

**MOTIVATIONAL FACTORS AS DETERMINANTS OF EMPLOYEE  
COMMITMENT AND PERFORMANCE ENHANCEMENT IN PROFIT ORIENTED  
FIRMS: A SURVEY OF SELECTED BREWERY MANUFACTURING COMPANIES  
IN NIGERIA**

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**ABSTRACT:** *The objective of the study is to investigate the Impact of Motivational Factors such as extrinsic, intrinsic rewards and social motivational on employee commitment and performance enhancement in profit oriented firms with a focus on selected Brewery Manufacturing firms in Nigeria. Data for this research is obtained from both primary and secondary sources. The sample size for the study is 280 from six (6) Brewery firms. Multiple Regression test was used in testing the two (2) formulated hypotheses. The study findings revealed that motivational factors such as Intrinsic, extrinsic and social motivation have a good relationship with employee commitment and performance enhancement in profit oriented firms especially Brewery manufacturing companies. Other findings were that lack of motivational incentives will lead to employee frustration in these companies. The study recommended that adequate and consistent provision of intrinsic, extrinsic and social motivational incentive packages to staff to facilitate employee commitment and high performance attainment is important at all times. The study also recommended that, establishing organizational objectives and goals by companies is a good starting point by management to know the essential motivational incentives that should be granted to employees for productivity attainment.*

**KEYWORDS:** Motivational Factors, Employee Commitment, Performance Enhancement, Profit-Oriented Firms.

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## **INTRODUCTION**

Understanding why people do the things they do on the job is not an easy task for the managers. Predicting their response to Management's latest productivity program is harder yet. Fortunately, enough is known about motivation to give the thoughtful manager practical, effective technique for increasing people's efforts and performance.

Bateman and Snell (1996) and Dugguh (2008) maintained in their respective research endeavors that; organizational objectives/goals are unattainable without the enduring commitments of members of the organization. The degree of commitments and performance is a function of motivation. Motivating employee to perform tasks assigned to them is one of the major problems confronting management and managers. Motivation is one of the several factors that go into person's performance. Though, motivation is a factor that influence a worker's performance, it is in short supply and needs to be constantly replenished.

Yalokwu (2006) see motivation as forces that energizes, direct and sustain a person's efforts.

Zedeck & Blood (1974) view motivation as an emotion or desire operating on a person's will and causing that person to act.

A highly motivated person will work hard towards achieving performance goals. With adequate ability and understanding of the job, such a person will be committed and highly productive.

To be effective motivators, managers must know what behaviors they want to motivate people to exhibit. Organization motivate employee to exhibit;

- i. Joining the organization;
- ii. To remain in the organization;
- iii. To come to work regularly;
- iv. To perform tasks assigned to them;
- v. To exhibit good citizenship behaviors.

Robbins (1998) maintains that good citizens of the organization are committed, satisfied employees who perform above and beyond the call of duty by doing extra things that can help the company. The importance of citizenship behaviors may be less obvious than productivity but these behaviors help the organization function smoothly. They also make manager lives easier. It also helps managers motivate employee to engage in constructive behaviors.

According to Mullins (1996), the needs and expectations of employees at work can be categorized in a number of ways. These include;

- i. **Extrinsic motivation** – This is related to tangible rewards such as salary and fringe benefits, security, promotion, materials goods, contract of services, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. This is an instrumental orientation to work and concerned to other things.
- ii. **Intrinsic Motivation** – This is the psychological rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers. This is a personal orientation to work and concerned with oneself.
- iii. **Social relationship** – This is referring to things such as friendships, group working and the desire for affiliation, status and dependency. This is a relational orientation to work and concerned with other people.

Buchanan and Huczynski (2004) maintains that, a person's motivation, job satisfaction and work performance will be determined by the comparative strength of these set of needs and expectations, and the extent to which they are fulfilled. For example, some people may make a deliberate choice to forgo intrinsic satisfaction and social relationships (particularly in the short term or in the earlier years of their working life) in return for high economic rewards. Other people are happy to accept comparatively lower economic rewards in favour of a job which has high intrinsic satisfaction and for social relationships.

Nwachukwu (2009) maintains that the major problem confronting management of organization is that of motivating workers to perform assigned tasks and to be highly committed to meet or

surpass predetermined standards. He emphasized that with adequate motivational factors in place, it will serve as energizing force that will induces or compels and maintains behaviors of employee towards high performance in organizations and contributes to person's degree of commitment.

Daft (2005) emphasized that, to motivate employee for performance, the attributes of effective standards of performance needs to be identified. They include;

- i. Standards must be based on the job and not the person(s) in the job. In other words, standards of performance should be established for the job itself – regardless of who occupies the job.
- ii. Standards of performance must be achievable.
- iii. Standards must be understood.
- iv. Standards must be agreed on
- v. Standards must be specific and measurable as possible
- vi. Standards must be time oriented
- vii. Standards must be written
- viii. Standards must be subject to change

Yalokwu (2006) identified performance categories and standards of performance for organizational jobs / tasks, motivated employee are required to adopt. These includes:

- a. **Work quality**  
**Standard:** provides accurate, thorough, professional work regularly.
- b. **Job knowledge**  
**Standard:** well informed and educated in performing to the level expected for the job
- c. **Organization and planning**  
**Standard:** organize, plans, and forecasts work skillfully to meet job needs.
- d. **Analysis and Judgment**  
**Standard:** Analyses problem skillfully, use logic and good judgment to reach solutions.
- e. **Dependability and Consistency**  
**Standard:** Personally responsible, steadfast and can be called upon for difficult and pressured challenges.
- f. **Interpersonal skills**  
**Standard:** work well with others, get things done with people and keep information open at all levels.
- g. **Initiative**  
**Standard:** Helps to determine the needs of the work place; help all to meet the goals.
- h. **Team work**  
**Standard:** Coordinates own work with others, seek opinions, values working relationships.
- i. **Service – centered work**  
**Standard:** Regularly seek to provide quality service to achieve customer satisfaction.
- j. **Attendance and punctuality**  
**Standard:** regularly present and punctual

Organizational commitment on the other hand is defined as a state in which an employee's identified with a particular organization and its goals and wishes to maintain membership in the organization (Langton, Robbins and Judge, 2010).

Professor John Meyer (1993) at the university of Western Ontario and his colleagues have identified and developed measures for three (3) types of commitment. These include;

- i. **Affective commitment** – In this case there is an individual relationship to the organization: his or her emotional attachment to, identification with and involvement in the organization.
- ii. **Normative commitment** – This is the obligation an individual feels to staying with the organization.
- iii. **Continuances commitment** – This is an individual's calculation that it is in his or her best interest to stay with the organization based on the perceived costs of leaving the organization.

A positive relationship appears to exist between organizational commitment and job productivity, but it is a modest one. Several researches have revealed that, the relationship between commitment and performance is strongest for new employees, and it is considerably weaker for more experienced employees. At the same time, there is research evidence demonstrates a negative relationship between commitment and both absenteeism and turnover.

Research evidence on a number of companies known with high organizational commitment identified five reasons why employees commit themselves. These include;

- i. They are proud of the company's aspirations, accomplishments, and legacy, they share its values.
- ii. They know what each person is expected to do, how performance is measured and why it matters.
- iii. They are in control of their own destinies; they savour the high- risk, high reward work environment.
- iv. They are recognized mostly for the quality of their individual performance.
- v. They have fun and enjoy the supportive and highly interactive environment. (Shore and Wayne, 1993).

It is pertinent to note that adequate motivation could lead to commitment and standard job performance using the above highlighted standards. Despite the provisions of motivational incentives i.e extrinsic, intrinsic and social motivational needs by organizations, there exist instances of ugly performance trends in organization. The researcher therefore wants to establish why it is so.

### **Statement of the Problem**

The concern for staff with regards to welfare, rewards and creation of a conducive atmosphere to enhance employee commitment and high performance attainment is of great importance to the organizations. Good efforts are expended by the Executive Management of Business

organizations in ensuring that good motivational incentives and programs are provided to employees at all times. But still the same ugly instances of frustrations experienced by employees resulting to low performance level by business firms have caused distress and liquidation in organization. These have created a gap to be filled in this research endeavor especially in developing countries like Nigeria. Could it have been that these motivational packages are not appropriately administered by Executive Managers of the organizations or inadequately allocated? This is the concern of the researcher.

### **Research Question**

In light of the foregoing, the following research questions may be considered relevant;

1. To what extent is the impact of motivational factors on employee commitment and performance enhancement in profit oriented firms with a focus on Breweries Companies in Nigeria?
2. To what extent have motivational factors have caused employee frustration in profit oriented firms with a focus on Breweries Companies in Nigeria?

### **Research Objectives**

The relevant objectives are;

1. To examine the relative impact of motivational factors on employee commitment and performance enhancement in profit oriented firms with focus on Breweries Companies in Nigeria.
2. To evaluate the extent to which motivational factors have influenced employee frustration among profit oriented firms with focus on Breweries Companies in Nigeria.

### **Research Hypotheses**

The following research hypotheses structured in a Null form may be considered germane for this research endeavor;

- H<sub>01</sub>:** Motivational factors have no significant impact on employee commitment and performance enhancement in profit oriented firms in Nigeria.
- H<sub>02</sub>:** Motivational factors have not produced significant effects on employee frustration among the profit oriented firm in recent years in Nigeria.

## **REVIEW OF RELATED LITERATURE**

Motivation is one of the key ingredients in employee performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they won't get the job done without sufficient motivation to achieve those work objectives.

Mcshane and Glinow (2000) refers to motivation as the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. Motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence) toward a particular goal (direction).

To Griffins (1997), motivation is the set of forces that causes people to behave in certain ways.

Daft (2008) view motivation as the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Employee motivation affects productivity and part of a manager's job is to channel motivation toward the accomplishment of organizational goals. Sev (2013) maintains that, the study of motivation helps managers understand what prompts people to initiate action, what influences their choice of action and why they persist in that action overtime.

The importance of motivation to an organization is that, it can lead to behaviors that reflect high performance within organizations. Studies have found that high employee motivation goes hand-in-hand with organizational performance and profits. Managers can use motivation theories to help satisfy employee needs and simultaneously encourage high work performance. It is therefore, pertinent that managers have to find the right combination of motivational techniques and rewards to keep people satisfied and productive in a variety of organizational situations.

As noted by Nwachukwu (2000), internalized motivation is more sustaining than induced motivation. An employee derives satisfaction from being able to perform his work satisfactorily what management should strive to do is to give the employee every help that he needs in order to work well. An employee is at his best when he does what he enjoys doing.

Self-motivation is encouraged by;

- i. Acquisition of the skills to do a job satisfactorily so that the employee likes what he is doing. When an employee feels and believes that the work he does has intrinsic value, that is, that he derives pleasure and has a feeling of self – fulfillment through its performance.
- ii. Autonomy – the feeling of being one's own boss. As an employee gains skill and does his work with little or no supervision, a new feeling of autonomy is generated. The satisfaction drives from this leads to hard work.
- iii. Achievement – the ability to accomplish a task satisfactorily gives one the feeling of achievement. This is particularly so when the employee receives the attendant rewards ear – marked for the accomplishment of a task. This could be demonstrated by promotion, an increase in wages, more responsibility and authority.
- iv. Understanding – nothing is more fulfilling than working with a supervisor who understands. A supervisor who observes when a subordinate looks moody, tired, physically or mentally exhausted and walks over to show some sympathy, is very understanding. Small remarks like, “John”, you look very tired today, are you all right? Why don't you take it easy today? Or a supervisor, who judiciously grants permission for a day off to employees for unavoidable circumstances within the house or village, helps to internalize motivation. The employee develops the spirits of belonging and attempts to be “good” to the organization.
- v. Knowledge of where one stands – employees like to know where they stand at all times. Being in doubt as to one's progress makes one lose the same sense of accomplishment and pride in one's work. It is part of one's egoistic need to be able to answer the question, how am I doing? An employee must be given the opportunity to understand the present in order to predict the future, uncertainty kills.

- vi. Praise – An employee who accomplishes a task very satisfactorily deserves a compliment. Some supervisors will never fail to reprimand an employee for a poor performance, but never remember to praise him for an outstanding one.

We praise an individual not for the good he did, but for the evil he elected not to do.

Praises stimulate the heart and good one to more action. Simple praise – a little pat on the back – that’s great; well done: I know you would do it; I do not know what I could do without you”, are very reassuring. Praise is like telling a beautiful lady how beautiful she is. She already known she is! But she needs the reassurance and that someone has noticed.

- vii. Attention – every person deserves some attention. An employee likes to know that he is not just part of the organizational status. Noticing when an employee is sick, absent, unproductive etc is part of giving attention.

An employee could deliberately absent himself from work or reduce his productivity just to find out if anyone cares. Knowing that someone cares is very important and increases self-esteem.

- viii. Acceptance – every employee likes to know that he had been accepted by the organization. Acceptance is manifested in several ways: sharing information with employees, giving them a feeling of belonging and being wanted, or making them feel proud of the organization makes them feel accepted. An employee who is selected for a training program often feels accepted by the organization. Any form of investment in an employee gives him the feeling of belonging and increases his self – confidence.

These are the needs that internalized development help to arouse in the individual. The best motivation is self – motivation and any activity undertaken by management to induce this will be in the best interests of both management and the employee.

Porter and Lawler (1968) have summarized several popular methods of incentive compensation programs as ways to motivate employees to higher levels of performance as follows:

<b>Program</b>	<b>Purpose</b>
Pay for performance	Reward individual’s employee in proportion to their performance contributions. Also called merit pay
Gain sharing	Rewards all employees and managers within a business unit when predetermined performance targets are met. Encourage team work.
Employee stock ownership plan (ESOP)	Gives employees part ownership of the organization, enabling them to share in improved profit performance.
Lump – sum bonuses	Reward employees with a one-time cash payment based on performance
Pay for knowledge	Links employee salary with the number of task skills acquired. Workers are motivated to learn the skills for many jobs, thus increasing company flexibility and efficiency
Flexible work schedule	Flexible time allows workers to set their own hours. Job sharing allows two or more part – time workers to jointly

	cover one job. Telecommuting, sometimes flex-place, allows employees to work from home or an alternative workplace
Team – based compensation	Reward employees for behavior and activities that benefit the team, such as cooperation, listening and empowering others.
Life style rewards	Reward employees for meeting ambitious goals with luxury items such a high definition television, tickets to big – name sporting events and exotic travel

*Source: Dyck and Neubert (2008) Principles of Management, International Students Edition; South-Western Cengage Learning.*

Nwachukwu (2006), Luthans (2002) and Wendell French (1974), emphasized that lack of motivation can make employee to be a threat to himself and the organization. When an employee fails to achieve a goal, he feels frustrated and acts in such a way as to show his inability to achieve. He could develop behavioral peculiarities characteristic of the position in which he finds himself such as anxiety. He could develop defensive behavior often referred to as defensive mechanism. The most common symptoms of frustration as a result of inadequate motivation in organization are: -

1. **Displacement** – Taking out one’s annoyance on another other person than the primary source of frustration. An illustration is a man who has a nagging wife who reprimands him every time but who goes to work to take it out on his subordinate.
2. **Aggression** – Reaction by physically or verbally attacking others. It is a hostile act associated with emotional anger. It could be an attack on substitute objects (scapegoats). Individuals are blamed for the employee’s own failure.
3. **Regression** – A breakdown of constructive behavior to childish acts. In the work environment the individual plays like children, throw things and engages in childish pranks. Other characteristics of regressive behavior are; following the leaders, lack of responsibility, unreasoned fear, ganging up childishly, childish crying (of women), and pouting (of men).
4. **Fixation** – A compulsion to continue an unproductive activity. The employee keeps washing his tools, frequents the toilet, or ties and unties his shoes.
5. **Projection** – Blaming others for one’s failure, thoughts, feelings or behavior. Thus the saying, “when you make a mistake blame somebody.
6. **Rationalization** – Offering socially acceptable excuse or reason for one’s failure to achieve in place of the real reason.
7. **Negativism** – Interpreting every action as a calculated attempt to undo one. Perceiving evil in everything happening around you.
8. **Withdrawal** – Attempt to avoid the barrier physically or psychologically.
9. **Compensation** - Over reacting to cover areas in which one thinks one is inferior or one has a feeling of inadequacy.
10. **Identification** – Identifying with and initiating others people behavior.



11. **Ailments** – Pretending to be sick or literally becoming sick to avoid a threatening situation.
12. **Alienation** – This is also a common problem as a result of lack of motivation in organization. It is a feeling of self-helplessness. It happens when an individual feel that in the role he plays he is estranged from the kind of life of which he is capable. This happens when a man surrenders his destiny in the hands of another in order to earn a wage.

According to Faunce (1968) powerlessness, normlessness and meaninglessness are predisposing conditions to alienation. Alienation steps in when an employee perceives that he cannot achieve his goal or objective through the organization.

### Methodological Framework

For this study, the researcher adopted a cross – sectional design of the quasi experimental research design which is a type of survey research design. This design is most suitable since there are no real experiments carried out with human beings who are the study subjects in this case. The design suitability is seen in the fact that it involves taking a sample of elements from a population of interest which is measured at a single point in time (Baridam, 2001: 57).

The population for this study comprises of five (5) Breweries companies in Nigeria with management staff population as follows:

Guinness Nigeria Plc Lagos 436, consolidated Breweries Plc, Iddo – Lagos 165, Nigeria Breweries Plc, Iganmu – Lagos 144, Bendel Breweries Limited, Benin City, 92, Sona Breweries Plc Otta, Lagos 76, and Benue Breweries Limited, Makurdi, 21. This altogether makes a total management staff population size of 934.

The selection of the companies bordered on factors such as size of employee, scope of operation, age, assets base and quality. This will enable us establish the impact of motivational factors on employee commitment and performance enhancement in profit oriented firm particularly the Breweries firms in Nigeria.

The choice of the Breweries companies is judgmental. Primary source of data collection especially the questionnaire will be administered to obtain viable information on the subject matter using 5 - point Likert rating scale of **Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)**.

To scientifically generate a sample size, the Yamane's formula (1964) was applied. According to Baridam (2001), this formula can be used for a homogenous population like the one in this study. The formula is stated below:

$$n = \frac{N}{1 + N(e)^2} \quad \text{where: } n = \text{sample size}$$

e = level of significance  
N = population size  
1 = constant value

The total population size of 934 was used to obtain the sample size of six (6) Breweries Companies in the study at 0.05 level of significance as shown below;

$$n = \frac{934}{1 + 934(0.05)^2}$$

$$n = \frac{934}{1 + 934(0.0025)}$$

$$n = \frac{934}{1 + 2.335}$$

$$n = \frac{934}{3.335}$$

$$n = 280$$

From the total sample size, the individual company's sample size was calculated. The formula applied was Bowley's population allocation formula (1964) in Nzeliibe (1992: 201) as shown below

$$nh = \frac{nNh}{N}$$

Where: nh = the number of units allocated to each company  
 n = the total sample size  
 Nh = the number of employees in each company  
 N = the population size

Following the Bowley's Allocation formula, the individual company's sample size is derived as follows:

S/N	Name of Company	Company's Population	Total Sample Size
1.	Guinness Nigeria Plc Lagos	436	131
2.	Consolidated Breweries Plc Iddo Lagos	165	49
3.	Nigeria Breweries Plc Iganmu Lagos	144	43
4.	Bendel Breweries Ltd Benin City	92	28
5.	Sona Breweries Plc Otta Lagos	76	23
6.	Benue Breweries Ltd Makurdi	21	6
	<b>Total</b>	<b>934</b>	<b>280</b>

*Source:* Company's Records and Field Survey (2016)

$$\text{For Guinness Nigeria Plc Lagos, } nh_1 = \frac{280 \times 436}{934} = 130.70 = 131$$

$$\text{For Consolidated Breweries Plc Lagos, } nh_2 = \frac{280 \times 165}{934} = 49.46 = 49$$

$$\text{For Nigeria Breweries Plc Lagos, } nh_3 = \frac{280 \times 144}{934} = 43.1 = 43$$

$$\text{For Bendel Breweries Ltd Benin City, } nh_4 = \frac{280 \times 92}{934} = 27.58 = 28$$

$$\text{For Sona Breweries Plc Lagos, } nh_5 = \frac{280 \times 76}{934} = 22.78 = 23$$

$$\text{For Benue Breweries Ltd Makurdi, } nh_6 = \frac{280 \times 21}{934} = 6.29 = 6$$

To ascertain the validity of the research instruments for this research, content validity is applied and it consists of face and sampling validity.

Face validity is concerned with the researcher's subjective evaluation as to the validity of a measuring instrument (Baridam, 2001: 80). Baridam further states that, expert opinion on the subject matter can be sought to confirm the extent to which the questionnaire has a face validity. Five (5) experts each from the six (6) Breweries companies making a total of thirty (30) were consulted on the subject matter of motivational factors as influencing employee commitment and performance of organizations and all confirmed the questionnaire used for the study are adequate for face validity. They also confirmed that the given population for the situation is adequately sampled.

For reliability of the measuring instruments it refers to the consistency or precision of the measure. Gay (1996: 144) states that reliability means dependability or trustworthiness and that any reliable measure yields the same result anytime it is re-administered.

Cronbach Alpha was used in determining the reliability of the instrument as shown below;

### Reliability Statistics

Cronbach Alpha	No of Items
0.81	30

*Source:* Field Survey (2016)

Our Cronbach Alpha value of 0.81 means that our instruments are very reliable. According to Everitte (2006), an Alpha Value of less than 0.60 is unacceptable; 0.60-0.65 is undesirable; 0.65-0.70 is minimally acceptable; 0.70-0.80 is respectable; 0.80-0.90 is very good, and more than 0.90 means consider shortening the scale by reducing the number of items. Our Alpha value of 0.81 means that our instrument is very reliable.

Multiple Regression Test is used for the testing of two (2) formulated hypotheses.

### Data Presentation and Analysis

This section deal with the descriptive statistics, with the presentation of tables and figures and test of hypotheses.

A total of 280 questionnaires were distributed to the Management Staff of (6) surveyed Breweries in Nigeria. Specifically, 131 questionnaires were distributed to Management staff of Guinness Nigeria Plc, 49 questionnaires to management staff of consolidated Breweries Plc Lagos, 43 questionnaire to management staff of Nigeria Breweries Plc Lagos, 28 questionnaire to management staff of Bendel Breweries Ltd Benin, 23 questionnaire to management staff of Sona Breweries Plc Otta, Lagos and 6 management staff of Benue Breweries Ltd Makurdi. All the questionnaires were filled and returned indicating a high response rate of 100% on the subject matter of motivational factors as a determinant of employee commitment and performance in profit oriented firms were evaluated.

**Key: SA = Strongly Agree, A= Agree, U = Undecided, D= Disagree, SD = Strongly Disagree**

The number in the bracket are percentages

**Table 1.0: Distribution of the Respondents opinion with regards to whether motivation factors are adequate to impact on employee commitment and performance**

Statement	Name of Brewery Company	Degree of response					Total
		SA	A	UD	D	SD	
Motivational factors are adequate to impact on employee commitment and performance in these organizations	1. Guinness Nigeria Plc	40(30.53)	45(34.35)	4(3.05)	28(21.37)	14(10.68)	131
	2. Consolidated Breweries Plc	21(40.81)	23(46.93)	-	6 (12.24)	-	49
	3. Nigeria Breweries Plc	18(41.86)	20(46.51)	-	5 (11.62)	-	43
	4. Bendel Breweries Ltd	8 (28. 57)	11(39.28)	2(7.14)	7 (25)	-	28
	5. Sona Breweries Plc	2 (8.69)	8 (34.78)	-	13(56.52)	-	23
	6. Benue Breweries Ltd	2 (33.33)	3 (50)	-	1 (16.66)	-	6
<b>Total</b>		<b>90</b>	<b>110</b>	<b>6</b>	<b>60</b>	<b>14</b>	<b>280</b>

*Source:* Field Survey (2016)

In the question that sought to find out whether motivational factors are adequate to impact on employee commitment and performance enhancement in their organizations amongst other, it is seen from the table 1.0 that the Nigeria Breweries Plc have a lead with 41.86% representing 18 employees who strongly agree. They are followed by consolidated Breweries Plc with 40.81% representing 20 employees who strongly agree. Next is Benue Breweries Ltd with 33.33% representing 2 employees who strongly agree. Guinness Nigeria Plc followed with 30.53% representing 40 employees. Bendel Breweries Ltd has 28.57% representing 8 employees and lastly, the Sona Breweries Plc with 8.6% representing 2 employees strongly agree on this position.

In the “Agree” option, Benue Breweries Ltd lead with 50% for 3 employees for agree. They are followed by consolidated Breweries Plc with 46.93% standing for 23 employees. Nigeria Breweries Plc have 46.51% representing 20 employees. Bendel Breweries Ltd followed with 39.29% representing 8 employees for agree. They are followed by Sona Breweries with 34.78% standing for 8 employees for agree. Lastly, for agree option is Guinness Nigeria Plc with 34.35% standing for 45 employees.

For the undecided option, Bendel Breweries Ltd lead with 7.14% representing 2 employees and Guinness Nigeria Plc with 3.05% representing 4 employees. There is no respondent for Nigerian Breweries Plc, consolidated Breweries Plc, Sona Breweries Plc and Benue Breweries Ltd for the undecided option.

For the “Disagree” option, shows that Sona Breweries Plc leading with 56.52% standing for 13 employees. They are followed by Bendel Breweries Ltd with 25% (7 employees); followed by Guinness Nigeria Plc with 21.37% (28 employees); followed by Benue Breweries Ltd with 16.66% (1 employee). Consolidated Breweries Plc have 12.24% (6 employees) and lastly Nigeria Breweries Plc with 11.62% (5 employees).

The last option of “Strongly Disagree” shows that Guinness Nigeria Plc leading with 10.68% representing 14 employees. The rest of the Brewery companies have not presented any candidate for this category.

**Table 2.0: Distribution of the subjects’ opinion on perception that extrinsic, intrinsic and social motivational programs are the popular methods adopted by the organization.**

Statement	Name of Brewery Company	Degree of response					Total
		SA	A	UD	D	SD	
Extrinsic, intrinsic and social motivational programs are the popular methods adopted to motivate employees to higher performance in our organization	1. Guinness Nigeria Plc	55(34.35)	55(41.98)	25(19.08)	6	-	131
	2. Consolidated Breweries Plc	16(32.65)	20(40.81)	10(20.40)	(4.58)	-	49
	3. Nigeria Breweries Plc	15(34.88)	17(39.53)	5 (17.85)	(6.12)	-	28
	4. Bendel Breweries Ltd	10(35.71)	11(39.28)	7 (30.43)	4	-	23
	5. Sona Breweries Plc	7 (30.43)	9 (39.13)	1 (16.66)	(9.30)	-	6
	6. Benue Breweries Ltd	2 (33.33)	3 (50)		2(7.14)	-	
<b>Total</b>		<b>95</b>	<b>115</b>	<b>55</b>	<b>15</b>	<b>-</b>	<b>280</b>

*Source:* Field Survey (2016)

On the issue of popular motivational methods adopted by our organization are extrinsic, intrinsic and social in nature, table 2.0 reveals that Bendel Breweries leads with 35.71% representing 10 employees for strongly agree option. Nigeria Breweries followed with 34.88% standing for 15 employees. Guinness Nigeria Plc followed with 34.35% representing 45 employees. Benue Breweries have 33.33% standing for 2 employees followed by consolidated Breweries Plc with 32.65% (16 employees). The least percentage for strongly agree is 30.43% standing for 7 employees for Sona Breweries Plc.

On the “agree” response option, Benue Breweries Ltd leads with 50% standing for 3 employees. They are followed by Guinness Nigeria Plc with 41.98% representing 55 employees. Consolidated Breweries Plc followed with 40.81% representing 20 employees. Nigeria Breweries Plc followed with 39.53% standing for 17 employees. Bendel Breweries Ltd is next on this option with 39.28% (11 employees) and lastly Sona Breweries Plc with 39.13% representing 9 employees for agree option.

The greatest percentage of 30.43% standing for 7 employees by the Sona Breweries Plc, are undecided about whether motivational methods such as extrinsic, intrinsic and social programs are adopted by the company. The consolidated Breweries Plc had 20.40% standing for 10 employees. They are followed by 19.08% standing for 25 employees. Next is, Bendel Breweries Ltd with 17.85% (5 employees) on this undecided option. Benue Breweries Ltd recorded 16.66% (1 employee) for undecided and the least percentage of 16.27% standing for 7 employees is recorded by Nigeria Breweries Plc.

For the “Disagree” option, Nigeria Breweries Plc leads with 9.30% standing for 4 employees, while Bendel Breweries followed with 7.14% representing 2 employees. Next is, Consolidated Breweries Plc with 6.12% standing for 3 employees. The least percentage for disagree option

is 4.5% representing 5 employees is recorded by Guinness Nigeria Plc. However, Sona Breweries Plc and Bendel Breweries Ltd did not present any candidate for the category.

**Table 3.0: Distribution of the Respondents Notion concerning poor management system and inadequate motivation as leading to symptoms of frustration by organizational employee.**

Statement	Name of Brewery Company	Degree of response					Total
		SA	A	UD	D	SD	
Poor management system and inadequate motivation would lead to symptoms of frustration of employee in our organization	1. Guinness Nigeria Plc	48(36.64)	44(33.58)	34(35.95)	3(2.29)	2(1.52)	131
	2. Consolidated Breweries Plc	22(44.89)	18(36.73)	9(18.36)	-	-	49
	3. Nigeria Breweries Plc	20(46.51)	16(37.20)	-	7(16.27)	-	43
	4. Bendel Breweries Ltd	8(28.57)	11(39.28)	7(25)	3(10.71)	-	28
	5. Sona Breweries Plc	7(30.43)	10(43.47)	6(26.08)	-	-	23
	6. Benue Breweries Ltd	4(66.66)	2(33.33)	-	-	-	6
<b>Total</b>		<b>109</b>	<b>101</b>	<b>56</b>	<b>15</b>	<b>2</b>	<b>280</b>

*Source:* Field Survey (2016)

With regards to employee frustration in your organization as a result of inadequate motivation and poor management system, table 3.0 reveals that 66.66% representing 4 employees strongly agree for Benue Breweries Ltd. They are followed by 46.51% standing for 20 employees for Nigeria Breweries Plc. Consolidated Breweries Plc followed with 44.89% representing 22 employees. Guinness Nigeria Plc followed with 36.64% standing for 48 employees. They are followed by Sona Breweries Plc with 30.43% (7 employees) only 28.37% representing 7 employees featured for Bendel Breweries Ltd.

In the “agree” response option, 43.47% standing for 10 employees said frustration is as a result of inadequate motivation and poor management systems. 39.29% representing 11 employees from the Bendel Breweries Ltd agree to the fact. For Nigeria Breweries Plc 37.20% representing 16 employees also agree while 36.73% standing for 18 respondents from consolidated Breweries Plc also agree on the notion. 33.58% representing 44 respondents from Guinness Nigeria Plc also agree while for Benue Breweries Ltd only 33.33% representing 2 employees agree.

For the “undecided” option, only 26.08% representing 6 employees from Sona Breweries Plc were undecided. They are followed by 25.94% from Guinness Nigeria Plc standing for 34 respondents. Bendel Breweries Ltd followed with 25% representing 7 respondents while consolidated Breweries Plc have 18.36% standing for 9 respondents were undecided. However, there were no respondents for Nigeria Breweries Plc and Benue Breweries Ltd for the undecided option.

For the “Disagree option”, show Nigeria Breweries Plc with 16.27% representing 7 respondents while Bendel Breweries Ltd followed with 10.71% standing for 3 employees, lastly in Guinness Nigeria Plc 2.29% representing 3 respondents disagree. Consolidated

Breweries Plc, Sona Breweries Plc and Benue Breweries Ltd recorded no respondent for this option.

For the strongly disagree, Guinness Nigeria Plc recorded 1.52% representing 2 respondents for the strongly disagree. All the other organizations has no respondent.

### Testing of Hypotheses

Two hypotheses are formulated in this research survey on motivational, factors as determinants of employee commitment and performance enhancement in profit oriented firms, a survey of selected Breweries manufacturing companies in Nigeria.

### Research Hypothesis One

**H<sub>01</sub>:** Motivational factors have no significant impact on employee commitment and performance enhancement in profit oriented firms with focus on Brewery Companies in Nigeria.

This table is used to determine how well a regression model fits the data:

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 <sup>a</sup>	.684	.648	.853

In this example, a value of 0.827 indicates a good level of employee commitment and performance. The R square also called the coefficient of determination which is 0.684 with 68.4% proportion of variance in the dependent variable that can be explained by the independent variables.

### ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>Regression</b>	<b>41.066</b>	<b>3</b>	<b>13.689</b>	<b>18.798</b>	<b>.001<sup>b</sup></b>
1 Residual	18.934	26	.728		
Total	60.000	29			

### Statistical significance

The table shows that the independent variables are statistically significantly predicting the dependent variable,  $F(3, 26) = 18.798$ ,  $P < 0.05$ ,  $R^2 = .684$ . That is, we reject the hypothesis which states that Motivational factors have no significant impact on employee commitment and performance enhancement in profit oriented firms in Nigeria with focus on Brewery Companies in Nigeria.

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.917	.218		8.807	.000
Extrinsic Methods	.020	.016	.379	1.255	.031
Intrinsic Methods	.054	.033	1.020	1.619	.008
Social Relationship	.029	.033	.565	.859	.018

a. Dependent Variable: Employee Commitment and performance

**Interpretation**

Based on the above table, the equation for the multiple regression here is

$y = X_1 + X_2 + X_3 + X_4 + C$  where C is the constant

**Predicted y** = + 0.02X<sub>1</sub> + 0.054X<sub>2</sub> + .029X<sub>3</sub> + 1.917

Motivational factors have a good relationship on the employee commitment and performance enhancement in profit oriented firms with focus on Brewery Companies in Nigeria.

**Research Hypothesis Two**

**H<sub>02</sub>:** Motivational factors have no significant effects on employee frustration among the profit oriented firms Companies in recent year.

This table is used to determine how well a regression model fits the data:

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 <sup>a</sup>	.607	.568	.713

In this example, a value of 0.779 indicates a good level of employee frustration. The R square also called the coefficient of determination which is 0.607 proportion of variance in the dependent variable that can be explained by the independent variables.

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	<b>57.344</b>	<b>3</b>	<b>19.120</b>	<b>23.628</b>	<b>.059<sup>b</sup></b>
Residual	21.056	26	.809		
Total	78.400	29			

**Statistical significance**

The table shows that the independent variables are statistically significantly predicting the dependent variable,  $F(3, 26) = 23.628$ ,  $P < 0.05$ ,  $R^2 = .607$ . That is, we reject the hypothesis which states that Motivational factors have not produced significant effects on employee frustration among the profit oriented firms Companies in recent year.



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.191	.318		9.107	.065
Extrinsic Methods	.040	.046	.579	1.445	.051
Intrinsic Methods	.074	.013	1.320	1.819	.098
Social Relationship	.102	.073	.765	.919	.078

a. Dependent Variable: Employee frustration

### Interpretation

Based on the above table, the equation for the multiple regression line is

$$y = X_1 + X_2 + X_3 + X_4 + C \text{ where } C \text{ is the constant}$$

$$\text{Predicted } y = + 0.04X_1 + 0.074X_2 + .102X_3 + 2.191$$

Motivational factors have a good relationship on the employee frustration among profit oriented firms in recent years.

### DISCUSSION OF FINDINGS AND POLICY IMPLICATIONS

This study has produced important discoveries as evidenced and derived from the data presentation and analysis above.

Firstly, the study found out that, Breweries manufacturing firms in Nigeria have adopted a strategy of providing adequate motivational incentives to employees in order to enhance commitment of employees and high quality performance. These motivational incentives vary from economic rewards i.e good pay, fringe benefits, material goods, pension and gratuity. Also intrinsic motivation is also given by creating a motivating work environment. Jobs are designed and redesigned for the comfort of the staff. The strategy of job rotation, job enlargement and job enrichment is adopted by the Breweries companies. The companies on a consistent basis have ensured that core job dimensions such as skill variety, task identity, task significance, autonomy and feedback are adopted by these companies in motivating them and by ensuring that they derive maximum satisfaction that will guarantee commitment and high performance attainment. There is also a cordial and good working relationship by member of staff that will facilitate the spirit of affiliation, status and dependency.

The above position confirms the views of Maslow (1943), Nwachukwu (2011), Herzberg (1959) who consensually maintained in their respective researches that, there should be a unity of aim between organization and employees. As the individual employee sees the organization as the channel through which he will attain his desired goal, the organization in turn see the employees as a partner in the attainment of organizational objective and goals. The goal of the individual becomes an integral part of the organizational goal. An employee has a definite expectation from the organization. The organization that consistently meets the expectations of individual employees through motivational incentives such as pay for performance, gain sharing, employee stock ownership plan, lump-sum bonuses, pay for knowledge, flexible work schedules, team base compensation, life style rewards, job rotation, job redesign, job enrichment, job enlargement amongst others will tend to have better workers than those which

do not. This will lead to job satisfaction, organizational commitment and productivity will be attained.

Specifically, for Maslow (1943) he emphasized that there are 5 basic human needs that employees need to acquire from the organization in a hierarchy of prepotency, these include

- (1) Physiological needs: These relates to pay, organizational factors, pleasant working conditions employees needs
- (2) Safety needs relates to organizational security
- (3) Social needs such as cohesive work groups, friendly supervision and professional associations,
- (4) Esteem needs such as social recognition, job title, high status job, feedback from the job itself, and
- (5) Self-actualization relates to organizational factors as challenging job, opportunities for creativity, achievement in work and advancement in the organization. He emphasized that employees of the organization need these motivational factors as they progress in their career and advanced in their jobs. This will lead to high commitment and performance leading to attainment of organizational objective and goals.

The implication for the above position is that the Executive Management of Breweries firms needs to constantly evaluate the pertinent motivational incentives desired by the organizational employees and adequately own up by providing these need to sustain employee commitment and high performance levels.

Secondly, adequate motivational packages be supplied to employees this will prevent and eliminate frustration of staff that will lead to exhibition of symptoms such as displacement, aggression, regression, fixation, negativism, ailment, withdrawal, rationalization, sabotage amongst others.

This agrees with the view of Nwachukwu (2011), Langton, Robbins and Judge (2010) who affirms that an unmotivated employee is a jackless in the hands of the company. He is ill-used and goes about his tasks in a sullen anger. His needs are not being met and he is frustrated. With time, he starts to exhibit different kinds of defensive behaviors. There appear to be some relationship between the work a person does and his mental sanity. This is revealing that a motivated worker is a satisfied employee. He tends to stay longer, have a reduced absenteeism rate, fewer complaints and require less supervision than dissatisfied ones. Lawter and Porter (1968) observed that, the level of performance or accomplishment is a causal factor in job satisfaction.

Mullins (1996) confirms that performance gives rise to intrinsic rewards (internal happiness generated by accomplishment or work well done). It also give rise to extrinsic rewards for work well executed. This is tapered by perceived equitable reward (the extent to which the employee believes that he is getting his due). These cumulatively lead to satisfaction.

The implication of the above is that consistent monitoring and supervision by the management to know exactly the pertinent motivational incentives required by employee is important for effective management.

It is rewarding to emphasize that with quality motivational incentives by Breweries firms; there is affective commitment, in which it is strongly associated with positive work behavior such as performance, attendance and citizenship behavior. In this case as shown in table 1.0, Nigeria Breweries Plc which recorded 41.86% followed by Consolidated Breweries Plc with 40.81% for strongly agree option appears to have more affective commitment from employees which will lead to good work behavior. But for normative commitment is less strongly associated with positive behaviors. Because continuance commitment reflects an individual's calculation that it is in his or her best interest to stay with the organization (perhaps because it would be difficult to find a job elsewhere), it is often associated with negative work behaviors.

One can authoritatively say that, employees who are highly committed to their organizations exert more discretionary effort – that is, willingness to go beyond their usual job duties – than employees who lack commitment.

Langton, Robbins and Judge (2011) confirm that individual who show little commitment to their organizations are four times likely to quit their jobs than the average employee.

## CONCLUSION AND RECOMMENDATIONS

The issue of motivating employees concerns both the management and employees in any organization. Management can motivate employee by extrinsic rewards (i.e salaries, fringe benefits, security, promotion, material goods, work environment and good conditions of work), intrinsic rewards which is a sense of challenge and achievement, receiving appreciation, positive recognition, caring for employees and social motivation which is desire for affiliation, status and dependency etc. For any organization to motivate an employee, there must be;

- (a) Needs that the employer wishes to satisfy, these can be real or imagined, aroused by the employer, or socially compelling circumstances such as the desire to appear successful, to maintain one's family, to make more money etc.
- (b) The motivating factors must be one that meets the desires or aspirations of the employee for whom it is being designed.
- (c) The goal must be perceived as been attainable
- (d) The employer must believe that given prescribed behaviors will lead to the attainment of the goals.

It is important to note that, an unmotivated employee is a threat to the organization. When an employee fails to achieve a goal or perceives that he cannot achieve a goal, he feels frustrated and could develop other peculiar characteristics of the position in which he finds himself. The following suggestions may be considered as critical success parameters and pertinent for the organization deriving from the findings of the study: -

1. Periodic review and analysis by the management of organizations to know the most important areas that employees need to be motivated upon is essential.
2. Adequate and sufficient provision of extrinsic/intrinsic and social motivational incentive packages to staff that will facilitate employee commitment and high performance is necessary at all times.

3. Consistent diagnosis by organizational managers to establish the causes of employee frustration that are detrimental to productivity attainment such as role conflict, role overload, role ambiguity etc is important for Brewery manufacturing companies.
4. A specialized unit within the Human Resource Management (HRM) department be created to find best and better solutions that can prevent the conditions that will give rise to frustration symptoms such as aggression, regression, fixation, withdrawal, displacement amongst others.
5. Management of Breweries companies should note that poor job design and lack of training will give rise to lack of accomplishment of organizational goals and objectives, therefore should be discouraged.
6. Establishing of organizational objectives and goals by organizations is a good starting point for management to know the essential motivational incentives that should be granted to employees.
7. Breweries organization should endeavor to sustain motivation to ensure that employees are satisfied to guarantee commitment and high performance attainment.

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## APPENDIX

### Research Questionnaire

Here is a questionnaire on: Motivational Factors as Determinants of Employee Commitment and Performance Enhancement in Profit-Oriented Firms: A Survey of Selected Brewery Manufacturing Companies in Nigeria.

You have been chosen as one of the respondents in the study. You are therefore humbly requested to supply honest and sincere answers and responses to the questions by ticking as appropriately as you can in the boxes/ spaces provided.

1. Motivational factors are adequate to impact on employee commitment and performance in our organization.
  - a. Strongly Agree (SA) [  ]
  - b. Agree (A) [  ]
  - c. Undecided (U) [  ]
  - d. Disagreed (D) [  ]
  - e. Strongly Disagree (SD) [  ]
  
2. Extrinsic, intrinsic and social motivational programs are the popular methods adopted to motivate employee to higher performance in our organization.
  - a. Strongly Agree (SA) [  ]
  - b. Agree (A) [  ]
  - c. Undecided (U) [  ]
  - d. Disagreed (D) [  ]
  - e. Strongly Disagree (SD) [  ]
  
3. Poor management system and inadequate motivation would lead to symptoms of frustration by our organizational employee.
  - a. Strongly Agree (SA) [  ]
  - b. Agree (A) [  ]
  - c. Undecided (U) [  ]
  - d. Disagreed (D) [  ]
  - e. Strongly Disagree (SD) [  ]