



World Scientific News

An International Scientific Journal

WSN 194 (2024) 1-25

EISSN 2392-2192

Influence of Motivational Variables on Personnel Productivity among Broadcast Stations in Taraba State, Nigeria

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ABSTRACT

This research investigated the impact of motivational factors on staff productivity within broadcast stations situated in Taraba State. Guided by the Two Factor Theory, the study employed both surveys and in-depth interviews to gather data. The results unveiled a noteworthy correlation between motivational elements and personnel output within the surveyed broadcast stations in Taraba State. Nevertheless, it also exposed a discrepancy in the application of motivational incentives among these stations. Consequently, the study advocates, among other measures, for broadcast entities to prioritize the comprehensive and efficient execution of motivational schemes. By doing so, these organizations can potentially enhance staff productivity and foster a conducive work environment. This recommendation underscores the significance of acknowledging and addressing motivational factors within the operational dynamics of broadcast stations, thereby potentially fostering a more engaged and productive workforce.

Keywords: Motivation, Influence, Broadcast Media, Productivity, Taraba State

1. INTRODUCTION

Employee motivation and productivity are two critical factors that determine the success of any organization, including the broadcast industry. The broadcast industry is a global

industry that has experienced significant growth in recent years. However, to maintain its position as a leading industry, it is essential to keep employees motivated and productive.

Motivated employees are more likely to be productive and committed to their work. In the broadcast industry, this translates into producing high-quality content that meets the needs of viewers and listeners. Motivation can come from various sources, such as recognition for good work, opportunities for career advancement, fair compensation packages, and a positive work environment.

Generally most broadcast stations are faced with numerous challenges. One of such challenges is in the area of management role in motivating personnel to be competent and efficient in order to achieve organization's goal and objectives. Some of the challenges faced by broadcast stations in matters concerning personnel include reimbursement, training and career development, health and safety, benefits, motivation and administration amongst others. Human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). For broadcast stations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective workforce in a bid to enhance productivity (Sunia, 2014). Hellriegel (1996) views motivation as any influence that portrays, directs, or maintains people's goal directed behaviors. It refers to the driving force that makes an individual act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity and therefore, factors of motivation play significant role in improving employees job satisfaction level. This will, in turn, aids in improving an organization's productivity level.

Personnel make up the workforce of any organization as such they are an essential part of the organization. Aluko (2014), states that an organization is only as good as the workforce that runs it. This is to say that when employees are motivated the chances are that their morale would be high as such performance and productivity levels would increase to the extent of boosting the overall organizational performance level. In order to achieve high level of productivity and boost organizational performance or productivity, managers need to continually seek ways of ensuring that their employees stay motivated. This is because lack of employees motivation can lead to reduced productivity which is harmful to organizational performance and continuous success.

George (2006) defines employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goal and objectives. Mali (1998) cited in Emeje (2011), defined employees productivity as a measure of how well resources are been brought in their right mix to set organizational set goal. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones (2012) stated that motivation can be categorized into two classes namely intrinsic and extrinsic motivation. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desire for external rewards or to avoid punishment.

Extrinsic motivation also helps to boost an employee effectiveness and efficiency level. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees, as such they are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create

room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharge their duties which could lead to low performance and productivity levels (Nwachukwu, 2004). Overtime work place motivation has been extended to employees in different ways viz good training (capacity building), personal recognition, promotion, incentives such as bonuses etc.

Ideally, journalists or reporters working as front line correspondents in during conflicts or crises should be provided with welfare and psychosocial support to enable them discharge their duties efficiently. Media owners of broadcast stations should provide them with adequate hazard allowances just like other personnel. For example those security and health sectors selected during covid 19 pandemic, workers enjoyed special hazard allowance. Security and protective gadgets such as cellular phones, helmets, bullet proof vests and gas masks were provided. To further ameliorate the toxic effects of covering conflicts, journalists should enjoy psychotherapy attention. This is to reduce effect of the horror they see everyday on their mental health. Regrettably, these motivational factors are never provided and where they do, they are not in sufficient quantities that can have any meaningful impact on beneficiaries or journalists.

In this part of the globe, many journalists are deprived some basic packages like transportation, subsidized housing, insurance packages, protective kits, regular promotion, sponsorship to attend seminars and workshops to update their knowledge, free provision of food during working hours, prompt and adequate payment of salaries, bonuses during festive periods and many more. The failure of many broadcast stations to adequately provide the identified motivational packages has regrettably led to poor personnel productivity in such organizations. Broadcast stations in Taraba State just like every other stations in Nigeria have not been able to adequately motivate the personnel in its workforce. This study therefore focuses on identifying the relationship between motivational variables and personnel productivity among Broadcast stations in Taraba State.

Statement of the Problem

The media industry, like every other industry, is affected by many problems such as poor funding and this has affected its responsibility to good welfare scheme. Thus there is lack of incentives, poor working environment among others and this has really affecting their productivity. Lack of employee motivation is particularly worrisome because of the negative impact it has on the personnel who play essential role in society. Lack of motivation in the media industry could easily lead to employees compromising standard in their duties. This situation could lead to employees not being objective in their reporting. The overall consequence of such ugly scenario will definitely spell doom for the entire society. The pen could be said to be mightier than the gun, when journalists misuse it (compromised reporting) because of poor welfare of employees and when this happens the society definitely may have to bear the brunt. In broadcasting stations, lack of health and medical facilities, recreational facilities, transport facilities, cooperatives/savings facilities and educational facilities have been the reasons for poor personnel productivity. These are worsened by poor emoluments and epileptic payment of emoluments.

Many studies have been conducted in different parts of the world concerning the influence of motivational variables on personel productivity among broadcast station. However, none of such studies has been conducted in Taraba State to my knowledge. Thus a gap in literature is established. This study on the influence of motivational variability and personel productivity

among broadcast stations in Taraba State is being conducted to fill the identified gap in literature. The study is embarked upon with the aim of investigating the influence of motivational variables on personnel productivity among Broadcast Stations in Taraba State, with particular focus on Taraba State Broadcasting Station Jalingo, Nigeria Television Authority Jalingo and Taraba Television Corporation Jalingo.

Objectives of the Study

The aim of this study is to investigate the influence of motivational variables on personnel productivity among Broadcast stations in Taraba State, Nigeria. The specific objectives are:

- i. To identify the various motivational variables used by the management of selected broadcast stations in Taraba State.
- ii. To ascertain the extent of implementation of motivational variables/packages by the management of selected broadcast stations in Taraba State
- iii. To determine the ways in which motivational variables/packages influence the productivity of personnel in the selected broadcast stations in Taraba State.
- iv. To determine the extent that motivational variables/packages have influenced personnel productivity in selected broadcast stations in Taraba State.

Research Questions

The following research questions guided the study:

- i. What are the various motivational variables used by the management of selected broadcast stations in Taraba State?
- ii. To what extent are motivational variables/packages implemented by the management of selected broadcast stations in Taraba State?
- iii. In what ways do motivational variables/packages influenced the productivity of personnel in the selected broadcast stations in Taraba State?
- iv. To what extent have motivational variables/packages influence personnel productivity in selected broadcast stations in Taraba State.

2. METHODS AND MATERIAL

Research Design

This study has adopted the mix method of social scientific research. The mix research method has to do with the adoption of two methods (for instance, a combination of qualitative and quantitative methods) so as to elicit in-depth and credible data that can be easily generalized.

In this study, in-depth interview and survey methods were used. The rationale behind adopting in-depth interview is due to the method's ability to allow intimate engagement with the respondents. Additionally, in-depth interview is suitable for obtaining detailed and comprehensive information from people who have considerable degree of knowledge and experience on motivational variables and productivity in broadcast stations in Taraba State. The above advantages of in-depth interview as a research method makes it suitable for this study, however, this does not exonerate the numerous deficiencies or shortcomings that it has, such as the use of small sample size that does not support generalization, and the prevalence of

researcher's bias. These limitations make the method problematic to implement in a study, and always force researchers willing to adopt the method to device mitigation strategies to effectively overcome the limitations and successfully conduct the research as expected. One of the mitigation strategies adopted by this study is to use an additional method (survey method) that allowed the researcher to make generalization. Furthermore, the survey method has proved to be very efficient for studies of this nature, in view of the wealth of data and interpretation it can provide. According to Mohajan (2020) among many types of quantitative research, survey research is very popular in the natural and social sciences. The reasons for choosing survey method are because it aims not only at collection of data but also the discovering of meaning in the data collected so that the fact can be better interpreted, explained and understood. Hence, survey research method is chosen for this study in order for the researcher to ascertain the influence of motivational variables on personnel productivity among broadcast stations in Taraba State, Nigeria.

Population of the Study

The study population comprised of 416 personnel of the selected broadcast stations in Taraba State, Nigeria. 130 staff are from Taraba Television Corporation (TTV), 46 from Nigeria Television Authority (NTA) while 240 from Taraba State Broadcasting Station (TSBS).

Sampling Size Determination

The sample size of this study is 204 and it was determined using Taro Yammane formular for calculating sample size.

$$n = \frac{N}{1 + N(e)^2}$$

where:

n = Sample size

N = Total population of the Study Constant

e margin of error (assuming to be 5% or 0.05)

Using the above formular, the sample size of this study is computed to be 204.

$$n = \frac{416}{1 + 416(0.05)^2}$$

$$n = \frac{416}{1 + 416(0.0025)}$$

$$n = \frac{416}{1 + 1.04}$$

$$n = \frac{416}{2.04}$$

$$n = 204$$

The sampling size for this study is 204 who were administered questionnaire for the survey. However, an additional 9 personnel were interviewed. In other words, the researcher selected three directors from different department in each of the media outfits that form the population of the study for the indepth interview. The selection of directors was done on equal proportion, 3 from each of the media outfit.

Sampling Technique and procedure

The researcher made a deliberate choice to utilize purposive sampling for this study. This method was selected because it offers the flexibility to target individuals based on particular characteristics or qualities relevant to the research objectives. By employing purposive sampling, the study could concentrate specifically on journalists affiliated with the chosen media outlets in Jalingo, Taraba State.

Purposive sampling allowed the researcher to focus exclusively on individuals who possess specific attributes deemed essential for the study's aims, such as professional experience in broadcast journalism or familiarity with the media landscape in Taraba State. This approach ensured that the participants selected would provide valuable insights and perspectives relevant to the research questions.

Furthermore, by excluding individuals who did not meet the predetermined criteria, purposive sampling helped maintain the study's focus and relevance. This methodological decision aimed to enhance the quality and depth of the data collected, as it prioritized individuals with firsthand knowledge and expertise relevant to the research context.

In summary, the adoption of purposive sampling facilitated a targeted and deliberate selection of participants, enabling the study to hone in on the perspectives and experiences of journalists from specific media organizations in Jalingo, Taraba State..

Instrument For Data Collection

The instruments that was used to gather data for this study include the Motivational Variable questionnaire and structured interview guide. Both instruments were designed in tandem with the research objectives. The questionnaire was distributed face-to-face. It is apt to state that the distribution and retrieval of the questionnaire was carried out with the support of three research assistants under the supervision of the researcher. Conversely, the in-depth interview was conducted by the researcher himself.

Method of Data Collection

This study solely relied on both primary and secondary data. The primary data was obtained from the field via the use of questionnaire and interview guide. In collecting the primary data, the researcher with the help of a research assistant gathered both the survey and in-depth interview data.

Conversely, the secondary data was collected from sources such as journals, textbooks, seminars, online publications and other relevant materials. Furthermore, the researcher was meticulous to retrieve data from only credible sources.

Method of Data Presentation and Analysis

The Statistical Package for Social Sciences (SPSS) version 21 was used to analyze the quantitative data retrieved. The Data gathered were grouped and arranged in tabular form using frequencies and simple percentages. The analysis was based on the respondents' disposition to the research questionnaire administered. Conversely, the qualitative data retrieved from the interview session were analyzed in thematic fashion.

3. RESULT

Presentation Socio-Demographic Characteristics of the Respondents

This section presents socio-demographic characteristics of the respondents in the study area which includes gender, age, education qualification and marital status.

Table 1. Socio-Demographic Characteristics of the Respondents

Variables	Frequency	Percentage
Sex		
Male	80	40.4
Female	117	59.6
Total	197	100.0
Age		
Less than 18	25	12.8
18-27 years	26	13.3
28-37 years	59	30
38-47 years	60	30.3
48 and above	27	13.6
Total	197	100.0
Educational Qualification		
Non-formal School	39	19.9
Primary School	52	26.3
Secondary School	93	47.1
Tertiary Institution	13	6.7
Total	197	100.0
Marital Status		
Single	13	6.6
Married	143	72.6
Divorce	21	10.6
Widow/Widower	20	10.2
Total	197	100.0

Source: Field Survey, 2023

Table 1 above presents the socio-demographic characteristics of respondents, on gender distribution, findings revealed that 40.4% of the respondents are male while female represent 59.6%. This indicates that a large proportion of respondents are female. Furthermore, on age distribution, the table reveals that most respondents from the total sampled (30.3%) are within the age of 38-47 years while respondents less than 18 years represent the fewest category with (12.8%). On respondents' educational qualification, majority of the total sampled respondents (47.1%) undergoes secondary schools while few with (6.6%) only goes to tertiary institutions. Data on marital status shows that most of the respondents with (72.6%) are married and single with (6.6%) represent the few respondents on marital status.

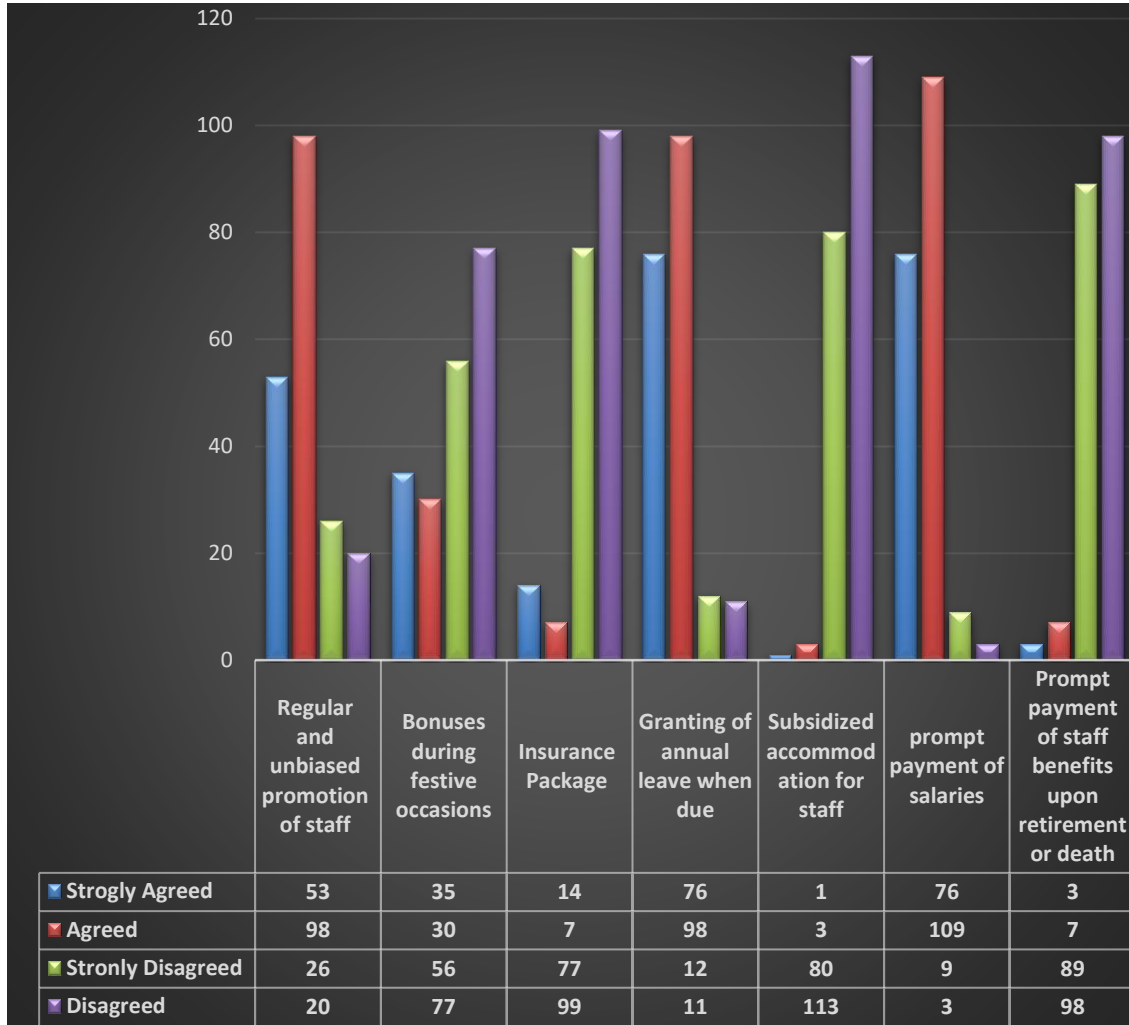


Figure 1. Motivational packages used by the management of Selected broadcast Stations
Source: Field Survey, 2023

Based on the data presented in Figure 1 above, it is evident that a significant majority of the respondents expressed agreement and strong agreement regarding the availability of certain motivational factors in the broadcast media organization they work for. Specifically, they

believed that regular and unbiased promotion of staff, bonuses during festive occasions, and prompt payment of salaries are existing motivational variables.

On the other hand, a majority of the respondents disagreed and strongly disagreed with the existence of certain motivational packages in the broadcast media outfit they work for. These packages include bonuses during festive occasions, insurance packages, prompt payment of staff benefits upon retirement or death, and subsidized accommodation for staff. In summary, the data indicates that certain motivational factors are well-received and acknowledged by the respondents, while there is a clear lack of belief in the availability of other motivational packages in their workplace.

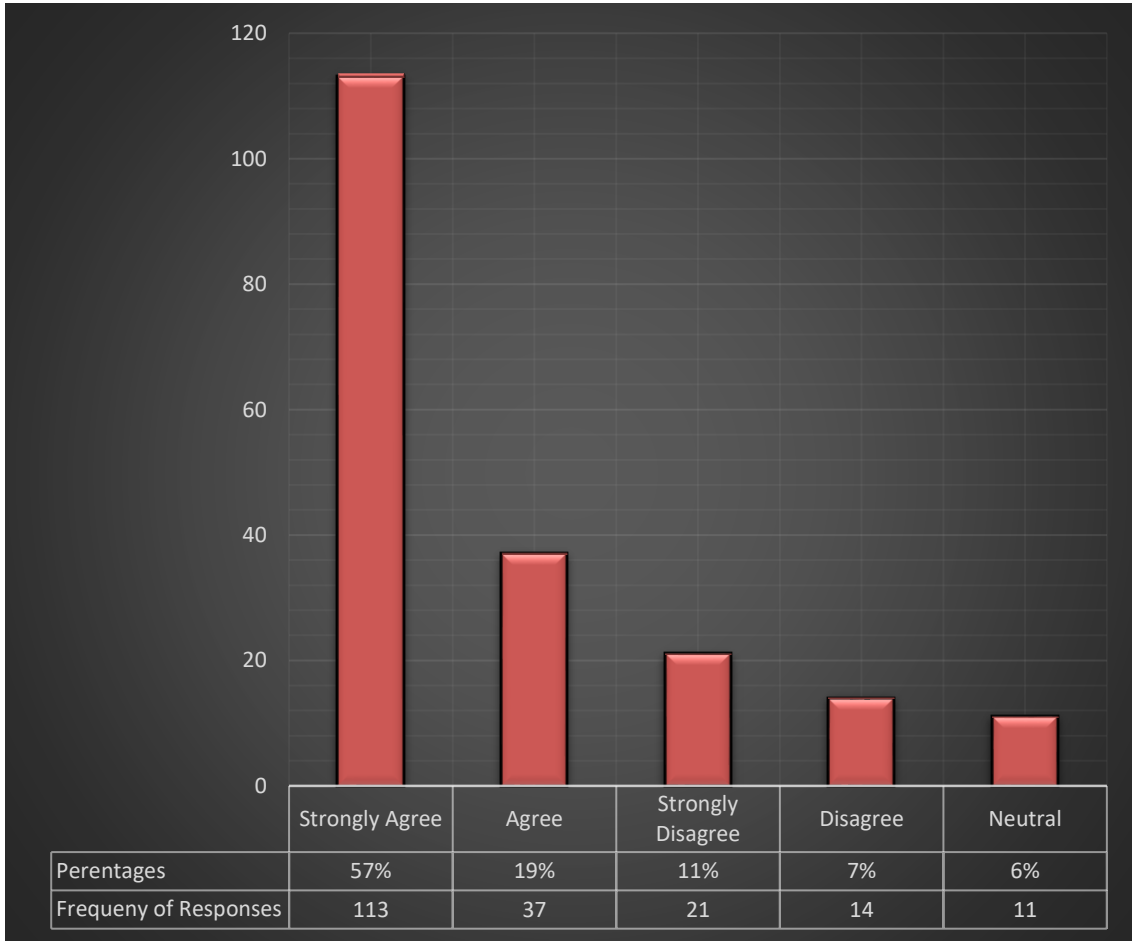


Figure 2. Respondents’ opinion on whether only few of the extant to motivational packages are implemented in their organization
 Source: Field Survey, 2023

According to the data depicted in Figure 2 above, a substantial majority of the respondents, comprising 57% (113 individuals), expressed strong agreement with the notion that only a few of the existing motivational packages are actually implemented in their organization. Additionally, 37 respondents (equivalent to 19%) also agreed with this statement.

However, a smaller proportion of the sampled respondents, 11% (21 individuals), strongly disagreed, and 7% (14 individuals) disagreed with the idea.

The data strongly suggests that the implementation of extant motivational packages in the sampled broadcast organizations is limited, as most respondents indicated agreement with the notion that only a few of these packages are effectively put into practice.

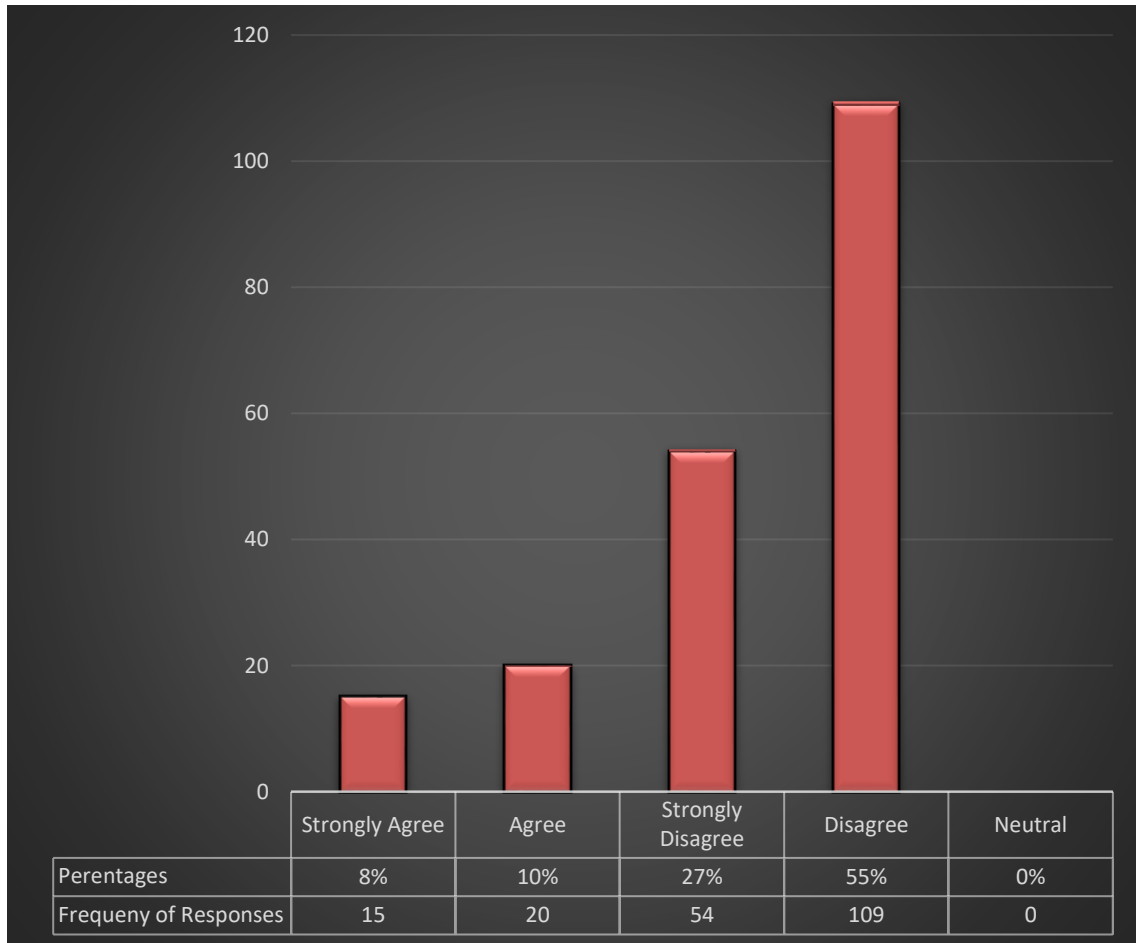


Figure 3. Respondents’ opinion on whether most of the motivational packages in their organization are implemented
Source: Field Survey, 2023

Based on the data presented in Figure 3 above, it is evident that a significant majority of the respondents, comprising 55% (109 individuals), disagreed with the notion that most of the motivational packages in the broadcast media outfit they work with are implemented. Similarly, 27% (54 individuals) of the respondents also expressed disagreement with this statement. However, a smaller proportion of the sampled respondents, 8% (15 individuals), strongly agreed, and 10% (20 individuals) agreed with the idea. The data strongly suggests that most of the motivational packages in the sampled broadcast organizations were not fully implemented, as a considerable number of respondents expressed disagreement or strong disagreement with their level of implementation.

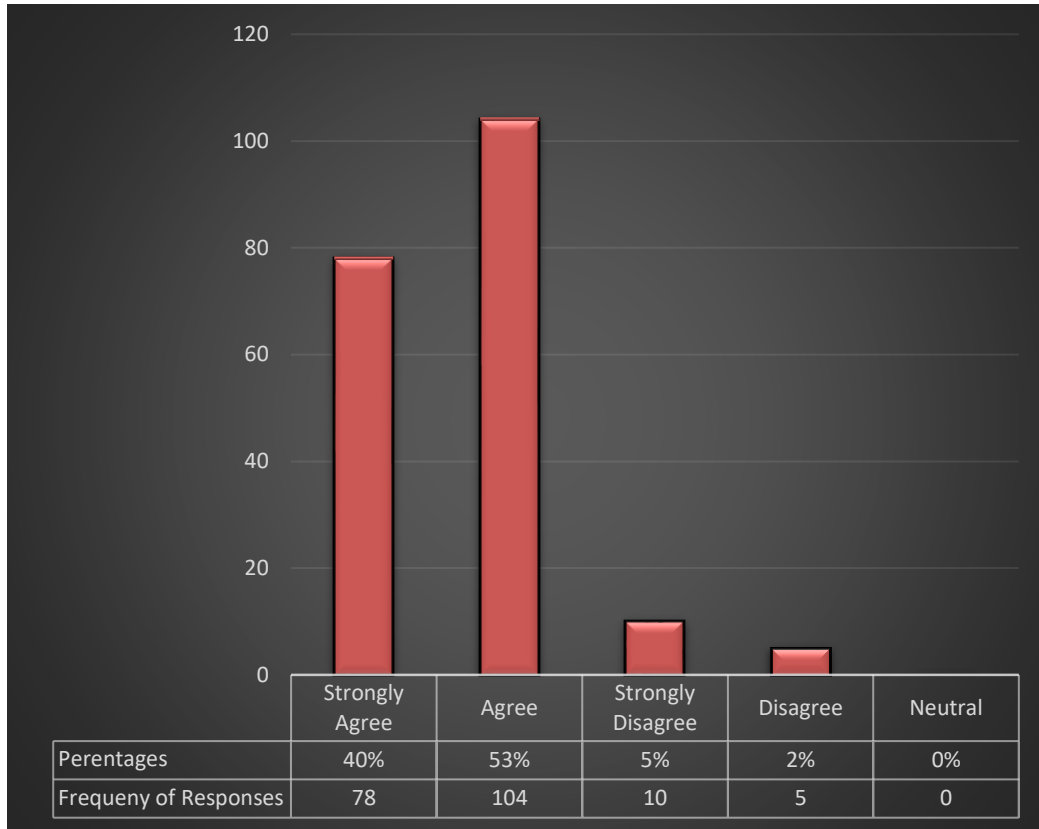


Figure 4. Respondents’ Opinion whether Payment of staff salary is the only motivational package that has been fully implemented in their organization
 Source: Field Survey, 2023

Based on the data presented in Figure 4 above, a significant majority of the respondents, accounting for 53% (104 individuals), agreed that the payment of staff salaries is the sole motivational package that has been fully implemented in their organization. Furthermore, an additional 40% (78 individuals) of the respondents strongly agreed with this observation. On the contrary, only a small fraction of the sampled respondents, 5% (10 individuals), expressed strong disagreement, and 2% (5 individuals) disagreed with this statement. The data strongly indicates that among the sampled broadcast media outfits in Taraba State, the most reliable and consistently implemented motivational factor is the payment of staff salaries. Other motivational packages seem to be less prevalent or not fully realized within these organizations

Based on the data depicted in Figure 5 above, it is evident that a significant majority of the respondents, comprising 57% (113 individuals), disagreed with the notion that motivational packages in their organizations are implemented to a large extent. Conversely, only 7 respondents (equivalent to 4%) agreed with this statement. Moreover, a smaller proportion of the sampled respondents, 11% (21 individuals), strongly agreed, and 19% (37 individuals) agreed with the idea. The data strongly suggests that most of the motivational packages in the sampled broadcast stations in Taraba State are not extensively implemented, as a considerable number of respondents expressed disagreement or strong disagreement with the extent of their implementation.

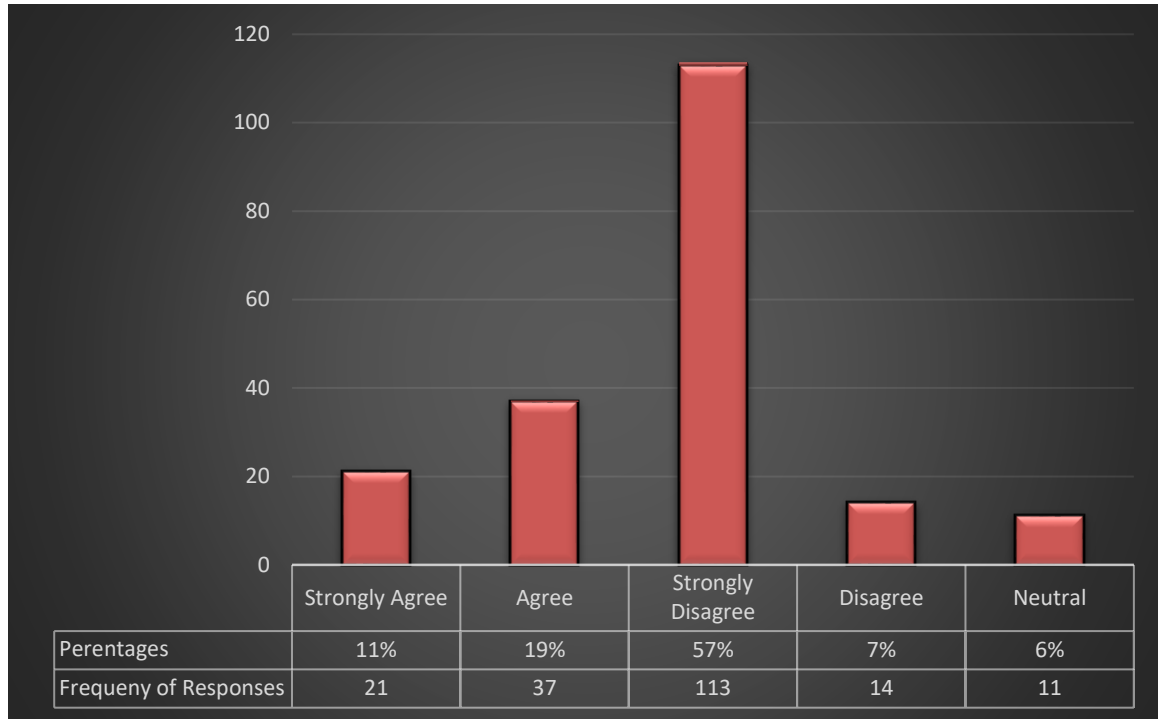


Figure 5. Respondents Opinion whether motivational packages their organizations are implemented to a large extent
Source: Field Survey, 2023

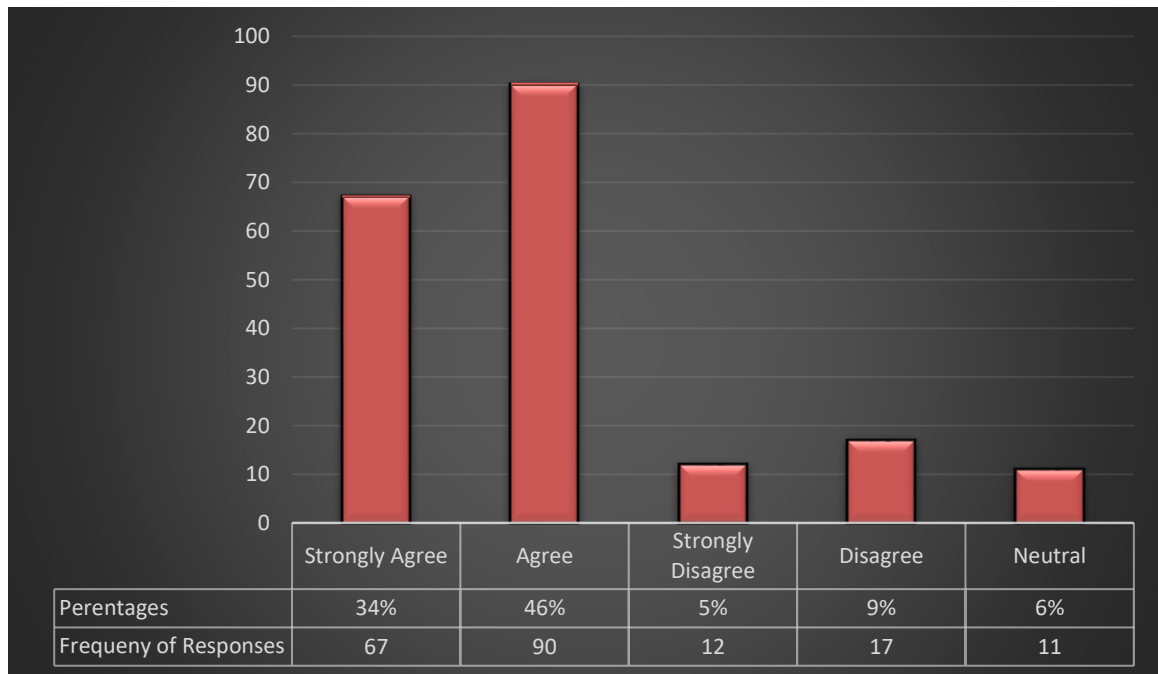


Figure 6. Respondents' Opinion on Whether the Bonuses They Receive From Their Organization Reflect the Job Quality in Organization
Source: Field Survey, 2023

Based on the data presented in Figure 6 above, it is clear that a substantial majority of the respondents, accounting for 46% (90 individuals), agreed with the idea that the bonuses they received from their organization are reflective of the job quality within the organization. On the contrary, only a small number of respondents, 4% (17 individuals), disagreed with this statement. The data strongly indicates that the bonuses received by broadcast journalists in the sampled population are perceived to be closely tied to the quality of the job within their respective organizations.

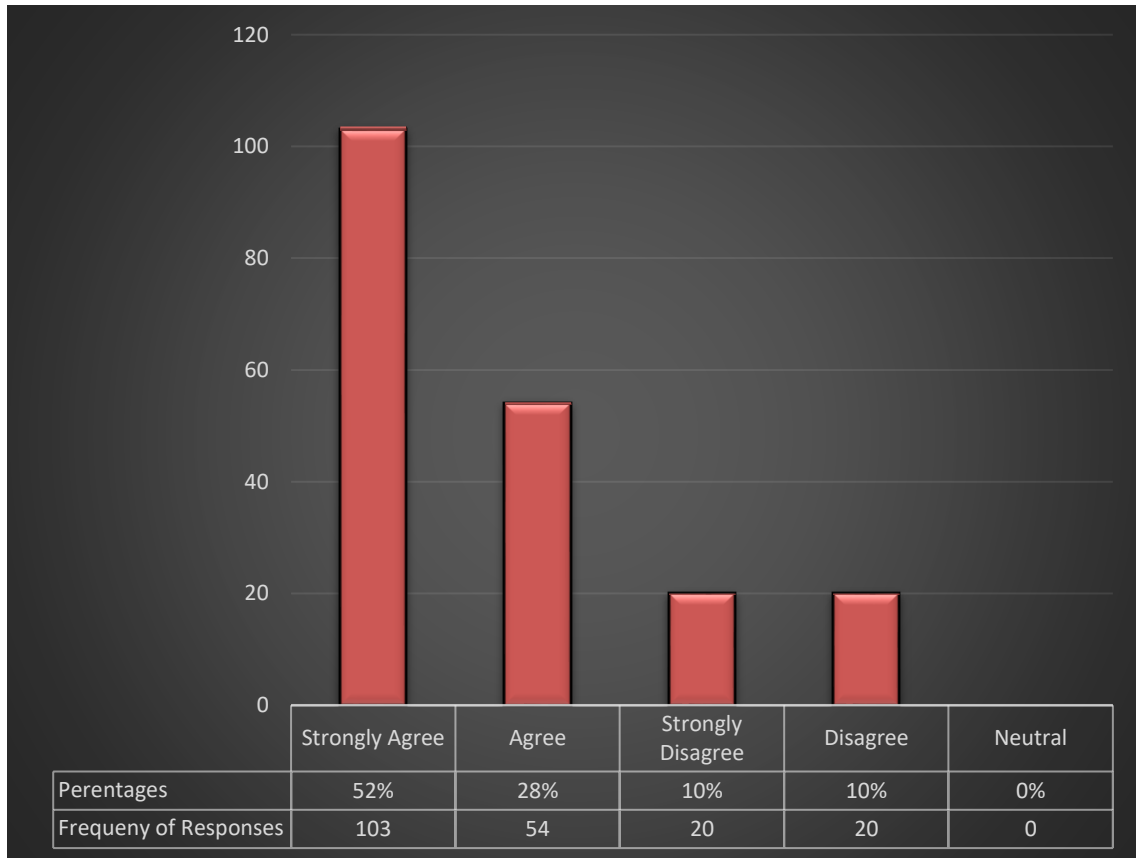


Figure 7. Respondents’ opinion on whether it is the motivational packages in their organization that make them to report to work regularly and promptly.

Source: Field Survey, 2023

Based on the data presented in Figure 7 above, it is evident that a majority of the respondents, comprising 55% (109 individuals), agreed that the availability of motivational packages in their organization encourages them to report to work regularly and promptly. Additionally, 27% (54 individuals) of the respondents strongly agreed with this statement. However, a smaller proportion of the sampled respondents, 8% (15 individuals), strongly disagreed, and 10% (20 individuals) disagreed with the idea.

The data strongly implies that, for most of the respondents, the availability of motivational packages in their organization does indeed positively influence their punctuality and regularity

at work. The majority of individuals agreed or strongly agreed that these motivational packages have a beneficial effect on their commitment to reporting to work on time and consistently.

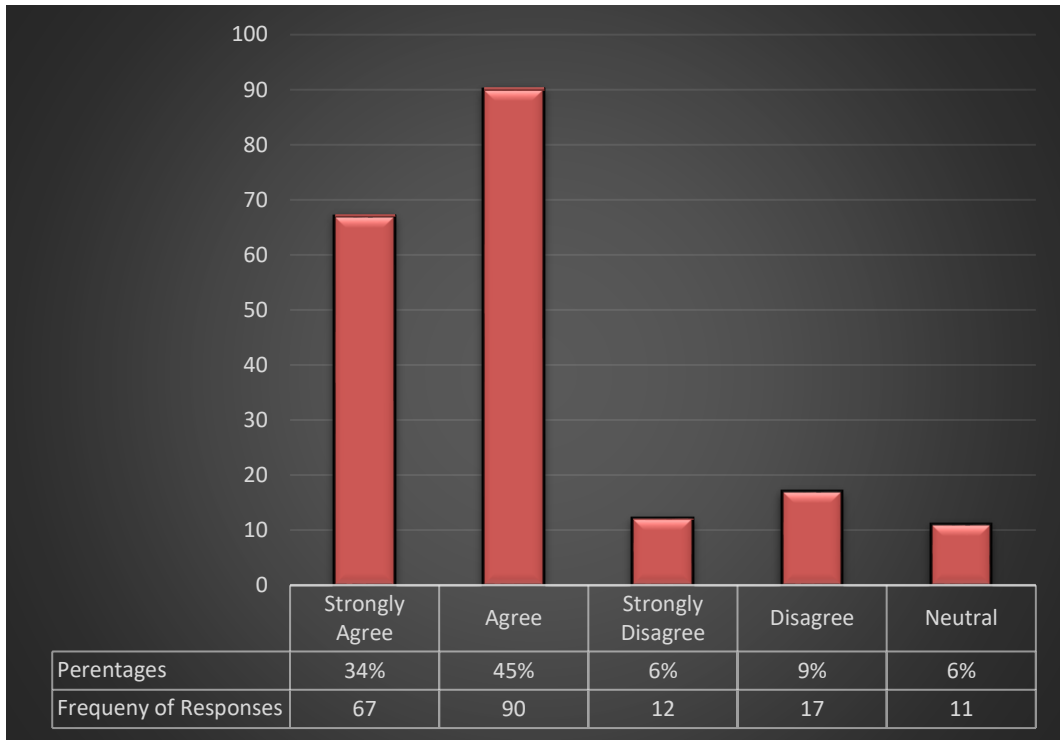


Figure 8. Respondents’ opinion on whether the availability of motivational packages in their organization make them to work harder and diligently
Source: Field Survey, 2023

According to the data depicted in Figure 8 above, it is evident that a significant majority of the respondents, comprising 46% (90 individuals), agreed with the notion that the availability of motivational packages in their organization motivates them to work harder and diligently. Conversely, only a small number of respondents, 4% (17 individuals), disagreed with this statement. The data strongly suggests that the existence of motivational packages in their organization serves as a driving force for the majority of respondents, encouraging them to put in greater effort and dedication in their work.

According to the data depicted in Figure 9, it is clear that a significant majority of the participants, accounting for 55% (109 individuals), expressed their agreement with the notion that motivational packages in their organization serve as a driving force` for enhancing job quality. Furthermore, 27% (54 individuals) of the respondents strongly endorsed this view. Conversely, a smaller percentage of those surveyed, namely 8% (15 individuals), strongly disagreed, and 10% (20 individuals) simply disagreed with the concept.

The data strongly suggests that, for a substantial number of respondents, the availability of motivational packages in their organization is a source of inspiration for improving job quality. The majority of individuals either agreed or strongly agreed that these motivational packages positively influence their dedication to arriving at work punctually and consistently.

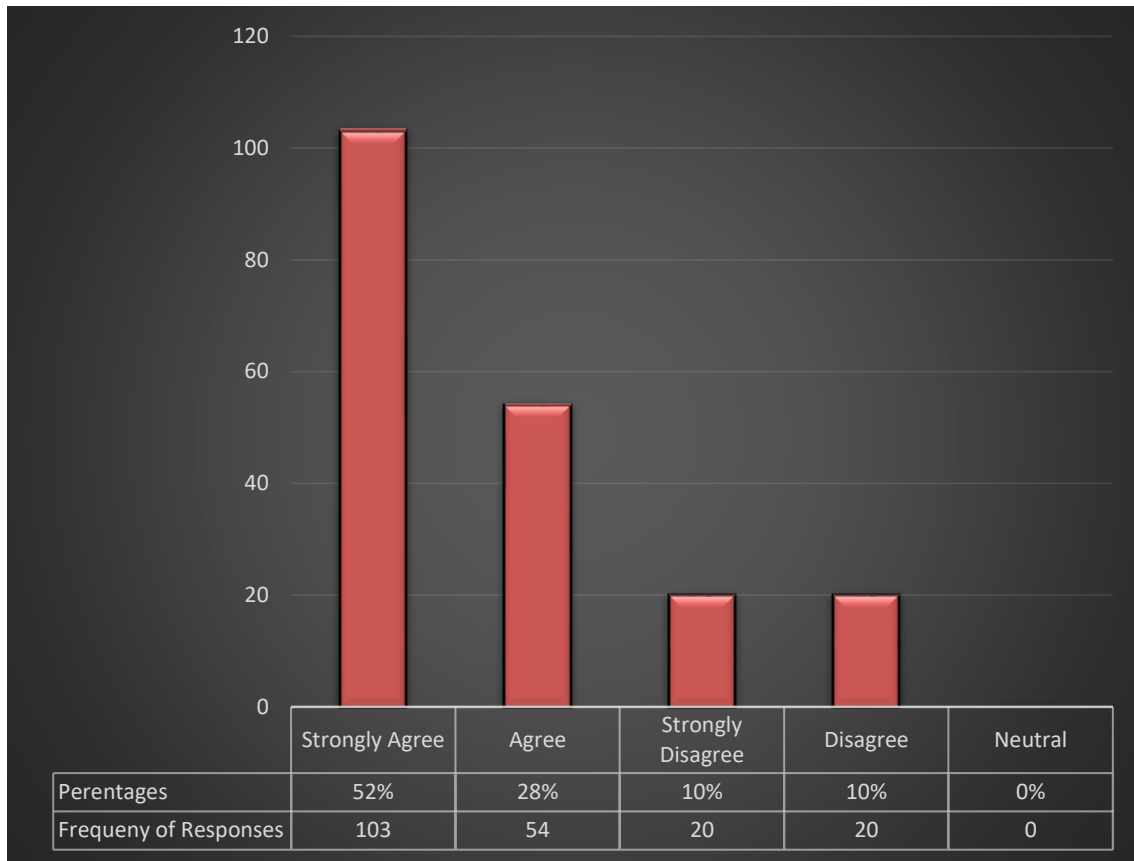


Figure 9. Respondents’ Opinion on whether the availability of motivational packages in their organization inspires them to improve their job quality

Source: Field Survey, 2023

Interview Data

Motivational variables used by the management of selected broadcast stations in Taraba State

Data obtained from the in-depth interviews conducted revealed that a significant majority of the respondents expressed their agreement regarding the availability of certain motivational variables within the broadcast media organization they were employed at. The motivational variables identified were identified as follows:

- 1) **Regular and Unbiased Promotion of Staff:** The participants appreciated the existence of a promotion system that was both fair and impartial, recognizing merit and hard work, which acted as a source of motivation for them. In his words, a director from TSBS captured it thus: The truth is that the major motivational variables in our station is regular and unbiased promotion. Once a staff is due for promotion he is promoted without any form of bias. Therefore, regular promotion is never a problem (Director 1). In his view, another participant stated that: In my opinion, I feel that prompt and unbiased promotion is one of the major motivation we enjoy in this organization. Irrespective of

your personality once you are due for promotion, you will be promoted without any form of bias or sentiments attached (Director 3)

- 2) **Bonuses during Festive Occasions:** the respondents also indicated that the provision of bonuses during festive occasions, such as holidays and special events, positively impacted their motivation and job satisfaction. In his words, one of the participant revealed that: we usually enjoy bonuses during festive occasions such as Christmas and Sallah. In fact, some times they usually share rice and other food items for staff of this corporation. And to be since that serve as a source of motivation to most of us because we feel that our employer/management care about our welfare (Director, 4)
- 3) **Prompt Payment of Salaries:** The timely disbursement of salaries was highlighted as a crucial factor in keeping employees motivated and content with their work environment. However, contrasting sentiments were observed when the respondents were asked about the existence of other motivational packages in the broadcast media organization. The majority of participants disagreed and strode with the availability of these particular motivational packages:
- 4) **Insurance Packages:** Some participants expressed skepticism about the existence or adequacy of insurance packages, raising concerns about the organization's commitment to their well-being.
- 5) **Prompt Payment of Staff Benefits upon Retirement or Death:** There seemed to be a lack of confidence among the respondents regarding the organization's readiness to fulfill its commitments concerning staff benefits during retirement or in unfortunate circumstances.
- 6) **Subsidized Accommodation for Staff:** The provision of subsidized accommodation for employees was met with doubt and disagreement, suggesting that this particular motivational package was either not in place or not perceived as significant by the majority. In summary, the in-depth interview data indicates that certain motivational factors are well-received and acknowledged by the respondents, as they appreciate the existing practices of regular and unbiased staff promotions, festive bonuses, and prompt salary payments. However, there appears to be a clear lack of belief in the availability of other motivational packages within the broadcast media organization, particularly concerning insurance coverage, staff benefits upon retirement or death, and subsidized accommodation for employees. These findings shed light on the aspects that impact the workforce's motivation and underscore the areas that may require attention and improvement to enhance overall employee satisfaction and engagement.

Motivational variables/packages implemented by the management of selected broadcast stations in Taraba State?

The in-depth interview data obtained from this study reveals a noteworthy trend among the respondents. A significant majority of the participants expressed strong agreement with the belief that only a few of the existing motivational packages are genuinely put into action within their respective broadcast organizations. This sentiment was consistently shared by a substantial number of respondents.

Conversely, it is essential to acknowledge that a smaller proportion of the sampled participants held a differing perspective and disagreed with the notion of limited implementation of motivational packages. The data from the in-depth interviews strongly indicates that the implementation of existing motivational packages in the sampled broadcast

organizations is indeed constrained. This deduction is supported by the considerable number of respondents who voiced their agreement with the idea that only a few of these motivational packages are effectively put into practice.

This finding raises pertinent questions regarding the underlying reasons for the limited implementation and calls attention to potential areas of improvement within the organizations to enhance the efficacy of their motivational strategies. A deeper exploration through qualitative analysis and further interviews with organizational leaders and employees could offer valuable insights into understanding the factors contributing to this phenomenon. Such insights would be instrumental in devising targeted interventions and initiatives aimed at optimizing employee motivation and satisfaction in these broadcast organizations.

The ways motivational variables/packages influence the productivity of personnel in the selected broadcast stations in Taraba State

During the in-depth interviews conducted a substantial majority of the respondents, agreed that the bonuses they received from their respective organizations are reflective of the job quality within those organizations. This sentiment was prevalent among a significant number of participants, suggesting a strong association between motivational variables/packages and the perceived job quality. In her words, one of the participant revealed that:

Motivation and productivity are two words that are inseparable. Whenever motivation abound then productivity has a high tendency of surfacing. Therefore, the nature of bonuses and motivation an employee receives is determines his level of productivity and job quality. (Director, 5)

The data strongly indicates that the motivational variables/packages received by broadcast journalists in the sampled population are perceived to be closely tied to the quality of their job within their respective organizations. This finding highlights the significance that employees place on motivational variables/packages as a reflection of their job satisfaction and the level of appreciation they feel for their contributions. Understanding this perception can be valuable for organizations in tailoring their reward systems to effectively motivate and engage their workforce. Further exploration through qualitative analysis and interviews could provide deeper insights into the factors influencing this perception and shed light on potential improvements in the bonus and reward structure to enhance overall employee satisfaction and productivity.

The extent at which motivational variables/packages influence personnel productivity in selected broadcast stations in Taraba State

During the in-depth interviews conducted in selected broadcast stations in Taraba State, it became evident that motivational variables/packages play a pivotal role in influencing personnel productivity to a large extent. In his words one of the participant captured it thus:

To be sincere with you, motivational packages play immense role in influencing our productivity as staff in this organization. The truth of the matter is that any work environment that care about the welfare of their employees experienced high level of productivity. (Director 1)

It is apt to note that participants unanimously agreed that the presence of motivational incentives, such as performance bonuses, recognition awards, and career development opportunities, significantly impacts employee performance. These packages create a sense of value and appreciation for employees' efforts, fostering a positive work environment that drives them to excel in their roles.

Although motivational packages were seen as primary drivers of personnel productivity, participants acknowledged that other factors played supporting roles. Leadership and management practices were cited as essential elements in creating a motivating work environment. A supportive and encouraging leadership style amplified the impact of motivational incentives and fostered a sense of camaraderie among team members. Additionally, job satisfaction emerged as a critical factor. Even with motivational packages in place, if employees were dissatisfied with their work or workplace conditions, their productivity could be affected. Therefore, addressing all aspects that contribute to overall employee satisfaction was deemed important.

Overall, the in-depth interview data revealed a clear consensus among participants that motivational variables/packages indeed exert a substantial influence on personnel productivity in the selected broadcast stations in Taraba State. The presence of these incentives positively affects employees' motivation, commitment, and dedication to their work, resulting in improved overall performance. The findings emphasize the significance of incorporating well-designed motivational strategies in the workplace to create a motivated and productive workforce.

4. DISCUSSION OF FINDINGS

Based on the data from the survey and also the in-depth interview findings clearly demonstrate that motivational variables/packages have a significant influence on personnel productivity in the selected broadcast stations in Taraba State. The participants expressed strong agreement with the availability and effectiveness of certain motivational factors, such as regular and unbiased promotion of staff, bonuses during festive occasions, and prompt payment of salaries. These incentives were well-received and acknowledged by the respondents, and they perceived them as drivers of improved performance and job satisfaction.

However, the interview data also highlighted that there is a lack of belief in the existence and implementation of some other motivational packages within the broadcast media organizations. Packages such as insurance coverage, staff benefits upon retirement or death, and subsidized accommodation for staff were met with skepticism and disagreement by a majority of participants.

The data from Figure 2 further reinforces the limited implementation of extant motivational packages in the sampled broadcast organizations. A substantial majority of respondents expressed strong agreement with the idea that only a few of the existing motivational packages are actually put into practice. This suggests that there are missed opportunities for organizations to fully leverage motivational strategies to enhance productivity and employee engagement. Despite the disparities in the implementation of motivational packages, the data from Figure 6 highlights that bonuses received by broadcast journalists are perceived to be closely tied to the quality of the job within their respective organizations. This indicates that at least in terms of bonuses, there is alignment between the reward system and employees' perception of job quality.

Furthermore, the data from Figures 8 and 9 indicate that motivational packages have a positive influence on employees' punctuality, regularity at work, and work ethic. A substantial majority of respondents agreed that the availability of motivational packages encourages them to report to work regularly and promptly, as well as motivates them to work harder and diligently.

Overall, the interview findings strongly support the notion that motivational variables/packages have a substantial impact on personnel productivity in the selected broadcast stations in Taraba State. The provision of well-implemented motivational incentives, such as recognition, bonuses, and career development opportunities, can drive employees to perform at their best and foster a positive and engaged workforce. However, there is room for improvement in the implementation of certain motivational packages, which could lead to even greater productivity and job satisfaction among employees

5. CONCLUSIONS

Findings from the both the survey and in-depth interviews conducted in selected broadcast stations in Taraba State underscore the crucial role of motivational variables/packages in driving personnel productivity to a large extent. The unanimous agreement among participants regarding the positive impact of motivational incentives, such as performance bonuses, recognition awards, and career development opportunities, highlights their significance in creating a positive work environment and fostering employee excellence. While motivational packages were recognized as primary drivers of productivity, the interviews revealed the supporting role of leadership and management practices in enhancing motivation. Supportive and encouraging leadership styles were found to amplify the impact of motivational incentives and promote teamwork and camaraderie among employees. Additionally, the influence of job satisfaction on productivity emphasized the need to address all aspects contributing to employee contentment.

The findings underscores the importance of well-designed motivational strategies in cultivating a motivated and productive workforce. The availability of these incentives was strongly associated with heightened employees motivation, commitment, and dedication, leading to overall improved performance. However, the findings also indicate areas for improvement in the implementation of certain motivational packages, signaling opportunities to further enhance employees motivation and engagement.

Addressing these aspects can unlock the full potential of motivational variables/packages, resulting in heightened productivity and job satisfaction among employees in the selected broadcast stations. Overall, the study emphasizes the significance of effective motivational practices as a key driver for organizational success and calls for continuous efforts to optimize motivational strategies for a thriving work environment.

Recommendations

Based on the findings of this study, the following are hereby recommended:

- 1) **Strengthen Implementation of Existing Motivational Packages:** Organizations should prioritize the full and effective implementation of existing motivational packages, particularly those that have received strong agreement from employees, such as regular

- and unbiased staff promotions, bonuses during festive occasions, and prompt salary payments. Ensuring consistent implementation of these incentives will reinforce employees' belief in the organization's commitment to their welfare and job satisfaction.
- 2) **Address Disparities in Motivational Package Implementation:** It is crucial to address the disparities identified in the implementation of certain motivational packages, such as insurance coverage, staff benefits upon retirement or death, and subsidized accommodation. Organizations should conduct a thorough review of the reasons behind these disparities and take proactive measures to improve the implementation and communication of these incentives to foster a sense of fairness and equity among employees.
 - 3) **Enhance Leadership and Management Practices:** The study highlights the supporting role of leadership and management practices in driving motivation and productivity. Organizations should invest in leadership development programs that emphasize supportive and encouraging leadership styles. A positive leadership approach fosters an environment where motivational incentives are maximized to inspire employees and create a cohesive and motivated workforce.
 - 4) **Emphasize Job Satisfaction Initiatives:** Job satisfaction emerged as a critical factor influencing personnel productivity. Organizations should conduct regular employee satisfaction surveys to identify areas for improvement and address concerns related to work environment, workload, and other factors affecting job satisfaction. Implementing initiatives to enhance job satisfaction will complement the impact of motivational packages on employee performance.
 - 5) **Conduct Continuous Monitoring and Evaluation:** Regular monitoring and evaluation of the impact of motivational variables/packages are essential to assess their effectiveness and make necessary adjustments. Organizations should track employee performance and gather feedback to ensure that motivational strategies are aligned with employee needs and organizational goals. This iterative process will enable organizations to refine their motivational practices and continuously optimize productivity outcomes.

In summary, these recommendations seek to capitalize on the positive influence of motivational variables/packages on personnel productivity in selected broadcast stations in Taraba State. By implementing these measures, organizations can foster a motivated and engaged workforce, leading to enhanced productivity, job satisfaction, and overall success in their operations.

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