

**THE EFFECT OF MOTIVATION ON THE PERFORMANCE OF OFFICE
WORKERS**

BY

AKANBI HANNAH ADEMOLA

ND/23/OTM/FT/0112

**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
OFFICE TECHNOLOGY AND MANAGMENT, INSTITUTE OF
INFORMATION AND COMMUNICATION TECHNOLOGY, KWARA STATE
POLYTECHNIC, ILORIN.**

**IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE AWARD OF
NATIONAL DIPLOMA (ND) IN OFFICE TECHNOLOGY AND MANAGMENT**

JUNE, 2025

APPROVAL PAGE

This is to certify that this project work has been written, read and approved as meeting parts of this requirements, for the Award of National Diploma (ND) in Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin, Kwara State.

MRS. ENIOLA USMAN.
(Project Supervisor)

DATE

MRS EM ASONIBARE.
(Head of Department)

DATE

MRS EM ASONIBARE.
(Chairman Project Committee)

DATE

MRS. BALOGUN
(External Examiner)

DATE

DEDICATION

This project is dedicated to the Almighty God, the Beginning and the End and also to my beloved parent Mr and Mrs AKANBI

ACKNOWLEDGEMENT

All glory, praise be to the author and finisher of my faith ancient of days almighty God I return all glory and honor to him for the opportunity given to me to undergo my National Diploma program successfully.

My profound gratitude goes to my project supervisor MRS.ENIOLA USMAN for your advice and guidance before and after this project work, may almighty God be with her and is family (Amen)

My gratitude also goes to my entire able lecturers in Office Technology and Management Department, all mercy will always be with them all. My sincere appreciation goes to my family, my sisters and brother most especially my parent Mr and Mrs AKANBI may God bless you; may you eat the fruit of your labor and may you live long.

LIST OF TABLES

Table 1: Do You Believe That Adequate Motivated Secretaries Can Be of Greater Benefit to Your Organization.

Table 2: To What Extent Does Financial Incentive Motivate Your Office Workers Secretaries.

Table 3: Do you agree that improvement can make secretaries perform their jobs more than expected.

Table 4: Training your secretaries will improve their performance.

Table 5: Do you agree that motivation will bring about cordial relationship between the management and the employees.

Table 6: Can motivated secretaries provide good equipment in an organization.

Table 7: What effect do you think motivation will have on your performance as an office workers.

Table 8: Do you believe that office worker can effectively perform their jobs without any perceived reward.

Table 9: Do you think that financial incentive is better than other motivational factors.

Table 10: As an office worker, do you think an increase in pay can motivate you to work harder.

Table 11: Do you agree that monetary incentive should be the only means of motivating employees.

Table 12: Do you think that modern office equipment can increase your productivity as office worker.

Table 13: One of the factors that affect employee's performance is work motivation.

Table 14: Work motivation is an encouragement given by an organization or company to increase employee morale

Table 15: Organizations can take several initiatives to keep their employees motivated.

Table 16: Motivation may be the most important factor that determines performance.

Table 17: The more motivated employees will increase the employee's commitment to the organization.

Table 18: Motivation is one of the forces that lead to performance.

Table 19: Without any doubt education is the motor of development of each country economy

Table 20: Employee motivation drives the quality of work and boosts performance in an organization

TABLE OF CONTENTS

Title Page	i
Approval Page	ii
Dedication	iii
Acknowledgement	iv
List of Tables	v
Table of Contents	vii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Objective of the Study	3
1.4 Research Questions	4
1.5 Significance of the Study	4
1.6 Limitation	5
1.7 Delimitation	5
CHAPTER TWO	7
REVIEW OF RELATED LITERATURE	7
2.1 Introduction	7
2.2 Motivation	8
2.3 Impact of Motivation on Office Workers	12

2.4 Theoretical Approach to Motivation	14
2.4.1 Maslow's Hierarchy of Needs	15
2.4.2 The Carrot and Stick Theory	17
2.4.3 McClelland's Need Theory	18
2.5 Motivation Factors	19
2.6 The Effect of Motivation in an Organization	23
CHAPTER THREE	25
METHODS OF PROCEDURES OF DATA COLLECTION	25
3.1 Introduction	25
3.2 Instrument Used	25
3.3 Population	26
3.4 Sampling Technique	26
3.5 Distribution and Collection of Data	26
3.6 Data Analysis	27
CHAPTER FOUR	28
ANALYSIS AND PRESENTATION OF DATA	28
4.1 Introduction	28
4.2 Results	29

CHAPTER FIVE	49
SUMMARY, RECOMMENDATIONS AND CONCLUSION	49
5.1 Summary	49
5.2 Recommendations	50
5.3 Conclusion	51
NOTES AND REFERENCES	53
APPENDIX I	55
APPENDIX II	56
QUESTIONNAIRE	57

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

One of the challenges a personnel manager faces today is the problem of motivating office workers most especially towards the achievement of organizational goals and objective.

Human beings have been described as the most important element in any organization. This is due to the fact that all other material resources relevant to the operational process of an organization cannot of their own function without the application of human resources. It therefore becomes imperative for managers to give adequate attention to human resources under their care and motivate them appropriately for effective performance of their jobs.

The primary duty of every manager is to get people do what the management requires of its employees and know how to effectively achieve goals of the organization. He must get people to act in a certain way and do a given task with a prescribed degree of time and effectiveness

Management therefore, should possess the ability to motivate personnel and keep them comfortable so that they can perform their duties with pleasure and commitment in pursuance of the organizational aims and objectives.

In recent years, emphasis have been placed on the important role motivation plays in getting employees to give out their best at work. Is now realized more than ever, that workers are the engine room on which an organization revolves. The success of any

organization depends largely on the effective mobilization of the efforts of all people who make the organization. It is also important that managerial job is not to manipulate personnel but to recognize the motivating factors that are likely to boost employees' productivity or performance.

Motivation can be referred to as the act of providing incentives to a person to satisfy a desire. The desire may range from that of satisfying basic physiological needs to that of self-actualization.

Management should therefore endeavor to understand the various motivational factors which can stimulate and satisfy its employees' needs and eventually bring about efficient work force. Some of the motivational factors that can be employed are; good management, proper promotion policy, joint consultation, tided office environment, raining and employee's development, better accommodation, housing loan, long service award, transport facilities, feeding allowance, recreational facilities, end-of-year bonus, luncheon vouchers, pension and gratuity etc.

Financial incentives in terms of salaries and fringe benefits are considered to be important factors in motivating workers for

higher output or performance. Management should also be conversant with other motivational techniques such as job security, job satisfaction, job enrichment, delegation of authority etc. which can enhance efficiency in employee's performance.

Motivation therefore, is the inspiration to work hard without coercion but through persuasion, reasons and provision of incentives.

If the management is to be an effective motivator, it should learn and understand the nature of motivation as well as motivational techniques that can be employees so as to motivate its employees for effective performance of their job.

This study work will deal with the effect of motivation on the performance of office workers.

1.2 Statement of the Problem

It has been discovered that the duties perform by office workers are very vital to any organization, it is therefore, necessary to meet their needs in order to encourage them to give out their best at work.

It has been seen that if motivational techniques are positively and frequently applied, office workers will be very happy to carry out their work effectively.

It is therefore necessary to examine the effect of motivation on the performance of office workers.

1.3 Objective of the Study

The essence of this research work is to investigate on how the organizations have considered the subject of motivation. If it has been considered very important, then which motivational techniques can satisfy office workers best as well as knowing the role this play on increasing their output or performance.

To make the management realize that to make employees perform their jobs better than expected, a measure of motivational techniques is required. There is a need for a study like this to identify the effectiveness of motivation on the performance of office workers.

1.4 Research Questions

This study is aimed at providing answers to the following questions: -

- 1) Do you prefer financial incentives than other motivational factors?
- 2) Do you believe that office workers can effectively perform their work without any perceived reward?
- 3) Does your output actually tally with the salary and fringe benefits received as office workers?
- 4) Do you agree that adequately motivated office workers can be of greater benefits to the organization?
- 5) Is there any significant relationship between office automation and your performance as a office worker?

1.5 Significance of the Study

The study will enhance the motivation needed for the workers to perform effectively and efficiently on their do today activities without distraction or unserious action during working hours. It we also investigate on how workers feel when been enticed by the motive given by the organization.

It also acknowledges on how an organization should focus and provide a maximum concentration of motivation given to their staff or workers.

It investigates on how an organization should impress their workers.

1.6 Limitation

There were some personal constraints that the researcher faced which posed serious limitation on the study. Notable among them were; Time factor because researcher has a very limited time to carry out this research work due to other

academic work that had to be attended to and a short time was given for the completion of the project. Financial constraints are a problem. The present economic condition of the country reflected on the research greatly. There is no enough money to cover a wider area in term of population sampling. A lot of efforts was put together the information needed for those work.

The questionnaire method was employed to gathered information for this work.

1.7 Delimitation

This study was restricted to the effect of motivation on the performance of office workers.

Managers and staff of Main Street Bank Plc, Ilorin.

Motivation: This international disability, charity organization that provides wheelchairs and programmed to the disabled.

Performance: The accomplishment of a given task

measured against present known standards of accuracy, completeness.

Office Workers: they are the people that work in a place where all clerical, or professional activities are been carried out or a place where all professional activities are conducted.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

Experience has shown over the years that, for any organization to operate well and achieve possible results, something has to be done.

Effective performance on the part of office worker is essential for the success of any organization. Such performance will to a great extent depend on their knowledge and skills. But, while the knowledge and skills possessed by individual office worker are important in determining his job performance, these factors alone are not sufficient. An understanding of what motivates the individual is needed to reveal how abilities and skills are activated and potentials released.

It is the consensus of organizational behaviorists that a full fledged organization must have a preponderance of good

workers: people who are highly motivated and who derive a great deal of satisfaction from what they do; constantly, for an unhealthy organization.

It is therefore, essential for managers to know and understand those things that can motivate their secretaries make them efficient on their jobs since the process of directing and leading people can only be achieved through the management knowledge of motivation.

2.2 Motivation

The word "Motivation" has been defined in many ways as there are motivational theories. Motivation has been defined as the process of moving oneself and others to work towards the attainment of individuals and organizational aims and objectives.

Oxford Advanced Learners Dictionary (1999: 808), explains motivation as "that which causes somebody to act in a particular way".

According to John (2022);

Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. It is an inner state that energizes, activities, or moves, and that directs or channel behavior towards a goal.

Cole, (2024); in his contribution to the meaning of motivation said;

"Motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals".

It can be observed from the above definitions that motivation enables people to behave in certain ways and pursue particular course of action in order to achieve personal or organizational goals.

Motivation further explains why some people work hard and well and others perform poorly. Since behaviors are also directed towards job satisfaction, it is of strategic importance for management to know what secretaries desire from their jobs if they are to motivate them.

Bello and Oiza et al (2017); affirmed that: "Motivation is the way the urges, aspirations derive and needs of human beings direct or control their behavior".

This implies that employees will act only when they have reasonable expectation that their actions will lead to desired goals. They will perform better if they know that in doing so, satisfaction of some of their needs will follow their effective performance.

It therefore becomes imperative for managers to expand the effort necessary to learn and understand human needs, urges, aspirations, and drives, how best they can be satisfied in order to get their secretaries work effectively and meet the targeted goals of the organization.

Akewusola in his lecture note (2022); quoted Maslow: "Motivation is the result of unsatisfied needs".

Therefore, in order for employees to be satisfied, provision must be made to meet their needs.

Knowledge of secretaries needs and of incentives that can boost their productivity are important for management. If the proper incentives are provided, incentives which hold the potential for satisfaction of needs, managers will definitely get the type of action or performance they are looking for from their secretaries.

With respect to needs, the challenge for managers is to know and understand people as individuals. With respect to needs, the challenge for managers is to know and understand people as individuals.

Scanland et al (2018); stated that: Motivation is a personal thing. Because of their deferring needs, incentives which appeal to and work with appeal to and work with one employee may be less than fully successful with another. It is valuable to be generally knowledgeable about need, but even more important to know each employee in term of those things that her personally want most.

Ubeku (2021); explain that: People are different and must be treated differently. To treat people differently, one must understand them as individuals, know what their goals are, and appreciate in what direction their and interests can lead. Unless this is done what appears to be a good offer to the management may produce a reaction quite contrary to what was expected.

Koontz and Weihrich (2023); in their contribution to this wrote that: What a manger does to induce individual effort toward the accomplishment of enterprise objectives must clearly take into accounts the differences between individuals, groups, times and organizational climates.

The above statements imply that motivation is individualistic and situational in nature. Managers should therefore know the personality of their workers, their needs, desires, wants and the type of treatment they deserve at different points in time in order to get the best out of them.

If the organization can build a work climate that offers secretaries an opportunity to satisfy their needs, a positive motivational response will be elicited.

To make the work of managers easier, a current knowledge of organizational behavior is required to make them be in a position to understand, predict, and control their subordinates' behavior and to channel them towards improved productivity.

Managers should ensure that conditions of employment are so arranged that they immediate needs of the employees are satisfied and also that condition in the work place are such that would provide challenges tot eh employees.

Since employees get most satisfaction from the job itself, effort should be made to enrich the job if satisfaction is to be achieved by the employees.

This involves a proper definition of the area of authority and accountability so that the employee knows within what framework to operate. Employee should be told of what is required of him from that job and therefore set objectives for himself.

Ubeku (2021), said; What is needed is an approach whereby the individual can feel that he is operating within a framework; that he can ascertain within that framework what is required of him. In this way he can determine to what extent he has succeeded during a given period.

The old idea of calling an employee up in December and telling him that his work during the year has not been satisfactory must be abandoned. That approach is too subjective and tends to distrust and arguments. Instead, specific targets should be set by the individual within the frame work of the departmental objectives. These targets should be agreed with him by the boss and the progress made is reviewed with him throughout the year. During

this period, the individual is guided and encouraged towards the achievement of the objectives of his job. This brought in the question of appraisal.

Ubeku, (2021) stated that; "Appraisal interviews must be followed by guidance and advice as to the areas of weakness which must be strengthened and areas of strengths which must be maintained".

Appraisal will reveal what skills the employee possesses or lack and a realistic development Programme can be drawn up. Systematic development Programme will enable employees to acquire the skill they lack and enable them to do their jobs better and therefore qualify them for promotion to higher position.

When managers have these types of insight, they are in good position to successfully motivate their jobs.

2.3 Impact of Motivation on Office Workers

There is hardly an office without an office worker or secretaries. The word "secretary" is derived from the Latin word "SECTUM", which means one who keeps secrets.

The office workers deal with the secrets of the organization which are of great importance to the management. They also help in the improvement of both the quality and quantity of work in an office by displaying some of their attributes, such as keeping of records and ability to retrieve them precisely and effectively.

The success of any organization today depends largely on the effectiveness of office workers. This is why the secretary is always referred to as the "Life Wire" of an organization.

It is important to note that, today secretarial has come of age. It has assisted in no small measure the development of various organizations. Secretaries do provide intelligent ideals and methods to illuminate general understanding of an organization.

The duties performed by secretaries are numerous and the role played are vital to any organization. Amongst such duties are taking down dictations, transcription, answering telephone calls, given information to callers, sorting correspondence, making travel arrangement, acts as memory aid, attends meetings, records minutes of meetings, receiving visitors and making appointments.

In addition, office workers can supervise clerical and other junior workers. Having known the duties performed by office worker, it becomes important for managers to meet their needs, desired, and aspirations so as tom motivate them to give out their best at work.

The way office worker performs is job has direct impact on the manager's performance, and even on the organization as a whole.

Emmett (2022); explains that; Although the office worker does not have a line authority, she assists the executive in working with staff members at all levels. The way he or she performs his functions has a distinct impact on the organization's operations. Because the secretary holds a strategic position in the office, his performance directly relates to how the manager's performance will be viewed by superiors, peers, and subordinates.

In the light of the above, it will be a strategic importance for managers to motivate their office workers so as to realize their full potential at work. Management should be aware that "behind a good or successful manager, there is always a good office worker and that their performance or productivity of office workers depend largely on how they are motivated.

Office workers are indispensable beings in an organization and they portray their employees' image to the public and other business groups alike.

Omeize, Odunola (2016), asserted that; "If office worker is motivated, she will convey a favorable image of his employer or the organization in and outside the company".

Management should therefore note that, to make office workers behave or perform well, a measure of motivational techniques is required.

When management allows their workers to train and develop themselves to any level and their needs are satisfied, they will derive a great deal of satisfaction in performing their jobs and may likely become "turn-on-plus" employees in that organization.

Motivated staff will be of immense help and of greater benefit to the organization. When office workers are motivated, they will perform their work willingly, effectively, better than expected and without supervision.

2.4 Theoretical Approach to Motivation

One of the most widely referred to - theories of motivation is the 'Hierarchy of Needs' theory put forth by Abraham Maslow.

2.4.1 Maslow's Hierarchy of Needs

This theory was advocated by Abraham Maslow (2015), an American psychologist. Maslow's principal hypothesis is that human beings have common groups of needs which tend to be satisfied in a more or less hierarchical way. It identifies the crucial set of needs that are present in every human being. This is by writing on organization Ibrahim Yusuf (2023).

Human beings come to the work place with their individual needs. A need is accomplished by a state of drive or tension that towards a goal that will satisfy the need and items, reduce the drive or tension.

According to him man has some needs which can be classified in a hierarchical order starting from the basic ones to the higher order one as follows: -

The Physiological Needs: This group of needs include food, cloth, water and sex, etc. They are very strong in man's life and can be satisfied with money and which are required for maintaining the body in a state of equilibrium.

Management should be aware that it is the most dominate stage of all the stages. Every Kobo means much to an employer and he can sacrifice his comfort for the achievement of needs here. The physiological needs when economically gratified caused to exist as active determine of behavior but a want that is satisfied and it behavior organized only by unsatisfied goods and needs. The needs here are independent of each other and must be met at internals if they are to remain fulfilled.

B) The Safety Needs: The satisfaction of the physiological need gives rise to the emergence of a new set of needs in the safety needs, individual safety and security becomes important to man. It includes protection against danger loss of jobs, sickness, avoidance of deprivation and so on.

To improve productivity in any organizations, management may threaten workers with the possibility of loss of job and young men are willing to take in seeking for employment in industry

C) The Social Needs: This is known as acceptance needs. It includes affection, love, friendship and sense of belonging, these needs can be satisfied by relationships on or off the jobs. When an individual social need is frustrated, he may react with antagonism, non-cooperation and general anti-organizational attitudes. Once social needs are satisfied, attention focuses on the next need. Individual having satisfied with the earlier two basic needs wants to love.

D) The Esteem Needs: These includes the desire for self-respect, for strength achievement, Adequacy. competence, for confidence in the face of eh world. And for independence and freedom. Also, the esteem of others which involves reputation or prestige, status, recognition and appreciation. In this need a worker love to take responsibilities and prove himself, always want his contributions to be recognized and appreciated by management of the organization and co-workers. When he is helped to build his/her ego here, self-esteem, confidence, power and prestige needs are satisfied.

E) The Self Actualization Self Fulfillment Needs: This is the development and realization of one's full potentials. This means "what man can be, he must be a man is actualized when he feels he has reached the highest, he is capable of reaching in organization or in life.

According to Maslow, an average person satisfies as below: -

- Self-Actualization needs i.e. Independence
- Esteem needs i.e. Self-respect
- Social need i.e. Love, Sense of belonging
- Safety needs i.e. Free from fear

Physiological need i.e. Food, water, shelter, clothing etc.

This means that man can hardly satisfy his self-actualization needs except in death. Cole, G.A, (2024). Organizational Behavior London, and also from Newchukwu C.C, (2022). Management theory and practice.

2.4.2 The Carrot and Stick Theory

This is the oldest and still very popular if not the foundation of other theories. It involves the use of "Rewards and penalties" to induce desired behavior from workers in an organization.

This theory emanates from an old story that the best way to make a donkey move is to put a carrot in front of it, jab it with a stick from behind. The most popular 'Carrot' is usually money in form of salaries, bonuses and financial benefits. Although many critics contend

that money is not sometimes a strong motivator. The fact still remains that money has always been and continues to be an important motivating force. 'Stick' or 'Penalty' which is translated to be fear of penalty such as loss of job, income, demotion, reduction in bonuses etc. has also been found to motivate employees. Yet it is admittedly not the best kind. It often gives rise to defensive or retaliatory behavior, poor quality of work or even dishonesty and indifferent actions of workers.

Since managers control the power to give or withhold rewards or impose penalties of various forms, they are able to control workers or staff behavior and wellbeing. The chance therefore is that several subordinates would be made to dance to the tune of the beat of their managers.

2.4.3 McClelland's Need theory

David C. and McClelland (2017), also contributed to the understanding of motivation by identifying three types of basic motivating needs. He classified these as the need for power, the need for affiliation, and the need for achievement. All these derives are of special relevance to management since all must be recognized to make an organization work well.

The Need for Power

McClelland found out that people with a high need for power have a great condemn for exercising influence and control. Such individuals generally are seeking position of leadership; they are forceful, outspoken, and demanding, and they enjoy teaching and public speaking.

The Need for Achievement

People in this category have an intense desire for success and an equally intense fear for failure. They want to be challenged, set goals for themselves, prefer to assume personal responsibility to get a job done, like specific and prompt feedback on how they are doing, work long hours, and do not worry about failure if it occurs.

The Need for Affiliation

These are people with a high need for affiliation and usually derive pleasure from being loved and tend to avoid the pain of being rejected by a social group. As individuals, they are likely to be concerned with maintaining pleasant social relationships, to enjoy a sense of intimacy and understanding, to be ready to console and help others in trouble, and to enjoy friendly interaction with others.

2.5 Motivation Factors

In order to motivate office workers to put in their maximum effort, it is essential that these various needs which we have to be satisfied as far as practicable. They are as follows: -

Wages/Salary

The basic needs have to be satisfied first, there is no doubt that the immediate problem confronting the school never can it earn some money.

The payment of good wages and salaries is fundamental to the productivity or productivities effort of those employed. There is a large number of Nigerian workers who

by the very nature of their jobs cannot be promoted or have their jobs improved in any way to this of employee. The most important factor is pay packet.

The use of money as motivating factor must not be brushed aside highly, money can motivate a worker and influence more action and encourage extra-creativity towards the growth of an organization goals.

Promotion

This is another motivation factor which earn employee want to see as a change for better in their place of work. A Clerk would like to become a senior Clerk, a salesman would like to be a senior salesman.

Promotion brings along with not just money but a mark of recognition of the individual performance consequently, in order to justify this recognition, the employee promotion put in more efforts in his work, promotion also put new life in the individual and activate his knowledge, skills and he strive more harder to be effective in his new job.

Training

Training may be regarded as a process by which the capabilities and skills of an employee are developed so as to enable him perform more effectively on the job assigned to him studying a group of workers perform the same kind of job. It is discovered that some do it better than others irrespective of their specialization. Jams L. (2014)

What are the causes of the differences in performance? V. Room Dec says it's partly because of the varying abilities or skill of the individual as a result of the fact that people

have different levels and kind of experience and vary in the degree to which they requisite intellectual and other endowment from experience.

Welfare

Welfare means a condition of having good health, comfortable living in good working condition. This is another motivation factor, welfare services in relation to management of people therefore, implies those facilities provided by an organization to the employee which are in addition to the wages and salary paid to them. These services usually include such as provision of medical services, free housing, transport, and recreational facilities, staff canteen and club services.

Organization uses welfare facilities to secure the loyalty of the workers and to induce them for effective performance in their jobs. It's only when a person is healthy and satisfied that can be willing to perform.

An unhealthy worker can obviously not think of job, rather his main attention is directed towards means of regaining his good health. Adequate medical services assure the of due care in event of any injury, fatigue or other associated hazard of the job. Where there is no assurance no matter how hardworking or diligent, a worker is none will afford to risk his health or life for organization, at the slightest sign of body imbalance the worker abandons his job to look for a solution.

Situation whereby canteen is close to working place has advantage to both worker and organization, it provides an easy means of meeting some of the physiological needs of the workers as they need not to bother much distance before they satisfy their hunger and thirst

needs. A hungry man is said to be an angry man, and until a person fills his or her empty stomach, nothing is important to him. The availabilities of canteen facility assure him or her and lure him to his job with very minimal time spent for lunch breaks. By Sisk Henry, L. (2013).

Work Environment

Work environment can be regarded as area within which all working activities are carried out. Just like an organization does not exist vacuum so also a person does not operate vacuum. The environment in which a person carries out his duties is great as hearing on his performance.

If he must perform well, the employee must see himself being motivated by his workers environment. This includes the office space, ventilation, lighting, sanitation and the type of supervision he receives. The worker needs a conducive working environment in order to perform well in activities to be carryout. Enough space to avoid overcrowding and not conducive area. Neat and attractive premises which can always entice a worker to his or her job encourage him to feel like doing more.

It also the duty of the organization to ensure the provision suitable matter is for the individual so as to enable his successfully carried out of most assigned duties

Delegation

If a supervisor delegates a responsibility to his subordinates, he feels a sense of reorganization, trustworthy and thereby motivated to perform such job. But in a situation

where no responsibility is delegated to subordinate such secretaries of office workers feel that they are not trusted and thereby dissatisfied.

2.6 The Effect of Motivation in an Organization

Reduces Idleness

When workers are motivated, they will be more effective in performing their job. They will do their job willingly without any supervision since they know that their efforts will be recognized and rewarded.

Creates Interest

Management can use motivation as a tool to create in workers, interest for their jobs.

When attractive salary and a lot of incentives such as fringe benefits, promotion, recognition, safety and job security are given to secretaries or office workers as a sort of motivation to show them that they are being more cared for, such office workers will be satisfied and have more interest in their profession.

Mobilizes Workers

In an organization where transport facilities are provided, it tends to mobilize his workers for efficiency at work. For instance, a case where management provides staff Bus to convey employees to work and convey them back home, employee's are motivated to be regular at work and ready to put in their best at all time. But in a case where this facility is not provided

employees will not be mobilized and they can stay at home during fuel scarcity.

Increases Productivity-

Motivation is an effective tool for increasing employee's productivity and efficiency. Motivated office workers will release their full potentials at work which leads to increase in production. This raises the organization's revenue as well as net profit. Motivated secretary therefore is an asset to the organization.

Since employees get most satisfaction from the job itself, effort should be made to enrich the job. When workers are given a feeling of personal responsibilities for their tasks and also make them to see how their tasks had contributed to the success and welfares of the organization, they will put more efforts into their works which increased their productivities.

CHAPTER THREE

METHODS OF PROCEDURES OF DATA COLLECTION

3.1 Introduction

This chapter is a detailed description of the methods and procedures used for the collection of data needed for the analysis and completion of the research work.

The details in the chapter deals with the following: -

1. Instrument Used
2. Population
3. Sampling techniques
4. Distribution and Collection of Data
5. Methods of Data Analysis

3.2 Instrument Used

For the purpose of this study the questionnaire method was used. The questionnaire was designed by the researcher and scrutinized by his supervisor to see that they were in line with the topic of the research.

The question method was used because information collected from secondary sources such as textbooks and past projects might not be enough. The chosen method allowed for easy collection and computation. The questions were based solely on the information needed to complete this study.

3.3 Population

The Population used for this research work were managers, staff and secretaries of Main Street Bank, Muritala Muhammed way, Ilorin,

3.4 Sampling Technique

The purpose of sampling is to select a group from large population who will make a generalized statement so that the selected part will represent the total group.

For the purpose of this study, however, the researcher has randomly selected the managers, staff and secretaries of Main Street Bank, Muritala Muhammed way, Ilorin,

3.5 Distribution and Collection of Data

After the approval of the questionnaire by the researcher's supervisor, a day was set aside for the distribution of the questionnaires to the two selected organizations for the case study.

Two sets of questionnaires were distributed, one to managerial staff and another set to secretarial staff of the organizations.

Eighteen questionnaires were distributed in order. Eight questionnaires were sent to the managers, while ten were sent to the secretaries and staff. All the questionnaires were completed and returned. The percentage of return was one hundred percent.

3.6 Data Analysis

All data collected from the respondents through the questionnaire were manually processed and analyzed by the researcher with the aid of calculator.

Therefore, the analysis was based on the data collected from the questionnaires which would be presented in the next chapter.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF DATA

4.1 Introduction

This chapter deals extensively with the analysis and interpretation of the data collected for this study. Eighteen copies of the questionnaires were administrated on the population used for the research project.

This chapter is so important to this research work because the conclusion and recommendations for the research are derived from the analysis.

The results derived from the analysis were based on the returned questionnaires. All the respondents of management and secretarial staff of the organizations were treated together.

The analysis was done in percentage to affect easy understanding. The following are the analysis of the respondents to the questionnaires:

4.2 Results

Table 4.1 Do You Believe That Adequate Motivated Secretaries can be of Greater Benefit to Your Organization?

Option	No of respondents	Percentage (%)
Strongly agree	10	50%
Agree	10	50%
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.1 above showed that 20 (100%) respondents strongly agreed that the adequate motivated Secretaries can be of greater benefit to your organization, while none of them disagree with the statement

Table 4.2: To What Extent Does Financial Incentive Motivate Your Office Workers Secretaries?

Option	No of respondents	Percentage (%)
Strongly agree	5	25
Agree	15	75
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.2 above showed that 5 (25%) strongly agreed and 15 (75%) agreed that what extent does financial incentive motivate your office workers Secretaries, while none of them disagree with the notion.

Table 4.3: Do you agree that improvement can make secretaries perform them jobs more than expected?

Option	No of respondents	Percentage (%)
Strongly agree	20	100%
Agree	00	0.00
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.3 above showed that 20 (100%) respondents strongly agreed that improvement can make secretaries perform their jobs more than expected, while none of them disagree with the notion.

Table 4.4: Training your secretaries will improve their performance

Option	No of respondents	Percentage (%)
Strongly agree	15	75%
Agree	05	25%
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Research's fieldwork 2025

Table 4.4 above showed that 15 (75%) respondents strongly agreed and 5 (25%) respondents agreed that training your secretaries will improve their performance, while none of them disagree with the statement.

Table 4.5: Do you agree that motivation will bring about cordial relationship between the management and the employees?

Option	No of respondents	20
Strongly agree	20	0.00
Agree	00	0.00
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.5 above showed that 20 (100%) respondents strongly agreed that the motivation will bring about cordial relationship between the management and the employees, while none of them disagree with the statement.

Table 4.6: Can motivated secretaries provide good equipment in an organization?

Option	No of respondents	Percentage (%)
Agree	20	100%
Strongly agree	00	0.00
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.6 above showed that 20 (100%) respondents strongly agreed that the motivated secretaries can provide good equipment in an organization while none of them disagree with the notion

Table 4.7: What effect do you think motivation will have on your performance as an office worker?

Option	No of respondents	Percentage (%)
Agree	00	0.00
Strongly agree	00	0.00
Disagree	6	30
Strongly disagree	14	70
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.7 above showed that 6 (30%) disagree and 14 (70%) strongly disagree with the statement

Table 4.8: Do you believe that office worker can effectively perform their jobs without any perceived reward?

Option	No of respondents	Percentage (%)
Agree	00	0.00
Strongly agree	00	0.00
Disagree	00	0.00
Strongly disagree	20	100%
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.8 above showed that 20 respondents strongly disagree with the statement

Table 4.9: Do you think that financial incentive is better than other motivational factors?

Option	No of respondents	Percentage (%)
Agree	10	50
Strongly agree	10	50
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.9 above showed that 10 (50%) respondents strongly agreed and 10 (50%) respondents agreed that financial incentive is better than other motivation factors.

Table 4.10: As an office worker, do you think an increase in pay can motivate you to work harder?

Option	No of respondents	Percentage (%)
Strongly agree	2	10
Agree	8	80
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.11: Do you agree that monetary incentive should be the only means of motivating employees?

Option	No of respondents	Percentage (%)
Strongly agree	6	30
Agree	14	70
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.11 above showed that 6 (30%) respondents strongly agreed and 14 (70%) respondents agreed that the monetary incentives should be only means of motivating employees, while none of them disagree with the statement

Table 4.12: Do you think that modern office equipment can increase your productivity as office worker?

Option	No of respondents	Percentage (%)
Strongly agree	20	100
Agree	00	0.00
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

The Table 4.12 shows that 20(100%) of the respondents strongly agreed that the modern office equipment can increase your productivity as office worker. while none of them disagree with the statement.

Table 4.13: One of the factors that affect employee's performance is work motivation.

Option	No of respondents	Percentage (%)
Strongly agree	00	0.00
Agree	00	0.00
Disagree	5	15
Strongly disagree	15	75
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.13, revealed that, 5(15%) of the respondents disagreed that One of the factors that affect employee performance is work motivation, while 15(75%) of respondents strongly disagreed with the statement. while no response for Strongly agreed.

Table 4.14: Work motivation is an encouragement given by an organization or company to increase employee morale?

Option	No of respondents	Percentage (%)
Strongly agree	10	50
Agree	10	50
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.14, revealed that, 10(50%) of the respondents strongly agreed that, Work motivation is an encouragement given by an organization or company to increase employee morale, while 10(50%) of respondents agreed, while no response for disagreed to the statement, this shows that work motivation is an encouragement given by an organization or company to increase employee morale

Table 4.15: Organizations can take several initiatives to keep their employees motivated

Option	No of respondents	Percentage (%)
Strongly agree	12	60
Agree	08	40
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

The Table 4.15 shows that 12(60%) respondents strongly agreed that, Motivation may be the most important factor that determines performance. 8(40%) agreed while no response for disagreed and strongly disagree with the notion.

Table 4.16 Motivation may be the most important factor that determines performance

Option	No of respondents	Percentage (%)
Strongly agree	12	60
Agree	8	40
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

The table 4.16, shows that 12(60%) respondents strongly agreed that, Motivation may be the most important factor that determines performance. 8(40%) agreed while no response for disagreed and strongly disagree with the notion.

Table 4.17 The more motivated employees will increase the employee's commitment to the organization.

Option	No of respondents	Percentage (%)
Strongly agree	10	50
Agree	5	10
Disagree	5	10
Strongly disagree	00	0.00
Total	20	100%

Source: Field survey 2025

Table 4.17, it could be seen that, 10(50%) of the respondents strongly agreed that, the more motivated employees will increase the employee's commitment to the organization while 5(25%) of respondents agreed with the statement and 5(25%) respondents disagreed with the notion. This depicted that, The more motivated employees will increase the employee's commitment to the organization.

Table 4.18 Motivation is one of the forces that lead to performance.

Option	No of respondents	Percentage (%)
Strongly agree	15	75
Agree	5	25
Disagree	00	0.00
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's Fieldwork 2025

The table 4.18 shows that 15(75%) respondents strongly agreed that, Motivation is one of the forces that lead to performance. 5(25%) agreed while none of them disagreed to the statement.

Table 4.19 Without any doubt education is the motor of development of each country economy

Option	No of respondents	Percentage (%)
Strongly agree	10	50
Agree	5	25
Disagree	5	25
Strongly disagree	00	0.00
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.2, revealed that, 10(50%) of the respondents strongly agreed that without any doubt education is the motor of development of each country and economy, while 5(25%) of respondents agreed with the statement and 5(25%) respondents disagreed with the notion. Analysis shows that, without any doubt education is the motor of development of each country and economy.

Table 4.20 Employee motivation drives the quality of work and boosts performance in an organization?

Option	No of respondents	Percentage (%)
Strongly agree	10	50
Agree	5	25
Disagree	2	10
Strongly disagree	3	15
Total	20	100%

Source: Researcher's fieldwork 2025

Table 4.20, above showed that 10 (50%) of respondents strongly agreed and 5 (25%) agreed that employees motivation drives the quality of work and boosts performance in an organization, while 2 (10%) respondents disagree and 3 (15%) respondents strongly disagree with the statement.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

This revealed the effect of motivation on the performance of office workers in the three organizations for the case study.

Based on the finding, motivation has great effect on the performance of office workers of the said organizations. The management also believed that adequately motivated office workers will be of greater benefit to their organizations.

The organizations were able to ensure the security of their workers through Good pay and financial incentive, welfare programme, special allowance, payment of gratuity and pension scheme, and promotion when necessary.

The organizations were able to provide some facilities for their office workers such as Medical allowance, housing allowance, yearly bonus, staff canteen and some financial incentives as a means of motivating them for greater efficiency and productivity.

It can be gathered from the findings that motivation has brought about cordial relationship between the management and employees.

The management also believe very much in training their office workers for higher performance and therefore often sent them on training.

Since promotion brings about a sort of happiness and motivate employees, the organizations employed different techniques, year of experience, Additional qualification, etc, in promoting their office workers. Office workers are also not sure whether their

productivities are actually tally with the salaries and fringe benefits received. Office workers also believe that there is significant relationship between office automation and their performance.

5.2 Recommendations

Based on findings of this study, the following recommendations were made.

- 1) Management should always use motivation as a means of increasing secretaries and other workers productivity and efficiency.
- 2) Management should not use monetary incentives as the only means of motivating employees. Other non-monetary rewards like Housing loan, Transport facilities, Educational allowance, free Medical services, Staff Canteen, Recreational facilities etc. should also be included and provided
- 3) Office worker who perform well should be rewarded accordingly. Promotion should be given on merit and recognition be given to those who are hard working.
- 4) Modern office equipment should be provided for office workers to enhance their productivity and efficiency
- 5) Office worker should often be sent on training as well as other workers so as to bring the best potential of every individual.
- 6) Management should give challenging jobs to their workers and also allow them to participate in decision making concerning matters that relate to their works. They should

also be recognized for their immense contributions to the achievement of the organizational goals and objective.

7) The needs of office worker must be catered for, as this will make them to stay long in the organization.

8) Management should ensure that office worker' salaries and fringe benefits tally with their productivities.

5.3 Conclusion

Based on the findings in above, the following conclusions are drawn:

Motivational techniques employed by the organizations has helped in greater ways in achieving the organizational goals and objectives.

It was gathered that financial incentives can only motivates workers to some extent while employees prefer other forms of incentives than monetary incentives.

Improvement in motivation will make office workers perform their jobs

It has been revealed from the analysis that office workers will effectively perform their jobs when there are perceived reward.

Evidence showed that modern office equipment can increase secretaries 'productivities and efficiency. A large number of secretaries are conversant with Electronic typewriters while some are conversant with word processor The management endeavored to provide many of these modern office equipment in the organization

Finally, management using different criteria for promotion is a good idea because it helps to satisfy different classes of workers.

NOTES AND REFERENCES

- Ajisafe, G. A. (2022); Motivation as an Effective Tool in an Organization; Kwara State Polytechnic, Ilorin
- Akewusola, L. (2021); Office Administration Handout for HND I Students, Kwara State Polytechnic, Ilorin
- Bello, O. Oiza, et el, Sulu-Gambari H. B. (2017); Workers Motivation in an Organization; kwara State polytechnic, Ilorin.
- Burt S., J. Bernard, J.K. (2015); Management and Organizational Behaviour, John Willey & Sons, Inc. New York Chichester Brtisbane, Toronto
- Cole, G.A (2024); Personal management, theory and Practice, third Edition, DP publications Limited
- Cole, G.A (2024); Organizational Behaviour, London, T, G, International
- Emment, N. McFarland (2005); Secretarial Procedures: Reston Publishing Company, Inc. Reston, Virginal
- John H. (2022); Management, McGraw-Hill Book Company Eight Edition.
- Horney, A. S. (2018): Oxford Advanced Leamer's Dictionary of Current English: Seventh Edition, Oxford University Press
- Ibrahim Y. (2019); Writings on Organizations Structure and behaviour Olad Publisher Ilorin
- Koontz, O'donnel, W. (2023); Management, McGraw-Hill International Book Company Limited, Seventh Edition.

Ubeku, A. K. (2021); Personnel Management in Nigeria, Ethiopia Publishing Corporation,
Nigeria

APPENDIX I

**KWARA STATE POLYTECHNIC,
INSTITUTE OF INFORMATION COMMUNICATION AND TECHNOLOGY,
DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT.**

Dear Respondent

Request for completion of Project Questionnaire

Please you have been identified as one of the resource person to elicit information for the ongoing diploma programme to determine the information topic. **"The Effect Of Motivation On The Performance Of Office Workers ."**

Please indicate your opinion to the questionnaire as honest as possible as this will be used for research only.

Thanks for your cooperation.

Yours faithfully,

AKNBI HANNAH

ND/23/OTM/FT/0112

APPENDIX II

**KWARA STATE POLYTECHNIC ILORIN,
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY,
DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT.**

Dear respondent,

I am student of in the Department of Office Technology and Management institute of Information Communication and Technology, Kwara State Polytechnic, Ilorin. I am present conducting a research and writing a project on **“The Effect Of Motivation On The Performance Of Office Workers”**.

The exercise is important in partial fulfillment of the requirements for the award National Diploma in Office Technology and Management of the Institution.

Rest assured that, the researcher ethics of anonymity and confidentiality will be strictly adhered to.

Yours faithfully,

AKNBI HANNAH

ND/23/OTM/FT/0112

QUESTIONNAIRE

1. Do you agree that financial incentive motivate your office workers.

(a) Strongly agree () (b) agree () (c) Disagree () (d) Strongly disagree ()

2. Do you believe that adequate motivated office worker can be of greater benefit to your organization.

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

3. Do you agree that improvement in motivation can make office workers perform their jobs more than expected.

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

4. Do you agree that training your office workers will improve their performance.

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

5. Which of the following office equipment did you provide in your organization.

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

6. Can motivated secretaries provide good equipment in an organization.

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

7. What effect do you think motivation will have on your performance as an office workers

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

8. Do you believe that office worker can effectively perform their jobs without any perceived reward.

(a) Strongly agree () (b) Agree () (c) Disagree () (d) Strongly disagree ()

9. Do you think that financial incentive is better than other motivational factors.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

10. As an office worker, do you think an increase in pay can motivate you to work harder.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

11. Do you agree that monetary incentive should be the only means of motivating employees.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

12. Do you think that modern office equipment can increase your productivity as office workers.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

13. One of the factors that affect employees performance is work motivation.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

14. Work motivation is an encouragement given by an organization or company to increase employee morale.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

15. Organizations can take several initiatives to keep their employees motivated.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

16. Motivation may be the most important factor that determines performance.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

17. The more motivated employees will increase the employees commitment to the organization.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

18: Motivation is one of the forces that lead to performance

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

19: Without any doubt education is the motor of development of each country economy.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree

20: Employee motivation drives the quality of work and boosts performance in an organization.

(a) Strongly agree () (b) Agree (c) Disagree () (C) Strongly disagree