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### RESEARCH PAPER

## IMPACT OF MCGREGOR'S X AND Y MOTIVATION THEORY ON THE JOB PERFORMANCE OF STAFF IN EBONYI STATE UNIVERSITY, ABAKALIKI

<sup>\*1</sup>*Ebinga, D.E.*

Department of <sup>1</sup>Business Education, Ebonyi State University, Abakaliki

\*Corresponding author: [dkkin444u@yahoo.com](mailto:dkkin444u@yahoo.com)

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### ABSTRACT

This study investigated the impact of McGregor's X and Y motivation theory in the job performance of staff in Ebonyi State University, Abakaliki. The design was a descriptive survey. The population was 2632 and a sample of 100 was randomly selected. Two research questions were formulated to guide the study. The instrument for data collection was a questionnaire. The data collected was analyzed using mean statistics. The results revealed that the staff of Ebonyi State University, Abakaliki is not well motivated. To some extent the McGregor's motivation theory X and Y is being practiced. It is recommended that the management should look inwards to determine the intrinsic values of their employees and meet their needs while training and retraining them.

**Keywords:** McGregor's X and Y, Motivation theory, Job performance, Abakaliki.

### INTRODUCTION

Motivation originates from Greek word "inovere" meaning to move. This has given definite meaning to the term and makes psychologist studying motivation to give attention to internal and external influences that might move a person into an act. Some other authorities considered motivation as the concept of used for relieving tension or removing any disturbing condition/problem, as well as restoring pleasantness and security of equilibrium between individuals. Uba (1980) acknowledged also that motivation is an intervening variable used to account for factors within an organism that arouses, maintains and channels behaviour towards goals.

Indeed, motivation is required if employees are to successfully undertake the task of contributing their quota towards achieving the organization's goals (Waiguchu, 2009). Steer and Porter (1983) sees motivation as concerned with how behavior gets started, energized, directed and stopped, as well as all the associated subjective reactions of the affected organism; as such, motivation has been viewed as that force that energizes behavior, gives direction to that behaviour and underlies its tendency to persist. On the other hand, Muchineskey (2000) associates motivation process with the analysis of a continuous stream of behaviors that are determined by both environment and hereditary and are observed through their effects on personality, beliefs, knowledge, abilities and skills.

Overall, motivation is a set of energetic forces within and beyond individuals that can initiate work related intensity and situation (Pinder 1998). Alternatively, the dynamics of behaviours responsible for the ways by which our activities are initiated, sustained and directed are also the concern of motivation. Thus, it enables workers develop goal-directed behaviours that can benefit an organization and consequently help them avoid interpersonal conflicts and hostility, and in turn, help them maintain group membership prestige and performance.

Obviously, it is not easy to motivate an individual. The success of any motivational effort depends on the extent to which the motivation meets the needs of the individual employees for whom it is intended. It is a set of attitudes and

values that influence a person to act in a specific-goal directed manner. It is also the process of arousing and sustaining goal-directed behaviours triggered by the expectation of satisfying individual needs. In that regards, motivation deal with the human need for satisfaction (Waiguchu, 2009) and two classes has been established -the intrinsic and extrinsic motivation (Obidigbo, 2000).

Intrinsic motivation involves that derived from personal enjoyment of a task or activities not associated with external reward or ulterior purpose, while extrinsic motivation involves the desire to perform or gain a reward or avoid undesirable consequences behind your actions. In other words, it is based on obvious external rewards, obligations or similar factors. To these end, a series of theoretical approaches needs to be considered as there are existing theories propounded by eminent psychologists. Such theories evaluate motivation as a parameter for measuring the level of productivity process, and indicate how it might be employed by industrial and occupational psychologist in work organizations.

Of interest in this study however, is the fact that despite the increasing number of staff in the pay roll of Ebonyi State University Abakaliki, there is a widely held view that the management of the University is not in a harmonious relationship with the work force. As such, the management needed to look inwards as to whether it is meeting the hopes and aspirations of its employees or not. The management did take into cognizance the need to decentralize but salaries remains low, prompting staff to resort to borrowing or engage in other businesses with the attendant high rate of absenteeism. Most disheartening is the issue of lack of promotion in the midst of an uncomfortable, unattractive, and unsafe working condition.

Based on the circumstances highlighted above, this study was designed to examine the possible effect of Macgregor's X and Y theory on the job performance of employees at Ebonyi State University, with the specific objective of investigating the practice of Macgregor's X and Y motivation theory in the University and to what extent motivational incentives are provided.

## MATERIAL AND METHODS

**Area of Study:** The area of study for this research work is Ebonyi State University, Abakaliki.

**Population of the Study:** A total of 2632 staff strength of Ebonyi State University drawn from various sections, faculties, and departments within the university formed the population of the study.

**Sample and Sampling Technique:** Random sampling was used to sample 100 staff picked out of the entire 2632 work force of Ebonyi State University, Abakaliki.

**Instrument for Data Collection:** The instrument for data collection was a structured questionnaire designed on four points likert scale. The questionnaire ratings ranged from: strongly agree, agree, and strongly disagree to disagree.

**Reliability of the Instrument:** The Test-retest was used to established the reliability of the instrument using the formula

$$\frac{\sum (x-x)(y-y)}{\sum (x-x)^2 \sum (y-y)^2}$$

**Method of Data Analysis:** The data was analyzed using mean statistics.

**Data Presentation and Analysis:** The analyzed data were then presented in suitable tables.

## RESULTS

Based on research question 1 (as presented in table 1), the questionnaire items 1 to 7 were accepted. Hence the item '1' score was 3.09 as its mean score; item 2 score was 3.4; item 3 score was 3.24; item 4 score was 3.5; item 5 score was 3.41; item 6 score was 3.42; and item 7 score was 3.2. These scores were accepted because they stood above 2.5 where as the accepted mean score should be greater than 2.5.

The above premise shows that Macgregor's X and Y motivation theory is being practiced in Ebonyi State University, otherwise, mean scores below 2.5 could have been observed in the computation. The analysis in table 2

shows the mean score of individual questionnaire items in this order – item 8 had 3.2; item 9 had 2.9; item 10 had 3.04; item 11 had 3.12; and item 12 had 3.4.

**Table 1: mean scores to the responses on the practice of McGregor's X and Y theory.**

S/ N	ITEM	SA	A	SD	D	N	X	Decision
1	The staffs of Ebonyi State University are given good conditions of service on employment.	40	32	25	3	100	3.09	Accepted
2	Staffs are given free win performance to initiate jobs or assignment.	48	45	5	2	100	3.4	Accepted
3	The staff desire to be imagination and creative in jobs is a welcomed development for staff of Ebonyi state university.	40	50	4	6	100	3.24	Accepted
4	Jobs are properly structured by managers that energize staff.	60	28	10	2	100	3.5	Accepted
5	Serious supervision is adopted by the management of the university to ensure that staff put their best for the work for which they were paid.	52	40	5	3	100	3.41	Accepted
6	Many staff hates work and can avoid it if given opportunity.	46	50	4	-	100	3.42	Accepted
7	Many staff loves the job they do in Ebonyi state university.	40	25	23	12	100	3.2	Accepted

Where SA= strongly agree, A= agree, SD= strongly disagree, D= disagree, N= number, X= mean

**Table 2: Mean scores of the motivation incentives in Ebonyi state university, Abakaliki**

S/N	ITEM	SA	A	SD	D	N	X	Decision
8	Staff canteen service at rebate is operational in the Ebonyi state university.	42	40	15	3	100	3.2	Accepted
9	Increment and over time allowances are motivational incentives given for higher level performance in Ebonyi state university.	39	26	21	14	100	2.9	Accepted
10	Awards are given to staff on yearly basis for excellent performance.	36	38	20	6	100	3.04	Accepted
11	Staff participates on decision making and it helps for the smooth running of the university.	40	36	20	4	100	3.12	Accepted
12	Christmas bonus given to all staff of the university at the end of each year.	50	42	8	-	100	3.4	Accepted

Where SA= strongly agree, A= agree, SD= strongly disagree, D= disagree, N= number, X= mean

## DISCUSSION

The findings of this study have shown the potency of staff motivation in the achievement of organizational set goals. Although the Staff of Ebonyi State University were given some incentives to enhance their productivity, such incentives appeared limited in scope and efforts to improve on it can not be out of place; especially those incentives that promotes staff welfare and capacity development. Obviously, an attractive working condition has great potentials to energize staff to put in their best.

The findings show also that a staff canteen service-at-rebate is operational in Ebonyi State University and increment and overtime allowance payments, were motivational incentives given to higher level performance, while Christmas bonuses were offered to all staff of the university at the end of each year. Other obvious incentives observed to have

contributed to improved productivity in the university included awards on yearly basis for excellent performance as well as staff participation in the decision making. In fact, the regular meetings of the governing council, University management, Congregation, Faculty and Departmental boards and the University Senate) were notable avenues for frequent interaction between staff and management at all levels, and veritable opportunities to appraise the various fundamental issues bordering on the smooth running of the University and the attainment of her set goals.

Notwithstanding, the fact that Abraham Maslow's hierarchy of needs (Maslow 1954) were very well being taken care of by the management of Ebonyi State University, Abakaliki, it should be appreciated however, that productivity cannot be attained when motivational factors like prestige, remuneration/special allowances, and other prerogative of the staff are neglected. It is rather unfortunate that the attention of the management of Ebonyi State University towards the growth of the University depended on employee's failure to work hard.

It is recommended therefore, that workers welfare on regular basis must be adequately taken care of. There should also be regular training and re-training programmes for staff with requisite orientation for both the management and staff. Most importantly, the promotion of workers as at when due, should be considered as a top motivational strategy since its potential to enhance higher productivity can not be underestimated.

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#### **AUTHORS CONTRIBUTIONS**

This article was solely written by Ebinga, D.E after data collection and analysis.