



Impact of motivation on project team's performance in the selected firms in Nigeria

Akpan Itoro Udofot ¹, Dung Emmanuel Boston ², Omotosho Moses Oluseyi ³

¹ Department of Computer Science, Federal School of Statistics Amechi-Uno Awkunanaw, Enugu, Enugu State, Nigeria

² Department of Computer Science, Federal School of Statistics, Manchok, Kaduna State, Nigeria

³ Department of Computer Science, Federal School of Statistics Sasha Ajibode Road Ibadan Oyo State, Nigeria

* Corresponding Author: Akpan Itoro Udofot

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Abstract

This study examines the impact of motivation on project team's performance in the selected firms in Nigeria. Specifically, the study sought to; examine impact of wage and salary motivation on project team's punctuality in the selected firms in Nigeria and) ascertain the impact of physical working environment motivation on project team's quality job delivery in the selected firms in Nigeria. The methods of data analysis were mean score, standard deviation and regression technique. The sample size was three hundred and fifty four (354). Summary of the findings in the research includes: the findings of the study revealed that wage and salary motivation has significant impact on project team's punctuality ($t - \text{Statistics} (38.887) > P - \text{value} (0.000)$) and the findings of the study revealed that physical working environment motivation has significant impact on project team's quality job delivery ($t - \text{statistics} (33.446) > P - \text{value} (0.000)$). The finding concluded that the management of the selected firms in Cross River State shed light on impact of adoption of motivation on how the selected firms in Nigeria perform. The study recommended that the management of the selected firms in Nigeria should increase wages and salaries compensation in order to encourage members of the team to take customers' feedback serious.

Keywords: Motivation, Team's Performance, wage and salary Motivation, Physical working environment

Introduction

Motivation describes the reasons that drive one's actions towards the achievement of a goal (Grant, 2015) ^[31]. (Luthans, 2016) ^[43] defined motivation as a mixture of needs, drives and incentives. Motivation is defined as the process that begins with psychological deficiency or need that activates behaviour or a drive aimed at a goal or incentive". (Huczynski & Buchanan 2017) ^[35] asserted that motivation is a combination of goals towards which human behaviour is directed; the process through which those goals are pursued and achieved and the social factors involved". Putting the right employees in the right positions depending on their skills and amount of work they can generate will enhance their ability to use their skills and abilities more frequently which will lead them to concentrate on the business missions and objectives (Yongsun, Barbara, & Christy, 2018) ^[62]. (Anne 2014) ^[6] defined motivation as a term that refers to a process that draws, controls, and sustains certain behaviors to ensure high performance. Motivation refers to the psychological processes that direct, energize, and sustain action, or can also be better understood as one's inner desire to make an effort (Grant, 2015) ^[31].

Understanding motivation is basic to explain both individual and organisation behavior. (Finck, 2014) ^[29] stated that employers must recognize that the human factor is becoming more and more important for the organization to survive, and that business improvement will only be achieved when employees are excited and motivated by their work. (Watson 2016) ^[58] also asserted that business has come to realize that motivated and satisfied employees can deliver powerfully to the bottom line. Since employee performance is a combined function between ability and motivation, one of management's primary tasks, therefore, is to motivate employees to perform to the best of their performance and ability (Moorhead, & Griffin, 2015).

Motivation can inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation can also create an environment that fosters teamwork and collective initiatives to reach common goals or objectives. The level of motivation an individual and/or team applies to project efforts can affect all aspects of project results, including a direct impact to the triple constraint project success factors (i.e. on time, within budget, high quality, met scope / customer expectations). Knowing this, it is in the project manager's best interest to understand the demotivation cause in order to drive toward project success through the creation and maintenance of a motivating environment for all members of the team. Motivation is considered as one of the most imperative matters in all the organisations, no matters whether it is private or public sector. "Motive" means wants, desire, and needs of an individual. Therefore, the employee motivation refers to a procedure where organisations inspire their employees with the shape of bonus, rewards, increment, etc. to achieve organisational goals. The study of motivation on the performance of employees helps to understand motivation that affects employee performance in the organisation and motivational tools used by the organisation so as to motivate employees for the best performance.

Statement of the Problem

The rate at which employee turnover is increasing in selected firms in Cross River State Nigeria has become a thing of concern and it is obvious that the step taken by the managements have not solved this problem. The evolving target in selected firms in Cross River State Nigeria evident from Merger and acquisition has called for good formulation, administration and implementation of good compensation policies that would allow these selected firms to retain their best hands. There had been constant mobility of these highly skilled employees from one firm to another and they hardly stay for long in one firm before moving to another firm.

Some specific problems identified in this research work include the following. The firms have poor compensation structure. The salaries of executives and senior staff members of the firms are too large for the present income generated by firms to sustain and usually their salaries are not usually tied to direct performance target and in some firms no targets are assigned to such outrageous salaries. The aggregate of these salaries engulf most income made by the firms as the task of this group of staff do not add any form of financial value that commensurate to their pay. They are rated by group performances rather than by individual performance contribution. The present motivation model in use in this selected firm is toxic to the health of the firms. There is a need for senior staff pay cut or assignment of business targets that will at least justify their monthly salaries, or even implemented the duo to revert the present status.

In view of the above, one of the reasons that informed this study has to do with the unique importance of motivation in relation to project team performance among workers in the selected firms. This affects the retention of employee yet it is not being addressed. There is need therefore, to find out and examine impact of motivation on project team's performance in the selected firms in Nigeria.

Objectives of the Study

The main objective of this study is to examine the impact of motivation on project team's performance in the selected

firms in Nigeria. The specific objectives of this study are to:

1. Examine the impact of wage and salary motivation on project team's punctuality in the selected firms in Nigeria.
2. Evaluate the impact of physical working environment motivation on project team's quality job delivery in the selected firms in Nigeria.

Conceptual Framework

Motivation

Motivation defines the reasons that drive one's actions towards the achievement of a goal (Grant, 2015) ^[31]. (Luthans, 2016) ^[43] defined motivation as a mixture of needs, drives and incentives. Motivation is defined as the process that begins with psychological deficiency or need that activates behaviour or a drive aimed at a goal or incentive". (Huczynski & Buchanan 2017) ^[35] asserted that motivation is a combination of goals towards which human behaviour is directed; the process through which those goals are pursued and achieved and the social factors involved". Putting the right employees in the right positions depending on their skills and amount of work they can generate will enhance their ability to use their skills and abilities more frequently which will lead them to concentrate on the business missions and objectives (Yongsun, Barbara, & Christy, 2018) ^[62]. (Anne 2014) ^[6] defined motivation as a term that refers to a process that draws, controls, and sustains certain behaviors to ensure high performance. Motivation refers to the psychological processes that direct, energize, and sustain action, or can also be better understood as one's inner desire to make an effort (Grant, 2015) ^[31]. Motivation is basic to explain both individual and organisation behavior.

Project Team Performance

Project team performance can be described as the process that a project manager goes through to persuade employees to give their best effort to a professional task. Not only should a manager encourage her team to start a professional project, he should keep the positive reinforcement constant until the task is completed.

Performance of the employee can be considered as the job-related activities expected of a worker and how those activities were executed. According to the results of the study conducted by Yang (2018) on individual performance showed that performance of the individuals cannot be verified. Similarly, he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable. In line with Yang (2018), investigation on employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Morale and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı, 2018). To satisfy customers, firms do much effort but do not pay attention to satisfying employees.

Theoretical Review

Maslow's Hierarchy of Needs Theory

The psychologist A. H. Maslow (1964) has developed a widely acclaimed theory of human motivation in which he postulates that there is a definite rank-order priority of human needs. Until the more basic wants are fulfilled, a person will not strive to meet his higher needs. Maslow classifies needs

into five categories;

1. **Physiological needs:** needs for food, shelter cloth etc.
2. **Safety needs:** needs for a stable environment relatively free from threats.
3. **Love needs:** needs related to affectionate relations with others and status within a group.
4. **Esteem needs:** needs for self-respect, self-esteem and the esteem of others.
5. **Self-actualization needs:** The need for self-fulfillment, self-realization and self-accomplishment.

The second and most central point of Maslow's theory is that people tend to satisfy their needs systematically, starting with the basic physiological needs and then moving up the hierarchy. Until a particular group of needs is satisfied, a person's behavior will be dominated by them. Thus, a hungry person is not going to be motivated by consideration of safety or affection, for example until after his hunger has been satisfied. Maslow later modified this argument by stating that there was an exception to the rule in respect of self-actualization needs. For this group of needs it seems that satisfaction of a need gives rise to further needs for realizing one is potential.

Maslow's theory provided a useful early framework for discussions about the variety of needs people may experience at work and the way in which their motivation can be met by managers. One criticisms of the theory is that systematic movement up the hierarchy does not seem to be a consistent form of behavior for many people. Alderfer (1972), for example, argued that individual needs were better explained as being on a continuum, rather than in a hierarchy. He considered that people were likely to move up and down the continuum in needs - existence needs (ie the basic of life), relatedness needs (ie social and interpersonal needs) and growth needs (ie personal development needs).

Empirical Literature

Asiamah, Zuoping and Adjei (2018) ^[8] conducted a study to examine the motivational packages and its effects on the performance of employees in selected organizations in Ghana. Specifically, the study sought to ascertain the motivational packages used motivate their employees at the workplace, investigate the impacts of these motivational packages performance and make recommendations on the best and effective motivational packages to be used in organizations. The study made use of descriptive survey as its key research design. A population of two hundred respondents out of which a sample size of one hundred and twenty was selected using the non-probability sampling method, Questionnaire was used and the data was collected analyzed. The finding shows that there are a number of motivational packages used by organizations to motivate their employees; salary, recognition, training and development, effective communication and bonuses. Again bonuses were seen to have the greatest influence and employees see it to be more important and more beneficial to them. The study recommends that Organizations should conduct proper, independent and objective assessments of performance before any form of motivation is extended so as to make the motivational package fair.

Adewale, (2018) ^[1] conducted a study to examine the impact of motivation on organization's performance; evidence from staff of University of Abuja, Nigeria. Specifically this study aims 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 finding of the study shows that the level of incentives workers enjoy definitely will affect their performance on the job. The study recommends that 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.

Ogbogu, (2017) ^[47] conducted a study to examine the effects of motivation on the job performance of staff of the Lagos State Ministry of Environment, Nigeria. Specifically the study aimed to examine the effects of motivation on the job performance of staff of the Lagos State Ministry of Environment, Nigeria. Data was analyzed using descriptive statistics in the form of simple percentages. The survey research design was adopted for the study and it obtained its data from both primary and secondary sources. The finding shows that regular payment of salary and provision of welfare packages (51.4%), conducive working environment (49.3%), opportunity for autonomy, creativity and innovative thinking which the job provides (48.6%) and the regular training which they are exposed to (45%) motivated them to perform their jobs better. It also revealed that the motivational strategies preferred by the staff and which would make them more efficient and effective include: ensuring that the project staff attain tenure (55.7%), recognizing and rewarding outstanding performance (54.3%) making the existing retirement plan more reliable (53.6%) provision of modern working facilities (52.1%), increase in salary with welfare packages and bonuses (52.9%), amongst others. The finding also concluded that motivation is pivotal for enhancing staff job performance and a driving force for the overall efficiency of an organization. The study recommends that there should be diversity in the motivation techniques adopted to meet the needs of the staff as well as the changes in the work environment.

Faysal, (2016) ^[28] conducted a study to examine the impact of motivation on the performance of employees. Specifically the study aimed to examines the impact of motivation on the performance of employees in Ramchandrapur High School. Descriptive method and questionnaires embedded with Likert scale was used as main instruments for collecting necessary data to carry out this research work. The findings revealed that salary is the greatest motivation factor among various extrinsic and intrinsic motivation factor like job security, advancement in career, the good relationship among co-worker, achievement sense, training and development and sense of recognition. The study also reveals that level of motivation among the employee of the Ramchandrapur High School is low as compared to the expectation of employees. The study recommends that Management of school should focus more towards satisfying the extrinsic need of employees to hold the employee for long which subsequently helps to increase the quality of output produced by it.

Akinloye and Omonigho (2014) ^[4] conducted a study on the effect of motivation on project execution in Nigeria. Specifically this study aims at examining if workers are highly motivated, the motivational factors that mostly affect workers' performance, the effect of motivation on workers' performance in project execution, and the relationship that exist between Project execution and workers' motivation in Bayelsa Plastic Industry, Yenagoa Bayelsa state, Nigeria. Data analysis for this study was analyzed using descriptive statistics, and chi-square (X²) was used to test hypotheses at 5% significant level. The study also employs survey design, using multistage sampling technique to select respondents. The finding of this study shows that that if workers were poorly motivated, workers preferred extrinsic to intrinsic motivational factors and that there is a positive and significant relationship between workers' motivation and performance in project execution. The study recommends that a consistent study and assessment of individual worker's needs, wants, desire, personal interest, aspirations, and their performance level in order to know what motivate workers at every point in time and therefore take necessary actions to stimulate their efforts towards high standard performances, efficient, and effective project execution, timely project completion, and reward them accordingly. Motivation plan and budget should be included in company's budget, corporate policy and plan.

Boye, and Kwesi, (2013) ^[13] conducted a study to examine the employee motivation and work performance; A Comparative Study of Mining Companies in Ghana. Specifically this study aims at examining how to compares employee motivation and its impact on performance in Ghanaian Mining Companies, where in measuring performance, the job satisfaction model is used. The study employed exploratory research design in gathering data from four large-scale Gold mining companies in Ghana with regards to their policies and structures in the effectiveness of motivational tools and strategies used by these companies. The finding shows that, due to the risk factors associated with the mining industry, management has to ensure that employees are well motivated to curb the rate at which employees embark on industrial unrest which affect performance, and employees are to comply with health and safety rules because the industry contribute hugely to the Gross Domestic Product (GDP) of the country. The study recommends that the safety and health needs of staff should continue to be addressed particularly those exposed to toxic substances and harmful chemicals as well as other factors identified as affecting motivation and performance of staff. Again employers of mining companies should constantly assess the employees' motivation levels which can be done quarterly to address the intrinsic and extrinsic factors that motivate employees.

Essel, (2012) ^[6] conducted a study to examine the impact of motivation on the productivity of employees at Gtbank Ghana. Specifically the study aims to establish the

relationship between motivation and higher productivity among workers, to find out any relationship between motivational factors and work of staff and to determine how incentives influence workers approach to work and their performance. The method of data analysis used is a complete questionnaires which were processed and analyzed using the Simple Percentage and Chi-Square. The findings of this study revealed that alongside monetary incentives, another key factor in motivating employees is to involve them in the process aimed at attaining organizational effectiveness because without their co-operation and support a great deal of managerial energy may be wasted. This study also revealed that the workers motivational processes in GT Bank have undergone tremendous change since the organization was established. The study recommends that efforts should be aimed at motivating staff of all levels in order to increase productivity for higher returns.

Dibang, (2012) ^[23] conducted a study to examine the impact of motivation on employee's job performance in an organisation, a case study of Access Bank Plc. Specifically the study aimed to investigate and identify factors responsible for the current state of affairs and seek to find practical solution for lack of staff motivation and job performance. The research design is survey research design comprising of opinions, impressions and perceptions of the respondents. The sampling technique was simple random sampling and proportionate stratified random sampling. Questionnaire was used for data collection. Simple percentage and chi-square were used to analyze the data collected and test the hypothesis stated. The finding shows that the test of the hypothesis indicated that commensurate salaries and allowance paid to employees of Access Bank Plc would motivated them toward higher job performance and promotion of employees as at when due will motivate them toward higher job performance. The study recommends that management of Access Bank Plc should try as much as possible to increase satisfaction of the employees who are not satisfied with salaries they are given to increase their inputs in the organization. The effects of this dissatisfaction can hinder the job performance of the organization.

Methodology

Study Area was Cross River State Nigeria. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The population of the study comprises the 3052 staffs of the selected firms (Lafarge African PLC Mfamosing Plant, Monier Construction Company Nig. Ltd and Shell Petroleum Development Company of Nigeria Limited) in Cross River State Nigeria. Taro Yamane sample technique was used to arrow the population to researchable size of 354. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using regression statistics.

Data Presentation and Analysis

Table 1: Comprehensive Demographic of Respondents

Title	Frequency	Percentage
Questionnaire Distribution		
Questionnaires Distributed	354	100%
Returned Questionnaires	240	94%
Not Returned Questionnaires	114	6%
Gender		
Female	170	55%
Male	94	45%
Age Bracket		
21-30 Years	130	39%
31-40 Years	80	32%
41-50 Years	49	20%
51Years – above	5	9%
Marital Status		
Married	107	55%
Single	65	31%
Widow/widower	47	9%
Divorce	45	5%

Sources: Field Survey, 2022

Three hundred and fifty four (354) copies of questionnaires were designed and distributed to the respondents. Out of the 354 Questionnaires distributed, 240 (94%) were completed and returned while 114 (6%) were not returned. Therefore, 94 percent respondents were a good representation. The study showed the respondents profile in frequency and percentage

distribution of gender, age bracket and marital status.

Data Analysis

Question One: What is the extent at which wage and salary motivation impacts on project team’s punctuality in the selected firms in Nigeria?

Table 2: Mean rating of responses of respondents on what is the extent at which wage and salary motivation impacts on project team’s punctuality in the selected firms in Nigeria

S/N	Questionnaire Item	VGE(5)	GE(4)	M(3)	LE(2)	VLE(1)	Total	Mean	SD
1	The wage and salary compensation techniques increases an organizational overall productivity by making members of the team to be committed the office tasks.	870	148	42	20	5	1085	4.520	0.102
		174	37	14	10	5	240		
		62%	21%	8%	6%	3%	100%		
2	The wage and salary compensation encourages members of the team to take customers’ feedback serious.	770	228	36	22	6	1062	4.425	0.088
		154	57	12	11	6	240		
		50%	33%	7%	6%	5%	100%		
3	The wage and salary compensation promotes the willingness of members of the team to use their creativity in workplace.	790	204	66	14	2	1076	4.483	0.098
		158	51	22	7	2	240		
		53%	29%	13%	4%	1%	100%		
4	The wage and salary compensation encourages members of the team to build commitment to convince customers to patronize the service of the firms.	825	136	60	24	9	1054	4.392	0.093
		165	34	20	12	9	240		
		57%	19%	11%	7%	5%	100%		
Grand Mean								4.455	0.0955

This table shows that the respondents indicated their option on what is the extent at which wage and salary motivation impacts on project team’s punctuality in the selected firms in Nigeria. The research items 1,2,3,4 have mean score of above 3.0 point respectively and it was rated moderate extent by respondents. The study showed that wage and salary motivation has significant impacts on project team’s

punctuality in the selected firms in Nigeria, since grand mean (4.455) is greater than cut-off mean (3.00).

Question Two: What is the extent at which physical working environment motivation impacts on project team’s quality job delivery in the selected firms in Nigeria?

Table 3: Mean rating of responses of respondents on what is the extent at which physical working environment motivation impacts on project team’s quality job delivery in the selected firms in Nigeria

S/N	Questionnaire Item	VHE(5)	HE(4)	M(3)	LE(2)	VLE(1)	Total	Mean	SD
1	Temperature of workplace and quality air circulation heals stress among members of the team.	835	188	42	14	5	1084	4.517	0.101
		167	47	14	7	5	240		
		5%	27%	8%	4%	3%	100%		
2	Good ventilation and cool environment increases performance members of the team.	860	228	21	6	1	1116	4.650	0.115
		172	57	7	3	1	240		
		61%	33%	4%	2%	1%	100%		
3	Good bulb lighting and natural lighting form window increases	790	204	66	14	2	1076	4.483	0.098

	motivation of members of the team.	158	51	22	7	2	240		
		53%	29%	13%	4%	1%	100%		
4.	Clean work environment and noiseless work environment increases motivation of members of the team.	830	132	60	24	9	1055	4.396	0.089
		166	33	20	12	9	240		
		58%	19%	11%	7%	5%	100%		
Grand Mean								4.512	0.300

This table shows that the respondents indicated their option on what is the extent at which physical working environment motivation impacts on project team's quality job delivery in the selected firms in Nigeria. The research items 1,2,3,4 have mean score of above 3.0 point respectively and it was rated moderate extent by respondents. The study showed that physical working environment motivation has significant impacts on project team's quality job delivery in the selected firms in Nigeria, since grand mean (4.512) is greater than cut-off mean (3.00).

Test of Hypotheses

This is aimed at finding out the opinion of the respondents in the questions relating to the research hypothesis. The two hypotheses were tested using single regression.

Test of Hypothesis One

H₁ = Wage and salary motivation has no significant impact on project team's punctuality in the selected firms in Nigeria.

Table 4

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.947 ^a	.897	.897	.33681		
a. Predictors: (Constant), Wage and salary motivation						
ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	171.551	1	171.551	1512.208	.000 ^b
	Residual	19.626	173	.113		
	Total	191.177	174			
a. Dependent Variable: Project team's punctuality						
b. Predictors: (Constant), Wage and salary motivation						

Table 5

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.057	.110		.515	.607
	Wage and salary motivation	.957	.025	.947	38.887	.000
a. Dependent Variable: Project team's punctuality						

In testing this hypothesis, wage and salary motivation was regressed against project team's punctuality. The result of the single-regression analysis showed the model to examine the impact of wage and salary motivation on project team's punctuality.

Project team's punctuality = 0.057 + 0.957 Wage and Salary motivation

The empirical result showed that the coefficient of wage and salary motivation has positive impact on project team's punctuality; it means that wage and salary motivation has positive and direct impact on project team's punctuality. The results of the t – statistics denoted that the coefficient was statistically significance. This is because observed values of t – statistics (38.887) is greater than its P-values (0.000). The

results of the F – statistical test showed that the overall regression of the hypothesis one was statistically significance. This was because observed value of the F – statistics (1512.208) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.947. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that wage and salary motivation has significant impact on project team's punctuality in the selected firms in Nigeria.

Test of Hypothesis Two

H₂ = Physical working environment motivation has no significant impact on project team's quality job delivery in the selected firms in Nigeria.

Table 6

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.866	.865	.26055
a. Predictors: (Constant), Physical working environment motivation				

Table 7

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	75.936	1	75.936	1118.604	.000 ^b
	Residual	11.744	173	.068		
	Total	87.680	174			
a. Dependent Variable: Project team's quality job delivery						
b. Predictors: (Constant), Physical working environment motivation						

Table 8

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.614	.089		18.111	.000
	Physical working environment motivation	.670	.020	.931	33.446	.000
a. Dependent Variable: Project team's quality job delivery						

In testing this hypothesis, physical working environment motivation was regressed against project team's quality job delivery. The result of the single-regression analysis showed the model to examine the impact of physical working environment motivation on project team's quality job delivery.

Project team's quality job delivery = 1.614 + 0.670 Physical working environment motivation

The empirical result showed that the coefficient of physical working environment motivation has positive impact on project team's quality job delivery; it means that physical working environment motivation has positive and direct influence on project team's quality job delivery. The results of the t – statistics denoted that the coefficient of physical working environment motivation was statistically significance. This is because observed values of t – statistics (33.446) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis two was statistically significance. This was because observed value of the F – statistics (1118.604) was great than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.931. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that physical working environment motivation has significant impact on project team's quality job delivery in the selected firms in Cross River State, Nigeria.

Summary of Findings

The following are the major findings of the study:

1. The findings of the study revealed that wage and salary motivation has significant impact on project team's punctuality in the selected firms in Nigeria since the wage and salary compensation techniques increases an organizational overall productivity by making members of the team to be committed the office tasks. (t – Statistics (38.887) > P – value (0.000).
2. The findings of the study revealed that physical working environment motivation has significant impact on project team's quality job delivery in the selected firms in Nigeria, since the temperature of workplace and quality air circulation heals stress among members of the team (t – statistics (33.446) > P – value (0.000).

Conclusion

The finding of the study was of greatly important to the management of the selected firms in Nigeria as they shed light on impact of adoption of motivation on how the selected firms in Cross Rivers State perform. The findings of the study show that the wage and salary compensation techniques increases an organizational overall productivity by making members of the team to be committed the office tasks. This study also shows that the temperature of workplace and quality air circulation heals stress among members of the team. The fringe benefits compensation promotes attention and focus of employee to render service without fear or favour. In other words the team recognition motivation technique reduces absenteeism in workplace.

Recommendations

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

1. Management of Nigeria firms should increase wages and salaries compensation in order to encourage members of the team to take customers' feedback serious.
2. Management of Nigeria firms should build a good temperature of workplace and quality air circulation to heal stress among members of the team.

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