



The Effect of Motivation on Project Execution in Nigeria: A Case Study of Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria

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Authors' contributions

This work was carried out in collaboration between the two authors. Author OTO performed the statistical analysis, wrote the study, wrote the prolix, the literature review, and wrote the first draft of the manuscript. Author AFL designed the study, managed the analysis of the study and literature searches. Both Authors read and approved the final Manuscript.

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ABSTRACT

This paper recognized motivation (intrinsic or extrinsic to workers) as an instrument for efficient and effective execution of a project. The paper examined if workers are highly motivated, the motivational factors that mostly affect workers' performance, the effect of motivation on workers' performance in project execution, and the relationship that exist between Project execution and workers' motivation in Bayelsa Plastic Industry, Yenagoa Bayelsa state, Nigeria. The paper sought answers to research questions by employing survey design, using multistage sampling technique to select respondents. Data was elicited from 61 respondents with the help of a 14-item questionnaire and personal interview. The respondents consisted of management and staff of the establishment under study. Data for this study were analyzed using descriptive statistics, and chi-square (X^2) was used to test hypotheses at 5% significant level. The study revealed that if workers were poorly motivated, workers preferred extrinsic to intrinsic motivational factors and that there is a positive and significant relationship between workers' motivation and performance in project execution. The paper recommended, a consistent study and assessment of individual worker's needs, wants, desire, personal interest, aspirations,

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and their performance level in order to know what motivate workers at every point in time and therefore take necessary actions to stimulate their efforts towards high standard performances, efficient, and effective project execution, timely project completion, and reward them accordingly. Motivation plan and budget should be included in company's budget, corporate policy and plan.

Keywords: Workers' needs; wants; desire; workers' motivation; performance; project execution and completion.

1. INTRODUCTION

It is the desire of every project manager to execute and complete a project to meet quality standards, scheduled time limit, budgeted funds, and to satisfy the end users. However, he does not execute the project solely because, a project consist of a set of interrelated and interdependent activities which consume a lot of resources (men, material, money and time). "Project is an organized programme of predetermined group of activities that are non-routine in nature and must be completed using the available resources within the given time limit [1]. A non-successful completion of a preceding activity could mar the commencement of a succeeding activity and the completion of the project as a whole. These activities are often carried out by a team, headed by the project manager. The team is usually composed of people (skilled, experts, professionals, etc.) from different background, different field of study, with different personal interest, aspirations, needs, wants and desire. The question is, how does a project manager manage his team into executing its task efficiently and effectively in order to meet up with the quality standards, execute the project within budgeted funds and scheduled time limit and to satisfy end users? Leadership is very essential in project execution. The onus lies on the project manager to ensure efficiency and effectiveness of the team. The project manager needs to ensure that the team works harmoniously and every member of the team is able to satisfy his personal needs, interest, desires, and aspirations along with the objective of the project. He must create a helpful environment that inspires corporation, mutual trust, honesty, and gives a sense of belonging. "People tend to do their best when they are in an environment that makes them feel valued, where they get a "pat on their back" or a "thank you" for a job well done. These courtesies may seem simple, but managers sometimes forget to use them. Managers can do simple things that can have a great impact on organizational morale and move associates to go extra mile" [2]. To do this would require "motivation". Motivation is an important tool for rousing the energy and enthusiasm of workers towards total commitment to the project goal. It inspires cooperation, diligence, and goal-focused attitude. Motivation is "a process that starts with a physiological deficiency or need that activates a behaviour or a drive that is aimed at a goal incentive" [3]. It composes of three elements (needs, drives and incentives) which are interacting and interdependent [3]. Motivation is "a psychological process initiated by the emergence of needs involving a goal directed action and behaviour aimed at satisfying a particular desire" [4]. When the needs, interest and aspirations of workers are satisfied along with the project goal, a successful project completion and achievement is guaranteed.

Motivation whether intrinsic - that is in-built in the workers and between the workers and the job, that makes them to be inventive, enthusiastic, find work pleasant, want to face challenges and achieve something or extrinsic – that comes externally from the worker, outside the job, from the working environment and other inducements including: salary, promotion, benefits, increases workers level of commitment to work. Workers need to be

well motivated for a high standard and timely project execution and completion to be attained. Well motivated workers would be encouraged to contribute their utmost efforts individually and as a team towards timely and effective execution of the project. Therefore a project manager must have the ability to identify and comprehend the motivational needs of every of his team member because, what may motivate one worker may not motivate another and what may motivate a worker today, may not motivate the same worker tomorrow, since human wants are insatiable and once one is satisfied it ceases to be a motivator. "The greater the likelihood of fulfilling the needs of project team members, the greater will be the chances for successful implementation of the project" [1]. Motivation helps energize workers to work. "The key to motivating employees is finding proper ways to satisfy their needs and desires. Each individual has different needs, wants and desires" [5]. "Even with the best strategy in place and appropriate organizational structure, an organization will be effective only if the members are motivated to perform at a high level" [6]. Many employees are motivated when they are endowed and feel their contributions are important in the success of the company. When employees find themselves empowered in such ways, they will work in ways that meet the needs and desires of the company as a whole, not only their own needs and wants [5]. The main objective of this study is to evaluate the effect of motivation on project execution in Nigeria, using *Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria, as a case study*. The specific objectives include: to examine the level of workers motivation, to examine the motivational factors that mostly affect workers' performance, the effect of motivation on workers' performance in project execution, and examine the relationship that exist between Project execution and workers' motivation in Bayelsa Plastic Industry, Yenagoa Bayelsa state, Nigeria.

Commissioned by President Goodluck Jonathan in October 2010, Bayelsa Plastic Industry Yenagoa, Bayelsa State, Nigeria, started operation on December 3rd 2010. It was established to take advantage of the readily available petrochemical raw materials within the state and provide employment for its indigenes. The industry started operation with the capacity of producing 1,500 pipes, and over 50 rolls of polythene daily. This capacity has been hardly achieved due to lack of skilled technical labour to operate and maintain the machines, lack of infrastructural facilities, especially electricity, to carry on production effectively and efficiently, and dependent on imported machinery which requires highly skilled personnel for maintenance. The system like every other government firm's system in Nigeria is made up of politically selected management staff (qualified or not), mismanagement of funds, over-invoicing, bureaucracy, favouritism etc. The industry started operation with work force of 130 staff. Personal interview held with the production and personnel managers revealed that they are in need of four machines to aid in the completion of the production of PVC pipes and wholesale of their finished products. The procurement of these machines would enable them raise their work force on the salary scale, from 130 to 300 workers. The number of staff as at the 10th of September 2013 when the sample was drawn, were 154, comprising of five management staff, while others were non-management (technical and non-technical staff). They however had some casual workers. The permanent workers complained of poor salaries and sometimes delay in payment of monthly salaries. Majority of the staff are junior workers on minimum wage. They do not partake in decision making, they are not adequately paid in comparison with the effort they put in. They are disgruntled but need the paltry salaries they are being paid to provide them with daily food.

2. STATEMENT OF THE PROBLEM

All over the world especially in developing countries like Nigeria, workers are becoming more and more displeased due to unsatisfactory working conditions occasioned by economic downturn. There is intense competition and uncertainties in the world of business. In Nigeria, people have been crippled by low purchasing power and difficulties in making “ends meet” occasioned by devaluation of Naira and poverty. This situation has made it increasingly difficult to motivate workers. The intense competition demands not just high quality products, but best quality workforce who must be highly trained, rewarded and required to work within a cooperative environment. To obtain workers’ cooperation requires a lot of motivation and motivating workers can be very challenging because workers are animate. They can think, react, revolt, refuse to carry out an action, be lazy or hardworking, jeopardize effective execution of a project. To execute a project which consist of interrelated and interdependent activities that need to be planned, coordinated, monitored, and controlled for the project’s goal to be efficiently and effectively attained, involves a lot of herculean task, perseverance, motivation and cooperation of the project team who must work in harmony to attain the project’s goal within the scheduled time, budget and to meet up to a specified standard.

Despite all the motivational theories propounded by past philosophers, academicians, scholars, and employed as motivational strategies by organizations, it has become increasingly difficult for projects to be completed within the scheduled budget, time, and to meet up with the specified standard in Nigeria [7] noticed that construction output has been decreasing consistently despite the rising cost and huge labour intensive nature of construction projects all over the globe. The deterioration in workers’ performance is occasioned by the failure of the building industry to execute projects on time with the apparent consequences of cost over run. Why this precarious situation? What motivational factors mostly affect workers’ performance, what is the effect of motivation on workers’ performance in project execution, and what is the relationship that exist between Project execution and workers’ motivation in Bayelsa Plastic Industry, Yenagoa Bayelsa state, Nigeria. The researcher seeks to find answers to these questions by using Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria, as a case study. Various studies have been carried out on the effect of motivation on project execution. Why some studies affiliated efficient and effective project execution with intrinsic motivation, others affiliated it with extrinsic motivation. The findings revealed that workers were poorly motivated, workers preferred extrinsic to intrinsic motivational factors, that there is a positive and significant relationship between motivation and workers’ performance in project execution and that a positive relationship exist between Project execution and workers’ motivation in Bayelsa Plastic Industry, Yenagoa Bayelsa state, Nigeria.

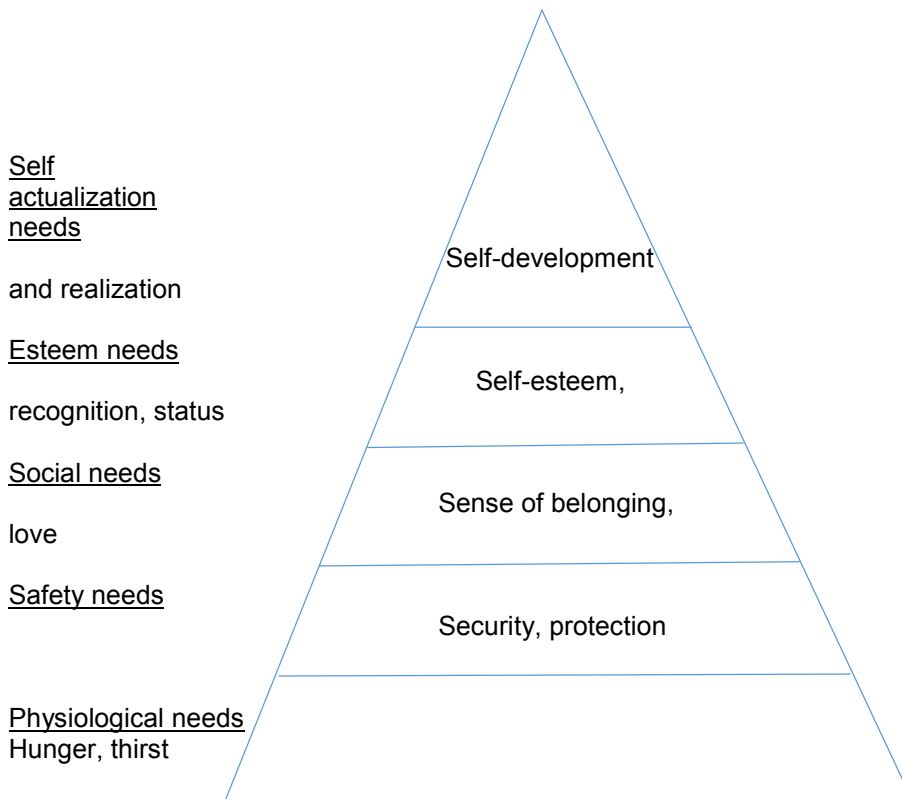
2.1 Previous Research

2.1.1 What type of motivators do workers prefer?

What motivate workers cannot be generalized because, what motivate workers differs from one worker to another. The reason for this is that individual needs, wants, desires, interests, goals or aspirations differ from one individual to another. In fact what motivates an individual worker today, may cease to motivate him tomorrow because human needs are insatiable. [8,9] asserted that monetary incentives would make workers carry out their assigned tasks correctly and meet a defined target rate of output. He unequivocally opined that people do not enjoy work intrinsically. That they are only motivated to work for monetary reward [10]

affirmed that money is still the most vital motivational strategy. [11] confirmed that money is a powerful motivator” [12]. Showed that financial incentives will get people to do more of what they are doing [13] agreed to the hypothesis that workers have the propensity to perform more effectively if their wages are related to their performance. His expectancy theory is of the opinion that workers expectation of reward for the efforts they put in a job has turned out to be part of motivation for employees in every place of work. [14]’s “Hawthorne’s study” established that workers’ productivity was not reliant only on monetary reward but on social needs (need for safety, recognition, belonging to informal group, etc.) achieved by mingling with co-workers, and supervisors at the place of work [15] also supported Mayo’s study.

[16] on the other hand, recognized five different types of human needs and placed them in a hierarchical order. He asserted that people are motivated by the desire to satisfy specific set of needs and that they tend to satisfy these needs in a progressive manner, starting with the physiological needs and moving up the hierarchy. This means, it would be necessary to investigate the level of needs on the hierarchy that every individual worker needs to satisfy at every point in time before attempting to satisfy them, otherwise an effort to satisfy any need below or above will not motivate the worker to put in all his efforts towards the attainment of a project’s goal.



Source: [17]

“A person tries to satisfy the most important need first. When the need is satisfied, it will stop being a motivator and the person will then try to satisfy the next most important need” [17].

This findings was first made by Maslow but the statement has been restructured by other researchers over time [17,18]'s Hygiene Theories X and Y figured human beings to display two types of behaviours which need to be motivated in different ways. He stated that those workers who belong to theory X have little ambition, are lazy, dislike work, have poor intelligence and will try to carry out as little work as possible. Therefore, they need to be sternly supervised, monitored, controlled and coerced to work or be punished. Those who belong to theory Y, view work as natural as play and rest, are diligent, creative, committed to pursue organizational goal, love responsibilities, can execute work independently. These workers are motivated when they are permitted to work independently, using their own initiatives, creativity, skills, and allowed to contribute towards the attainment of organizational goals, rather than by material incentives [19] admitted that although financial incentives are helpful in motivating construction employees, studies have revealed that several people had attained substantial success with recognition in contrast to rewards.

[20]'s "three needs" theory proposes that there are three key motivators: the need for achievement—to achieve something challenging by yourself, the need for affiliation—be closely associated with people, and the need for power—to be able to influence the behavior of others. He concluded that this theory may explain the dissimilarities in motivation among co-workers. This means that it is important to identify every worker's immediate need and satisfy it accordingly, otherwise trying to satisfy the wrong need would not motivate an employee [21]. Advocated "two-factor theory" of motivation. According to this theory, two factors motivate workers: "hygiene factors"—appropriate pay, benefits, favourable relationships with co-workers, safe working environment, and "motivators"—recognition, a sense of responsibility, promotion, and job growth. He further explained that if there is no footpath for growth or recognition for workers accomplishments, they may not quit their jobs immediately, but that would create a set of conditions that fail to motivate them.

2.2 The Effect of Motivation on Workers' Effectiveness in Project Execution

Motivation is the most important factor for productivity [22]. A well-motivated employee is resolute to accomplish the goal of its firm and directs all his efforts and energy towards the achievement of the organizational goal by imputing a good performance. They look for ways to enhance their performance and do their best in all situations. Well motivated employees are persistently looking for improved ways to carry out a job. Motivation is one approach for accomplishing higher goals and development. Employees must be motivated to deliver quality service and effectiveness to an organization. This means that motivation is a key factor for progress [23,24] asserted that the following results maybe anticipated if the employees are appropriately motivated: the workers will be more satisfied if management gives them opportunities to attain their physiological and psychological needs; they will collaborate willingly with management and contribute their utmost towards the attainment of the organizational goal; they will be inclined towards being as efficient as possible by enhancing their dexterity, knowledge and understanding which would help them assist in the advancement of the organization. This will augment productivity, reduce absenteeism of workers and labour turnover to the minimum.

Motivated employees work towards the advancement, productivity and success of the organization [25,23] asserted that motivated employees are more fruitful and help organizations stay alive. He further stated that individuals satisfy their personal goals by stimulating themselves and that propels their efforts towards the accomplishments of objectives of the organization. Management invents the "will to work" when they motivate workers, this is essential for the attainment of organizational goals [24,26]. Motivation is an

effective tool in the hands of managers for stimulating workers and creating self-assurance in them [23]. In spite of the digresses in every society, motivation still remains an influential instrument used to awaken the "will to work" in workers [23].

A motivated employee is receptive to the set goals and objectives he is expected to attain, he therefore directs all his efforts towards that direction [25]. High productivity relies on the extent of effectiveness and motivation of the workers, no matter how mechanized an organization maybe [25]. An internally contented, delighted and motivated employee is truly a productive employee, he augments the efficiency and effectiveness of his organization and this leads to the maximization of profits in the organization [27].

3. THEORETICAL FRAMEWORK

The theories upon which this study is based are, instinct and incentive theories of motivation, and content theory. These theories is suitable for this study because they give a vivid explanation on what motivate workers towards initiating actions that would help to attain their personal goals and those of their organizations. The instinct and incentive theories of motivation explain how motivational factors, which are intrinsic or extrinsic to workers, propel them to higher productivity. According to [30], Instinct theory advocates that organisms involve in some behaviors because they lead to achievement in terms of natural Choice. It states that motivation is basically intrinsic and biological. Every organism is born with inbuilt biological inclination that helps them to stay alive. This biological inclination makes people partake impulsively in a specific form of behaviour. [31], stated that Incentive theory was developed in 1940s and 1950s. The theory suggests that people are moved into action by external incentives. Incentive theory states that people are drawn in the direction of behaviors that offer positive incentives and withdraw from behaviors connected with negative incentives. This means, differences in individual behaviour can be linked with the incentives offered to an individual and the worth the individual places on the incentives at the time they are offered to him or her.

Explained in [28,6,29],content theories also known as the "need theories" or "psychological theories" concentrates on the need of an employee. The theory is based on the postulation that people have a set of needs or desired outcomes, and they pursue activities to accomplish these needs. It focuses on what motivates employees to work. The theory revealed that when the needs of workers are unfulfilled, the workers will disrupt the organization from advancing, because they will have a sense of lack. On the other hand, if all the needs of an employee are satisfied, he will be delighted, cooperative, motivated, and productive at work. A manager must therefore differentiate the needs of each of his employees and carry out appropriate plans to satisfy those needs. Thus recognizing and designing the effective set of needs that must be satisfied in respect of individual worker is of extreme importance to managers. This Theory focuses on the content of motivation in the form of needs. Its bases is the belief that unfulfilled need generates tension and a state of imbalance at work place. To reinstate the balance, a goal is recognized that will satisfy the need and the behavior that will lead to the satisfaction of the need is selected. This will lead to the accomplishment of the goal. This means, all behaviour is motivated by unsatisfied need. This theory recapitulated the fact that people are motivated (intrinsically or extrinsically) into taking actions with anticipation of attaining a desired outcome or rewards.

4. METHODOLOGY

Unstructured personal interview was held with 14 members of staff who were purposively selected based on insight from the personal interview held with the personnel manager, their educational qualification and years spent on the job. The interview was held (3 weeks) prior to the distribution of the questionnaire on September 10th 2013. The result from the interview increased the in-depth knowledge of the researcher on questions to be included in the questionnaire and how the questions would be framed to the understanding of the respondents and enable adequate information from the respondents. Time spent with each respondent depended on the depth and quality of information, and patience of each of the respondent. However, the time range was between 4 to 10 minutes. Purposive sampling technique was used to select five management staff on the staff list consisting of 154 staff, for the study because of the importance of the need to obtain information relating to their various areas of specialization based on their experience and knowledge on the field, while simple random sampling (balloting) technique was employed to select 70 other respondents on the staff list provided by the human resource manager. 75 questionnaires were administered on face-to-face bases, however, nine of the respondents refused to cooperate in the filling of the questionnaire therefore data was elicited from 61 respondents with the help of a 14-item structured questionnaire. The total respondents consisted of 5management staff, 41technical staff and 15 non-technical staff of the establishment. The response rate was 81.33%. The questionnaire was made up of two sections A and B. Section A consisted of personal bio-data about the respondent while section B was made up of questions drawn to measure the effect of motivation on workers performance in project execution in Bayelsa Plastic Industry, Yenagoa, Bayelsa state, Nigeria. Data for this research were analyzed using descriptive statistics – frequencies and percentages, chi-square (X^2) and econometric regression was used to test and re-test the hypothesis posed for the research.

5. RESEARCH QUESTIONS

The following research questions were stated to guide the study.

- (1) Are workers highly motivated in Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria?
- (2) What motivational factors mostly affect workers' performance, in Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria?
- (3) What is the effect of motivation on workers' performance in project execution in Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria?
- (4) What relationship exist between Project execution and workers' motivation in Bayelsa Plastic Industry, Yenagoa Bayelsa state, Nigeria?

6. STATEMENT OF HYPOTHESES

H01: There is no positive and significant relationship between intrinsic and extrinsic motivation and workers' performance in project execution in Bayelsa Plastic Industry, Yenagoa, Bayelsa state, Nigeria.

7. DATA PRESENTATION AND ANALYSIS

In order to answer the 3 research questions posed for this study, data generated from the field were analyzed. The respondents' bio-data was first analyzed for validity purposes. From

the 14-item structured questionnaire with closed ended questions. It was discovered that out of 75 copies of the questionnaires administered, 61 copies were returned. Out of the returned copies, 57(93%) of the respondents were male, while the remaining 4(7%) were female. 17(27.87%) of the respondents were within the age bracket of 20–29years, 26(42.62%) between 30–39years, 12(19.67%) were between 40–49 years. while the remaining 6(9.84%) were 50 years and above. Majority of respondents were OND holders – 23(37.70%), HND holders were 9(14.75%), BSc holders, 6(9.84%), MSc holders, 5(8.20%) while the remaining 18(29.51%) were SSCE holders. The respondents comprised of 5 management staff, 41 technical staff and 15 non-technical staff of the establishment. The average number of years of experience (before and after joining the establishment) of the management staff was 6 year, technical staff 4.5 years and non-technical staff 3 years.

7.1 Results and Discussion of Findings

The results of the study were presented in line with the research questions and hypothesis formulated.

7.1.1 Interpretation of opinion of respondents

In Table 1 below, when the respondents were asked to rate the level at which they are motivated by their organization on Likert scale-Very high, High, Average, Low, Very low, the result on Table 1 below was obtained. That is, 1(1.64%) of respondents ticked very high, 7(11.48%) of respondents ticked high, 14(22.95%) of respondents ticked average, 35(57.38%) of respondents ticked low, while 4(6.56%) of respondents ticked very low. This corresponded with the respondents responses on the personal interview held with them, where they asserted that their salaries are poor and sometimes there is delay in payment of monthly salaries. Majority of the staff are junior workers on minimum wage. They do not partake in decision making, they are not adequately paid in comparison with the effort they put in. They are disgruntled but need the paltry salaries to provide them with daily food. This shows that majority of the employees do not feel motivated.

Table 1. Answer to Research Question 1, Analyzed with Question 10 on the questionnaire. Please rate the level at which you are being motivated by your organisation, by ticking the boxes provided beside the options below

Observed frequencies		
Response	Respondents	Percentage
Very high	1	1.64
High	7	11.48
Average	14	22.95
Low	35	57.38
Very low	4	6.56
Total	61	100

7.1.2 Interpretation of opinion of respondents

In Table 2 below, 32(52%) of respondents agreed that Salary mostly influences their performance in project execution compared to other motivational factors, followed by Career Advancement 10(16%), Recognition 5(8%), Training and Development 4(7%), Sense of Achievement 4(7%), Opportunity to Participate in Formulation of Organizational Policy and Plans 3(5%) Freedom of Initiative 3(5%). This discovery shows that the respondents were

motivated by both extrinsic and intrinsic motivational factors. They were however more motivated by extrinsic-monetary factor (salary). This revelation is not far from that of [6]'s study where it was discovered that out of five motivational factors, high salary ranked first as the most important motivational factor to the employees - 12(34.3%), followed by career advancement 10(28.6%), sense of achievement 6(17.1%) recognition 4(11.4%), and training and development opportunity 3(8.6%) respectively. Also, among the five selected motivational factors [5]'s study, high salary ranked first, as the most preferred motivational factor to the employees. 12(34.3%) respondents preferred high salary, followed by career advancement 10(28.6%), sense of achievement 6(17.1%), recognition 4(11.4%), and training and development opportunity 3(8.6%).

Table 2. Answer to Research Question 2, Analyzed with Question 12 on the Questionnaire. Please indicate the motivational factor below that mostly influence your performance in project execution

Most influential motivational factor on your performance	No of respondents	Percentage
Salary	32	52
Recognition	5	8
Training and Development	4	7
Opportunity to Participate in Formulation of Organizational Policy and Plans	3	5
Sense of Achievement	4	7
Career Advancement	10	16
Freedom of Initiative	3	5
Total	61	100

In [32]'s study, which examined the influence of monetary incentives and its removal on performance, it was confirmed that the subjects in the experimental group that received individual incentives performed better than those who did not receive monetary incentives. In agreement with [8,9]'s conclusion, [10,11,13] and a host of other authors admitted that money (salaries/wages etc.) is the most influential motivational factor that improves workers' performance. Also related to this study is that carried out by [33], on the effect of extrinsic and intrinsic motivation on employees' performance, where it was discovered that a relationship existed between extrinsic motivation and employees' performance and no relationship existed between intrinsic motivation and employees' performance. Another dimension to this study is that carried out by [34]. This study was established on Herzberg's two-factor theory of motivation. In the study, job variables were divided into two groups namely: hygiene factors and motivators. It was revealed that intrinsic job factors (motivators) were more appreciated at higher occupational level, while extrinsic job factors (hygiene factors) were more appreciated at lower occupational levels. From this work they concluded that an organization that satisfies both extrinsic and intrinsic factors of workers get the best out of them.

However, [14] in his "Hawthorne's study established that workers' productivity does not dependent only on economic or monetary reward but also on social needs (need to belong to an informal group, need to socialize with co-workers and supervisors at a place of work, need to be recognized, need for safety, etc.). In agreement with [14,19] stated that though financial incentives are valued in motivating construction employees, studies have shown that some people had accomplished significant achievement with recognition rather than rewards.

Table 3. Answer to research question 3, analyzed with question 13 on the questionnaire. Please indicate the extent to which you agree or disagree with this statement: Workers’ performance in project execution is greatly affected by the extent to which they are motivated. Please tick the extent to which you agree with this statement in the boxes beside the options below

Observed Frequencies

Response	Respondents	Percentage
Strongly Agree	47	77.05
Agree	11	18.03
Undecided	2	3.28
Disagree	1	1.64
Strongly Disagree	0	0.00
Total	61	100

Computation of the chi-square value

O	e	o-e	(o-e)²	(o-e)²e
47	12.2	34.8	1,211.04	99.27
11	12.2	-1.2	1.44	0.12
2	12.2	-10.2	104.04	8.53
1	12.2	-11.2	125.44	10.28
0	12.2	-12.2	148.84	12.20
				Σ 130.4

H01: There is no positive and significant relationship between intrinsic and extrinsic motivation and workers’ performance in project execution in Bayelsa Plastic Industry, Yenagoa, Bayelsa state, Nigeria.

7.1.3 Interpretation of opinion of respondents

In Table 3, 47(77.05%) of respondents strongly agreed with the statement that workers’ performance in project execution is greatly affected by the extent to which they are motivated, 11(18.03%) agreed, 2(3.28%) were undecided, 1(1.64%), disagreed, while 0(0.00%) strongly disagreed with the statement. This result reveals that motivation has a strong and positive effect on workers’ performance in project execution. In [35]’s study, it was revealed that there is a positive and significant relationship between employees’ motivation and performance level of an organization. The study confirmed that motivation has a positive influence on performance of firms in Anambra State, Nigeria. That is, when there is an increase in employee motivation like salary, allowances etc., given to workers, there is a corresponding increase in workers’ performance. He employed Spearman Rank Correlation Coefficient and the use of SPSS to test the hypothesis at 0.05 level of significance. In accord with [35,33]’s study, revealed that there exist a significant relationship between extrinsic motivation and workers’ performance. He however employed Pearson’s Product Moment Correlation Coefficient (PPMCC) for his calculation. [36]’s study concluded that there is no significant relationship between intrinsic motivation such as praises, recommendation etc. received by workers and their performance. [33]’s study concluded that there is a positive correlation between motivation and workers’ performance. He went further

to disclose that when workers are motivated, they will be able to increase their output by 15%.

[6]'s study, revealed that if workers' are given extrinsic reward, they would be willing to increase their productivity. This was attested to by 24 respondents which made up 68% of the total respondents to the study. He also further revealed that 29(82.9%) of the respondents affirmed that a corresponding increase in their level of performance would be attained if they are motivated to work. [33] stated: judging from all these empirical studies and findings, one may generally conclude that a good remuneration package which ties financial reward to individual performance, can be expected to result in higher productivity. However, [37] had a conflicting conclusion to those of the authors above. They accentuated the significance of intrinsic reward in influencing workers' performance. They are of the opinion that intrinsically motivated workers carry out their jobs with pleasure, full sense of volition and satisfaction, without the necessity for material rewards or constraint.

Also in Table 3, at 5% (0.05) level of significance, the chi-square table figure for this study was 9.488 while the chi-square calculated value (χ^2) was 130.4. It can be concluded that the chi-square calculated value is greater than the chi-square table figure. Therefore the NULL hypothesis (H_0) which states: There is no positive and significant relationship between motivation and workers' performance in project execution was rejected and the alternative hypothesis (H_1) accepted. That means, there is a positive and significant relationship between motivation and workers' performance in project execution. Without proper motivation, workers' productivity or level of performance in project execution in any organization would be low.

7.1.4 'Test-retest' validity and reliability test using econometric regression

For clarity and precision in the generated result from the traditional mode of hypothesis testing (χ^2) above, this study adopted Ordinary Least Square (OLS) regression method using a bi-variate economic model to test the effect of motivation (intrinsic and extrinsic) on project execution in Bayelsa plastic industry, using questions, 12 and 13 in the questionnaire as data for regression. This study adopted the 'Test-Retest' validity and reliability test by performing a second hypothesis test on the raised hypothesis to confirm if the result generated with the chi-square analysis method is valid and reliable.

The model is specified in their natural mathematical form:

$$PE = f(M)$$

Where; PE = Project Execution

$$M = \text{Motivation}$$

The above estimation could be modeled for estimation as;

$$PE_t = \alpha_0 + \alpha_1 M + U_t$$

α_0 & α_1 are parameters while the U_t is the stochastic/white noise

Results: Dependent Variable: PE

Variables	Coefficients	S.E	Prob.	
C	0.675	0.369	0.0000	R ² = 0.646
M	0.226	0.021825	0.0000Adj	R ² = 0.640
F-stat = 107.66	Prob. F-stat = 0.0000	S.E. = 0.076	0.022	Durbin
Watson=0.36				

Source: Authors' computed
The overall result is presented as follows:
 $PE = 0.675 - 0.226M$

8. INTERPRETATION

The output above is the result of regression between Project Execution and Motivation. Firstly, coefficient of Motivation is 0.226 which shows that a unit increase in motivation will on the average cause about 0.226 percent increase in project execution. This confirms that the relationship between the two variables is positive, we hereby reject the null hypothesis and accept the alternate hypothesis that motivation has a positive effect on project execution. Similarly, the R-squared is 0.646 and adjusted R-squared is 0.64 which means that there exist about 64.6% relationship between the dependent and the independent variable and it shows that nearly all the variations in the dependent variable have been explained by the independent variable. The probability of obtaining the co-efficient is 0.000 which confirms that the parameter of the model is statistical significant.

The test-retest validity and reliability test shows that there a positive relationship, therefore, the result generated from the traditional mode of analysis is valid and reliable as the regression result also showed a positive relationship between the variables. This result conforms to the studies of [8,9,23,24,25] where they all tested the effect of motivation on employees performance and their result showed that motivation enhances organizational performance and will help them carry out assigned tasks correctly and at a defined target rate, hence, the relationship is positive.

9. DISCUSSION

The main objective of this study was to evaluate the effect of motivation on project execution in Nigeria, using instinct, incentive and content theories of motivation as basis. The organization used for the study was *Bayelsa Plastic Industry, Yenagoa, Bayelsa State, Nigeria*. The hypotheses which states that there is no positive and significant relationship between intrinsic and extrinsic motivation and workers' performance in project execution in Bayelsa Plastic Industry, Yenagoa, Bayelsa state, Nigeria was rejected at 5% (0.05) level of significance. This is in agreement with instinct, incentive and content theories of motivation which proposed that motivation has a significant effect on workers' performance. The findings also agreed with [35]'s study, which revealed that there is a positive and significant relationship between employees' motivation and performance level of an organization, when there is an increase in employee motivation like salary, allowances etc., given to workers, there is a corresponding increase in workers' performance. [33]'s study, also supports the findings of this work. He concluded that there exist a significant relationship between extrinsic motivation and workers' performance. [36]'s study however conflicted with the findings because he concluded that there is no significant relationship between intrinsic motivation such as praises, recommendation etc. received by workers and their performance. However, this study has been able to disprove this fact and concluded that

workers' performance is influenced by both intrinsic and extrinsic motivational factors, though the staff are more motivated by extrinsic factors. This is in agreement with [8,9,10,11,13]'s findings. Revelation from the study showed that 32(52%) of respondents ticked salary as the factor that mostly influences their performance in project execution compared to other motivational factors, followed by Career Advancement 10(16%), Recognition 5(8%), Training and Development 4(7%), Sense of Achievement 4(7%), Opportunity to Participate in the Formulation of Organizational Policy and Plans 3(5%) Freedom of Initiative 3(5%). This discovery shows that the respondents were motivated by both extrinsic and intrinsic motivational factors. They were however more motivated by extrinsic-monetary factor (salary). This revelation is not far from that of [6,5]'s study.

Regarding the request for answers to the statement, 'workers' performance in project execution is greatly affected by the extent to which they are motivated', 47(77.05%) of respondents strongly agreed with the statement, 11(18.03%) agreed, 2(3.28%) were undecided, 1(1.64%) disagreed, while 0(0.00%) strongly disagreed with the statement. This result reveals that motivation has a strong and positive effect on workers' performance in project execution. This findings is in agreement with [35]'s study, where it was revealed that there is a positive and significant relationship between employees' motivation and performance level of an organization and [33]'s study. In fact, [6]'s study, revealed that if workers' are given extrinsic reward, they would be willing to increase their productivity.

Questionnaires were prepared and administered to 75 respondents out of which 61 were usable for the analysis. It was discovered that he level of motivation among staff of Bayelsa Plastic Industry, Yenagoa, Bayelsa state, Nigeria, is low and this reveals the level of workers contribution to the productivity of the firm. Only 1 (1.64%) of respondents agreed that they were very highly motivated, 7(11.48%) highly motivated, 14(22.95%) averagely motivated, 35(57.38%) stated that their level of motivation was low, while 4(6.56%) stated that their level of motivation was very low. This corresponded with the respondents responses on the personal interview held with 14 purposively selected respondents, where they asserted that their salaries are poor and sometimes there is delay in payment of monthly salaries. Majority of the staff are junior workers on minimum wage. They do not partake in decision making, they are not adequately paid in comparison with the effort they put in. They are disgruntled but need the paltry salaries to provide them with daily food. This is worrisome because it could have a negative effect on the staff's performance.

It can be inferred from the discussion above that, extrinsic motivational factors especially monetary factors affect workers performance more than the extrinsic factors in Nigeria, This may be related to the high level of poverty persisting in Nigeria especially within the disadvantaged states and rural areas in particular. Bayelsa state in Niger Delta region of Nigeria, is one of the disadvantaged states in Nigeria, except with the recent development going on there by the present administration, majority of its indigenes experienced hardship intimidation, low purchasing power and so on. They lived subsistence lives, with low saving propensity. Their lands and rivers are frequently polluted from oil spillage, therefore, they can hardly farm nor fish, unemployment rate is very high, no welfare packages for the unemployed and no collateral to borrow money from the banks. Everyone is left to fend for himself and his family. They therefore live on daily income and are willing to accept low wages and salaries as income. This explains why majority of Nigerians prefer salary increment to other intrinsic motivational factors. On the other hand, an average Nigerian loves power and recognition even at the work place. However they tend to satisfy these needs only after they have satisfied the lower needs on Maslow's hierarchy of needs and they are comfortable. It is for this reason that salary maybe closely followed by carrier

advancement and recognition on the list of motivational factors mostly preferred by workers in Nigeria. It is therefore pertinent for management in all organization to persistently study the socio-economic and other circumstances surrounding each individual employee and develop incentive policies and procedures to entice, retain and continuously motivate them at every point in time. This would lead to continuous workers' satisfaction and increase in productivity. It is important at this point, to suggest that more research should be conducted on the effect of socio-economic situation on workers' motivation and performance at workplace, in both private and public organizations. This study is restricted to just one organization, due to limited time scope. It is therefore necessary for further studies to be carried out in other to do justice to the factors that affect workers' motivation and performance.

10. CONCLUSION

It can be inferred from the result above that there is a positive and significant relationship between motivation and workers' performance, extrinsic motivation (Salary, Benefits etc.) mostly affects workers' performance and to a great extent, than other motivational factors in project execution in Bayelsa Plastic Industry, Yenagoa, Bayelsa state, Nigeria. However, even when extrinsic motivational factors affects workers mostly, it is pertinent for management and project managers to identify at all times, the different motivational factors that appeal to each individual worker, the need, want, interest, aspiration and goal which each worker intends satisfying along with the organizational goal and satisfy them accordingly in other to enlist the cooperation and commitment of every worker into the timely, efficient and effective execution of every firm's project.

It is therefore recommended that a consistent study and assessment of individual worker's needs, wants, desire, hierarchical level and their performance level should be carried out in order to know what motivates every worker at every point in time, whether lower level or management staff, and therefore take necessary actions to stimulate their efforts towards high standard performances, efficient, and effective project execution, timely project completion, and reward them accordingly. Otherwise any effort to satisfy a need that would not motivate any worker would lead to a reduction in his or her performance. Every worker should be provided with an environment that makes him or her comfortable, feel valued, where he is applauded or rewarded for doing a good job. Also every organization should incorporate motivational packages and incentives in its corporate policies and plans in order to facilitate its implementation without hiccups and make every worker satisfied and committed at work place. Only by doing this would cooperation, total commitment, efficiency and effectiveness of workers be enlisted.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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