ASSESSING THE EFFECT OF MOTIVATIONAL PACKAGES ON THE PRODUCTIVITY OF SECRETARIES

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Abstract
Based on the fact that the success of any organization depends on the workers output, the effectiveness of secretaries also depends on the ability of the managers to recognize their roles in the organization. This recognition means motivating them in order to increase the overall productivity of the entire workforce. This is because secretaries manage the boss, the superiors, colleagues, subordinates, materials and the entire organization. With the theories of motivation propounded by psychologists, this paper highlights the impact of motivation on the productivity of secretaries as well as its effects on the organization. It believes that if organizations adopt the strategies and motivate their secretaries, their performances as well as productivity margin will be very high.

Keywords: motivation, secretary, incentive.

Introduction
A secretary is an officer in an organization who deals with correspondence, supports management including executives through varieties of project management, communication or organizational skills. (Wikipedia 2015). Olusola (2010), defined a secretary as a member of secretarial family, whose fundamental roles are concerned with the creation, storage and utilization of correspondence or communication in all ramifications within and outside an organization, the gate keeper, the life-wire and the image maker of the organization. This field is specialized for persons who have undergone training and acquired relevant skills, competencies, attitudes and the discipline to work under pressure and handle emergencies. (Ezewnafor, 2009). A modern secretary is a centre of information and communication, the caretaker of management information system, the image maker, linking pin between the manager and the public and the prime mover of the organization. In order words Secretaries as key part of most office environments work quietly in the background, ensuring that the organization runs smoothly and efficiently. To handle these functions competently, strong motivational packages should be introduced periodically.

In the secretarial profession, attaining excellent performances depends to a large
extent on the provision of effective, efficient, accessible, viable, high quality and conducive work environment by the chief executive. Obayi (2009) pointed out that organizations are made up of individuals and recommended that secretaries should use human relations as a work tool to achieve effectiveness and as such desirable attitudes and traits are very important. The lack of good human resource management has produced in most organizations imbalance that threaten the capacity of secretaries to attain their objectives and in order to stimulate interest and enhance the performances of secretaries, organizations should bear in mind that there is a close tie between workers' motivation and performance. The secretary has specific roles that cannot be ignored and motivation can play in integral role in many of the compelling challenges facing the modern organizations today.

Motivation can be defined as the processes that account for an individuals' intensity, direction and persistence of effort towards attaining a goal. In most cases motivation stems from a need which must be fulfilled and this in turn leads to a specific behavior. Jabeen (2011) asserted that motivation signifies a worker yearning and obligation which is marked as effort. Some people want to complete and assignment but are effortlessly diverted or discouraged. They have elevated aspiration but stumpy assurance. Since motives are expressions of person's needs, motivation therefore is an internal need strengthened in order to activate human behavior. This in turn stimulates drive which is the interior force that boosts actions of deeds in a definite direction. As a result of these characteristics, goals which are the inducement or payoffs that strengthen confidential contentment are achieved. Fulfillment of needs can either be intrinsic or extrinsic. The former are derived from within the individual eg. taking pride and feeling good about a job well done, whereas the latter pertain to rewards given by another person. This motivation will eventually result in a pleasurable or positive emotional state due to the appraisal of the job experience.

Secretary's motivation is the arousal of the secretary's interest to do more work and be sustained on the job. This can be done through incentives, regular payment, salary structure, recognition, raising the status of the secretary, remunerations, etc. on-the-job trainings, conferences and workshop attendance and sponsorships, right certification of credentials etc. Motivational packages leaves the secretaries to be that person that the office cannot live without because they will continue to learn and update on the new tools that will make them more efficient and valuable than ever. Motivation of secretaries through trainings will help them to learn the core skills which will enable them to use their resources efficiently, manage time wisely, communicate efficiently and effectively and collaborate with others skillfully.

Psychologists have studied human motivation extensively and have formulated a variety of theories some of which includes Maslow's hierarchy of needs, Herzberg's two factor theory, McClelland's acquired needs theory. Others include the expectancy theory of motivation, goal setting theory, social exchange and equity
theory, external factors in understanding employee motivation e.g. Skinner's reinforcement theory, equity theory, V-Rooms expectancy theory and Locke's goal setting theory.

The expectancy theory of motivation proposes that people believe there is a relationship between effort performance and outcome. The outcome in expectancy theory is often a reward given for the desired behavior. Under this theory some secretaries will place a value on the reward and then put the effort they believe is worthy of such reward. Subsequently, goal setting theory suggests that employees will be more motivated if they have specific goals to meet. This does not work in most cases especially as secretaries are daily loaded with tasks ranging from that of the executive down to other staff in the organization and too many goals can become distracting and counterproductive.

Social exchange and equity theory examines the impact of exchange on motivation. There are three types of exchange relationships that people perceive they have with organizations which includes committed relationship held together by moral obligation, relationship based on demands and contributions and relationship based on equity in which a person thinks that they are receiving less than they are giving. It is common knowledge that to earn additional income have made several workers to engage in other activities other than their normal official work, but secretaries hardly engage in such because of their tight schedules in the office. This does not exempt them from experiencing the normal inadequacies of life which also corresponds with McClelland's need theory for achievement, power and affiliation.

Herzberg's two-factor theory describes motivation and hygiene in the work environment. Herzberg's hygiene factors include working conditions, status, technical supervision, policy and administration while motivation factors includes achievements, responsibilities, advancement and growth. This theory also highlights the importance of rewards systems. Simple recognition is often enough to motivate employees and increase job satisfaction. It is good to note that there are some vicious supervisors/heads who do not want the progress of their secretaries in order to perpetuate the secretary's loyalty at the expense of his/her career growth and advancement. This could lead to non-performance of the secretary in his/her official duties.

The psychological empowerment theory also posits that there is a distinction between empowering practices and cognitive motivational states. Empowering practices often occur through competent manager who empowers the secretary by practices such as sharing information and creating autonomy.

**Motivation, Productivity And Job Satisfaction Of Secretaries**

An efficient secretary enhances and promotes the effectiveness of the his/her supervisor while an inefficient secretary demote and rubbish the efforts of the very
effective and efficient supervisor. (Ezenwa for & Okeke, 2012). The secretary manages the entire workforce namely the Chief executive officer, the superiors, colleagues, subordinates, materials, and the organization's records which is the meaning of the existence of that organization therefore a secretary who has shown so much enthusiasm in his/her job should be motivated. This is where productivity comes to play. Productivity is the rate at which a worker produces goods/services and the amount produced compared with how much time, work and money is needed to produce them. (Oxford advanced Learners Dictionary). Badu in Onyenwe (2003) asserts that productivity level is the barometer to measure the output of that person who has a well boosted morale as a good form of motivation. What this means is that motivation raises productivity level and the absence of it results in the low productivity margin. It is the rate of productivity that determines Job satisfaction. In order words, job satisfaction reflects employees overall assessment of their job through emotions, behaviours and attitudes about their work experience. Satisfaction with one's job has theoretical and practical utility linked to important job outcomes such as attitudinal variables, absenteeism, employee turnover and job performance. Currently, businesses are taking new shapes especially since the advent of information technology. A secretary who is not well motivated may not render complete services towards the achievement of the organization's goals more especially as the supervisors are not too conversant with the use of the new technologies for business.

**Conclusion and Recommendation**

The job of secretaries calls for sacrifice, perseverance, and tolerance, it implies self-control, discipline and respect for self and others. The conventional way of doing businesses have paved way for electronic methods. Secretaries are daily confronted with the challenges of acquiring new technological skills in order to be abreast with the trend therefore with effective motivation, they would most likely to increase their productivity in the organization and as such assist in actualizing the goals of the organization.

The productivity of secretaries could be influenced drastically by motivation more than in other professions. This is so because of the nature of secretarial profession which has over the years been an indispensable organ of every organization. Secretaries should be provided with well mapped out career development programmes which could lead to job satisfaction and subsequent high productivity. It is good to note that every individual has a talent which is different from the professional calling. Good managers should be able to identify the talent of their secretaries. This will in turn play to their strengths and enhance feeling of competency. Provision of adequate resources which will enable the secretary to perform well, respect their opinions and also push them to advance will no doubt enhance their productivity. Managers/supervisors should develop relationships with their secretaries and promote an open climate for dialogue which will incorporate ongoing feedbacks. Allowing the secretary to have a voice in the organization motivates
him/her to increase the quality of performance. Reward systems like compensation, bonuses, recognition etc will also go a long in motivating of secretaries for high productivity margin.

References


Theories of Motivation. Workplace, Motivation, Job Satisfaction and Productivity.