

# Examining Motivational Incentives To Media Practitioners

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**Abstract:** Staff motivation is crucial to the survival of any organization. The media landscape is always in dire need of well-motivated media personnel for it to continuously carry out its information, education and entertainment functions. Media managers must make it a point of duty to seeing that their staff are well-motivated. This paper explores motivational incentives to media personnel. Findings from the scholarly review of literatures indicate that money/finance is a crucial motivating factor for media workers. However, other motivating factors for media practitioners are good working condition, social rewards; informal recognition, verbal recognition, use of company's etc. Furthermore, the study also found that people differ widely in the reward they desire and the value they attach to it. Hence, media managers should critically study their employees in order to determine the kind of reward each personnel desires. The paper concludes that media practitioners should be well-motivated as a matter of urgency in order to engender high productivity.

**Keywords:** Motivation, Incentives, media personnel

## Introduction

Staff motivation is crucial to the growth of any organization. The word motivation emanates from a latin word, movere, which means to move (NOUN, 2014). Motivation also means both conscious and unconscious drives. "It can also be defined as the will to act or direct one's behaviour towards certain needs or goals" (NOUN 2014, p.198). Delia and Georgiana (2013) assert that managers must strive to build good incentive structures that will guarantee individuals' job satisfaction. The reward structure and motivating incentives may determine the level of employees' commitment and their attitude to work (Falola, Ibidunni and Olokundun, 2014). Mueller (2011) believes that for any organization to achieve its objectives, employers must have an understanding of what motivates the employees to perform efficiently and reward them accordingly. In this light, McCormick and Tiffilin (1979) (as cited in Akanbi, n.d) identifies two forms of motivation: intrinsic and extrinsic motivation. According to Akanbi (n.d , p. 1):

*Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work.*

In understanding motivation, you have to understand human nature. Human nature can be so simple, but complex also (Delia and Georgiana (2013). The scholars further point out that an understanding and appreciation of this fact is essential to motivation of the journalists. Motivating media personnel is very important in engendering smooth gathering, editing and dissemination of news items. Media persons need to be well-taken care of, especially in an environment like Nigeria where media personnel are left unattended to.

## An Overview of Motivational Incentives in Media Outlets

Falola, Ibidunni and Olokundun, (2014, p.64) submit that "adequate incentives have been found to be one of the means through which organization can adopt to motivate and increase their workers' performance". Consequently, Delia and Georgina (2013) corroborate this assertion when they wrote; the success of some magazines, radio and TV stations is from a little point of view a result of incentives. The incentives improve the productivity. Griffin (as cited in Olokundun et al, 2014) is of the opinion that "incentives is a force that cause employees to behave in certain ways and on any given day, they may choose to work as hard as possible at a job, to work just hard enough to avoid a reprimand, or to do as little as possible" (p. 64). Arnold (2013) argues that incentives are supposed to engender high productivity from employees and subsequently retain the most productive employees. According to NOUN (2014),

*The survival and sustenance of media organisations is highly dependent on the level of motivation of workers. This is because motivation serves as a morale boost that propels workers for greater efficiency and productivity. This makes it imperative that media managers pay close attention to staff motivation as such go a long way in facilitating the attainment of organisational goals (p. 100).*

Dyck and Nuebert (2010) outline a way to reward media personnel. According to the scholars, the reward should be done fast, must be distinctly and straight related to the performance, must be irrevocable, must be compatible to the work place, must be substantial. The rewards also must be known, intelligible, and possible to reach. If the reward plan is seen like being not fair or unreal, for example promotion got by age or favoritism, it can have a negative motivational effect (Delia and Georgiana (2012). Luthans (1998) divided incentives into two categories: monetary incentives and non-monetary incentives. Pattanayak (2005) postulates different forms of incentives below.

Classifications of Incentives

**MONETARY INCENTIVES**

**Direct Compensation**

Basic Salary  
Commission  
Bonus

**Indirect Compensation**

Insurance  
Profit Sharing  
Retirement Plans  
Overtime pay  
Travel Expenses  
Subsidized Housing

**TANGIBLE NON MONETARY INCENTIVES**

**Treats**

Free Meal, beverages, Coffee break,  
Picnic, Birthday treats.

**Awards**

Plaques or Trophies  
Certificates  
Letter of Appreciation

**Knick-Knacks**

Decorative

**INTANGIBLE NON MONETARY INCENTIVES**

**Social Rewards**

Informal Recognition  
Verbal Recognition  
Office get-together  
Use of company facilities

**Task-Related Rewards**

More Responsibility  
Meaningful work  
Job Rotation  
Special Assignment  
Training & Development  
Representing Company at events

From the foregoing, it is pertinent to state that each section of the classification may play a vital role in motivating media practitioners if media managers will critically study it and make it an integral part of administering their organizations. Furthermore, Stoner et al (as cited in Akanbi, n.d) enumerated strategies that could employ in order to motivate worker. The strategies are as follows:

- I. Salary, Wages and good condition of service
- II. Money; he posits that money remains a paramount motivator
- III. Staff training; staff training is an indispensable strategy for motivating workers
- IV. Information availability and communication; robust communication from managers keeps subordinates abreast on happenings in the organization.

Ebosie, (2012) investigated effect of remunerations on the job performance of journalists in Abakaliki metropolis of Ebonyi State and findings from the study reveals that

journalists in the state are paid less compared to their counterparts in other professions. This finding corroborates the fact that if media practitioners are well-remunerated and properly taken care of, they will perform their social responsibility diligently. Ebosie's investigation reveals that, it is perhaps the poor remunerations of media practitioners that encourage unethical practices such as "brown envelope syndrome" in media sector. Media managers can draw some depth of wisdom from Lawler assertion (as cited in Akanbi, n.d):

*Lawler concluded that factors influence the performance with regards to work. Firstly, it depends on the amount received and the amount the individual feels he or she should receive. Secondly, comparison to what others collect influences peoples performance, and thirdly, and employee's satisfaction with both intrinsic and extrinsic rewards received affects overall job performance. Fourthly; people differ widely in*

*the rewards they desire and in the value they attach to each. And the fifth, that many extrinsic rewards satisfy only because they lead to other rewards. All these observations suggest the need for a diverse reward system (p. 7)*

In addition to the above assertion, Delia and Goergiana (2012, p.324) succinctly outline some strategies that can be adopted by media manager in motivating journalists. The scholars argue that the quote below serves to stimulate media workers' drive:

*There must not be forgotten: promotion; the workplace's type (a television or a periodical for which they must be proud to work); payment; benefits (it's about the journalist's prestige that a journalist has in community, furthermore when the community is small) and working conditions (editors want good equipment, cars by which they can go to the place the event takes place and a facilities series about transport discount, of the expenses taken while a research and support, including the financial one, in trials' cases). Money is important for journalists.*

## Conclusion

Motivation is part and parcel of any organization. Media managers must strive to see that their personnel are well-motivated. The work of news gathering, editing and dissemination is like a football team; all hands- the bureau chiefs, editors, reporters and even media owners must work as a team towards achieving the organization's set goals. If these individuals are not motivated there is a tendency that the organizational goals will be defeated. Particularly, media proprietors should see their workers as the main source of their income. A situation where workers are owed salaries for month while the proprietor is living in affluence must be discouraged.

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