

Organisational Team Motivation and Performance of Nigerian Export Processing Zones Authority, Calabar, Nigeria

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Abstract: - The study examines organizational team motivation and performance of Nigerian Export Processing Zones Authority, Calabar, Cross River State, Nigeria. The descriptive survey research design was used in selecting one hundred and sixty male and female staffs from the Calabar Free Trade zone and the Tinapa free zone and tourism resort, using the proportional and purposive sampling technique. The questionnaire was the instrument used in elucidating information from the respondents of the study. Data collected from the field was checked to make sure all items in each of the questionnaire is answered. Thereafter, the response of the respondents was edited, coded and analysed using Frequency distribution, simple percentages and Pearson Product Moment Correlation at 0.05 level of significance. Results revealed that there is statistical considerable relationship between organisational team motivation and performance of Nigerian Export Processing Zones Authority, Calabar, Cross River State, Nigeria. The study thereby recommends that Recognition and reward in a team should be encouraged by the organization but caution must be exercised to ensure that cooperative efforts rather than competitive ones are recognized and appreciated to achieve the desired optimal performance from the employees.

Keywords: Organization, Teamwork, Motivation, performance

I. INTRODUCTION

In today's industrial setting, business organizations have started to modify their structures and becoming team oriented organizations as a result the complexity of task required in a growing competitive environment. Today, many organizations are beginning to depend on business units to achieve their desired goal. Teamwork has the ability to enable the members of organisations to have a higher level of emotional security, self-confidence and the ability to plan and decide with others positively. Also, it helps in creating a healthy work environment with workable agendas, creative activities, positive strategies and values (Iji, Angioha & Okpa, 2019). On the other hand, the absence of teamwork concepts and strategies can lead to occupational failure, disappointment, low morale and poor productivity which threaten the entity of the organization. The employees, who work in an organization that does not have a strong concept of teamwork, usually fail to deliver the expected results and to

achieve the goals and visions of that organization. Thus, management of business organizations have recognized that for its team to perform effectively for the organization to achieve its goal, its team must be motivated. This means that organization needs to adequately put in place motivation incentive in order for its to achieve it stated goal this to say that organization are as good and successful as their team of employee that is the organization (Aluko, 2014; Angioha, Nwagboso, Ironbar & Ishie, 2018). Motivation refers to what simulates and guide human behavior and how these behaviors are sustained to achieve the goal of an organization. According to Barney and Widener (2007), motivation as a force or influence and give rise to behavior.

In Nigeria, management and employers of labours have become concerned about performance of the employers because of the competitive of the economy. In Nigerian export processing zones authority, the goal is to create an investment climate by stimulating export oriented business activities through strengthening strategic national economic policies, streamlining administrative approval processes and providing a one-stop-shop service for businesses both within and outside Nigeria. Over the years, there has been a drop in the successes that it attain. This is evident in the reduction of the foreign direct investment, and the number of registered and licenced companies in the organisation in recent times (Annual Report, 2016). The reduction in its performance has been attributed to some factors, among which includes the inability of management to organise, motivate and galvanised the different team in the organisation. This study seeks to examine the impact of organisational team motivation on performance of Nigerian export processing zones authority, Calabar, Nigeria.

Objective of the Study

The study is set out to examine the relationship between organizational team motivation and performance of Nigerian Export Processing Zones Authority, Calabar, Cross River State, Nigeria.

Statement of Hypothesis

There is no significant relationship between organizational team motivation and performance of Nigerian Export Processing Zones Authority, Calabar, Cross River State, Nigeria.

II. REVIEW OF RELEVANT EMPIRICAL LITERATURE AND THEORETICAL FRAMEWORK

2.1 Relevant Empirical Literature

Motivation is the most important matter for every organization public or private sector (Zameer, Ali, Nisar & Amir, 2014; Attah & Angioha, 2019; Angioha & Ugal, 2019). For the success of any organization motivation play an important role. All organization encounters the matter of motivation whether they are in the public or private sector (Chintallo & Mahadeo, 2013; Iji, Ojong & Angioha, 2018). According to Chaudhary & Sharma (2012) basically motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. So that "team motivation mean the process in which organization inspire their workers with the shape of rewards, bonus etc. for achieving the organizational goals. Today there are many discussions about motivation and the relationship of employee's effectiveness and the organizational effectiveness. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar & Shafighi, 2013). Attractive Salaries or pays also a Valuable motivational tool that play an important role in increasing team performance and also increase the productivity of an organization (Muogbo, 2013).

According to Maurer (2001) motivation in the form of rewards and recognition are essential factors in enhancing team job satisfaction and work motivation which is directly associated to organizational achievement (Jun, Cai & Shin, 2006). Kamalian, Yaghoubi and Moloudi (2010) conducted a study in which he examined the relationship between rewards and team motivation in commercial banks in Parkistan. The study focused on four types of rewards of which one was recognition, which he tested through Pearson correlation. The results showed that recognition correlates significantly with teamwork motivation, hence impact positively on organisational performance. The study only focused on recognition, but failed to look at other team motivational factors such as monetary rewards and fringe benefits.

In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on organisational performance among a group of 75 agricultural extension workers in Nigeria. The study adopted the same method as Herzberg, Mausner & Synderman (1959) and it shows some support for the influence of motivators on performance. Bergum and (2004) study, which investigated the influence of monetary motivation and its removal Lehr's on organisational performance, showed that the subjects in the experimental group who receives individual incentives performed better

than those in the control group. Akerele (2001) observes that poor motivation is related to profits made by an organization. Wage differential between high and low-income earners was related to the low morale, lack of commitment and low productivity. Mnogbo (2013) study accessed the relationship between employee motivation and the performance of selected manufacturing firms in Anambra state. 103 samples was selected from a population of 120 workers from 17 manufacturing firms in the senatorial district that make up the state. The spearman rank correlation coefficient was used to analyses the data collected from the field. Results obtained from the analysis revealed that exclusive motivation given to organizational employees has a significant influence on work performance.

Nizam and Shan (2015) study looked at the impact of motivation or organizational performance in the oil and gas sector of palastan. The instrument of data collection was the questionnaire. Regression and correlation was used to test the hypotheses used for the study. Results revealed that recognizing employees performance and motivating them by giving rewards, the employees get satisfied and thereby improving their level of output.

Nanmain, Ozobu and Ejim (2015) investigated the effect of employee motivation on organizational performance of selected firms in Enugu, Nigeria. 103 sample was selected from (population of 120 employees of selected manufacturing forms in Enugu state. The study used the descriptive statistic. Data collected from the field work was analyzed using the motivation spearman ranks correlation. Results revealed influences organizational performance. Nnaeto and Mdoh (2018). Study focused on the effect of motivation on employee performance using AleanIkoku College of education. The survey study made use of the questionnaire data collected from the field were analysed hypothesis by hypotheses using chi-square findings revealed that there is a significant relationship between staff motivation and staff performance.

2.2 Theoretical foundation

The study adopts the equity theory of Adams (1965). The theory contends that when a state of inequity is perceived by an individual such individual experience a state of in satisfaction and distress. (Iemer, Berschied Holmes, and 1973). The more inequity the individual feels, the harder the individual will attempt to restore equity. Robbins (2013) argues that the equity theory deals on the perceive fairness to an individual. An employee of an examines his output the compensation he gets from his output in explain the equity theory, when a team of an organization perceived fairness in return for their contribution to the job the team then compares their compensation with other team when the team feels fairly treated, and it is contended the team will not at to balance it situation. But when the team perceives unfair treatment when compared to other team, it's output will reduce.

III. MATERIALS AND METHOD

The study adopts the descriptive survey research. The survey design allows the researcher to choose and study sample units from a population for the purpose of discovering the incidence, distribution, and interventions of sociological variables (Osuala, 2005). The study was carried out in Nigerian Export Processing Zones Authority (NEPZA), Calabar Free Trade Zone, Cross River State, Nigeria. The study organisation is located in Calabar the capital of Cross River State, Nigeria. The population of this study comprised all staff of the Calabar Free Trade Zone, and the Tinapa Free Zone and Tourism Resort. The sample selected for this study is one hundred and sixty (160) (male and female) staffs from the Calabar Free Trade zone and the Tinapa free zone and tourism resort. The sample was derived using the survey Monkey sample determination technique at 95 per cent confidence level and a marginal error of 5 per cent. The sampling technique that was adopted for this study is the proportional sampling and purposive sampling technique. The proportional sampling was used to select the number of samples from each departments of the organisation understudy. The instrument that was used in elucidating data from respondents was the questionnaire. Data collected from the field was checked to make sure all items in each of the questionnaire is answered. Thereafter, the response of the respondents was edited, coded and analysed using the necessary appropriate statistical tools. Frequency distribution and simple percentages were used to analyse the data for demographic features, while the appropriate statistical tool was used to analyse the variables under study. The hypotheses were tested at 0.05 level of significance.

IV. ANALYSIS AND FINDINGS

Data Presentation

Out of the 160 administered questionnaire for this study, only 157 respondents representing 98.12% returned questionnaire were properly filled without missing values and mutilation, therefore the said number was used for the data analysis. This high return rate was possible because the researcher is a staff of the organisation and the researcher carried out the exercise.

Table 1 revealed respondents' demographic information. The responses to the questionnaire in respect to gender reveal that, most of the respondents 97 (61.8%) were male while 60 (38.2%) were female. This result shows that, there are more male employees in Calabar Free Trade Zone than female employees. Also, out of the 157 respondents used in this study, 57 representing 36.3% each were 26 - 35 years and 36 - 45 years; 25 respondents representing 15.9% were 25 years and below while 18 respondents representing 11.5% were 46 years and above. This trend is a true representation of Calabar Free Trade Zone staff as the needed work force are those in their prime because the organisation needs strong staff to execute its mandate. Distribution of respondents based on marital status reveal that, more than half of the

respondents 94 (59.9%) were married; 57 (36.3%) were single while a very small number 4 (2.5%) and 2 (1.3%) were separated from their partners and divorced respectively. This result is a true reflection of the population of Calabar free Trade Zone.

The distribution of respondents base on educational status shows that, more than half of the respondents' 133 (84.7%) were Bachelor (B.Sc/B.Ed/B.A) degree holders; next in the list while only a small proportion 12 (7.6%) each were Senior Secondary Certificate and First School Certificate holders. This result was expected because to be an employment of Calabar Free Trade it is mandatory to have an educational qualification. Out of the 157 respondents used in this study, more than half of the respondents' 87 (55.4%) were senior level staff; 46 (29.3%) were junior level staff while only 24 (15.3%) were in the management staff level. This result is a true representation of the population in terms of staff strength.

TABLE 1 Demographic data

Variable	Category	N	Percent (%)
Sex	Male	97	61.8
	Female	60	38.2
	Total	157	100
Age	25 years and below	25	15.9
	26 - 35 years	57	36.3
	36 - 45 years	57	36.3
	46 years and above	18	11.5
	Total	157	100
Marital status	Single	57	47.9
	Married	94	50.2
	Divorced	2	1.3
	Separated	4	2.5
	Total	157	100
Educational status	FSLC	12	7.6
	SSCE	12	7.6
	Degree	133	84.7
	Total	157	100
Job position	Junior level staff	46	29.3
	Senior level staff	87	55.4
	Management level staff	24	15.3
	Total	157	100

Source: Field survey, 2019

Presentation of Results

To what extent does organisational team motivation impact on performance Nigeria Export Processing Zones Authority and Calabar Free Trade Zones, Calabar, Cross River State, Nigeria? Frequency and percentages were first

used to answer this research question and reported in Table 2. For reporting purposes, strongly agree and agree was reported

as agreed while disagree and strongly disagree was reported as disagreed.

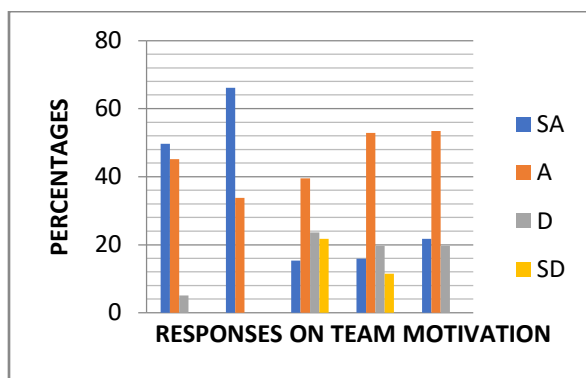
TABLE 2 Responses on organizational team motivation N=157

SN	Organisational Team Motivation	SA	A	D	SD
1	We work as a team to ensure organisational goals in our unit	78 (49.7)	71 (45.2)	8 (5.1)	0
2	Team motivation is very profitable for improve productivity	104 (66.2)	53 (33.8)	0	0
3	Teams in Calabar Free Trade Zone are appropriately motivated	24 (15.3)	62 (39.5)	37 (23.6)	34 (21.7)
4	The success of our unit is because all the team members contribute due to motivation	25 (15.9)	83 (52.9)	31 (19.7)	18 (11.5)
5	Deficiency in one staff is not obvious because of the complementary role played by other members of the team due to motivation	34 (21.7)	84 (53.5)	31 (19.7)	8 (5.1)

*Percentages are written in parenthesis

Source: Field survey, 2019

Figure 6: response on Organizational Team Motivation



Source: Fieldwork, 2019

As presented in Table 3, out of the 157 respondents used in this study, more than half 149 (94.5%) of the respondents claimed that, they work as a team to ensure organisational goals; 157 (100%) holds the view that, team motivation is very profitable for improve productivity; 86 (54.8%) claimed that, they are appropriately motivated; 108 (68.8%) claimed that all team members contribute for organisational success, also 118 (75.2%) claimed that staff weakness is not obvious because of the complimentary role played by other members of the team.

From the response of respondents to this sub-scale (team motivation) we could conclude that, team motivation is a factor that influences organisational performance in Nigeria Export Processing Zones Authority and Calabar Free Trade Zones, Calabar, Cross River State, Nigeria.

Data Analysis

There is no significant relationship between Organisational team motivation and performance of Nigeria Export Processing Zones Authority and Calabar Free Trade Zones, Calabar, Cross River State, Nigeria. The independent variable in this hypothesis is organisational team motivation while the dependent variable is performance. Pearson product moment correlation coefficient was used to test this

hypothesis at 0.05 level of significance and the result is presented in Table 3.

TABLE 3 Pearson product moment correlation of organizational team motivation and performance

Variable	N	Mean	SD	r-value	Sig.
Team motivation	157	15.24	2.63		
				0.447**	.000
Organisational performance	157	11.08	2.66		

*significant at 0.05 level; df = 155; critical r value = 0.098

Source: Fieldwork, 2019

The result in Table 3 revealed that the calculated r – value of 0.447** is greater than the critical r-value of 0.098 at 0.05 level of significance with 155 degrees of freedom. By this result, the null hypothesis, which states that, there is no significant relationship between organisational team motivation and performance of Nigeria Export Processing Zones Authority, Calabar, Cross River State, Nigeria, is rejected while the alternate hypothesis is accepted. The correlation coefficient is a standardized measure of an observed effect, it is a commonly used measure of the size of an effect and that values of ± 1 represent a small effect, ± 3 is a medium effect and ± 5 is a large effect

Therefore, the squared correlation $(0.447)^2$ which is a measure of effect size indicates the proportion of explained variance on the dependent variable. Therefore, 19.9% of the variance in performance is accounted for by organisational team motivation. The magnitude of effect is moderate; this means that organisational team motivation should not be held lightly if organisational performance is expected.

Therefore, we can conclude that, there is statistical considerable relationship between organisational team motivation and performance of Nigerian Export Processing Zones Authority, Calabar, CrossRiver State, Nigeria.

V. CONCLUSION AND RECOMMENDATION

The aim of this study was to examine the relationship between organisational team motivation and performance of Nigerian

Export Processing Zones Authority, Calabar, Cross River State, Nigeria. Result from the analysis of the data gathered from the survey revealed that the calculated r – value of 0.447** is greater than the critical r -value of 0.098 at 0.05 level of significance with 155 degrees of freedom. This result implies that there is a significant relationship between organisational team motivation and performance of Nigerian Export Processing Zones Authority, Calabar, Cross River State, Nigeria. The study thereby recommends that Recognition and reward in a team should be encouraged by the organization but caution must be exercised to ensure that cooperative efforts rather than competitive ones are recognized and appreciated to achieve the desired optimal performance from the employees.

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