



EXTRINSIC MOTIVATION AND EMPLOYEES' PRODUCTIVITY IN ORGANIZATIONS IN SELECTED PARASTATALS IN OWERRI, IMO STATE

UBAH CHUKWUDI NELSON (Ph.D),

Department Of Political Science,
Faculty of Social Sciences,
Abia State University, Uturu,
Abia State, Nigeria

ONYEIWU EMMANUEL ANAYO

Department of Public Administration,
Faculty of Social Sciences,
Imo State University, Oweriri,
Imo State, Nigeria

ABSTRACT

This study focused on extrinsic motivation and employees' productivity in organizations using selected parastatals (Imo State Board of Internal Revenue, and Owerri Capital Development Authority [OCDA]) Owerri, Imo State. Survey research design was used and questionnaire served as instrument of data collection. The population of this study is made up of the entire 300 senior staff of Imo State Board of Internal Revenue (180) and Owerri Capital Development Authority OCDA (120) in Imo State, from where 171 staff were sampled using Taro Yamane sampling formula. The data collected were presented in tables and analyzed using simple percentage and t-test statistics. Based on the data analysis, it was discovered that there is significant impact of salary increase on output maximization, job security enhances employee turnover, and regular promotion leads to industrial harmony in the organization. The study recommends that there is need to encourage job security and reduce employees' job turnover in the organization. This should be done through confirmation. Also, the staff should be well motivated to perform their duties through promotion. This will help to achieve stability and productivity. The study therefore concludes that staff in public sector needed extrinsic motivation in all ramifications so as to enhance workers performance.

Keywords: *Extrinsic Motivation, Employees' Productivity, Organizations, Parastatals, Salary Increase, Output Maximization, Job Security, Employee Turnover, Regular Promotion and Industrial Harmony.*

INTRODUCTION

Once the worker believes that he can realize his personal goals by helping the organization to realize its objectives, he is bound to offer his best. The issue of motivation is very central to human resources management because of its impact on employee productivity. Our focus in this study is on extrinsic motivation. According to Irokansi and Ubah (2018), extrinsic motivation is a type of motivation which are used as reward or incentive to employees to make them enjoy some physical benefit so as to perform better on their work. This motivation is mainly driven by external reward like finance, promotion, training, recognition, praise, and other material and non-material items. The goal of extrinsic motivation is to achieve physical benefit. In this direction, extrinsic motivation is focus on the benefit and the reward attached to high performance, unlike intrinsic motivation which is based on doing things well because it is worthy doing well. Extrinsic motivational process includes salary increment, better allowance, more responsibility and participation in decision making.

Based on that, extrinsic motivation is one of the basic issues that enhance employee high productivity in Nigeria public sector organizations, especially in civil service (like ministry and parastatals in Imo State) and other organizations – can actually be motivated through financial and non-financial incentives. Financial motivation is one of the extrinsic motivational strategies to enhance workers' input and employee and organizational productivity. Not only that, Amucheazi (2013) stated that most of the organizational employees can be motivated through extrinsic non-financial incentives. To him, such extrinsic non-financial incentives that can motivate employees for high performance include job security, high task, promotion, career training and development and personal recognition of employee input. When the above variables are present in the work place, it encourages employee productivity and improved organizational performance.

STATEMENT OF THE PROBLEM

When workers are not properly motivated through (extrinsic means) job security, they look for job elsewhere and that increase employee job turnover and reduces employee

retention in the organizations. Not only that, the problem of ineffective promotion of workers especially in government establishment has made the workers not to put in their effort in performing their functions as it ought to be; hence most of them who are due for promotion have not been promoted in line with the civil service rule. Furthermore, a situation where the government owes its workers many months of salary serves as a disincentive; hence ineffective extrinsic workers motivation.

For that, some workers now have excuse not to go to work regularly because of lack of financial motivation in collecting their salary as at when due. More so, the issue of training and development of workers is one of the basic issues that can encourage high productivity, however, this is neglected most times. Is on record that workers in the public sector most times are not trained/developed through seminar, workshop and other in-service training methods so as to encourage and motivate them for high productivity. It is based on the above problem that this work focused on extrinsic motivation and employees' productivity in organizations using selected parastatals (Imo State Board of Internal Revenue and Owerri Capital Development Authority [OCDA]) Owerri, Imo State.

OBJECTIVES OF THE STUDY

This general objective of this study is to extrinsic motivation and employees' productivity in organizations. The specific objectives are to:

1. determine the impact of salary increase on output maximization.
2. identify the extent job security enhances employee turnover.
3. find out the extent regular promotion leads to industrial harmony in the organization.

RESEARCH QUESTIONS

Based on the problem statement, the following questions therefore become pertinent in this study:

1. What are the impacts of salary increase on output maximization?
2. To what extent does job security enhances employee turnover?

3. To what extent does regular promotion leads to industrial harmony in the organization?

CONCEPTUAL REVIEW

Motivation

In general, motivation is used to describe the complex forces, drives, tension states, or other mechanisms that initiate and maintain voluntary activity directed toward the achievement of stated goals (Hoy & Miskel, 2000; cited in Aguh, 2020). It is an inner state that activates or moves a person to do better in any situation (Berelson & Steiner, 2000, and Nwatu, 2011). “It is an emotion or desire (need, want, drive and other semantically similar words as “motive”); operating on a person’s will and causing that person to act positively or sometimes negatively. It attempts to account for the drives or “wants” inside an individual rather than describing the individual’s action. Maynard (2017) commenting on the desire for praise as a universal characteristic, pointed out that if the management finds out or creates an opportunity privately or publicly to praise an individual or group for the contribution made to the attainment of organizational objectives, while withholding similar praise from those whose contribution has been less satisfactory, he may be providing a reward of great value and incentives.

Extrinsic Motivation

Extrinsic motivation entails reward-driven behavior which prompts employees to action. In extrinsic motivation, rewards and incentives - which may include praise, promotion, training, fame, or money - are used as motivation for specific activities. This is unlike intrinsic motivation, which entails external factors driven motivation. According to Nwankwo (2018), being paid to do a job is a clear example of extrinsic motivation. Extrinsic motivation always has a tangible reward system as a motivator. Extrinsic motivation can be used to motivate employees to do various different jobs so as to achieve organizational goals. If there’s a good reward tied to the task or duties, employees may be extrinsically motivated to complete the task. For Molokwu (2019), extrinsic motivation is the stimulation of behavior through various external factors

which serve as reward system for employees. Extrinsic motivation plays a crucial role in determining the actions and behavior models of an employee. In every firm, employees are extrinsically motivated by the compensation they receive for their work. However, salary remuneration is any type of compensation that an individual or employee receives as payment for their services or the work that they do for an organization or company. In the workplace, extrinsic motivation can be used to stimulate the interest of employees in tasks in which they are not initially interested. In addition, other sources of motivation typically encourage employees to acquire new knowledge and skills. Irokansi and Ubah (2018) listed the example of extrinsic motivation to include financial, training, job security, promotion, and fringe benefits.

Productivity

Productivity is about the effective and efficient use of all resources in organization. Resources include time, people, knowledge, information, finance, equipment space, energy, materials. Productivity is the ratio of output to input in a system. It is a measure of how efficiently and effectively an organization uses inputs such as labor and capital to produce outputs such as goods and services. An increase in productivity means that more goods and services are produced with the same amount of labor and capital. It is not about cutting costs but “doing things right” and “doing the right things” to achieve maximum efficiency and value. In business, productivity is the ratio of what is produced to what is required to produce it, as it measures the relationship between output and inputs (Gronroos & Ojasalo, 2014; Calabrese, 2012). In every public sector, productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments.

For Chukwu (2019), productivity growth constitutes an important element for modeling the productive capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is used to assess demand and inflationary pressures. Nwatu (2011) defined productivity as the input-output ratio within a time period with due consideration for quality in organization. Similarly, Mali cited in Okolo (2004)

defined productivity as “the measure of how well resources are brought together in organization and utilized for accomplishing a set of results”. According to Egwu (2019), production is the set of activities involved in the creation of things of value in an organize system. Productivity can be increased by advance technology, more efficient operating methods, a more hardworking and more talented work force, or a combination of these factors.

Measuring Extrinsic Motivation for Improved Productivity of Employees

There are many strategies of extrinsic motivation for workers to enhance productivity. They include:

- 1. Impact of salary increase on output maximization:** In view of Irokansi and Ubah (2018), salary is all about a fixed regular payment, mainly paid on a monthly basis but often expressed as an annual sum, made by an employer to an employee, especially a professional or white-collar worker. For Oladejo and Yinus (2017), a salary is a regular monetary payment by an employer to an employee for employment that is expressed either monthly or annually, but is paid most commonly on a monthly basis, especially to people employed to work in an organization (public or private sector). Oburu and Atambo (2016) asserted that salaries are usually determined by comparing what other people in similar positions or organizations are paid in the same region and industry. For that, salary leads to output maximization. In public sector, Policies directed at increasing the take-home-pay of the workers should be formulated by the government to enhance workers output (Amah, 2011). It is from this take-home-pay that the employees address their need problems since it is a known fact that these employees have no other source of income to make up for deficient pay of the organization. Their salaries and wages should be structure or periodically reviewed (Ogunna, 2004). When an organization is paying its employees more than what other competitors may offer, the employees are likely to stay with the organization. This is true because finance is one of the motivating factors for employees. This is to say that the salaries, allowances

and other condition of service of employees should not be lower than what is obtainable in other organizations and should be made attractive.

- 2. Impact of job security on employee turnover:** Employee want to feel secured on their job and would for that reason prefer low paid job to that of the higher paid job that is not permanent in nature (Irokansi and Ubah, 2018). Any organization that wants to retain their employees and motivate them to perform their duties effectively should always offer job security to the staff. Job security is one of the reasons Nigerian workers prefer public sector to private sector, hence job security enables them to work and retire at appropriate age or working years and enjoy retirement benefits (pension and gratuity) (Aguh, 2020). Job security should be offered by even private sectors so as to enhance employee job satisfaction and reduce job turnover rate. No wonder security is one of the ingredients in Maslow's hierarchy of needs theory. When employees have confidence on their job (based on job security), they feel at home and go extra mile in performing their functions, for their future are secured. When workers are motivated in their organization, it helps to reduce employee turnover rate, enhance employee commitment to duty and encourage employee retention in the organization. In human resource context, turnover or staff turnover or labour turnover is the rate at which an employer loses and gains employees (Okeke, 2013). Turnover is measured for individual companies and for their industry as a whole.

If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. To Ohamadike (2017) low motivation may lead to high turnover. It should be noted that high turnover may be harmful to organization's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Still, organization often track turnover internally across departments and division or other demographic groups such as turnover of women versus turnover of men. Amah (2011) noted that unskilled positions often have high turnover, and employees can generally be replaced without the organization incurring any loss of performance. The ease of replacing these employees provides

little incentive to employers to offer generous employment contracts, conversely, contracts may strongly favour the employer and lead to increase turnover as employees seek, and eventually find more favorable employment.

To Irokansi and Ubah (2018), high turnover often means that employees are not motivated or dissatisfied with their job, especially when it is relatively easy to find a new job. It can also indicate unsafe or unhealthy conditions, or that too few employees give satisfactory performance. He also stated that the lack of career opportunities and challenges, dissatisfaction with job-scope or conflict with the management have been cited as predictors of high turnover. In Nigeria environment, each organization has its own unique turnover drivers/factors, so organization must continually work to identify the issues that cause turnover in their establishment, and effectively motivate their workers. Therefore, turnover indicates that employees are satisfied, healthy and safe and their performance is satisfactory to the employees. Amah (2011),stated that providing a stimulating work place, and adopting human relations management approach, in line with effective motivation (which fosters happiness, motivate and empower individuals), lower employee turnover and absentee rates. He continual training and reinforcement develops a work force is competent, consistent, complete, effective and efficient.

3. Regular promotion and Industrial harmony in the organization: Promotion ordinarily is referred to as a process of giving somebody a lift in position (Irokansi and Ubah, 2018). But in a more practical sense, it designates a change within an organization, which an employee enjoys as he moves to a higher position for greater responsibilities and higher wage. So as the status increases, so also the salary or pay status rises (Agwu, 2011).When employees are well motivated through promotion, it leads to industrial peace and harmony (Chukwu, 2019). And that will always have significant impact on organizational growth and stability. Industrial/organizational harmony refers to a friendly and cooperative agreement on working relationship between employers and employees for their mutual benefit (Amah, 2011). Industrial/organization harmony is concerned with the relationship between management

and employees with respect to the terms and condition of employment and is situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives.

THEORETICAL FRAMEWORK

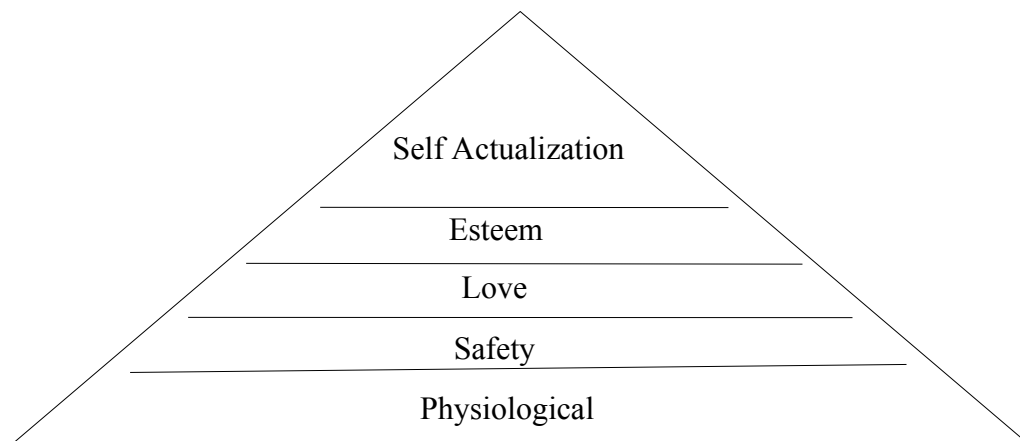
Maslow Hierarchy of Needs Theory

This theory was propounded by Abraham Maslow and is popularly referred to as the hierarchy of needs theory. It is the most popular of content theories and it is based on the belief that people are motivated by five needs that are hierarchical. The satisfaction of one leads to the thirst for the satisfaction of higher-order needs. It is also needs that have not been satisfied that can influence the behavior of people. At the lowest level is the physiological need which includes things like food, sex, shelter, water, air etc. In the organization, these needs are satisfied by good salaries and good working condition (Okeke, 2010). The next stage is the security needs, this include freedom from physical danger, fear and pain. The organization can take care of these needs through job security, insurance schemes, good retirement benefits and a safe working environment. The third stage is belongingness needs; this relate to people's desire for social belonging, friendship, love and affection (Okeke, 2010). This need can be provided for in the work place by encouraging social interaction among workers and giving the workers a sense of belonging in the workplace through the human relations approach to management. The Esteem need comes next, this is the need to be respected by other workers and also have self-esteem.

The organization can take care of this need by adopting an equitable appropriate reward system, good job titles and giving employees challenging job responsibilities. The final stage is then need for self-actualization. At this level, the worker needs to feel fulfilled and full. This comes from the feeling that one has realized his full potentials. The organization can help the worker in realizing this need by involving him in decision – making and creating a clear career path for all employees to realize their full potential (Maslow, 1954). First, the arrangement of the need in a hierarchy has been criticized for its rigidity. It is argued that some of the needs may occur

simultaneously while individual references dictates which of then needs that are considered important. For instance, while some people are motivated by money, others are not motivated by it. The theory also fails to consider the in fluency of culture, religions, education and background d which was not taken into account. To a large degree, Maslow’s ideas help us to understand that everyone has a basic need that must be satisfied. Despite this shortcoming, the theory is relevant to managers who are desirous of motivating their workers for higher productivity. Using Maslow hierarchy of needs theory to compare with other theories like Herzberg theory, it should be noted that the satisfiers relate to the content while the motivators are intrinsic, the hygiene factors are intrinsic.

Fig. 1: Maslow's Hierarchy of Needs



Sources; (Maslow, 1954).

EMPIRICAL REVIEW

Some studies have been done in related areas of this work.

Aguh (2020) focused on non-monetary compensation and employee performance using IMSU as the focal point. Survey research design was used and questionnaire served as the instrument for data collection. The study used 1100 IMSU staff as study population, from where 300 were sampled. The data collected were presented in tables and analyzed using Pearson correlation coefficient. The findings revealed that there is significant relationship between promotion and employee productivity in the organization; there is significant relationship between employee job security and

employee retention in the organization; there is significant relationship between housing scheme for employees and level of workers discipline in the organization; and there is significant relationship between medical services for workers and the level of employee healthiness on the job. Based on the findings, the study recommends that Nigeria organizations should offer job security to their employees as a non-financial compensation strategy so as to enhance employee retention.

Chukwu (2019) determined intrinsic motivation of workers in government owned enterprise: a study of Akwa-Ibom State Board of Internal Revenue. The researcher formulated three research questions, three research objectives and three research hypotheses. Maslow hierarchy of needs theory was used to explain the impact of motivation on workers performance based on workers' need. The study employed survey research design and questionnaire was used as the instrument of data collection. The population made up of the entire 220 staff of Akwa-Ibom State Board of Internal Revenue, and all the population were used as sample. The data collected were presented in tables and analyzed using simple percentage. The findings revealed that salary increase does not significant affects employee discipline and staff training/development does not significantly affect employee productivity.

Ohamadike (2017) studied extrinsic motivation as it affects job performance using Mobil Oil Nigeria Plc as a study. The research examined those factors that positively or negatively influence employee's attitude to work. In doing this, the researcher administered questionnaires and conducted interview to obtain data required for the study. Survey method was used and data were analyzed using mean. 50 executive staff were used as both population and sample. The result of the study indicates that most employees are at lower level of Maslow's hierarchy of needs. They are battling with the satisfaction of basic needs because of socio-economic nature of our environment. The work environment, the company's health safety policy, infrastructural facilities, the company's compensation package, coupled with participatory management system which empowers employees to use their skills and initiatives are motivating, captivating and keeping the morale of employees higher.

Ajagu (2017) examined motivation and workers performance in public organizations in Nigeria using Abia State Ministry of Works as the focal point. The study employed survey research design and questionnaire was used as the instrument of data collection. The staff of Abia State Ministry of Works made up the population from were 170 were sampled and used. The data collected were presented in tables and analyzed using simple percentage and chi square. The findings revealed that there is significant impact of salary increase on employee commitment/effectiveness in the ministry, there is significant effect of staff training/development on organizational productivity in the ministry and there is significant impact of workers' promotion on workers' productivity and dedication in performing their functions. Based on the findings, it was recommended that the Nigeria government should provide the enabling ground, resources and equipment for training of workers so as to enhance their performance.

Enyioko & Ikoro (2018) examined the effect of compensation plan on employee performance in telecommunication industry in Nigeria with a case study of MTN Nigeria, Abia State. The methodology that was used for the study was survey design, primary and secondary sources of data were adopted, with a sample size of 133 which was selected among managers and other senior staff of MTN. The study revealed that if employees are well compensated by way of allowances, commission, salaries and other fringe benefits, they will increase their performance.

Oladejo and Yinus (2017) studied the impact of motivation plan on workers performance of selected quoted food and beverages manufacturing companies in Lagos Nigeria. The study was carried out with 125 out of the 150 questionnaires that were administered and distributed to the staff of the selected food and beverages companies. Data collected was analyzed using frequency table and percentage analysis while the non-parametric statistical test chi - square was used to test the formulated hypothesis using STATA 10 data analysis package/software to examine how the selected workers perceived the influence of compensation plan on their performance. The result showed that compensation plan has significant and positive effect on workers performance which will eventually increase the overall performance

of the Nigerian foods and beverages industry. Compensation system was also found to be the backbone of all policies concerning the acquisition and utilization of human resources.

RESEARCH GAP

Many studies have been executed on motivation, extrinsic motivation, productivity and other related area. However, the exact subject matter has not been covered. There exist so many gaps between existing studies and this present study. Such gap covers the subject scope, the geographical scope, the methodologies employed, the variables used in the objectives, the arrangement of the literature and many others.

- 1. On the subject gap:** Most of the studies cover motivation without including extrinsic motivation and productivity; and other focused on productivity with other variables neglecting motivation and extrinsic motivation.
- 2. On geographical gap:** None of the past studies used selected paratals (Imo State Board of Internal Revenue and Owerri Capital Development Authority OCDA) in Owerri, Imo State. Most of them cover production firms and some of the past studies were not done within the South-South geographical zone of Nigeria. Some studies which covered Nigeria organizations did not cover the organizations used in this study, and they did not cover the exact variables used in this study.
- 3. On the methodology gap:** Most of the past studies used only primary data through ex-post facto research design and analyzed data using statistical package different from what was used in this work. Though some of them used survey research method but their population mainly covered the customers of the companies without using the staff of the firms under study. More so, the variables in our objectives, research questions and research hypotheses which include extrinsic motivation (salaries, promotion, training, job security) and productivity variables (like output maximization, employee retention, industrial harmony, and employee absenteeism) were not exactly employed by past studies. Most of the past studies used either one or two of the above variables neglecting others.

4. Gap on the arrangement of literature: Most of the past studies did not use theories employed in this work. On the basis of the above, it could be stated here that the findings of this study will still differ from those of the empirical review because of the above differences mentioned. Based on the foregoing, it's a fact that little or nothing has been covered on extrinsic motivation and employees' productivity in organizations using selected parastatals (Imo State Board of Internal Revenue and Owerri Capital Development Authority [OCDA]) Owerri, Imo State.

RESEARCH METHODOLOGY

- **Research design:** Survey research design was applied for this study. The survey was used because it encourages the use of primary data.
- **Population of the study:** The population of this study is made up of the entire 300 senior staff of Imo State Board of Internal Revenue (180) and Owerri Capital Development Authority OCDA (120) in Imo State (**Source:** Personnel Units of the Organizations, 2021). From this population, sample was selected.
- **Sample size determination:** To determine the sample size the formula of Taro Yamane was used. The formula is given as follows:

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

Where

n = the sample size

N = population of staffs/officers. An estimated population of 300 is used.

e² = square of maximum allowance for sampling error at 5% level of significance.

$$n = \frac{300}{1+(300) (0.05)^2}$$

$$n = \frac{300}{1+(300) (0.0025)}$$

$$n = \frac{300}{1+(0.75)}$$

$$n = \frac{300}{1.75}$$

$$n = 171.428$$

Approximately = 171

The sample size (n) = 171

- **Sampling technique:** In this study, the sampling technique employed is purposive/judgmental sampling technique which gives a researcher the opportunity to select the sample based on the research purpose so as to achieve the objective of the study
- **Sources of data:** In this study, both primary and secondary sources of data were used.
- **Method of data analysis:** The percentage method of analysis was used to analyze the data.

DATA ANALYSIS, FINDINGS AND DISCUSSION

The data were statistically analyzed and interpreted. It should be noted that out of 171 copies of the questionnaire distributed, only 170 copies were collected and used.

Research question one: What are the impacts of salary increase on output maximization?

Table 1: Salary increase enhances employee commitment to duty.

Options	No. of Respondents	Percentage (%)
Strongly agreed	67	39.4
Agreed	60	35.3
Disagreed	30	17.6
Strongly disagreed	13	7.6
Total	170	100

Source: survey data 2022

From the above table, 74.7% of the respondents strongly agreed, 35.3% of the respondents agreed and 17.6% of the respondents disagreed while 25.3% of the respondents strongly disagreed.

Table 2: Regular payment of worker salary will have significant impact on output maximization.

Options	No. of Respondents	Percentage (%)
Strongly agreed	55	32.4
Agreed	45	26.5
Disagreed	40	23.5
Strongly disagreed	30	17.6
Total	170	100

Source: survey data 2022

From the above table, 32.4% of the respondents strongly agreed, 26.5% of the respondents agreed and 23.5% of the respondents disagreed while 17.6% of the respondents strongly disagreed.

Research question two: To what extent does job security enhances employee turnover?

Table 3: Do you agree that most staff are highly motivated when they enjoy job security?

Options	No. of Respondents	Percentage (%)
Strongly agreed	70	41.2
Agreed	59	34.7
Disagreed	21	12.4
Strongly disagreed	20	11.8
Total	170	100

Source: survey data 2022

The table above showed that 41.2% of the respondents strongly agreed, 34.7% of the respondents agreed and 12.4% of the respondents disagreed while 11.8% of the respondents strongly disagreed.

Table 4: Confirmation of appointment enhances employee retention and reduce job turnover.

Options	No. of Respondents	Percentage (%)
Strongly agreed	60	35.3
Agreed	40	23.5
Disagreed	35	20.6
Strongly disagreed	35	20.6
Total	170	100

Source: survey data 2022

The table above showed that 35.3% of the respondents strongly agreed, 23.5% of the respondents agreed and 20.6% of the respondents disagreed while 20.6% of the respondents strongly disagreed.

Research question three: To what extent does regular promotion leads to industrial harmony in the organization?

Table 5: Regular staff promotion leads to improved productivity.

Options	No. of Respondents	Percentage (%)
Strongly agreed	75	44.1
Agreed	54	31.8
Disagreed	25	14.7
Strongly disagreed	16	9.4
Total	170	100

Source: survey data 2022

The table above showed that 44.1% of the respondents strongly agreed, 31.8% of the respondents agreed and 14.7% of the respondents disagreed while 9.4% of the respondents strongly disagreed.

Table 6: Employee promotion enhances industrial peace and harmony.

Options	No. of Respondents	Percentage (%)
Strongly agreed	52	30.6
Agreed	48	28.2
Disagreed	38	22.4
Strongly disagreed	32	18.8
Total	170	100

Source: survey data 2022

The table above showed that 30.6% of the respondents strongly agreed, 28.2% of the respondents agreed and 22.4% of the respondents disagreed while 18.8% of the respondents strongly disagreed.

DISCUSSIONS OF FINDINGS

Based on our research question one, it was discovered that there is significant impact of salary increase on output maximization. In view of Aguh (2020), when workers get their compensation, they put more efforts and achieve productivity. High salary enhances productivity increase (Kane, 2018).

Based on the research question two, it was discovered that job security enhances employee turnover. In view of Molokwu (2019), job security improves organizational growth and expansion. The benefits of job security include organizational stability, improved productivity and staff focus (Ohamadike, 2017).

Based on research question three, it was discovered that regular promotion leads to industrial harmony in the organization. To Amucheazi (2013), when workers are promoted, it adds value to the system and enhances productivity. To Chukwu (2019), productivity can be achieved when employees are happy, and that is possible through promotion.

CONCLUSION

It has been discovered that organizations - like the government parastatals in Imo State - will achieve high productivity when its staff and management are properly motivated. Extrinsic Motivation of staff in the organization is a prerequisite for high productivity. Here, salaries of staff, allowances, their promotion and overall job incentives must be taken care of by the government. Based on the forgoing, it should be concluded that staff in public sector needed extrinsic motivation in all ramification so as to enhance workers performance.

RECOMMENDATIONS

Based on the research findings and result, the following recommendations were made:

1. There is need to encourage job security and reduce employees job turnover in the organization. This should be done through confirmation.
2. The salaries and allowances of the staff should be paid as at when due. The new thirty five thousand naira (N35,000) minimum wage should be properly implemented, so as to motivate staff. As this will encourage high productivity. Also, personal motivation (gift, bonus etc) should be given to staff who distinguished themselves in the discharge of their duties.
3. The staff should be well motivated to perform their duties through promotion. This will help to achieve stability and productivity.

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