The Relationship between Motivation and Job Performance Among Staff of Nigerian Breweries (NB Plc) and Nigeria National Petroleum Corperation (NNPC) Makurdi

EDWARD KURUKU AND CLEMENT ADULUGBA BENJAMIN

Abstract

The study investigated the relationship between motivation and job performance among staff of Nigerian Breweries (NB Plc) and Nigeria National petroleum Corporation (NNPC) in Makurdi depots Benue State. The study adopted a survey design, where 170 staff of Nigerian Breweries (NB Plc) and Nigeria National Petroleum Cooperation consisting of 89 (52.4%) males and 81 (47.6%) females were selected using simple random sampling method. Their age ranges from 20-61 years and above with the mean age of 2.4176 and SD=.78. Socio-demographic data and questionnaire from Human Resources Management Practice Works, the Work Intrinsic and Extrinsic Motivation Scale (WEIMS) and Performance Appraisal Scale (PPS) were the instruments used for collection of data. Statistical analysis involved the use of independent t-test, Pearson product correlation and One-way (ANOVA). Findings showed that there was a significant relationship between motivation and job performance among the employees. Further findings showed that there was no significant age difference in performance among staff of Nigerian Breweries (NB Plc)) and Nigeria National Petroleum Corporation depots in Makurdi metropolis. It was recommended that the organizations management should recognize every employee for giving suggestions and their staff should be able to participate in decision making and other reward system to boost their performance.

Key words: Motivation, Job Performance, Management, Organization, Resources.

Introduction

The concept of motivation and performance has increasingly dominated the field of investigation in organizational behavioural research. Similarly, the role of motivation can hardly be taken for granted or handled with levity, regardless of the areas of concentration or complexity of such organization.

This claim is borne out of the fact that greater organizational effectiveness and staff performance is to a significant extent contingent on how well and effective the management is in motivating its employees. The objective of this paper is to examine the relationship between work motivation and job performance among staff of Nigerian Breweries Plc. Makurdi depot and the Nigerian National Petroleum corporation Plc Makurdi depot. This is with a view to investigating staff of these two organizations in terms of efficiency and quality of service delivery in the economy.

The petroleum industry is the engine room of the Nigerian economy as it facilitates socio-economic activities through mobility via transportation and powering of the various generating plants in industries and organization. The role of motivation in the lives of staff of the industry towards their commitment and performance is what this paper sets to address.

The brewery industry is the largest employer of labour in Nigeria, employing over 30,000 work force.

The success of any organization is dependent on the employees and every organization is made up of individuals who vary in their talents and personalities. In bringing individuals together towards achieving the organizational goals, employee's motivation is always a challenge especially in modern organizations where

Department of Psychology, Faculty of Social Sciences, Benue State University, Makurdi.

Corresponding Authors
EDWARD KURUKU;CLEMENT ADULUGBA
E-mail: edwardkuruku@gmail.com

competition is a norm. Motivating the employees is the responsibility of the management and an energic, diverse environment is key to the organizational success (Brandt, 2003). Motivation is one of the ingredients in employee performance and productivity in organizations.

When people have clear work objectives, the right skills and a supportive work environment, they won't get the job well done, without sufficient motivation to achieve these work objectives as people exhibit pride and loyalty in working for successful organizations that treat them well. Any discussion about characteristics of organizations that treat people well include such matters as pay and benefits, but these are unlikely to be the only areas of concentration. Most employees want to feel they are part of the team, that their opinions are valued and that they will have the opportunity to grow and be promoted. Some people will want some level of activity in making decisions that were not previously within their mandates. They would want to share opinions, knowledge, rewards and power throughout the organization (McMahon & Lawler, 1995).

It is important to be treated equitably with respect to pay; in other words, people want rewards to be based on their contributions. Furthermore, people want to be treated fairly and with dignity in all their interaction within the organization and with their supervisors. Motivated staff or employees are an essential component of the drive to improve productivity as a result enhancing job performance in the public service and private sector. The skills in knowing how to motivate staff are not optional for managers but should be one of the core assets. Since human beings have complex characteristics, therefore, humans need that condition of behaviour which is equally complex with a job of variation.

Motivation as part of directing function in organizations is equally complex for understanding the corporation. In other words, no manager can stimulate the other to give his best unless the former knows how to motivate the worker and what incentive the worker receives. However, the ability to understand why people behave the way they do and ability to motivate people to behave in a particular way are two interrelated qualities that impact on organizational effectiveness.

All managers, at some stage, wonder how they can motivate their staff and if they are honest with themselves at times they are left wondering how they can recapture their own enthusiasm for their work. A motivated person will do things and if departmental objectives are going to be met, the staff should act correctly and in connection with others, as a manager needs to encourage appropriate behaviours (Agu 2013).

Improvement of performances of employees is key. While pay may be an obvious incentives as most workers may admit that the promise of salary might likely encourage them to work harder, it will necessarily make them happier in their jobs but rather today's workers are equally interested in gaining new skills and refreshing the existing ones as they strive to progress in their careers. It is a known fact that happy employees can perform their jobs better as most managers and staff will agree to this fact, but the most important thing should be what the organization or business offers their work force to make sure that both the individual and the company as a whole reap their rewards.

Performance is a product of both ability level and motivation which makes both concepts mutually in line with each other. Therefore, if the management is to improve the work of the organization, attention must be paid to the level of motivation of its members for efficiency and effective performance. Employees' inefficiencies have been recorded in the past, in all service industries and organizations. This ranges from low reactions/delays by fire service men, long waiting time in windows and clerical errors in the banking sectors, poor patients' management in the clinics and hospitals as well as increase in wastage in manufacturing sectors. Industrial conflict/disputes shown in form of strike actions have become a tradition in most Nigerian organizations. Most employees are tied up in worries about their jobs and income due to low wages, poor remuneration and lack of recognition by top management and administrators, inadequate training and development, inadequate protection through occupational health and safety administration which are all motivational factors which management have overlooked due to ignorance or poor human resource planning policies.

There are indictments of the insensitivity of the management to manage their resources through effective motivational programmes. It is an indictment of management inability to use the gap between established performance standard and actual performance through effective training and development. Consequently, no employee does everything correctly by developing bad habit. They have to learn how to behave differently, how to do things as these operational problems culminate in several loses in income, low morale and job dissatisfaction leading to high employee turnover, low output which constitute a significant quantitative cost to the nation's economy. In addition, the quality of work life is threatened.

In other words, once these individuals are in particular need for motivation, there is need to address the question to their lack of motivation, but not to focus on them to the extent where motivated workers suffer. It is still an important responsibility to cater for those employees who are performing adequately. There should be adequate maintenance of an environment which they can remain motivated in order to perform effectively in their various responsibilities.

The staff of Nigerian Breweries and Nigerian National Petroleum Corporation Makurdi depot perform very critical services to the people of Benue State and the country at large. These services are very essential to the socio-economic activities of the state.

In the area of petroleum product supply, the Nigerian National Petroleum Corporation ensures and facilitates the supply and distribution of petroleum products through out the state. The staff of the NNPC therefore need to be properly motivated for them to be committed to performing their jobs taking into consideration quality service delivery.

The Nigerian Breweries company Benue depot occupies a strategic position in the country and Benue State in particular in the area of entertainment during festivities like Christmas, Easter, 'Sallah' and other celebrations in the country.

Quality assurance: In relation to the performance of these companies, the staff of these companies requires that they be adequately motivated and imbibe the principles of total quality management and the philosophy of ISO 20700 into the organizational culture of the companies for continuous improvement, commitment, optimum performance and productivity.

Scope

The study involved the staff of the Nigerian Breweries Plc Makurdi branch and staff of the Nigerian National Petroleum Cooperation (NNPC) located at Ikpayongo, in Makurdi Metropolis.

The state, which is popularly known as the food basket of the nation, has a geographical coordinate of latitudes $6^0 25$` and $8^0 08$` N, and between longitude $7^0 47$` and $10^0 60$` E in the central part of Nigeria called "Middle-belt. (Nyagba, 1995). The state has a population of 4,253, 641 people, according to 2006 census (MPC, 2006), a landmass of 32, 58159km and 23 Local Government Areas.

Conceptual/Theoretical Framework
Conceptual Review Motivation

Motivation has been variously defined. For example, Robins and Judge (2008) define motivation as the process that accounts for an individual intensity, direction and persistence of effort towards attaining a goal. This means that motivation determines how much efforts a person puts in his or her work, the direction to which those efforts are geared and a measure of how long a person can maintain effort.

Motivation is the force that makes us do things. This is as a result of our individual needs being satisfied or met, so that we have inspiration to complete a task. These needs vary from person to person as every body has their individual needs and sources of motivation. Depending on how motivated a person is, more effort may be put into work thereby increasing the standard of the output (Aktar et al., 2012).

Miner etal. (2011) state that motivation consists of needs, drives and incentives and their interactions. Staff of Nigerian Breweries and the Nigeria National Petroleum Corporation need to be adequately motivated considering the strategic roles their respective organizations play in the Nigerian economy. Brown and Shephard (2011) believe that money is the most stimulating strategy for motivating employees in achieving higher productivity.

Job Performance

McClay, Campbell and Cudeclc (1994) defined job performance as behaviour or actions that are relevant to the goals of the organization. "Similarly, Campbell (1990) sees performance as behaviour demonstrated or something done by the employee for the organizational performance and is assessed through operational performance outcomes, turnover, sales volume, income and declared share holders dividends and the quality as well as quantity of service. Therefore, job performance is not a single unified concept with many viewpoints containing more than one type of behaviour. For example, that service industries produce tangible goods and quality of service is largely predicted by the immediate performance of service employees. Thus, it can be concluded that job performance is an output that is obtained due to the efforts of the employees. Agarwal (2008) asserts that when employees are involved in making decisions and participations in the execution of transformations that affect them, they implement transformations faster with higher performance, compared to employees who are only informed of the transformation.

A working definition of performance is the effort and energy put forward by employees towards achieving set goals and objectives of the organization.

The concepts of motivation and job performance have increasingly dominated the field of investigation in organizational behavioural research. Similarly, the role of motivation can hardly be taken for granted or handled with levity, regardless of the areas of concentration or complexity of such organization. This claim is borne out of the fact that greater organizational effectiveness and staff performance is to a significant extent contingent on how well and effective the management is in motivating its employees.

The Brewery Industry in Nigeria: A Review

The Brewery industry in Nigeria is still emerging when compared with its contribution to world beer market in general and African beer market in particular. It was reported by Lai (2010) that Africa accounts for an insignificant 5% of global beer production while Nigeria beer industry accounts for an unsatisfactorily small share of precisely 0.8%. However, the brewery sector is one of the most viable sectors in Nigeria and contributes remarkably to the economic development and growth of Nigeria. Apart from the federal, state and local government authorities in Nigeria, the brewery industry may be the next highest employer of labour. Okwo Agu and Ugwunta (2010) noted that this sector contributed about 28% of manufactured value added (MVA) and provide employment directly for over 30,000 Nigerians and expatriates.

The industry also indirectly provides jobs and market for about 300,000 people, which include beer sellers and hoteliers. In 1949, the brewery sector in Nigeria was still at incubation stage as the production of beer in quantity that is marketable just started that year with the Nigerian Breweries Plc leading with the establishment of its first brewery at Igamu in Lagos. Vetiva (2010) emphasized that the four global players that are currently operational in the Nigerian brewery industry includes Guiness Nigeria Plc, and Consolidated Breweries. Nigerian Breweries and Golden Guiness joined the brewery industry in 1962 and in 1964. West African Breweries followed while North Breweries joined in 1970.

Vetiva (2010) reveals that the brand of Guinness Nigeria Plc is a market for the Guinness stout bought worldwide and though there are handful marginal players, the market is dominantly driven by Nigerian Breweries Plc and Guinness Nigeria Plc with a combined market share of 80%. However, the firms' earnings and businesses are influenced by general economic conditions, the performance of the financial markets, inflation rates, money supply, interest rate, foreign currency exchange rates, changes in laws, regulations and policies of the Central Bank, Capital Market and other regulators as well as competitive factors on a global, federal, state and local government basis.

This is why Naik and Padhi (2012) submitted that the stock market avail longer term capital to the listed firms by pooling funds from different investors and allowing them to expand in business and also offering investors alternative investment avenues to put their surplus funds as they carefully watch the performance of stock markets. Stock price movement as Aldon, Dehravi and Entezari

(2010) opineis influenced by many macro-economic factors, including political events, firms guidelines, general economic situations, inventory price index, investors expectations, institutional investors selections and psychological factors., According to Liting, Wang, Zhang and Guo (2011), the accurate prediction of stock price movements is a very challenging and important issue which the investors extensively regard in their investment decisions.

The Nigerian National Petroleum Corporation (NNPC)

The Nigerian National Petroleum Corporation, NNPC, was established on April 1, 1977, under the statutory instrument: Decree No. 33 of same year by a merger of Nigerian National Oil Corporation, NNOC with its operational functions and the Federal Ministry of Mines and power with its regulatory responsibilities. This decree established the NNPC, a public organization that would, on behalf of government, adequately manage all government interests in the Nigerian oil industry.

In addition to its exploration activities, the corporation was given powers and operational interests in reefing, petrochemicals and products transportation as well as marketing. Between 1978 and 1989, NNPC contracted refineries in Warri, Kaduna and Port Harcourt and took over the 35,000- Barel Shell Refinery established in Port-Harcourt in 1965.

Products/Services Overview

NNPC operations include Exploration and production, gas development, refining, distribution petrochemicals, engineering and commercial investments. NNPCs vision is to make Nigeria the leading oil-producing Nation in the world and to promote sufficiency in the domestic power supply. As part of Nigeria's resolve to become a major international player in the international gas market as well as to lay a solid framework for gas infrastructure expansion within the domestic market, the Nigerian Gas Master Plan was approved on February 13, 2008. The master-plan is a guide for the commercial exploration and management of Nigeria's gas sector; it aims at growing the Nigerian economy with gas.

Company Perspectives

The Nigerian National Petroleum Corporation (NNPC) is the driving force behind the economic development of Nigeria, providing fuel and feed stock for the nation's industrial facilities and meeting the energy needs of individual customers and commercial enterprises. NNPC is the major revenue earner for the nation. NNPC's operations span the length and breadth of Nigeria and involve the entire spectrum of the petroleum industry.

History of Nigerian National Petroleum Corporation

The Nigerian National Petroleum Corporation (NNPC) is the holding company that oversees the Nigerian state interests in the country's oil industry. The company is composed of four main operating units: Refineries and petrochemicals; Exploration and Production; Finance and Accounts; and Corporate Services. Oil production is the cornerstone of Nigeria's economy. The country ranks as the largest oil producer in Africa. A total of 95% of the country's foreign exchange revenue stems from NNPC's Operations.

Oil operations account for 20 percent of the country's gross domestic product and NNPC is responsible for nearly 65% of the government's budgetary revenues. After 16 years of military rule democratically elected Olusegun Obasanjo took office in 1999.Since that time, he has worked to reform the oil and gas industry in the country.

Early History of Oil Industry in Nigeria

Oil was first discovered in Nigeria in 1908 and exploration proceeded during the 1930s in the form of the Shell-BP Petroleum Development Company of Nigeria Ltd. (Shell-BP) under the control of Shell and British Petroleum (BP). Commercial exploration of the country's reserves, however, did not begin until the late 1950s. The Nigerian government introduced its first regulations governing the taxation of oil industry profits in 1959, whereby profits would be split 50-50 between the government and the oil company in question and the industry grew during the 1960s as export markets were developed, predominantly in the United Kingdom and Europe.

By the mid-1960s, Nigeria began to consider ways in which the resources being exploited by

Western Oil Companies could better be harnessed to the country's development and formulated its first agreement for taking an equity stake in one of the companies producing there, the Nigerian Agip oil company, jointly owned by Agip of Italy and Philips of the United States. The option to take up an equity stake-in effect, the first step towards the creation of the NNPC, was not, however, exercised until April 1971.

By 1971, other factors were pushing the Nigerian government towards taking the stakes in the Western Companies that would constitute the basis of the NNPC's holdings. One was the Biafran War of secession, which began in 1967. The support given by one French oil company to Biafra, within whose territory, some two-thirds of the country's then-known oil reserves were located, led the federal government to question the contribution of the foreign oil companies to the country's development. Also questioned was the company' sunimpressive record in assisting transfer of technology, in social development and in the employment of indigenous staff. The overriding factor was probably Nigeria's decision to join OPEC in July 1971, obliging the government to take significant stakes in the companies producing in the country.

Theoretical Review

This paper is anchored in two theories, namely; Two Factor Theory by Frederic Herzberg (1968) and Expectancy Theory by Vroom V. (1964).

Herzberg's Two Factor theory (1968)

Frederic Herzberg developed a theory of motivation that highlighted the role of job satisfaction in determining worker traditional single dimension approach to job satisfaction with its continuum ends ranging from job dissatisfaction to job satisfaction, is wrong and that job satisfaction and dissatisfaction actually are two separate and independent dimensions.

Herzberg's theory indicates that if managers are to keep workers happy and motivated two things must be done. First, to eliminate job dissatisfactions, workers must be provided with the basic hygiene factors – that is, they should be compensated appropriately, treated well and provided with job security. However, furnishing these hygienes will only prevent dissatisfaction; it will not necessarily motivate workers.

To get workers to put greater effort and energy into their jobs, motivators must be present.

Expectancy Theory

One of the most popular motivational theories is expectancy theory which is also known as VIE theory, referring to three of the theories core components: Valence, instrumentality and expectancy. Expectancy theory is most often associated with Vroom (1964). The theory proposes that people believe that there is a relationship between effort, performance and outcome. The outcome in expectancy theory is often a reward given for the desired behaviours. Under this theory, individuals place a value on the reward and then put forth the effort they believe is worthy of such a reward.

Empirical Review on Motivation and Job Performance

Weiss (2001) found that building and maintaining staff morale and motivation could be of benefit to both the individual supervisor and the company as a whole. Similarly, Green (2000) found that recognizing and rewarding an employee performance could promote trust and increase productivity. Studies by Miller and Harson (2000) found that there are several adverse effects of job mismatch including less productivity, less job satisfaction and less competition such as mismatch problem. According to them, this could be addressed if a small number of managers were to carry out employee's assessment, the objective being to achieve exponential improvements on the return on investments on employees.

Thompson (2000) found that, among the secrets of keeping employees, extrinsic rewards as salaries, benefits and promotion on their job, are insufficient as job quality requires intrinsic satisfaction as well. As a result, employers should try to generate commitment among workers to build trust, foster a team spirit and hold employees accountable for their performance.

In a study conducted to determine the incentive based compensation of internal auditors, Dezoorts, Honstom and Reisch (2000) found that incentives based on compensation (IBC) plans lead to increased internal auditors productivity. Male workers outperform female workers in jobs that required skill and speed (Sak &Waldman, 2000). Sales managers in different career stages were found to have intrinsic and extrinsic rewards preferences that they ultimately have an effect on motivation and performance (Maghta, Anderson & Dubinsky, 2000). The study concluded that if sales managers are adequately motivated, given the important jobs for which they are responsible, then providing requisite recompense, consistent with their reward beliefs is desirable.

Factors that Affect Employees Performance in Organizations

Arnold (2005) stated that an effective employee is a combination of a good skills and a productive work environment Many factors affect employee performance that managers need to be aware of and should work to improve at all times, to get the maximum performance from employees. Arnod (2005) opined that one needs to provide employees with the tools they need to succeed. According to Anderson (2004), there are a variety of factors: personal, company-based and external that affect employees' performance. Identifying these factors can help improve recruitment, retention and organizational results. Clark (2010) stated that companies rely on employees to produce and deliver high-quality products and services. Clark (2010) also added that employees are impacted by a variety of forces both internal and external as they attempt to perform their job duties. Employees, who are aware of these factors and who are prepared to leverage or counteract them, can increase productivity and loyalty.

Carrol (2001) indicated that it is logical to assume that well-compensated employees would naturally be the most productive. However, numerous studies have proven that while money is a motivating factor, it is not the only factor that impact employee productivity in a negative or positive way.

Among some of the factors that affect employees' performance in organizations are:

Managerial Standards

According to Krissoff (2004), managerial standards can be a factor in motivating or de-motivating employees. Krissoff (2004) added that managerial standards should be in line with the job duties outlined in the job description by human resources and that managers should keep their expectations in line with the duties assigned to the employee. Krissoff (2004) stated additionally that expecting more from an employee than they were hired for, or their background has prepared them for, can diminish employee performance.

Motivation

Miller (2007) opined that to get the best performance from employees there needs to be some sort of motivation. Performance can create a productive workforce, but lack of motivating factors can leave employees searching for reasons to give thier maximum effort.

Commitment

Pannell (2005) highlighted that employees that feel as though the company has made a commitment to employee success tend to perform better. Panel (2005) added that commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Pannell (2005) concluded that commitment shown by the company is returned in the form of commitment from employees.

Employee Evaluations

Stevens (2009) indicated that an effective employee evaluation is an interactive process where the manager gives his input on the employee's performance and the employee gets the chance to point out what he/she has learned throughout the year. Stevens (2009) argued that managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Stephens (2009) concluded that comprehensive employee evaluations are important to the ongoing performance of employees.

Positive Environment

Richards (2003) indicated that a critical internal force that influences employee behaviour is the actions of colleagues. According to Richards (2003), creating an atmosphere of sharing and helping was at the top of the list during a roundtable brainstorming session at the metro Atlanta Chamber of Commerce when clients were asked to identify the primary forces that improve effective customer services. Richards (2003) further said that companies that can effectively build an internal culture that is based on mutual respect, teamwork and support will notice increased productivity and a sharper focus on service to customers.

Technology

Leigh (2004) highlighted that technology is a significant factor that can have both positive and disruptive influences on employee behaviour. While technology can often help streamline processes and make work easier for employees, learning how to use new technology while remaining productive can be stressful (Leigh, 2004). Another factor in the rapid advent of technology in general is that employers seem to be faced with an almost ongoing need for new training, process improvement and documentation (Leigh, 2004).

Locus of Control

Mazin (2007) indicated that employees are influenced by both internal and external forces, but the impact of these forces depends a great deal on their own levels of internal and external locus of control. According to Mazin (2007), those who have an external locus of control are looking for people to tell them what to do. These are the employees who need a great deal of direction and expect managers to give clear and detailed feedback at all times. Those with an internal locus of control to Mazin (2007) feel empowered to make decisions and act on their own; they feel in control of their destiny rather than at the mercy of external factors. These employees may sometimes act too independently and are not as concerned about the opinions or expectations of others.

Lack of Incentives

Robert (2006) commented that companies that keep morale high with periodic incentives, enhance their production. Roberts (2006) added that human beings thrive on appreciation and receiving incentive sends the message that they are valued and appreciated. Whether the incentive is something concrete, such as bonuses, a free lunch or any other tangible evidence of appreciation, motivation will increase to an all-time high. Intangible tokens, such as an employee of the month award, will serve the same motivating purpose (Robert, 2006).

Morale

It is no secret according to Angelus (2011) that unhappy employees often do not perform well and often share their negative opinion with their co-workers. Angelus (2011) added that if one suspects that morale is the cause of the decrease in productivity, it is time to find out why the employees are unhappy. To Angelus (2011), long hours, insufficient training, management issues, low pay, lack of recognition and poor working conditions can lead to morale problems. Involving employees in the solution can help ensure that one has developed a workable plan that will increase both morale and productivity.

Research Design

The study adopted the survey design. This is so because the researcher was interested only in determining the influence of the predictor variables on the criterion variables.

Participants

A total of one hundred and seventy participants were randomly selected for the study. 48(28.2%) of the participants were management staff while 122(71.8%) were laborers. 21(12.4%) of the participants were below 20 yrs of age. 66 (40.0%) were between 20-40 yrs. 70(41.2%) were between 41-61 yrs. 89(52.4%) were male, while 81(47.6%) were females drawn from the two organizations: NNPC and the Nigerian Breweries Plc Makurdi offices respectively.

Instruments

The work Extrinsic and Intrinsic Motivation Scale (WEIMS) was adopted and modified to elicit responses on staff motivation with 12 items that measure motivation grounded in self-determination theory (Deci &Ryan, 2000). Also items were taken from the scale that reflects statements dealing specifically with motivation which was designed by Luthans (1998) in his study of organizational behaviour.

Statement of Hypotheses

The following hypotheses were formulated for the study:

1. There is a significant relationship between motivation and job performance among staff of Nigeria Breweries Plc and the Nigeria National Petroleum Corporation in Makurdi Metropolis.
2. There is a significant age difference in performance among staff of Nigeria Breweries Plc and the Nigeria National petroleum Corporation in Makurdi metropolis.

Method of Data Analysis

Data collected was analysed using both descriptive and inferential statistics. The Pearson product moment correlation analysis was used to test the hypotheses. Also the independent t-test statistics was used in testing of the research hypotheses. The Analysis of Variance (ANOVA), one way,was also used to test hypothesis 2. The researcher also used computerized package software statistical package for social sciences (SPSS); version 20 was used in the analysis.

Presentation and Discussion of Result

Demographic Characteristics of participants

Table 1:Work Status of Respondents

S/N	Work Status	Frequency	Percentages
1.	Management	48	28.2
2.	Labour	122	71.8
3.	Total	170	100.0

Source: Field Survey, 2018.

Table 2; Age in Years of Respondents

S/N	Age in Years	Frequency	Percentages
1.	Below 20	21	12.4
2.	20-40	66	40.0
3.	41-60	70	41.2
4.	61 and above	11	6.5
5.	Total	170	100.0

Source: Field Survey, 2018.

Table 3; Sex of Respondents

S/N	Sex	Frequency	Percentages
1.	Male	89	52.4
2.	Female	81	47.6
3.	Total	170	100.0

Source: Field Survey, 2018.

Table 4; Marital Status

S/N	Work Status	Frequency	Percentages
1.	Married	78	45.9
2.	Single	65	38.2
3.	Separated	27	15.9
4.	Total	170	100.0

Source: Field Survey, 2018.

Hypotheses Testing

Hypothesis 1

This hypothesis states that there is a significant relationship between motivation and job performance among staff of Nigeria Breweries Plc and Nigeria National petroleum Corporation in Makurdi Metropolis.

Table 4: Summary table for correlations showing the relationship between motivation and job performance among staff of Nigerian Breweries and the Nigerian National Petroleum Corporation (NNPC)

Variables	N	Mean	SD	r	Df	P	Remark
Motivation	162	30.65	8.16	505	160	.000	Sig
Job performance	170	20.94		6.41			

Result in table 4 shows that there is a significant relationship between motivation and job performance among staff of Nigeria Breweries Plc and Nigeria National Petroleum Corporation in Makurdi Metropolis [r(160 df) = .505; P<.01]. The stated hypothesis is, therefore, accepted. This result is in line with the study by Shepherd (1995), who revealed that low performance was found to be related to individuals working alone and it is as a result of low motivation and perceptions that are unrewarded, not needed or too costly. This negative perception may adversely affect their performance as workers feel it is a waste of time. If workers are unrewarded, they will think their contributions are not needed in the organization.

Hypothesis 2

This hypothesis states that there is a significant age difference in performance among staff of the Nigerian Breweries Plc and Nigerian National Petroleum Corporation (NNPC) Makurdi Metropolis.

Table 6: One-Way ANOVA for Age Difference in Performance among Staff

SSQ	Df	MSQ	F	Sig.	Remark
Between Groups	102.74	43.247	.832	.478	Not Sig.
Within Groups	6836.55	166	41.166		

Result in table 6 above shows that, there is no significant age difference in performance among staff of Nigerian Breweries Plc Corporation Makurdi Metropolis [F(3, 166 df) = .832; P>.05]. The stated hypothesis is therefore rejected.

The findings are in consonance with the works of Dietz and Wilson (1985) who found no significant relationship between age and job performance. The findings also supported the works of Gredler (1980), who also found no significant age effect on job performance especially when motivated.

Conclusion

Based on the findings of the study, it was therefore concluded that: There is a significant relationship between motivation and job performance among staff of Nigerian Breweries Plc Makurdi and Nigerian National Petroleum Corporation in Makurdi Metropolis.

Secondly, the study reveals that there is no significant age difference in performance of staff of Nigerian Breweries Plc and Nigeria national petroleum Corporation, Makurdi.

The result of this study shows that motivated employees are an essential component of the drive to improve the performance of those employees in their respective jobs both in the public and private sectors. Skills in knowing how to motivate staff are not optional extras for managers but should be one of the core aspects of building and maintaining staff morale, and motivation can be of benefits to the individual development and the company as a whole.

Recommendations

Based on the findings of this study, the study makes some relevant suggestions that will help the level of performance in these competitive, dynamic and fast-changing organizational environments.

As earlier noted, people exhibit pride and loyalty, working for organizations that treat them well. Therefore, for organizations to boost the performance of their staff, it must ensure that its most critical resource, which is human resource, is effectively managed through a well-designed and implemented human resources management practices which in corporate terms include the motivational tools such as compensation, recognition, remuneration, promotion, participatory management, reward, allowing employee fair learning and suggestions, among others.

Management of organizations should recognise every employee for giving suggestions that are adopted and also their staff should be able to participate in making decisions regarding how quality can be improved. Furthermore, both the trainer and trainee should focus on a mutual goal; this has been found to raise performance, enhance communication and enable workers to contribute their insights and ideas. Similarly, training affects good performance in a highly positive way so it should be encouraged as currently done, but it should be intensified so that workers could learn new ways of doing things and improve their skills.

This should be done in the entire organizations without exceptions, most especially the operations departments that monitor the activities of both study populations i.e (NB and NNPC) and wherever this organizations may have their branches or staff as well, so that the latest techniques, information and development in deciding with their large number of customers and consumers of their products should be inculcated in the workers.

The physical environment of workers should be made as convenient as possible. There is therefore a great need for the provision of standard and well-equipped offices in the departments. While all these may not necessarily motivate the workers to great performance, they may however affect their efficiency and attitude to work. All these are necessary to ensure good quality of work life (QWL) in the organization.

Unlike physical resources, people are not owned by the organization; people buy their own perceptions, feelings and attitudes towards the organization system. Styles of management, their duties and responsibilities and the condition, conflicts and policies are almost inevitable as they are informal structures of organizations and unofficial working methods.

Above all, management should therefore strike a balance between the willingness of people to stay with the organization and put their efforts towards improving their performance.

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