

Impact Assessment of Employee Benefits from Work Motivation: A Shortcut to Higher Productivity in Plateau State

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Abstract

The issue of employee benefits consistently appears in both academic and practitioners' literature as a problem for compensation management. Efforts to address this problem have often adopted the motion of antecedents to enhanced motivation and productivity. The main objective of this paper therefore, was to assess the impact which employee benefits have on productivity in Nigeria with reference to Plateau State Civil Service Commission using the lens of 'Herzberg's Two-Factor Motivation Hygiene-Theory'. One hundred and fifty two (152) respondents were randomly drawn from the Plateau State Civil Service Commission and administered questionnaires that were structured to ensure accuracy and reliable information. Secondary data were obtained from textbooks, journals, internet browsing, government publications and relevant publications of Plateau State Civil Service Commission. The responses were analysed with simple percentage and Structural Equation Modelling (SEM) to identify statistically employees' benefits on work motivation and productivity. The results indicated that appropriate adjustments of employee benefits can have significant impact on work motivation and productivity. Based on these findings, I recommended among others that, management of the Plateau State Civil Service Commission should create a favourable environment for an effective implementation of employee benefits; training of staff to develop analytical minds, and regular promotion.

Key Words: Benefits, Compensation, Employee, Motivation and Productivity.

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L'évaluation De L'impact Des Avantages Du Personnel À Partir De La Motivation Au Travail : Un Raccourci À Une Productivité Plus Élevée Dans l'État De Plateau

Résumé:

La question des avantages sociaux des employés apparaît systématiquement dans les milieux universitaires et professionnels de la littérature comme un problème pour la gestion de la rémunération. Efforts pour régler ce problème ont souvent adopté la motion d'antécédents à l'amélioration de la motivation et de la productivité. Le principal objectif de cet article était donc d'évaluer l'impact que les avantages sociaux ont sur la productivité au Nigeria avec référence à la Commission de la fonction publique de l'État du Plateau en utilisant l'objectif de 'l'Herzberg Motivation à deux facteurs Hygiene-Theory'. Cent cinquante deux (152) Les répondants ont été choisis au hasard à partir de la Commission de la fonction publique de l'État du Plateau et administré des questionnaires qui ont été structurés de façon à assurer l'exactitude et la fiabilité de l'information. Des données secondaires ont été obtenus à partir de manuels scolaires, journaux, la navigation sur internet, les publications gouvernementales et les publications pertinentes de l'État du Plateau de la Commission du Service civil. Les réponses ont été analysées avec simple pourcentage et la modélisation d'équations structurelles (SEM) pour identifier les avantages des employés statistiquement sur la motivation au travail et la productivité. Les résultats ont indiqué que les modifications au régime d'avantages sociaux peut avoir un impact significatif sur la motivation et la productivité du travail. En se fondant sur ces conclusions, j'ai recommandé entre autres que, la gestion de la Commission de la fonction publique de l'État du Plateau devraient créer un environnement favorable pour une mise en œuvre efficace des avantages sociaux des employés ; la formation du personnel à développer l'esprit d'analyse, et la promotion régulière.

Mots clés : Avantages, Rémunération, Employé, La Motivation Et La Productivité.

Introduction

Motivation can be seen as an incentive or reason for doing something. Thus, motivation is an essential feature for good performance, but there is no obvious answer to the phrase or question of how to motivate. Employee benefit is essential for the transformation of corporate industrial relations. Based on this, the two-factor theory also known as motivation and hygiene theory state that an employee benefit programme is a necessary and sufficient working condition. The hygiene factor will affect employee's work motivation and thus productivity based on the motivating factors which are drivers of human behaviour related to the intrinsic nature of the work. In the stimulus-response behaviours, employees' work – motivation, seen as the response, can be analyzed from absence rate, quit rate, leave or holiday rate, get-to-work speed and a host of other responses. Productivity can be seen as the state of being efficient, this can also be analyzed from quality and quantity of products or the rate at which services are produced by a standard population of employees and so on. The quality indices include faults and returns while the quantity indices

include completion time and the production hygiene factor. This situation depends on the individual properties of the worker, who is the medium essential for management.

Contributing to the discussion on motivation and productivity, Vroom (1964) maintained in his expectancy theory that an individual works in expectation of certain rewards (these rewards could be spiritual and material), and welfare is one of them. He further stated that the degree of reward influenced the quality and quantity of work, and in turn productivity. He argued that it is important to explore how to give stimulus, that is, welfare in order to promote work motivation and productivity.

Aremu (2005, p.59) observed that as organization continues to rely on workers to occupy a position within it, the dynamics of how the organization motivates its workers both permanent and temporary changes. He also states that motivation moves workers from boredom to interest, that is, motivation is what energizes workers or employees and directs their activities. From the perspective of business management, Aremu (2005, p. 46) is of the view that there were three objectives for providing benefit programmes which include:

to meet the lowest-level physical and psychological demands of employees so that they could fully engage themselves in work, to compete with other corporations at an equal level; when similar employees benefits had been adopted by competitors, it was necessary to offer the same level of benefit programme in order to maintain competitiveness; and to provide social and traditional welfare to observe cultural, social tradition and values.

The corporate employee benefit programmes were brought about by the necessity to satisfy the basic demands of employees, inter-corporation competition and expectation of traditional values. However, lack of specification, insufficient value, and inadequate quality would make workers consider that some corporate benefit programmes do not have much impact on employee performance, but this does not necessarily mean that these measures were not needed.

Elaborating on motivation and productivity, Ekhatior (2001) states that motivation is an effective and efficient tool used by decision makers to bring out the best in workers and for the workers to achieve better performance. Henceforth, motivation can be seen as a means of arousing the mind of workers to direct their behaviours and activities in order to achieve targeted objectives. In the same vein, Gumu (2005) has it that an essential thing for every organization is determining who to reward. The implication of this statement is that adequate attention should be given to reward system in the workplace if human resources managers want to achieve a desired result or productivity in their organizations. In this perspective, performance motivation has to do with those variables that energize employees towards enhanced productivity. By productivity here, it means, the state of being efficient or the relationship of some volume of output to a specific volume of input (Fashoyin, 1979).

Adding his voice to the argument, Salawu (2001) stresses that consequent upon the central role of the concept of motivation, organizational theorists and human resource managers alike

frequently talk or discuss about motivational problems among employees, that is, the ‘whys’ of the employee behaviour. According to him, motivational problem occurs at any period of time in organization which usually spring up action. Furthermore, it is the responsibility of human resources managers in any organization to encourage better employee performance by providing adequate motivational policies to enhance harmony in the organization.

The main objective of this research was to examine the impact which employee benefits have on productivity in Plateau State Civil Service Commission. The specific objectives of the paper were to:

- (i) Examine the connection between human behaviour and motivation.
- (ii) Ascertain whether there is need for material and non-material compensation for employees in organisation.
- (iii) Highlight the significance or prominence of civil servants in the productivity process and how to mobilize them to perform more efficiently through adequate compensation.
- (iv) Highlight the problems arising in organizations as a result of poor motivation.
- (v) Make appropriate recommendations and suggestions where necessary to provide a drive towards the attainment of the organizational objectives as opposed to the individual objectives.

This study has the following hypotheses:

Hypothesis I

Ho: The increase in employee benefits will not motivate workers and increase the level of productivity.

Hi: The increase in employee benefits will motivate workers and increase the level of productivity.

Hypothesis II

Ho: The range of benefits given by the Plateau State Civil Service Commission is not satisfactory to its employees.

Hi: The range of benefits given by the Plateau State Civil Service Commission is satisfactory to its employees.

Hypothesis III

Ho: The increase in financial package will not motivate workers and increase the level of their commitment.

Hi: The increase in financial package will motivate workers and increase the level of their commitment.

Hypothesis IV

Ho: An employee is not motivated to increase productivity by other forms of compensation package offer by the Commission.

Hi: An employee is motivated to increase productivity by other forms of compensation package offer by the Commission.

Hypothesis V

Ho: The provision of an enhanced conducive working environment will not motivate workers and improve productivity.

Ho: The provision of an enhanced conducive working environment will motivate workers and improve productivity.

Conceptual Explanation, Literature Review and Theory

Growth of Employee Benefits

Employee benefit plans in recent years have shown striking advances in the number of employees covered and in the amounts expended for contributions and benefits. In supporting this argument, Flippo (1986), reported that the growth of employee benefits has been rampant, particularly since World War II, and apparently no end is in sight. It will be recalled that the period of the 1920s labeled the 'era of paternalism', saw a widespread adoption of such benefits as organization housing and organization stores. The paternalistic approach fell into disrepute, supposedly as a result of the employee's desire for 'industrial adulthood'. Flippo further argued that the depression of the 1930s also served to eliminate many employer-financed services. The services of the 1920s paled into significance when compared with those of the present. The attitudes of both employees and the general public toward service programmes have changed considerably. The tremendous amount of social legislation of the 1930s has led many people to believe that the private firm is morally responsible for the lives of its employees. He clarifies that, it is no longer a service initiated by a fatherly benevolent employer, but a requirement imposed by government, competition or the labour union.

Fringe benefits are forms of compensation you provide to employees outside of a stated wage or salary. 'Fringes' can be construed or interpreted to include all expenditure designed to

benefit employees over and above regular base pay and direct variable compensation related to output. The major categories of fringe benefits are:

Legally required payments: These benefits protect employees against the organization hazards of life, government normally decrees that, regardless of company policy that certain levels of spending must be undertaking on old age, workers' insurance and medicare.

Hazard protection: The concern of this category of benefits is to protect employees against the hazards of illness, injury, debt, unemployment, permanent disability, old age and death.

Employee services: All people on a continuing basis require certain services. Such services include housing, food, advice, recreation and so on. Organization's provision of such routine and ordinary services is exemplified by such fringe benefit programmers as cafeterias, paid legal services, career counseling, educational institutions and in-house medical services, low-cost loans use of organization, all vehicles for personal reasons, day-care centers for children, and paid membership in certain private organizations.

Payment for time not worked: This category of fringe benefits include paid rest periods, wash up time, clothes change time, get-ready time, vocations, holidays, sick leave, personal leave, voting time, jury duty, gratuity and pension.

In summary, the rapid growth of employee benefit can be traced to such sources as:

- (i) Governmental requirements;
- (ii) Competition that forces other employees to match benefit to attract and keep labour;
- (iii) A changed employee attitude;
- (iv) Periodic wage controls that freeze wages but permit the offering of services as a substitute for wage increases; and
- (v) Labour union demands.

The returns of employee benefits to the organization can take various forms, many of which are not subject to quantification, among the value cited by Flippo (1968, p. 161) are:

- (a) more effective recruitment;
- (b) improved morale and loyalty;
- (c) lower turnover and absenteeism;
- (d) good public relations;
- (e) reduced influence of unions either present or potential, and
- (f) reduced threat of further governmental intervention.

In general, the amount of money return from employee benefits is almost impossible to measure. It is safe to regard the overwhelming majority of all employee benefit as taken on faith rather than justification in money. The appropriate management philosophy should have an economic orientation modified by the influence of government and labour unions.

Employee Motivation through Benefits

When employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them. All workers who devote their time to worthy causes expect to be rewarded in some way for their contributions. As noted by Kolly (1964), rewards are the material and psychological pay off for performing, and satisfaction can be improved by properly administered rewards.

Melohn (1983) who studied rewards and performance of workers at the North Atlantic Tie and Dye Company (NATD) and found out that the gross earnings of the economy improved within three years from 1.8 million dollars to 6 million dollars. The improved earnings were due to enhanced reward system and also due to provision of suitable working conditions that made the job interesting. Specifically, cash bonuses were given to workers in sufficient amount to encourage them for future performance.

Extrinsic and Intrinsic Employee Motivation

Both extrinsic and intrinsic rewards motivate individuals to join and continue contributing to organizational promotion. Extrinsic motivation in an organization is achieved by linking employees' monetary motives to the objectives of the organization, in the literature and in popular imagination an ideal compensation links pay to individual performance. The important criterion, then, of course, is that employee's contributions to the organizations are measurable with some degree of accuracy (Pearce, 1996). In the views of Deci and Ryan (1985) and Frey (1971), intrinsic motivation works through immediate need satisfaction. Following this argument, one is said to be intrinsically motivated to perform an activity when he/she receives no apparent reward except the activities itself. The ideal incentive system for intrinsic motivation consists in the work contents itself.

Lindenberg (2001) view is that motivation has two dimensions, enjoyment based intrinsic motivation and obligation based intrinsic motivation. To Deci, Koester and Ryan (1999), enjoyment based intrinsic motivation refers to a satisfying flow of activity, for example, playing a game or reading a novel for pleasure.

Concept of Productivity

Productivity can be viewed as a measure of the output of goods and services relative to the input of labour, material and equipment. This simply means getting more output of what is put in.

This does not mean increasing production through addition of resources such as time, money, and so on. Rather, it refers to doing it better with what you have.

As output increases for a level of input, or as the amount of input decreases for a constant level of output, an increase in productivity occurs. Therefore, a productivity measure describes how well the resources of an organization are being used to produce input (Rao, 2005). Productive organizations get more goods and services out of a given amount of labour, capital and equipment than less productive organizations.

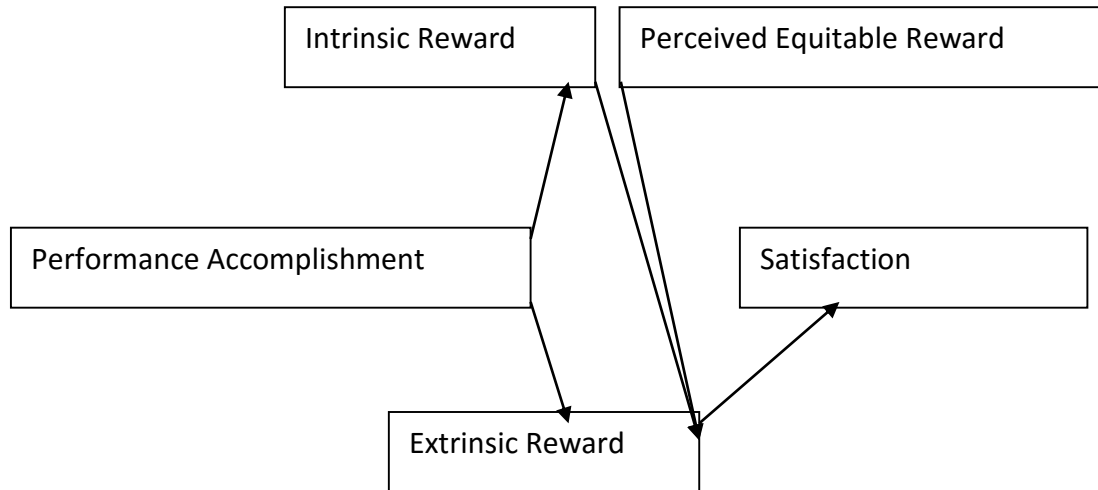
On the other hand, productivity means to look for or find ways of doing things faster or at less cost. Using information of business tools to improve efficiency, expresses concern about cost versus benefits of some improvements, changes or course of action. The success or failure of every organization depends on its level of productivity, which may be high or low, depending on other numerous elements like motivation and so on. Often times, a large number of organizations are anxious to improve their productivity and by so doing enter into agreement with their workers to increase their wages or remuneration subject to a corresponding increase in the productivity.

Similarity between Productivity, Creativity and Efficiency

In a simple parlance, the word “produce” is derived from the word “productivity” and ‘produce’ itself means the act of bringing something into existence, to make or bring into being. The word “productivity” is explained as the act of producing something that generally yield good result, such as production of goods and services that have exchange values in real economic term. The word “product” is synonymous with the word “creative”, “fertile” and “efficient” (Ekhaton, 2001). Therefore, when we speak about increased productivity, we are equally talking about increased efficiency geared towards increasing national output.

The diagramme below shows the relationship between performance and job satisfaction. It shows that an employee who is capable of performing an assigned task derives intrinsic reward from it for he/she is capable of accomplishing something. The employee sees himself/herself as having some control over his/her environment and may perceive him/herself as an achiever. In the words of Nwachukwu (1988, p. 122), this reward increases when the organization recognizes his/her contribution and gives him/her added rewards in the way of promotion or other benefits. If the worker or employee accepts that what he/she receives is equal to what other workers who have achieved are entitled to, he/she derives or obtains satisfaction. To Nwachukwu, extrinsic reward is an encouragement or an expression of praise. It reinforces belief in oneself.





Source: Nwachukwu, C. C., (1988, p. 294).

Fig. 1: Illustration of the relationship between Performance and Job Satisfaction

Figure one shows that there is a relationship between performance and job satisfaction. An employee who is capable of performing an assigned task derives intrinsic reward from it for he is capable of accomplishing something. He sees himself as having some control over his environment and may perceive himself as an achiever.

Extrinsic reward is a tangible and visible reward given to an individual or an employee for achieving something or hard work. This type of reward includes all forms of formal recognition, promotions, pay, advancement, amenities, fringe benefits and sometimes a pat on the back. They are called “extrinsic” because they originate from the organization but they are external to the work itself. Intrinsic reward is an inner feeling of satisfaction originating from work well done, achievement or personal growth, status or power possessed and informal recognition. This inner warmth, a form of self-gratification is highly sustaining and many employees will stay in the organization if they are denied extrinsic reward but they possess intrinsic reward (Akintayo, 2010). Where these rewards are lacking, the workers or employee is likely to depart from the organization or become very tardy, absent himself at the least opportunity and characteristically, as a poor attitude to work satisfaction is closely related to absenteeism and labour turnover.

Theory

The study is anchored on ‘Herzberg’s Two-Factor Theory or Motivation-Hygiene Theory’ which explains motivating factors as drivers of human behaviour related to the intrinsic nature of work that cause job satisfaction and dissatisfaction. Motivation is a general term applying to the entire class of needs, desires, wishes, drives or wants within the individuals. To say that human resource managers motivate their employees is to say that they do things, which they hope will satisfy these drives and induce the employees to act in a desired and enhanced manner. Motivation essentially refers to the forces of psychological processes which made an individual to behave in a certain way towards the achievement of a particular objective. Motivation is also the drive or urge for human efforts. Psychologically, all human beings want to satisfy their basic needs (Akintayo, 2010).

There is an assertion that if human beings are not motivated, there is the tendency for lower output, inefficiency and inefficacy in their performance. Therefore, there must be some motivating factors that will boost the morale of employees in order to perform well, increase output as well as improve performance.

Controversies abound among behavioural scientists on the role of remuneration and other incentives as a source of motivation to employees, while some of the writers support the use of pay incentives as a means of improving workers’ performance and enhancing their (employees) satisfaction (Drucker, 1974; Francis & Milbome, 1980; Klatt, Murdick, & Schurter, 1986). Others are of the view that pay incentives as a motivator is unsound (Clemmer, 2003 & Linder, 1998).

The Two-Factor Theory or Motivation-Hygiene Theory propounded by Frederick Herzberg (1923-2000) is relevant to this study because it will enable the researcher to explain the correlation between employee attitude and performance in their workplace with respect to productivity in Nigeria.

Methodology

In order to provide empirical data to support this research, primary and secondary methods of data collection were used to collect data for this study. These include interviews, observation, questionnaire and the use of books, journals, conference papers and so on. The questionnaires for the study were structured to ensure accuracy and speedy response to questions that are close-ended and open-ended. The secondary data for the research were collected through intensive documentary study of relevant publication of the Plateau State Civil Service Commission.

All the valid data collected were analyzed with the use of Statistical Package for Social Sciences (SPSS) to assist in data capture and analysis. The responses of the targeted population from Plateau State Civil Service Commission in Nigeria were initially analyzed with simple percentage analysis. Structural Equation Modeling (SEM) was also used to examine statistically the employee benefits on the motivation and productivity of workers. In recent years, Structural

Equation Modeling has been extensively used for model testing. SEM is a powerful statistical tool that can be used to examine the extent to which the model fits the data and the level of statistical significance of the hypothesized relationships. According to Joreskog and Sorbom (1993), the model allows for reciprocal causation among variables and correlated measurement errors. In this study, the ‘best fitting’ model was used because it has surpassed all the goodness-of-fit indices including the Chi-square statistics.

This study also made use of Good-of-fitness-test by Imonitie (1996) to ascertain the relationship between performance and job satisfaction.

Data Presentation and Analysis

This section deals with the presentation, analysis and interpretation of data. The questionnaires were presented, analysed and interpreted using Chi-Square Statistics and Structural Equation Modelling (SEM) in testing the hypotheses.

Table 1: Qualification of Employees in Plateau State Civil Service Commission

Qualification	Frequency	Percentage (%)
WASC	14	9.2
OND/NCE/Other Diploma	56	36.8
HND/B.Sc./B.A.	72	47.4
Higher Degree in M.Sc./M.A./MBA/PhD	10	6.6
Total	152	100.0

Table 1 above shows that 9.2% of the staff have West African School Certificate (WASC), 36.8% of the staff have OND/NCE and other diploma certificates, 47.4% of them have HND/B.Sc./B.A. certificates, while 6.6% of the staff are holders of Higher Degree in M.Sc./M.A./MBA and PhD.

Based on the distribution of the qualification of the employees on table 1 above, the holders of the HND/B.Sc./B.A. constituted the highest number of the employees sampled. This is followed by the employees with OND/NCE and other diploma certificates. Then the last categories of employees are those with higher degree in M.Sc./M.A./MBA and PhD certificates.

Table 2: Length in Service by Employees in the Commission

Length in Service	Frequency	Percentage (%)
Less than 1 year	47	30.9
1-5 years	58	38.2
6-10 years	20	13.2
11-20 years	11	7.2
21-35 years	16	10.5
Total	152	100.0

Source: Field data

Table 2 above shows that 30.9% of the employees in the Plateau State Civil Service Commission are staff that have spent less than one year in the Commission, 38.2% have served for one to five years, 13.2% have served for six to ten years, 7.2% have served for eleven to twenty years, while 10.5% have served for twenty-one to thirty-five years. It therefore means that the categories of the employees that served the Commission longer are those who served for twenty-one to thirty-five years, followed by the category of workers that served for eleven to twenty years. The last category of employees that did not serve long in the Commission are those who served for less than one year.

Table 3: Employee Benefits motivate Workers and increase Productivity in the Plateau State Civil Service Commission

Employees Responses	Frequency	Percentage (%)
Strongly Agreed	47	30.9
Agreed	49	32.2
Strongly Disagreed	46	30.3
Disagreed	10	6.6

Total	152	100.0
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The employees of the Plateau State Civil Service Commission were asked whether increase in employee benefits will motivate workers and increase the level of productivity in the Commission. Table 3 above shows that 30.9% of the employees strongly agreed that increase in employee benefits will motivate workers and increase the level of productivity in the Commission, 32.2% also agreed that the increase in employee benefits will motivate workers and enhance productivity in the Commission, 30.3% of the workers strongly disagreed with their colleagues that increase in employee benefits will not motivate workers and increase the level of productivity in the Commission, 6.6% of the employees also disagreed that increase in employee benefits will not motivate workers and will not increase in employee benefit will not motivate workers and will not increase the level of productivity in the Commission. Based on the above analysis, 63.1% of the workers in the Plateau State Civil Service Commission testified that increase in employee benefit will motivate workers and will also enhance the level of productivity in the Commission. The implication of this finding is that increase in employee benefits plays a significant role in motivating workers and increasing the level of productivity in an organisation.

Table 4: Incentives and Employees Satisfaction in the Civil Service Commission

Employees Responses	Frequency	Percentage (%)
Strongly Agreed	74	48.7
Agreed	72	47.4
Strongly Disagreed	4	2.6
Disagreed	2	1.3
Total	152	100.0

In order to measure incentive and employees' satisfaction, respondents were asked whether the range of benefits given by the Plateau State Civil Service Commission was not satisfactory to its employees. Table 4 above indicated that 48.7% of the employees strongly agreed that the range of benefits given by the Commission is not satisfactory to its employees, 47.4% also agreed that the range of benefits is not satisfactory to its employees, 2.6% of the workers strongly disagreed with the position given by their colleagues that the range of benefits given by the Plateau State Civil Service Commission is satisfactory to its employees, while 1.3% of the workers also

disagreed with the opinion that the benefits given by the Commission is satisfactory to its employees. This is in line with the opinion of Melohn (1983, p. 56) that improved earnings were due to enhanced reward system and also due to provision of suitable working conditions that made the job interesting. Specifically, cash bonuses given to workers to encourage them for future performance. From the analysis on table 4 above, it is revealed that the range of benefits given to employees by Plateau State Civil Service Commission is not satisfactory to the employees.

Table 5: Financial Package, Employee Motivation and Level of Commitment

Employees Responses	Frequency	Percentage (%)
Strongly Agreed	54	35.5
Agreed	68	44.7
Strongly Disagreed	24	15.8
Disagreed	6	3.9
Total	152	100.0

When respondents were asked to rate whether increase in financial package will motivate workers and increase the level of their commitment to duty, about 35.5% of the respondents agreed strongly that increase financial package will motivate workers and increase the level of their commitment to duty. 44.7% of the workers agreed that the increase in financial package will motivate workers and also increase the level of their commitment, 15.8% of the workers strongly disagreed that the increase in financial package of the Commission will not motivate workers and increase the level of their commitment to duty, while 3.9% of the workers also disagreed that financial package will not motivate workers and increase the level of their commitment. From the analysis on table 5 above, 80.2% of the workers strongly agreed and agreed that increase in financial package will motivate workers and increase the level of their commitment to duty. This finding is in line with the opinion of Rao (2005, p. 102) that to improve efficiency in workers, there should be some material reward that the quality of reward influences the quality and quantity of work and in turn productivity. The implication of this finding is that there is a connection between human behaviour and motivation. From the analysis, it is concluded that the problems arising from workplace or in organisation are as a result of poor motivation.

Table 6: Availability of Other Forms of Compensation Package and Employee Motivation to increase Productivity

Employees Responses	Frequency	Percentage (%)
Strongly Agreed	35	23.0
Agreed	52	34.2
Strongly Disagreed	19	12.5
Disagreed	46	30.3
Total	152	100.0

Table 6 is a summary of respondents' rating of availability of other forms of compensation package for employees' motivation. About 23.0% of the respondents agreed strongly to the assertion about availability of other forms of compensation and or incentives. There was a strong belief that employee could be motivated to increase productivity by other forms of compensation package offer by the Commission; 34.2% of the workers also agreed that other forms of compensation other than financial package can motivate an employee and also will increase productivity in the Commission, 12.5% of the workers strongly disagreed with the statement that an employee is not motivated to increase productivity by other forms of compensation package offer by the Commission, while 30.3% of the workers also disagreed that an employee is not motivated to increase productivity by other forms of compensation package offer by the Commission. From the analysis, it is revealed that an employee is motivated to increase productivity by other forms of compensation package offer by the Commission. The implication of this finding is that there is need for material and non-material or other forms of compensation package offer by the Commission to increase productivity. Base on the analysis on table 6, it is concluded that the significance or prominence of civil servants in the productivity process and how to mobilise them to perform more efficiently is through adequate compensation.

Table7: Conducive Working Environment motivate Employees and enhance Productivity

Employees Responses	Frequency	Percentage (%)
Strongly Agreed	52	34.2
Agreed	48	31.6
Strongly Disagreed	40	26.3
Disagreed	12	7.9

Total	152	100.0
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Table 7 shows that 34.2% of the workers in the Plateau State Civil Service Commission strongly agreed that the provision of an enhanced conducive working environment will motivate workers and improve productivity in the Commission, 31.6% of the staff also agreed that conducive working environment motivate workers and will enhance productivity, 26.3% of the employees strongly disagreed that the provision of an enhanced conducive working environment will not motivate workers and improve productivity, while 7.9% of the employees also disagreed that the provision of conducive working environment has nothing with workers motivation and enhanced productivity. This is in line with the opinion of Nwakuchukwu (1988, p. 122) that an employee sees himself as an achiever if he is having some control over his environment. The implication of this finding is that there is a connection between conducive working environment, workers motivation and enhanced productivity.

Test of Hypotheses and Analysis

The analysis and test of the research hypotheses was based on Structural Equation Modeling (SEM) to examine statistically the employee benefits on the motivation and productivity of employees or workers. Procedurally, it helps to find the ‘best fitting’ model at the first stage, and thereafter establishing the ‘best fitting’ measurement model, which provides the second stage of testing the hypothesized structural model. The Confirmatory Factory Model or Measurement Model specifies the relationships of the observed indicators to their posited underlying factors, while the structural model specifies the causal relationships among the latent variables as posited by the underlying theories (Segars & Grover, 1993). For computing the measurement and structural equations, Linear Structural Relationships) was used.

Table 8 shows the goodness-of-fit indices for this priori measurement model or the so-called combined measurement model. These indices suggested a moderate fit of the measurement model to the data collected from the Plateau State Civil Service Commission, Jos. As obtained and shown in Linear Structural Relationship (LISREL) output, some indicators have very large positive standardized residuals.

Computation for the analysis was based upon a simultaneous regression of the endogenous variable in the structural model on the predicted antecedents. In table 11, it shows the goodness-of-fit indices for the model. All these indices surpassed the recommended value, and indicated that the model had a very good fit to the collected data from the sampled respondents. ($X^2/df = 1.32$, AGFI = 0.78, RMSR = 0.069, NNFI = 0.81, CFI = 0.92) and attained a non significant Chi-square statistics ($P = 0.05$).

Note:

AGFI = Adjusted goodness-of-fit index

RMSR = Root mean square residual

NNFI = Non-normed fit index

CFI = Comparative fit index

Table 8: Goodness-of-fit indices for the priori and revised measurement models

Measurement Model	Chi-Square (X ²)	Df	X ² /df	AGFI	RMSR	NNFI	CFI
Apriori	172 (P = 0.01)	69	2.11	0.49	0.087	0.71	0.89
Revised	152 (P = 0.13)	52	1.32	0.78	0.069	0.81	0.92
Recommended value for good fit	P ≥ 0.05	-	≤ 2.9	≥ 0.79	≤ 0.10	≥ 0.98	≥ 0.89

Source: SPSS result output**Table 9: Goodness-of-fit indices for individual variable in the revised measurement model**

Measurement Model	Chi-Square (X ²)	df	AGFI	RMSR	NNFI	CFI
Conducive working environment	0.16 (P = 0.84)	2	1.00	0.008	1.00	1.00
Increase other forms of compensation package	2.14 (P = 0.16)	2	0.83	0.031	0.92	1.00
Increase financial benefit	0.10 (P = 0.95)	2	0.92	0.002	0.99	1.00

Range of benefit is satisfactory	0.33 (P = 0.73)	2	1.00	0.003	1.00	1.00
Increase employee benefits	0.42 (P = 0.81)	2	0.94	0.009	0.99	1.00

Source: SPSS result output

Table 10: Correlations among latent variables

Variable		Mean (M)	M/L	SD	1	2	3	4	5
Increase employee benefit		2.68	0.61	0.62	0.61 (0.89)			0.62	(0.89)
Range of benefit is satisfactory		3.84	0.72	0.69	0.327*	(0.72)			
Increase financial benefit		3.42	0.64	0.73	0.499*	0.149	0.79		

Increase other forms of compensation package	3.51	0.72	0.61	0.589*	0.082	0.532*	(0.78)
Conducive working environment	3.41	0.64	0.95	0.411	0.077	0.071	0.534* (0.65)

Source: SPSS result output

Note: Numbers in parentheses on diagonal are coefficient alphas: n = 152. M/L ratios make the comparison of variable meaningful. The higher the ratio's value, the more the respondents agree on the extent of the variable's existence: $P < 0.01$ (two tailed).

The results of the hypotheses structural model are shown in table 10, the strength of the relationships among the constructs was presented by their coefficients. The results further show that increasing financial package by the Civil Service Commission was a significant predictor of other forms of compensation package by the commission. This is in support of the alternative hypothesis III. Increase in financial package will motivate staff and increase the level of commitment of workers.

In the study, the analysis also indicates that benefits provided were not significantly related to the productivity. The result appears to be consistent with the discussion in the percentage analysis where respondents claimed that their efforts are inequitable to the benefits provided by the commission. 61.9% of the targeted population disagreed with the benefits provided by the Plateau State Civil Service Commission.

Table 11: Goodness-of-fit indices for hypothesized structural model

Model	Chi-Square (X^2)	Df	X^2/df	AGFI	RMSR	NNFI	CFI
Structural model	152	52	1.32	0.78	0.069	0.81	0.92
	(P = 0.13)						
Recommended value for goodness-of-fit	$P \geq 0.05$	-	≤ 2.9	≥ 0.79	≤ 0.10	≥ 0.98	≥ 0.89

Source: SPSS result output

Comparing the increase in employee benefits and the range of benefits provided by the Civil Service Commission, it indicates that serious attention must be given to these areas because they are not significantly related to the performance (0.89 and 0.72).

The study reveals that increase in financial package by the Civil Service Commission will increase the level of productivity (0.499*). The non-significant relationship between conducive working environment and productivity may not be explained by the current investigation. However, according to the correlation matrix in table 11, increase in other forms of compensation package by the Civil Service Commission indicates significant relationship with productivity with $r = 0.532$ $P < 0.01$.

Conclusion

This study has been undertaken in order to ascertain the effectiveness of employee benefits in work motivation and productivity in Plateau State Civil Service Commission, Jos, Nigeria. Employee benefit concerns employee survival and long-term prosperity of the employee in the workplace.

One of the concerns about employee benefits, as compensation management is the ability of the workplace to put into practice the policies devised in its name. This is not to claim that other aspects of compensation management are challenge-free. Employee benefit is very important, its method of administration to the employee welfare is also very important and the present economic situation with particular reference to inflation and devaluation of the Nigerian currency must have greatly affected the behaviour of workers in their workplace. One might safely postulate that employees or workers might prefer increased financial incentives as they would require more money or financial resources to be able to purchase the same quality and quantity of goods they bought few years ago. Besides, it is equally important to have proper understanding of employee benefits to be applied to improve productivity.

Recommendations

Based on the findings, the following recommendations are made:

- (i) The future in the Civil Service Commission in Plateau State requires a different type of management to take up the bull by the horn, that is, to take up the challenge on the employee benefits which has deferred development in the Commission. The human resource management needs analytical skills, a logical mind for absorbing the strategic importance of employee benefits. The development and maintenance of continuous working relationship, with workers depend on a number of variables such as salary, good working environment, adequate promotion as at when due and other employee benefits. Sound and robust employee benefit is essentially to the survival and success of any workplace in the increasingly complex, hostile and competitive environment in which most of the organizations operation. (Hunjra, Ali, Khan, & Rehman, 2010).

- (ii) The assessment of the various theories of motivation clearly shows that more than anything else they relate to the concept of need. Henceforth, the Civil Service Commission must tailor its employee benefits according to the needs of its workers. In many organizations, motivation still constitutes a great challenge because it is very difficult to achieve. The main issues in motivating employees in the workplace can be seen in the complex nature of motivation being an inner drive. Henceforth, Plateau State Civil Service Commission can best create favourable environment for an effective implementation of workable employee benefits.
- (iii) The importance of salary as a motivational factor cannot be over-emphasized as claimed by some of the sampled population. The claim is because motivation occupies a conspicuous place in compensating and motivating the employees in the workplace. It is based on this fact that most human resource managers tend to pay a lot of attention to salary and other financial incentives in work motivation and productivity because it is easiest to manipulate. In spite of the fact that an employee benefit has been a subjective of controversy, human resource managers in Nigeria must maintain an overall benefit structure that is equitable to employees' efforts if they want to achieve higher productivity in their organizations. Henceforth, the Plateau State Civil Service Commission should improve or adjust its compensation package appropriately to justify the employee's effort in order to enhance the staff productivity level in the Commission.

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