

Motivation As A Tool For Increased Employee Productivity Within Humanitarian Sector: A Case Study Of ICRC Nigeria

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Abstract

This study seeks to determine the effect of motivation within humanitarian sector, a case study of the International Committee of the Red Cross (ICRC) Nigeria. This study further sought to determine the effective motivating factors that must be put in place in order to boost the morale of the employees and enhance higher productivity. Quantitative and qualitative data were collected with the aid of structured questionnaire from 109 ICRC employees in Nigeria. Data were analyzed using Descriptive Statistics, Likert Scale Statistics and the Logistic Regression Model. Results revealed that 69.0% of the respondents were male, 86.6% married, 54.8% were between ages 31 and 40 years with a mean age of 32.3 years, 83.3% have between 1 and 5 years of experience. Effective tools used to motivate staff included : prompt payment of salary (66.0%), appropriate allowance (68.0%), pension facility (71.0%) and life insurance (68.0%). The study concluded that prompt promotion, gifts and meal vouchers, expected salary, access to quality health and loan facilities were motivating factors which determine staff productivity. It was recommended that staff should be promoted when due, staff should be provided with loan and quality health facilities, employees should be given appropriate expected salary that will enhance their productivity.

Keywords: Productivity, Motivating Factors, Humanitarian, Likert Scale Statistics, Employees

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I. Introduction

Organisations over the years have realized that motivation has a lot to do with sustaining high level of performance within their operations, this has informed their increasing interest in what to do in order to sustain high levels of performance through their staff; Joycee, (2012) therefore advised that to sustain high performance within a team it is good to consider appropriate incentives for workers. Motivation is a major concept that interestingly influences productivities of individuals and group of individuals because it determines what inspires an individual or group of individuals to behave in a desired manner with a view to receiving some positive rewards or to satisfy certain human needs Bawa, (2017). To motivate employees in order to enhance their performance involves several criterial factors which include: organisational vision and values, employee engagement, management acknowledgment and compensation for work well done, and overall authenticity of leadership Kumari, (2014).

Statistics have revealed that about 30% of workers around the globe are optimally engaged in their work. It was further confirmed that these workers, spend between 40% and 60% of their time daily at work however, study also revealed that employees are no longer satisfied with traditional reward systems and want to feel valued and appreciated (Hoole, 2016).

Employee productivity is a common challenge that various organisations face around the globe Stanley, (2012). As confirmed by Levy, (2013) keeping employees motivated is a greater problem to motivating them. Over time, organisations have been faced with the challenge of identifying and implementing strategies that will be sustainable and effective in making employees productive Deci, (2013). Many a times, employees are not driven by Salary increase, hence, salary increase may not be directly proportional to productivity; employees' productivity is not remuneration based (George and Jones, 2013).

The first factor is the combined individual perceptions of the expectations other people have of them as well as their own expectations of themselves. This is usually because varieties of people come into work situations with several expectations. As a result of this, balance must be struck between organisational goals and individual expectations (Sulcas, 2007). This is so as to ensure a state where individuals are motivated, and the organisational goals are achieved. Secondly, the other factor which motivates people at different times has to do with the issue of self-images, concepts, life experiences and personality. These factors are in tandem with Schein, (2010) that posited that intrinsic needs of employees should be kept in view when an organisation aims to motivate her staff

considering the fact that staff members always have personal needs which vary from their usual financial needs. Some other researchers identified both intrinsic and extrinsic motivation factors to be important, they however are of the opinion that they both have different effects on staff member's behaviour which will also affect how they pursue the organisational's objective Lin, (2007). These factors must be positively motivated in the worker so as to yield proactive attitude. Against the backdrop, this research seeks to provide answers to the following research questions: what are the socio-economic characteristics of staff in ICRC, what are the effective tools to motivate staff of ICRC, and what motivating factors determine employees' productivity in ICRC?

Expectancy Theory of Motivation

This theory focuses primarily on the cognitive antecedent that affects motivation and how they relate to each other. In other words, expectancy theory is a cognitive process theory of motivation that has its basis on the believe that people assume there exist relationships between the quality of work, the performance they attain from their work, and the benefits they receive from their work and performance. This theory overtime has proven to be relevant in business management. The Vroom's theory of motivation noted that people will show sense of motivation if they have the understanding that effective work will lead to good performance while good performance will as well be proportional to possible expected benefits Parijat and Shilipi, (2014).

Expectancy theory is based on four assumptions. First hypothesis is that people join organisations due to various driving force which include: needs, motivations and past experiences. Secondly, that the behavior of an individual is the result of conscious choice. Thirdly, that people want different things (for instance, remuneration, job security, promotion, and challenge) from the organisation. The fourth assumption is that people will select among multiple options to directly optimize outcome for them Parijat and Shilipi, (2014).

Study Area

Nigeria's population was estimated at 195.9 million people in 2018; this population estimate represents 2.35 percent of the world's total population which invariably implies that one person in every 43 people on the planet resides in Nigeria Raymond et al., (2007).

Nigeria is a black African country situated along the coastal boarder of West Africa along 10.00 N, 8.00 E; she has a land mass of 923,768 square kilometer and it is located in the tropics (Omede, 2017).

International Committee of the Red Cross has her presence in about 9 states within the country and the working condition for each of these states varies from region to region, as some climatic condition of some region is preferred over the others while the security situations also vary, this in a way is a major determinant of staff's motivation or demotivation as the case may be.

Sampling Procedure and Sample Size

A purposive sampling technique was used to sample about 109 staff members of the International Committee of the Red Cross (ICRC) within the various states of the organisation's operations in Nigeria. The choice of ICRC was because of its good number of staff whose performances are with respect to the motivation they get and it covers about 25% of the Nigerian States.

Method of Data Collection and Data Analysis

Primary data was collected with the aid of a structured questionnaire which was administered to the staff members of ICRC.

The data obtained were analyzed using both descriptive (frequency as well as percentages) statistics and inferential (logistic regression) statistics.

The Logistic Regression Model was used to examine the motivating factors that determine employees' productivity given by:

$$\text{Log} \frac{P_i}{1-P_i} = Z_i = \alpha + \beta_1 W_1 + \beta_2 W_2 + \dots + \beta_n W_n \dots \dots \dots (1)$$

$$Z_i = \alpha + \beta_1 W_1 + \beta_2 W_2 + \dots + \beta_n W_n \dots \dots \dots (2)$$

Where:

Z_i = Motivation influence employees' productivity (1 = Yes, 0 = No)

α and β_i are the parameters from the independent variables which determine employees' productivity.

W_1 = age of respondent (years)

W_2 = years of formal education of respondent (Years)

W_3 = years of experience (years)

W_4 = promotion (1=Yes, 0=No)

W_5 = health facility (1=Yes, 0=No)

W_6 = loan facility (1=Yes, 0=No)

W_7 = number of training per annum

W_8 = Salary (naira)

Socio Economic Characteristics of Respondents

Findings from the study area as shown in Table 1 reveals that majority (71.6%) of the humanitarian workers in the study area are male. This imply that ICRC Nigeria is dominated by male rather than female. It was observed that many (68.8%) of the respondents were between the age bracket of 31 and 40 years; this finding is consistent with that of (Kiruja and Elegwa-Mukuru, 2013). The mean age of 34.4 years implies that most of the staff of ICRC are youths and in the productive stage of their lives. Findings from the field survey showed that a good number of the ICRC staff members are educated with at least 42.2% of them being graduates from various universities while another proportion (26.6%) of them being Master degree holder. Field survey revealed that 74.3% of the respondents have between 1 and 5 years of relevant experience in humanitarian services and different department of the organisation. This is similar to the result by Kiruja and Elegwa-Mukuru, (2013) obtained in a closely related research work. The average years of experience of 4.65 years showed that reasonable proportion of the respondents have good knowledge of their work. A fair proportion (33.0%) of the humanitarian staff of ICRC in Nigeria work in the administrative section of the organisation while another (30.3%) of the staff work as logisticians in the same organisation. Results obtained from the field show that majority (73.4%) of the respondents are married.

Field survey revealed that humanitarian staff of ICRC have different number of direct dependents depending on their marital status. It was observed that 38.5% of the respondents have between 3 and 4 direct dependents while 33.9% have between 1 and 2 direct dependents.

Table 1 Distribution of Respondents by Socio-economic Characteristics

Characteristics	Frequency	Mean	Percentage
Gender			
Female	31		28.40
Male	78		71.60
Total	109		100.00
Age			
20-30	24		22.00
31-40	75		68.80
41-50	10		9.20
Total	109	34.40	100.00
Academic Qualification			
Secondary School Certificate	7		6.40
Diploma/NCE	16		14.70
HND	11		10.10
BSC/BA	46		42.20
MBA/MSC	29		26.60
Total	109		100.00
Years of Experience			
1 – 5	81		74.30
6 – 10	24		22.00
11 – 15	3		2.80
16 – 20	1		0.90
Total	109	4.65	100.00
Department in ICRC			
Administration	36		33.00
Management	5		4.60
Logistics	33		30.30
Eco- Sec	2		1.80
Protection	6		5.50
Health	4		3.70
WATHAB	17		15.60
Communication	4		3.70
Cooperation	2		1.80
Total	109		100.00
Marital Status			
Single	29		26.60
Married	80		73.40
Total	109		100.00
Direct Dependent			
0	16		14.70
1 – 2	37		33.90
3 – 4	42		38.50
5 – 6	5		4.60
7 – 8	7		6.50
9 – 10	2		1.80
Total	109	3.00	100.00

Source : Data Analysis Results (2023)

Effective Tools Used to Motivate ICRC Staff

The result on Table 2 revealed the perception of respondents on the effective tools used to motivate ICRC staff. It was observed that 66% of the humanitarian staff strongly agree that good and prompt payment of salaries is an effective tool used to motivate ICRC staff members. This implies that regular payment of staff's good remuneration as an extrinsic factor could motivate workers to productively perform as was corroborated by Levy, (2003) and Ajayi, (2015). Findings show that 68% of the respondents agree that benefiting from appropriate allowances is an effective tool used to motivate ICRC staff members towards productive performance. This suggests that when staff of organisations benefit from appropriate allowances, they tend to be motivated to be more productive as opined by Pratheepkanth, (2011). Interestingly, 58% of the humanitarian workers in ICRC disagree that giving voucher and subsidy for lunch is an effective tool used to motivate them as staff of the organisation. This implies that gestures such as giving of vouchers and lunch subsidies could be an act of humanitarian service but not an effective tool used to motivate the staff toward productive performance. Results also showed that 67% of the respondents are neutral/undecided about the use of transport facility and transportation allowance provision as an effective tool used by ICRC to motivate the staff to be productive. This could be because almost all the staff have their various means of transportation to and from work and also to wherever they wish to go. Hence, they see provision of transport facility as not effective enough to motivate them. Moreover, 71% of ICRC employee agree that provision of pension facility is an effective tool which the organisation uses to motivate them. This could be because not all organisations make provision of pension facility for their staff members. This submission is similar to that of Naveem, (2023) that posited that motivation tools of such as pension facility could increase workers productivity in an organisation. Findings further reveal that 56% of the ICRC staff disagreed that the provision of toiletries, drinks and beverages is an effective tool which the organisation uses to motivate the staff. These employees could have disagreed with this opinion because the provision of toiletries, drinks and beverages are presumed to be necessary requirements for any organisation to attract potential employees to itself. Nigeria being the study area is a place where many people try to evade the payment of tax basically because those who pay do not get certification as proof of their commitment to the development of the society through tax payment. Therefore, 68% of ICRC staff are neutral (undecided) about the collection of tax certificates for staff as an effective tool that could motivate them as staff to be productive. This could be because many other employees don't pay tax. Result showed that 68% of the humanitarian organisation staff agree that having life insurance package for the staff of the organisation is an effective tool used by ICRC to motivate staff in the organisation. It is expected by a priori for staff of the organisation to be motivated to perform productively when they have special packages such as life insurance scheme because it provides good benefit for the staff' relatives in case of casualty to their lives. It is assumed that organisations which mean well for its staff will care about where the staff reside. This is consistent with Naveem, (2023) submission that some facilities could motivate workers productivity in an organisation. So, 66% of the humanitarian staff agree that making ICRC staff beneficiaries of housing allowance would go a long way to renew the staff's commitment and performance to the organisation hence, provision of housing allowance to ICRC staff is an effective tool used to motivate them to be productive in their performance.

Table 2 Effective Tools Used to Motivate ICRC Staff

	SA	A	N	D	SD	Response Average
Good salary and prompt payment as effective tool	72 (66%)	26 (24%)	7 (6%)	0 (0%)	4 (4%)	4.49
Appropriate allowance as effective tool	18 (17%)	74 (68%)	11 (10%)	3 (3%)	3 (3%)	3.93
Giving voucher subsidy for lunch as effective tool	12 (11%)	11 (10%)	10 (9%)	63 (58%)	13 (12%)	2.50
Transport facility/allowance as effective tool	15 (14%)	16 (15%)	67 (61%)	2 (2%)	9 (8%)	3.24
Pension facility as effective tool	17 (16%)	77 (71%)	5 (5%)	2 (2%)	8 (7%)	3.85
Toiletries, drinks and beverages as effective tools	16 (15%)	13 (12%)	12 (11%)	61 (56%)	7 (6%)	2.72
Tax certificate collection for staff as effective tool	13 (12%)	7 (6%)	74 (68%)	7 (6%)	8 (7%)	3.09
Life insurance as effective tool	17 (16%)	74 (68%)	8 (7%)	3 (3%)	7 (6%)	3.83
Housing allowance/benefit as effective tool	29 (27%)	66 (61%)	5 (5%)	5 (5%)	4 (4%)	4.02

Total Respondents = 109

Note: < 2.00 = Never, 2.00-2.90 = Rarely, >2.90 =Always

Source : Data Analysis Results (2023)

Results from Table 2 show that good salary and prompt payment of wages and salary (mean = 4.49); payment of appropriate allowance (Mean = 3.93); payment of transport facility/allowance (mean = 3.24); offering pension facility (mean = 3.85); tax certificate collection for staff (mean = 3.09); provision of life insurance scheme (mean = 3.83); and provision of housing allowance/benefits (mean = 4.02) are effective tools which the staff of ICRC noted that the organisation always use to motivate staff. These findings are related to that of Jefferey and Michael, (2019) who opined that payment of good salary and allowances, provision of transport and pension facilities, tax certificate collection, and provision of life scheme for staff are effective tools which organisations use to motivate their staff members to enhance higher productivity and performance.

Table 2 further revealed that giving voucher subsidy for lunch (mean = 2.50) and providing toiletries, drinks and beverages (mean = 2.72) are effective tools which the staff of ICRC noted that the organisation rarely use to motivate staff. Though they are incentives to be put in place in an organisation, they can be categorized as intrinsic factors of motivation. Hence, Kiruja and Elegwa-Mukuru, (2013) noted that they do not prevent dissatisfaction. However, they can trigger motivation of workers to perform better. This was further corroborated by the findings by Ajayi, (2015) who suggested that such intrinsic factors of motivation boost employees' morale.

Motivating Factors that Determine Employees' Productivity in ICRC

Table 3 showed the result of the logistic regression model which was used to examine the motivating factors that determine employees' productivity in ICRC Nigeria. The promotion of the humanitarian employees of ICRC as a motivating factor significantly ($p < 0.05$) affected the likelihood of ICRC staff to have higher level of productivity and performance. This was corroborated by Ajayi, (2015); Naveem, (2023) who both suggested that intrinsic factors of motivation such as career growth, advancement, new job challenges among others can trigger the motivation of workers to perform better.

Access to quality health facility was another significant ($p < 0.10$) motivating factor that determined the likelihood of higher productivity and performance of the ICRC staff members. This implies that it is only when employees are in good state of health that they would be able to perform optimally. This was further confirmed by Wan, *et al.*, (2013) who noted that intrinsic factors of motivation will cultivate employees' inner growth and development that will promote higher productivity and performance.

Table 3 Logistic Regression of Motivating Factors Determining Employees' Productivity

Variables	Coefficient	S.E.
Promotion of staff	24.169***	28420.75
Access to quality health facility	0.704*	1.211
Access to loan facility	-1.114**	0.963
Number of local and international training	0.117	0.22
Amount of salary expected to enhance productivity	0.000***	0.000
Provision of gifts and meal vouchers	-0.128**	1.033
Constant	-26.028	28420.75

Log likelihood	-57.092
Chi square	43.768
Number of observation	109
Pseudo R ²	0.331
Wald	37.952

*Significance at 10%, **Significance at 5%, ***Significance at 1%

Source: Result of Data Analysis (2023)

Findings from Table 3 showed that the likelihood of ICRC staff to be productive is significantly ($p < 0.05$) reduced when the employees are given loan facilities. This could be because such employees could abuse the loan facility by reducing their commitment and loyalty to ICRC when they begin to see the loan facility as a free money to access whether they are committed or not to the organisation.

Results obtained from the field survey show that ICRC staff expected amount of salary from the organisation is a motivating factor that has a significant likelihood ($p < 0.01$) to determine the humanitarian employees' level of productivity and performance. This suggests that ICRC employees are likely to be more productive at work when they are paid the expected amount of wages and salaries for their services; having noted that expected salaries are not imaginary but commensurate with employees' level and quality of services. This opinion was sustained by Wan *et al.*, (2013); Ajayi, (2015) who emphasized that extrinsic factors of motivation (such as: salary, job security, working condition, company policy among others) eliminate employees' work dissatisfaction.

Provision of gifts and meal vouchers as motivating factor was noted to be significantly ($p < 0.05$) capable of reducing employees' likelihood of productivity and performance. The implication of this phenomenon is that when employees are motivated with gifts and meal vouchers, they abuse the privilege and take such opportunity

for granted and reduce their performance and productivity when the gifts and meal vouchers are not available; this was established by Ajayi, (2015).

A major finding that is consistent with literature as observed in the result is that neither extrinsic factors of motivation alone nor intrinsic factors of motivation alone is sufficient for employees to be motivated to perform productively. Rather these two factors of motivation collaborate together in employees to enhance higher productivity and performance Wan *et al.*, (2013).

II. Conclusion And Recommendation

The LRM result showed that promotion of staff ($\beta = 24.169$, $p < 0.01$), access to quality health facility ($\beta = 0.704$, $p < 0.1$), access to loan facility ($\beta = -1.114$, $p < 0.05$), amount of salary expected to enhance productivity ($\beta = 0.000$, $p < 0.01$), and provision of gifts and meal vouchers ($\beta = -0.128$, $p < 0.05$) are all significant motivating factors that are likely to determine employees' productivity.

In conclusion, many employees will perform optimally and more productively if they are adequately motivated. Therefore, effective motivating tools such as: prompt payment of good salary to staff, provision of appropriate allowances to staff, arrangement of efficient pension scheme for staff, making staff benefit from insurance packages, and housing allowances must be enhanced to make staff commit their best in return to the organisation.

Furthermore, motivating factors such as prompt promotion of staff who deserve to be promoted, giving access of health facility to staff, and payment of expected due salary which could enhance staff's productivity should be adequately put in place and provided because they boost the employee morale and promote higher productivity and performance. However, motivating factors such as access to loan facility and provision of gifts and meal vouchers are capable of reducing employees' productivity.

Recommendations

Data collected from ICRC Nigeria staff were analyzed and the results obtained from the survey study provides the following policy recommendations :

Productive ICRC staff who are due for promotion should be promoted promptly and given the necessary benefits of their promotion.

ICRC staff should be provided with quality and adequate health facilities and services regularly in order to enhance their performance.

Management and administrators of ICRC should provide the employees with the appropriate expected salary that will enhance their productivity.

Loan facility should be withdrawn and abolished as a privilege for staff of ICRC.

Provision of gifts and meal vouchers should be withdrawn and abolished as an opportunity to staff in ICRC.

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