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Effect of Motivation on Firms Performance: A Study of Selected Companies in Anambra State

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Abstract: *The study examined the effect of motivation on firm's performance, a study of selected companies in Anambra State. The researcher developed four objectives such as to assess the effect of training on firm's performance in Anambra State; Determine the effect of financial incentives on firm's performance in Anambra State; Investigate the degree to which promotion affects firm's performance in Anambra State; Evaluate the effect of work environment on firm's performance in Anambra State. However four research question and hypotheses are formulated in line with the objectives. The study is anchored on goal setting theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firm. The populations of the study were 2150; the sample size of the study is three hundred and forty-eight (348). While three hundred and twenty-three (323) where retrieved. The hypotheses were tested using t-test at 0.05% level of significance. The findings of the study revealed, Training has significant effect on firm's performance in Anambra State. Financial incentive has significant effect firm's performance in Anambra State. The study recommends that Employees should be trained according to the present content of the environment, management should provide effective incentive plan to their employees from time to time to boost their morale for enhanced productivity and performance. Workers promotion and promotion arrears (intrinsic reward) should be implemented as at when due.*

Key words: *motivation, firm's performance, financial incentives, training, promotion and work environment*

1 Background of the Study

The success of any business or organization depends mainly on the productivity of the employees. Human resources are vital to the prosperity and performance of any company. Motivation is the key to creating an enabling environment where optimal performance is possible. Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Eze, 2019).

An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Motivation gets workers' maximum interaction towards work and knowing employee's working capacity and assigning work according to their capacity to get maximum productivity (Ali, Abrar and Haider, 2012). Today, organizations can easily exchange their material needs, goods and services to other organization, or to other countries but the only one resource which is not easily exchangeable is human resources. So, we can say that human resources is the most competitive assets of any organization that cannot be exchanged. Therefore, motivation is the main factor that affects the human resources of the organization. The organization should motivate their employees for their best performance or for achieving the organizational goals. In fact, motivation is the best tool for best performance. Motivation will, most of the times enable the worker or employee of an organization to seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive Salary or pay is also a Valuable tool that plays an important role to increase employee's performance and also increase the productivity of an organization (Muogbo, 2013). Employees play important role in the customer perception about the company. Company spend huge amount of money to gain customer loyalty but they forget their Employees' motivation. Customers interact with the employees and also carry out company image in their mind through their behaviour and attitude. So, company should move their attention toward their employees' motivation. In this era of globalization, companies face competition in the market and if organizations could not successfully motivate their employees, such organization could not exist in the competitive environment of business (Ahmad, 2012).

Motivating employees for better performance encompasses these critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, and overall authenticity of leadership (Neeraj, 2014). Performance appraisal is one of the most important human resource (HR) practice, administered in organizations by which supervisors evaluate the performance of subordinates (Neeraj, 2014). Aguinis (2013) implies that the focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee; it aims to measure what an employee does. Performance appraisal is generally regarded as one of the most crucial human resource management functions (Judge and Ferris 2013), furthermore; a competent performance appraisal and management system is an indispensable part of an organizations human resource management adequacies (Guest, 2017). Employee reactions to appraisal in terms of perceived employee fairness, accuracy, and satisfaction are important components of appraisal effectiveness because these perceived employee reactions can motivate employees to improve their performance (Taylor, Tracy, Renard, Harrison and Carroll 2015).

In a highly competitive, global environment, organizations are constantly under pressure to retain their workforce (Deci, 2013). Highly skilled, reliable and experienced employees are a valuable asset for any organization. It is evident that highly motivated employees are more likely to have high productivity. However, according to Certo (2006), good performance is not as a result of motivation only, but also includes ability i.e. skills, equipment, supplies and time. Some organizations have been known to experience a high staff turnover despite offering above average salaries (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors. It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George and Jones, 2013). An organization is only as strong as its workforce.

Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time. (Storey, 2013). Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers and Porter, 2011). With that in mind, this study examined the effect of motivation on firm's performance: evidence from quoted manufacturing firms. It is the human resource amongst other factors of production in the organization which really makes a distinction (Kreitner and Kinicki, 2013). Production is considered as satisfactory when gross commission brought in by an agent is high. It is human capability and commitment which ultimately differentiate successful organizations from those that fail (Deci, 2013).

Objectives of the Study

The main objective is to critically examine the effect of motivation on firm's performance, a study of selected companies in Anambra State**.** The specific objectives of the study intends to:

i. Assess the effect of training on firm's performance in Anambra State**.**
ii. Determine the effect of financial incentives on firm's performance in Anambra State**.**
iii. Investigate the degree to which promotion affects firm's performance in Anambra State**.**
iv. Evaluate the effect of work environment on firm's performance in Anambra State**.**

Research Questions

The following research questions will guide this study:
i. To what degree does training affect firm's performance in Anambra State?
ii. To what extent do financial incentives affect firm's performance in Anambra State?
iii. To what level does promotion affects firm's performance in Anambra State?
iv. To what level does work environment affect firm's performance in Anambra State?

Hypotheses

The following null hypotheses will be formulated that guide the objectives of the study and strengthen the analysis

Ho_1: Training has no significant effect firm's performance in Anambra State.

Ho_2: Financial incentive has no significant effect firm's performance in Anambra State.

Ho_3: Promotion has no significant effect firm's performance in Anambra State.

Ho_4: Work environment has no significant effect firm's performance in Anambra State.

2.1 THEORETICAL REVIEW AND EMPIRICAL REVIEW
2.2 Theoretical Framework

Goal-Setting

This work is anchored on goal setting theory by Locke and Latham 2002.

A goal is the aim of an action or task that a person consciously desires to achieve or obtain (Locke and Latham, 2002). Goal setting is a motivational technique used extensively in organizations as a method of directing individuals' efforts at work and providing a standard against which performance can be assessed (Lunenberg, 2011). Since it was first researched five decades ago, goal-setting theory has been the most researched, utilized, and established theory of work motivation in the field of industrial and organizational psychology (Buchanan, 2012). Goal-setting theory was developed inductively within industrial/organizational (I/O) psychology over a 25-year period, based on some 400 laboratory and field studies (Locke and Latham, 2002; 2006). Goal setting is a cognitive theory of motivation based on the premise that people have needs that can be thought of as specific outcomes or goals they hope to obtain (Locke and Latham, 1990). The theory started with the initial work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal setting research in the 1960s (Redmond, 2015). Kurt Lewins' early work on "level of aspiration" provided the foundation for the most researched and well-established theory of work motivation-goal-setting theory (Levy, 2013).

Goal- setting theory emphasizes the role of specific, challenging performance goals and workers' commitment to those goals as key determinants of motivation (Newstrom, 2011). Goal setting theory has guided the development of an immense body of empirical research about workplace motivation, and it is by far the dominant paradigm in the literature today (Kurose, 2013). According to Lunenberg (2011), goal setting is the underlying explanation for all major theories of work motivation- whether that is Vroom's VIE theory, Maslow's Hierarchy of Needs theory, Herzberg's motivation theory or Bandura's social cognitive theory. Goal setting has also been identified as one of the most effective methods of changing behavior in the workplace (Skinner, 2010). Goal setting theory is a framework for understanding the relationships among motivation, behavior, and performance (Kurose, 2013). Managers generally accept goal setting as a means to enhance and sustain performance (Dubrin, 2012). Locke and Latham's goal setting theory states that several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (Redmond, 2015). Goal-setting theory states that for employees to be motivated, goals must be clear, specific, attainable and whenever possible, quantified (Riggio, 2014).

A goal is defined simply as what the individual is consciously trying to do (Lunenberg, 2011). Newstrom (2013) outlines goals as targets and objectives for future performance that help focus employees attention on items of greater importance to the organization, encourage better planning for the allocation of critical resources (e.g. time money and energy), illustrate the value of persistent effort, and stimulate the preparation of action plans for goal attainment. Research on goal-setting has also stressed the importance of getting workers committed to goals, for without such commitment, it is unlikely that goal setting will be motivating (Riggio, 2014). Evidence suggests that if workers participate in goal setting, as opposed to having supervisors set the goals, there is increased motivation (Gomez-Mejia, Balkin, and Cardy, 2015).

2.4 Empirical Review

Hameed, Ramzan, Zubair, Ali, &. Arslan (2014) measured the impact of compensation on employee performance. A questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data were collected from different banks of Pakistan and different analytical and descriptive techniques were used to analyze the data. It was found from different results that Compensation has positive impact on employee performance. The result shows from correlation analysis that all the independent variables have weak or moderate positive relationship to each other while the regression analysis shows that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have significant impact on employee performance.

Bari, Arif, &Shoaib (2013) study was to find out the impact of nonfinancial rewards on employee attitude and to get information about the factors which affect their performance at workplace in the business institutes of Karachi. A survey was conducted from the different designation of employees and 9 Universities of Karachi were selected to find out whether the Non-Financial Rewards are offered to employees and if does, so it affects employee attitude in the workplace and increases Employee Performance. A sample of 300 employees were taken from nine Universities which were randomly selected. Data were gathered through questionnaire containing 15 Likert scale questions. Their results showed that feedback to employees, freedom, career development plan, valuation of employees, learning programs, open & comfortable work environment and good supervisory relations have positively impacts on employee attitude and performance in the workplace.

Idemobi, Ngige, &Ofili (2017) examined effect of reward system on organizational performance was aimed at determining the effect; effects of organizations reward system on workers' performance; to determine the relationship between organizations reward system and workers attitude to work; to determine the relationship between organizations reward system and job satisfaction; and to find the relationship between rewards system and workers commitment. The data used were gotten with the aid of a questionnaire and analyzed using the chi-square test of independence.

The result shows that: organizations reward system has a significant effect on workers' performance; there exists a significant relationship between organizations reward system and workers attitude to work. Also there is a relationship between organizations reward system and job satisfaction. These led to the conclusion reward systems have significant effect on workers attitude to work The study recommended improving the reward system of organizations so as to increase the level of satisfaction among employees; and making the reward policy of the organization in such a way that it will compete favorably with those of other organizations in the industry.

Onuorah, Okeke, &Ibekwe, (2019) examined the effect of compensation management and employee performance in Nigeria organization. The study aim at investigating the influence of performance based compensation, competency-based-compensation and equity based-compensation on employee performance. Relevant conceptual, theoretical and empirical literatures were reviewed. The study was anchored on Human Capital Theory and Expectancy Theory. The study adopted descriptive survey research design. The study was carried out in Anambra State. The population of the study comprises 257 public secondary schools in Anambra State. The sample size for the study consists of 257employees drawn from the population of the study. The sample consists of entire population. The instrument for data collection is a structured questionnaire. The face content validity of the instrument was employee. The instrument was trial-tested on a representative sample of 20 employees randomly selected of Anambra State. In analyzing the data for the null hypotheses, Z-test was be used to test the hypotheses at 0.05 level of significance. Equity based compensation has no negative significance effect on employee performance in Nigeria organization. Competency based compensation has no negative significance effect on employee performance in Nigeria organization. Performance based compensation has no negative significance effect on employee performance in Nigeria organization.

Ejumudo (2014) examines pay reward system management and staff performance in Nigeria: using the Delta sate civil service as a focus. The data utilized in this study were obtained from both primary and secondary sources. While the primary data were derived from focus group discussions, the secondary data were obtained from relevant textbooks, journals and government documents. The findings of the study indicate that the incongruence of the pay reward system of the Delta state civil service and the central guiding principles of fairness, costs of living and moderation, the in-grained culture of poor performance and the dysfunctional employee mode of entry have negatively impacted on the performance of staff. The study made some useful recommendations including the exigency of a fair, moderate, dynamic pay reward system that should be reflective of the prevailing societal costs of living, the dismantling of the culture of poor performance and a merit-based employee entry practice.

Onuegbu, &Ngige, (2018) identified organizational rewards system and its effects on employees' performance in selected polytechnics of South-East Nigeria. The data utilized in this study were obtained from both primary and secondary sources. While the primary data were derived from questionnaire and interviews from focus group discussions, the secondary data were obtained from relevant textbooks, journal and government document. A sample of 210 (employees of the selected polytechnics respondents determined at 5% level of significance for sample error, using Eastman Kodak's sample size for inventory population was selected from a population of 10,972 employees using stratified random sampling technique.

Pearson Product-Moment Correlation Coefficient of determination and alienation was conducted to test the correlation between organizational rewards and employees performance. Student t-distribution was employed to test the significant levels of the facets of intrinsic and extrinsic rewards variables. The results of the study reveal that employee rewards policy significantly affects organizational performance as two of the three null hypotheses were rejected at ($p< 0.05$). The last hypothesis was accepted at less than critical values of 5% showing that extrinsic rewards and employees performance are not significantly correlated. The study therefore recommended that reward packages must be valuable to the employees and should be based on realistic and reliable standards.

Agwu (2013) ascertain the impact of fair reward system on employees 'job performance in Nigerian Agip Oil Company limited Port-Harcourt. The research question addressed the extent at which improved employees job performance/reduced rate of industrial action is influenced by the implementation of fair reward system in Nigerian Agip oil company limited Port-Harcourt. The core aspect of the study is the use of cross-sectional survey research design in generating the required primary data. The place of study is the Nigerian Agip Oil Company limited Port Harcourt while the duration of study is between October 2011 and September 2012. A sample of 396 (34 managers, 97 supervisors and 259 workmen) respondents determined at 5% level of significance for sample error, using Yamane's formula, was selected from a population of 40,568 employees using stratified random sampling method for the purpose of questionnaire administration. The results indicated that implementation of fair reward system in Nigerian Agip oil company limited Port-Harcourt to a large extent influenced improved employees 'job performance (82.05% response rate) and reduced rate of industrial action (80.77% response rate).

Adewale (2018) investigates the impact of motivation on the performance of workers in an organization like University of Abuja-Nigeria. The study is based on three objectives mainly: to determine if staff training and development improve workers' performance; to ascertain the impact of financial incentives on performance of the workers; and to investigate the impact of promotion workers on their performance. The study used employed descriptive statistics with the use of simple random sampling to apply the questionnaires. The questionnaires were applied to 250 respondents. The study used multiple regressions and found out that staff training and development, financial incentive and promotion of workers are positively and significantly related with performance of staff of the University. The study revealed that the level of incentives workers enjoy definitely will affect their performance on the job. The study therefore recommendations the following; the university management should improve and increase the numbers of staff trainings in other to improve their performance. Financial incentives for the staff of the university should be improved upon in other to increase their performance. Lastly, promotion of staff should be as at when due so as to encourage them to perform better.

Ajayi, Ahmed; Olakunle and Ojelade (2018) examined the overall effectiveness of motivation on job performance of the staff of Shaki- East local government area of Oyo state, Nigeria. The sample for the study was arrived at through a random sampling technique. The study employed the use of self-administered questionnaire to collect the required data from the respondents. 110 questionnaires were administered and analyzed to seek the opinion of the staff as regards the effectiveness of motivation on job performance. The Kendal's co-efficient of concordance (Kendal's W) was adopted to test the hypothesis for the relationship between motivation and job performance. Findings revealed that there is no significant relationship between motivation and job performance. This explains why there was a low level of commitment and high rate of truancy at work on the part of the staff of the local government. The study concluded that, organizations should know that motivation is a managerial function that is used to bring out the best of the employees and should be used for the optimum benefit of both the employers and employee because they are partners in progress. It is recommended that, there is the need for the management to have a more robust and comprehensive motivation package in all aspects of the organization because this is directly proportional to the output of their workforce.

Ajalie, (2017) examined the effect of employee motivation on organizational productivity. This study adopted a descriptive and causal research design as well as the survey method in investigating the effects of motivation on organizational productivity levels. The entire population of the study was 475 as a result the sample size determined is 217. A well- structured self-administered questionnaire was used as the main tool for data collection and was administered to 217 respondents out of which 185 were retrieved and appropriately filled. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.868. Data were analyzed using multiple regression analysis. From the hypotheses tested, the result indicated that there is a significant relationship between employee motivation and organizational productivity. Findings also revealed that 35.8% of the variations in productivity can be explained by employee motivation in the organization used as a study in this research. The results also revealed that extrinsic factors were considered to have more significant effects on organizational productivity than intrinsic factors. The study concluded that although both intrinsic and extrinsic factors are significant predictors of productivity, extrinsic factors appear to be more significant or valued by respondents in the organization used as a study. Furthermore this study also recommended that management of organizations should take appropriate measures in figuring out those factors that motivate their employees and seek ways of ensuring that they are adequately motivated in order to improve their performance and productivity levels. Finally the study also suggested that future studies should focus on other industries apart from the pharmaceutical manufacturing sector.

Waiyaki,. (2017) examined the effect of motivation on the performance of employees using the case of Pam Golding Properties, Nairobi. A descriptive research design was adopted with Pam Golding Properties being the focus organization. The population of this study comprised of all the employees of Pam Golding Properties in Nairobi. The study populace and sampling frame comprised of a list of all representatives that worked at Pam Golding Properties in Nairobi and was gotten from the Human Resources department. The census technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population, thus, the sample size of the study was 50. The data collecting instrument that was used was a tailor-made structured questionnaire developed by the researcher, particularly for this study. The questionnaire made use of a five-point Likert scale to rate the importance of various motivational factors. The research was analyzed using Statistical Package for Social Scientists (SPSS) version 24.

The study revealed that the management of Pam Golding Properties partially used motivational goal-setting to motivate their employees. The management allowed the employees to be involved when setting goals, although they did not find them challenging or difficult at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed. Additionally, there was no mentorship program for employees either during on-boarding or to achieve their goals and vision. This would be greatly beneficial to them. Therefore, the management should re-structure the goals they provide and implement mentorship and training programs. The study concluded that the employees at Pam Golding Properties were highly dissatisfied with the monetary package provided by the organization. The study showed that the pay received and the benefits package was not viewed by the employees as being competitive when compared to other real estate organizations. The study concluded that money was a highly motivating factor for the employees and management should look into increasing the monetary and benefits package they give. The study concluded that the company partially used recognition and reward programs but they were not effective in motivating employees to perform. The current recognition and reward programs were perceived by the employees as being inequitable and unfair, thereby making them ineffective in motivating the employees. Therefore, the study recommends that management re-evaluates and re-engineers the current recognition

3. METHODOLOGY

This study will use survey research design. The researcher also utilized the survey strategy for this study because it creates room for gathering large amounts of data from a sizeable population in a cost-effective way. The researcher made use of primary and secondary sources of data. The primary sources of data include the questionnaire and the personal interview, while the secondary sources of data include the journals, magazines, textbooks and internet. The area of this study is Anambra state. The population of the study will made up of all employees of fifteen (15) selected manufacturing firms within the Onitsha and Nnewi industrial cluster in Anambra state, however. The sample sizes of (334) were determined by using Partem (1995) formular . The study employed structure questionnaire as a method of data collection. Meanwhile percentage table and analysis of variance will be used to analyses the collected data from the sample respondents

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

In the previous chapter, the research methodology was handled indicating that the research design was a combination of a survey, oral interview and model modification. In this Chapter, the data presentation, analysis and model solution are to be handled. Data is a representation of facts, observations and occurrences. It is also the input of the statistical and data processing systems. Three hundred and forty-eight (348) were administered among the students of selected institution However; Three hundred and twenty-three (323) copies of questionnaire were retrieved.

Table 4.1: Respondents' Demographic Variables

4.1.1 What is your gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	197	54.3	61.0	61.0
	FEMALE	126	34.7	39.0	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2022

The above table reveals that the one hundred and ninety-seven (197) of the respondents which represents 61% were male respondents, while one hundred and twenty-six (126) respondents which represent 39% were female respondents. By implication, male respondents were more than female respondents by 22% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	243	66.9	75.2	75.2
	SINGLE	49	13.5	15.2	90.4
	DIVORCED	9	2.5	2.8	93.2
	WIDOWED	22	6.1	6.8	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2022

The above table reveals that the two hundred and forty-three (243) of the respondents which represents 75.2% were married, while forty-nine (49) respondents which represent 15.2% were single. Again, nine (9) of the respondents which represents 2.8% were divorced and lastly, twenty of the respondents which represent 6.8% were Widowed in our selected population sample for this study. The implication of this is to enable us to know the number of married, single, divorced and widowed respondents that successfully returned their questionnaire

4.1.3 Could you please tell us your age category?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	105	28.9	32.5	32.5
	26-33	102	28.1	31.6	64.1
	34-40	50	13.8	15.5	79.6
	41-50	48	13.2	14.9	94.4
	51-ABOVE	18	5.0	5.6	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2022

The table above shows that respondents whose age bracket falls between 18-25 yrs were one hundred and five (105) which represent 32.5 percent. This is followed by those with age bracket of 26-33 years with one hundred and two (102) which represents 31.6%. Also those within age bracket of 34-40yrs were fifty (50) which represents 15.5%. This is followed by those with age bracket of 41-50 years with forty-eight (48) which represents 14.9%. Lastly, those with age bracket of 50-above with eighteen respondents which represent 5.6%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group

4.1.4 What is your highest Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DIPLOMA	52	14.3	16.1	16.1
	BACHELOR	216	59.5	66.9	83.0
	MASTERS DEGREE	31	8.5	9.6	92.6
	DOCTORAL DEGREE	24	6.6	7.4	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2022

In the table above, out of the three hundred and twenty-three (323) respondents, fifty-two (52) of the respondents are diploma holders. While two hundred and sixteen (216) respondents which represent 66.9 percent are B.Sc. holders. Thirty-one respondents (31) which represent 9.6 are MSC/MBA holders, while twenty-four (24) which represents 7.5 are PHD holders.

4.1.5 How many years have you been a manufacturing firm employee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 YRS	39	10.7	12.1	12.1
	6-10 YRS	98	27.0	30.3	42.4
	11-15 YRS	66	18.2	20.4	62.8
	16-20 YRS	76	20.9	23.5	86.4
	21-ABOVE	44	12.1	13.6	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2022

The table above shows that thirty-nine (39) respondents which represent 12.1 percent have work experience below five years; ninety-eight (98) which represents 30.73 have work experience of 6-10yrs. Again, sixty-six respondents (66) which represents 20.4% have work experience of 11-15yrs, while seventy-six respondents (76) which represents 23.5% have work experience of 16-

20yrs. Lastly, forty-four respondents (44) which represent 13.6% have work experience of 21yrs-above.

4.1.6 Level of Management?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TOP MGT	243	64.5	75.2	72.4
	MIDDLE MGT	17	4.7	5.3	77.7
	LOWER MGT	46	12.7	14.2	92.0
	OPERATIVES	17	4.7	5.3	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2022

The above table reveals that the two hundred and forty-three (243) of the respondents which represents 75.2% were top management staffs, while seventeen (17) respondents which represent 5.3% were middle management staff. Again forty-six (46) respondents which represent 14.2% were lower management staffs. Lastly, seventeen (17) respondents which represent 5.3% were operatives. By implication, senior staffs were more than other staff levels in our selected population sample for this study. The implication of this is to enable us to know the category of the respondents that successfully returned their questionnaires.

4.3 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.3.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.475[a]	.5226	.5118	.432	.226	30.997	3	319	.000	1.721

a. Predictors: (Constant), TRA, FIN, PROM, WRKE

b. Dependent Variable: FMP

Table 3 shows that R^2 which measures the strength of the independent variables on the dependent variable have the value of 52%. This implies that 52% of the variation in firm performance is explained by variations in training, financial incentive, promotion and work environment. This was supported by adjusted R^2 of 51%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.721 in table 3 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.346	3	5.782	30.997	.000[b]
	Residual	59.503	319	.187		
	Total	76.848	322			

a. Dependent Variable: FMP
b. Predictors: (Constant), TRA, FIN, PROM, WRKE)

The f-statistics value of 30.997 in table above with f-statistics probability of 0.000 shows that the dependent variable has significant effect on independent variables such as training, financial incentive, promotion and work environment, can collectively explain the variations in the firm performance.

Table 4.4 Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.4.1 T-Statistics and Probability Value from the Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.657	.150		11.055	.000	1.362	1.952
	TRA	.114	.029	.196	3.976	.000	-.170	-.057
	FIN	.145	.020	.363	7.162	.000	.105	.185
	PROMO	.095	.033	.144	2.840	.005	-.161	-.029
	WRKE	.049	.019	.126	2.579	.010	-.087	-.012

a. Dependent Variable: FMP

Table 4.6 shows the coefficient of the individual variables and their probability values. Training variables have t-value of 3.976 with a probability value of .0.000. This implies that Training has a positive and significant effect on firm performance. Financial incentive has a t-test of 7.162 with a probability value of 0.000 implying that Financial incentive variables have a positive and significant effect on firm performance.

On a similar note, promotion variable has a t-test value of 2.840 and a probability value of 0000. This shows that promotion has a positive and significant effect on firm performance. Lastly, work environment has 2.579 with a probability value of 0.010. This implies that work environment has a positive and significant effect on organizational performance

4.5 Test of Hypotheses

Here, the four hypotheses formulated in chapter one was tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

4.5.1 Test of Hypothesis One

H_{01}: Ho_1: Training has no significant effect firm's performance in Anambra State.

Training has a t-statistics of 3.976 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Training has significant effect on firm's performance in Anambra State

4.5.2 Test of Hypothesis Two

Ho_2: Financial incentive has no significant effect firm's performance in Anambra State

In testing this hypothesis, the t-statistics and probability value in table above is used. Financial incentive variables have a t-statistics of 7.162 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that financial incentive has significant effect firm's performance in Anambra State.

4.5.3 Test of Hypothesis Three

H_{03}: Ho_3: Promotion has no significant effect firm's performance in Anambra State.

Promotion has a t-statistics of 2.840 and a probability value of 0.001 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Promotion has significant effect firm's performance in Anambra State.

4.5.4 Test of Hypothesis Four

Ho_4: Work environment has no significant effect firm's performance in Anambra State.

Work environment has a t-statistics of 2.579 and a probability value of 0.010 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Work environment has significant effect firm's performance in Anambra State.

4.6 Discussion of Findings

This research examined the effect of effect of motivation on firm's performance, a study of selected companies in Anambra State.. Data were sourced from the employee of the selected firm. The data generated were subjected to statistical analysis and the following output was ascertained.

Staff training and firm performance: The study found that staff training has significant positive effect on firm performance in Anambra state. This implies that improved training would translate to increased staff turnover, reduced cost of maintenance and equipment breakdown and lower complaints. It creates a less need for supervisor thereby enhancing employees output. Salah (2016) corroborates this finding by stating that, well trained and developed employees are seen as the bedrock of any organization and institution. This means that, effective training programs and carefully set development plans enhances skills and knowledge of employees which results in significant efficiency in workers' productivity.

Financial Incentive and firm performance: The study found that incentive has a significant positive effect on firm performance of selected firm. This implies that incentives provide motivation and propel employees to behave in ways that would lead to enhanced productivity. Alfandi and Alkahsawnch (2014) found that enriched Staff cash incentive system is a significant factor that encourages employees as well as increase their zeal at work which results in enhanced employee productivity and performance.

Promotion and firm performance: The study found that promotion has a significant positive effect on employee firm performance in the selected firms in Anambra state. The implication of these findings is that, for promotion to be functional to achieve their aim and purposes, the salaries need to satisfy the expected needs of the individual, and must be seen to be fair or equitably satisfying to the employee. This further agreed with the findings of Iyida (2015), who found that increase in promotion enhances the productivity of workers. The findings also corroborate with the findings of Olatunji and Sarat (2014) that salaries are pertinent determinant to employee motivation and performance in Nigeria.

Work environment and firm performance: The study found that Work environment has a significant positive effect on firm performance in the selected firm in Anambra state. The implication is that acknowledgement of staff for good work enviroment and obedience to the rules and policies of the long term goals reinforce particular behavior and commitment that would lead to better performance and positive result. The finding is in line with the study of Aamir, Syad, Abdul, Quasim and Shahzad (2019) that Staff recognition play an important role in boosting employee commitment performance and enhance over all organization performance. This also agrees with the study of Hatice (2012) that intrinsic reward can significantly influence the performance of individual employee positively.

CONCLUSION AND RECOMMENDATION

5.2 Conclusion

The study concludes that training, financial incentive, promotion as well as work environment have positive effect on firm performance and such effect is strong and statistically significant. Their coefficients are statistically different from zero at less than 5 percent level of significance. It is obvious to management that training, financial incentive, promotion as well as work environment are sine qua non for stimulating worker's performance in any organization. When promotion are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore, important for any organization to consider the needs and feelings of its employees and not just overlook them because "a happy worker they say is a productive worker.' The study concludes that, motivation has significant positive effect on firm performance in firms in Anambra state, Nigeria.

1. Employees should be trained according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known. Therefore, seminars/ workshop should be regularly organized by the management in order to update the employee knowledge

2. The study also recommends that management should provide effective incentive plan to their employees from time to time to boost their morale for enhanced productivity and performance. The reason is that cash bonuses will encourage them to put more effort in discharging their duties effectively.

3. Management should publicly recognize the efforts of their employees to induce their performance in the work place. Workers promotion and promotion arrears (intrinsic reward) should be implemented as at when due.

4. . Management should provide a conducive environment for actualization of organizational goal, mission and vision

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