical environment was not all-important, as they had previously supposed. They endorsed the high level organizational productivity to the following ways:

1. The group felt imperative: management cared about them
2. The style of supervision was more welcoming than the style to which the group was accustomed;
3. The girls had been allowed considerable freedom to organize and control their own work;
4. As a group, they had developed close friendship.

Mayo original suggestion was that productivity and work satisfaction are largely products of social relationships between employees and between staff and their supervisors. One of the most important findings made during Mayo's Hawthorne studies was the existence of informal work groups and their role in determining the level of productivity (cited in Ezeani 2006: 130).

For Basu (2012) the Hawthorne experiments proved that men are not atomistic or voluntaristic creatures, but are motivated by a variety of factors (not purely economic) in work, and are influenced by their social environment. These studies proved that organizations are social systems comprising thinking and acting individuals. It further disclosed the tendency of workers to form small informal social groups with their own code of ethics and conduct in matters of work, behaviour, belief and goals which may be often different from the goals of management and the stated objectives of the organization. It assumed also that the study of organizational behaviour is a very complex process which has to take into account, both the economic and the non-economic variables. For a realistic analysis of workers behaviour, all the factors motivating them have to be studied.

The framework made us to understand that humanists lay greater emphasis on the study of major psychological processes such as perception, learning and motivation which revealed a worker's personality more than other mechanical factors. And those organizational goals were deemed as

important as goals of individual workers. Every effort should be made to see that the organizational work fulfils the worker's talent and creative potential and leaves him satisfied with his job. It is the goal of every management to strike a balance between the workers needs and those of the organization.

Furthermore, this theory evidently discovered that organizations should allow the operation of informal structures in bringing up the high level productivity within the organization , there should be well-organized and efficient employees motivational drive in enhancing high way of productivity in organization, management should stringently contribute to a modest working environment as regards to have productive processes and management should at any point in time think about employees in order to bring up high organizational productivity within the enterprise.

#### **4. Methodology**

The method adopted in this research was on descriptive, while the source of obtaining the data was through secondary source and the focus group discussion approach which helped the study to gather appropriate data in arriving at conclusion .More also, the population of the study comprises the staff of market Square Company in Bayelsa state and the sample sized used was 50 employees ranging from Administration, Finance and Account, Security, Kitchen and Frozen departments. While the sampling technique adopted was purposive in ascertaining the level of productivity and employees drive in organization with an analysis of market square enterprise.

#### **5. Findings and Conclusion**

The findings of this research revealed that organizations are known as corporative instrument in achieving it target goals help in providing the overall interest and aspiration of employees that would lead to high level of productivity as a result of motivational drive in organization. Motivation as a means of improving employees' behaviour to a large extends help to produce efficient and enviable outputs within the organization. And that, market square enterprise is an organization which geared towards efficiency, competence and success, where employees are seen as a genuine resource in implementing its productive means. The research showed that market

square as a wholesale and retail superstore in Bayelsa state provides competent environment for staff to push for high level of productivity which made the company to be favourable within the state and this assertion was in line with the literatures of Ambedi (2018), James (2019).

Moreover, the research discovered that motivation of workers in the market square company plays an important role in promoting and ever-increasing high level of productivity and motivational drive within the organization and it also helps to improve successful and competent service delivery between management and employees which draws customers' attention towards organizational level of productivity. It was also revealed that motivational drive has a strong connection with high level of organizational productivity in the market square company because of its central values of reliance, service delivery, truthfulness, inventiveness, joint effort, and humane leadership style couple with accountability. Also, findings revealed that market square goals towards high level of organizational productivity usually cause workers to perform efficiently and competently with their staff thought through pay packages and with the current increasing company inputs and outputs activities towards the state business outlets which made its organization more favourable between its competitors within the context of Yenagoa city, these were in line with the 50 respondents gathered under focused group discussion were 45 respondents totally agreed .

The study also revealed that, despite the purpose of achieving its goals within the organization, the employees in market square business are faced with some challenges like salary deduction, nonpayment of bonuses, non regular payment of salaries, lack of leave, unnecessary transfer, frequent monitoring of workers. These findings were in line with the position of Simon James and the 48 respondents agreeing to the focus group discussion interview guide that was provided.

Finally, the study concludes that employees within market square would continue to be productive when the motivational drives of the organization by the management are highly considered with the employees consent. Reasons being that efficiency and satisfaction are basically the products of personal interaction between employees and between staff and their supervisors. And one of the most imperative aspects of this study in accordance with the theoretical framework was the recognition of the existence of informal work groups and their role in determining their level of productivity and the need of organizational drive but this informal work groups are never

considered at the market square company. Therefore, management should be allowed to have informal groups in the market square enterprise in order to determine the activities, challenges of the employees within organization.

## **Recommendations**

Based on this study, the following recommendations were made:

- Employees' desires should be extremely measured if there would be the need of organizational productivity.
- The organization should regularly interrelate with employees in identifying their instant demands and immediately resolve them as regards to the mounting level of organizational productivity.
- There should be additional pay package provided to those workers in the organization that have additional work load in order to provide high level of organizational productivity.
- Management should regularly evaluate the payment structure of employees in the enterprise in order to have increase in their productive processes
- Management should get on the job training with good enclose allowances in order to follow up better productivity by staff within the organization.
- Organization as a subject of efficient and competent service delivery ought to study other organizations activities and programmes by evaluating their strength and weaknesses that would help to create room for improvement.

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*Sapele, Timipre, & Dadom*

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