AN EVALUATION OF HUMAN RESOURCES POLICY AND ITS IMPACT ON STAFF MOTIVATION IN PEUGEOT AUTOMOBILE NIGERIA LIMITED

BY

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A THESIS SUBMITTED TO THE POST GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

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DECLARATION

I hereby declare that this work has been written by me and that it is the record of my own research work. It has not been previously presented for the award of any higher degree, anywhere to the best of my knowledge.

Mega Isaiah _____ _____

Signature Date

DEDICATION

This project is dedicated to the Almighty God who in his infinite mercy saw me through various challenges in the course of this work.

CERTIFICATION

This is to certify that this project titled "An evaluation of human Resources policy and its impact on staff motivation in Peugeot Automobile Nigeria limited by Maga, Isaiah meets the regulations governing the award of the Degree of Master of Business Administration (MBA) of Ahmadu Bello University, Zaria and it is therefore approved for its contributions to knowledge.

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ACKNOWLEDGEMENT

I have to acknowledge with much gratitude to the Almighty God for sparing my life and the ability bestowed on me to complete this project.

A number of people contributed immensely to the success of this research, some of whose names would not be mentioned here but their enormous contributions will always be remembered.

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ABSTRACT

This study concerns human Resource Policy and its impact on staff motivation in Peugeot Automobile Nig limited (PAN).The researcher was attracted to write on this topic because of the increasing need for human resource capital in today's organization. As the most important resource the work explains how specialists in this area should conduct their affairs in an organization.

Naturally writing this project has forced us to face some of the most serious day to day problems encountered in the work place by human resource managers. Among these are fairly sensitive and conventional issues such as lack of Oganisational commitment and the poor performance of public organization in particular.

The education of 1870 in Great Britain resulted in the growth of a literate working class, which in turn became more receptive of the ideas of trade union and their activities in improving working conditions.

In recent times human resources management activities have been on the increase and is aimed at bringing people and retaining them in the work place.

This project tries to examine how human resource Policy covers these areas in Nigeria and the impact it has on employees' motivation.
The study further identifies vital areas of human relations contribution to the success of an organization. In this respect, the early works of some motivational theorists are examined. For instance, the hierarchy of needs by Abraham Maslow, the two-factor theory by Herzberg are discussed in this work.
Primary and secondary data collection were principally the data collection techniques used in this research. The primary data has to do with meeting the respondents face to face through interview to get the preliminary sense of how people feel about the subject matter. Secondly data collection techniques on the other hand which is less expensive is used by collecting and collating already existing data for analysis. Findings reveal that a good human resources policy has a positive impact on employees' motivation.

The project is written in a way that it will appeal to the reader and especially the human resource practitioner. The researcher's initial attempt is to give the uninitiated student a taste of some of the realities of working life, and to arouse his interest and capture his attention.

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CHAPTER ONE: GENERAL INTRODUCTION

1.1 INTRODUCTION

The Focus of this study is on evaluation of human resources policy and its impact on motivation in Peugeot Automobile Nigeria Limited.

Maurice W.C (1977:2) in his book ' the theory and practice of management', reveals that in a broad outline, personnel management is the responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. Human Resources, which metamorphosed from Personnel Management is aimed at achieving both efficient and justice, neither of which can be pursued successfully without the other. It seeks to bring together and develop into an effective organization men and women who make up an enterprise enabling each to make its best contribution to its success both as an individual and as a member of a working group.

It seeks to provide fair terms and condition of employment and satisfying work of those employed. Most people who work in organizations large enough like PAN to have a specialist Human resources or Personnel Manager as the case may be, regard him as the man to whom they applied for their jobs. His prime task is to recruit the number of employees of suitable caliber to meet his organization's need. Having got them, he is concerned to keep them

happy for them to stay. The Human resources manager must make sure that each employee is properly trained to cope with the demands of the job, otherwise he will feel inadequate, become increasingly frustrated and eventually leave. He will not be happy if his wages and working condition are unsatisfactory, if he feels his pay is unjust, or if hours of work, holiday or the physical environment around him is not what should be. Disputes that are not settled quickly will upset the balance of labor relations. Changes introduced by management without prior consultation to obtain the views of all staff affected will have the same effect. Another definition by Ona (1982:113) in his book 'The Nature of Management', remarked that, human resources management is the process of attracting, holding and motivating people, it is a process in which all managers, line and staff are explicitly involved. The human resource manager functionally is virtually concerned with the supply of human resources or manpower.

Most organizations including PAN have a tradition of catering for the welfare of employees, helping them in times of need for example, with sickness benefits and gratuity schemes offering guidance with domestic problems.

This study seeks to know how the application of personnel or human resources policy motivates employees. Among the scholars who studied motivational problems in complex organizations was Elton Mayo at the Hawthorne experiment. Agbato (1982) in his book

revealed that increase in productivity was as a result of improvement in group morale. Workers felt themselves as integral part of the success of the firm and that social factors contribute to their work satisfaction.

The implication of the above studies, in modern organization should see employee as social grouping whose contributions to the achievements of corporate goals depend on improved morale.

1. To what extent therefore does theory do to the Automobile sector and organizations in general
2. Should managers worry about the motivation of workers?

   This study will examine the effect of Human Resources Policy on motivation.

1.2 BACKGROUND OF THE STUDY

Human Resources Policy and the techniques of personnel management all imply something being done by organization to or for its employees. But if the human resource specialist is to carry out a creative role, it must be part of his day to day working philosophy to have regard for those employees as individual human beings

He must be able to view the other side of the coin, aware that everyone working in this organization may constantly be asking in all the actions taken by my superiors under the guide of Human Resources Management, what are the things that really matter most

to me personally? The answer to this question can perhaps simply be summarized as knowledge and recognition.

In the first place, an individual needs to know what his job is, what his condition of employment are, and how his work fits into the general activity going on around him. This seems so obvious as hardly to be worth stating, and yet there is evidence of such an obscurity about job definitions that it is a wonder how some organizations achieve any degree of efficiency at all. Maier and Huffman's researched into job perception at the university of Michigan showed that of 222 managerial pairs, only 18 agreed what the junior partners 'duties were, precisely 15 of the present authors' own students, carrying out their first job analysis exercises, each interviewed a hospital employee of supervisory grade. When these analysis were than checked with the supervisors' own bosses, there was not one single case of the subordinate's description of his job coinciding with his superior's understanding of it.

This whole area of expectation becomes even more confused when senior staff moves around. For example some managers seem unable to delegate authority to the extent of feeling that their boss is giving them more work to do simply to make his own life easier.
Every employee, then, has the right to know what his job is, what results are expected of him, the standard by which his performance is

measured and what authority he has to take decisions on his own initiative. In turn, this should clarify his relationship with his superior for surely, once expectations are clear, most people ask nothing more than to be left to get on with the job. In other words, few people like bosses who continually breathe down the necks-they much prefer them to be unobtrusive, but available to give help when asked.

1.3 STATEMENT OF THE PROBLEM

Taking the traditional functions of Human Resources Management as being employment, training, wages and salaries, industrial relations and welfare, this study is poised to established a premise whether the tradition in most organizations of developing a practice of catering for the welfare of employees, helping them in times of need, for example, with sickness benefits and pension schemes, offering guidance with domestic problems, and providing social facilities for leisure hours, have direct bearing on employees motivation. Employees motivation in the automobile firms is crucial to the progress, and future development of an organization. G. A. Cole (1995) in his book reveals that it is essentially what drives a person to work in a particular way and with a given amount of effort and enthusiasm. As this study progresses some theories of motivation will be examined to help us see if a good human resource policy has an impact on employees motivation. Before this study delves into the

research questions, the researcher will attempt to point out some "Motivators" relevant to the work place. These are:

- Security needs(e.g. for job security, adequate financial records, promotion prospects)
- Social and affiliation need e.g. social contact at work, group membership etc.
- Recognition and esteem needs, i.e. acknowledgement by management by words and deed
- Need for an acceptable level of autonomy in the job i.e. power to make range of decision about how tasks will be achieved.
- Need to find interest and challenge in work itself .
- Need for achievement and sense of satisfaction in one's work
- Need to achieve growth in personal repertoires of knowledge and skills
- Need to find personal growth and development through work i.e. ultimately to contribute to self actualization.

With the above enumerated "Motivators" in mind the researcher therefore seeks to find answers to the following fundamental questions as they concern organization.

1. Does Human Resources Policy have any impact on employees' motivation?
2. Does employees' morale increase with Human resources Policy?
3. Is performance a function of good Human Resources Policy?
4. Why Human Resources Policy?

5. To what extent are you satisfied with Human Resources Policy?

1.4 OBJECTIVES OF THE STUDY

The focus of this study is on Evaluation of Human Resources Policy and its Impact on staff motivation in PAN. It draws on practical experience of human resource policy in Peugeot Automobile Nigeria Limited, and aimed at:

1. Some understanding of what human resource policy is all about.
2. Identifying the major areas of effective human resource policy. These are:

(a) Employment policy

(b) Training policy

(c) Labour relations policy

(d) Welfare policy

(e) Wages

3. Outlining the importance of human resources policy in private sector.
4. A careful study of motivational theories and their application in PAN as a result of human resources policy in place

This research is principally on evaluation of human resource policy on employees' motivation, which will be discussed for better understanding of this study. Suffice it to say that much would be learnt as this write up develops into chapters.

HYPOTHESIS OF THE STUDY

There is a positive impact between a good human resources policy and employees motivation PAN.

1.5 SIGNIFICANCE OF THE STUDY

The success of any organization depends to a great deal on the performance of its members. Realising this fact, management has tried to adopt human resources policy on how best to motivate workers so as to get the best from them in terms of output. For some organisations, it has not been fully realized on how best their workers can be well motivated. This study therefore, in applying some motivational theories would:

i. See to what extent motivation has contributed to effective performance in PAN as a result of good human resource policy.

ii. See how best workers can be effectively motivated.

iii. See to what extent management's claim that workers are contented is correct.

iv. It is also hoped that this research would provide guidance on how best to motivate employees through good human resource policy.

1.6 SCOPE OF THE STUDY

This study is on evaluation of human resources policy and its impact on staff motivation in Nigeria, which PAN is chosen to write on represents the entire organizations in Nigeria. The readers' attention is drawn to PAN staff strength for the period under review. Major areas of human resources policy are discussed.

In the period under review, various forms of human resources policy would be carefully considered and the effect on the employees motivation analysed.

1.7 LIMITATIONS OF THE STUDY

A study of this magnitude can be a very tedious exercise which cannot be done successfully without encountering some limitations, some, of which are:

i. Time Constraint:

Time constraint is a limiting factor in the actualization of a comprehensive study

ii. Financial Constraints

This is another major constraint that has limited the course of this Study.

iii. Prompt Cooperation:

This problem is also a limiting factor as the desired cooperation from the respondent and other quarters cannot be obtained as at when due.

iv. The locality of study:

Because of time and financial constraints the area of coverage which is PAN limited, may not be adequate enough for a comprehensive finding, but much will be done to come up with a researchable conclusion.

1.8 DEFINITIONS USED IN THE STUDY

This project like in any other discipline, terminologies are used, some of which included from PAN current condition of service;

(a) **Induction:**

All new employees will be helped to settle in their job by receiving instructions in the company.

(b) **Manpower planning**:

PAN recruitment and staff development programmes are based on forecast of its future labour requirement.

(c) **Job description**:

A broad statement of the purpose, scope, duties and responsibilities of a particular job

(d) **Job analysis:**

The process of examining a job to identify its component parts and the circumstances in which it is performed.

(e) **Job specification**:

A product of job analysis, a detailed statement of the physical and mental activities involved in the job and when relevant, of social and physical environmental matters. The specification is usually expressed in terms of behaviour in the work, what the worker does, what knowledge he uses in doing it, the judgment he makes and the factors he takes into account when making them

(f) **Personal specification**:

An interpretation of the job specification in terms of the kind of

person suitable for the job.

(g) **Job evaluation**:

This is a technique of accessing the worth of each job in comparison with all others through out the organization.

(h) **Needs**:

Are the basic things human beings require for sustaining themselves e.g. food, water, clothing, shelter, sleep, where wants are the learned needs like owning a car, university education, traveling abroad on holidays etc.

(i) **Management**:

Refers to the organization's executive management (for the purpose of human resources matters)

(j) **Department:**

Any of the functional parts of the division recognized as such by the management.

(k) **Section:**

Any of the functional areas within the department recognized as such by the management.

(l) **Unit:**

Any of the operating facets within a section recognized as such by management

(m) **Head of Department:**

Section and/or unit refers to a staff of PAN appointed by the

General Manager after, the approval of the Managing Director as designated head.

(n) **General manager:**

Refers to the Executive and accounting officer of one of the PAN's Divisions.

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2.0 CHAPTER TWO: LITERATURE REVIEW.

2.1 INTRODUCTION

In administering the literature review of this research, it is pertinent to identify some key variables of the research topic and then tress what previous write-up might have been. The topic of the research is on “An evaluation of human Resources Policy and its impact on staff motivation in Peugeot automobile Nig Limited.

The key variables are;

i. Human Resources Policy
ii. Impact
iii. Motivation
iv. Automobile Industry (Nigeria is the point of reference)

2.2 DEVELOPMENT OF HUMAN RESOURCES POLICY.

Human Resources Policy and the techniques of Human Resources Management all imply same, done by an organization for its employees. However, if the human resource specialist is to carry out a creative role, it must be part of his day-to-day working philosophy to have regard for those employees as individual human beings.

In 1963, the Institute of Personnel Management celebrated its golden jubilee, and took the opportunity to publish an official “definition’’ Cuming, (1977:2)

i. that, Personnel Management (transformed to human resources Management) is a responsibility of all those who manage People as well as being a description of the work of those who are employed as specialists

ii. Its Anglo Saxon definition “to get and keep workers”(Cuming 1977:1)

iii Agbato (1990,113) defined personnel management as the process of attracting, holding and motivating people.

It is a process in which all managers- line and staff are explicitly involved. The human resource manager, functionally, is vividly concerned with the supply of human resources or manpower.

Talking about human resources is actually talking about personnel. Human resources mean manpower or personnel or staffing.

During the World war 1, the U.S army developed a psychological examining corps, a trade test section, and a morale section. These all devoted themselves to problems of military personnel. Many men, trained in these practices by the army, became personnel managers in industry, applying the experience gained during the war.

In the interviewing decade, because of wars, economic and social pressures, further enlightenment on the part of managers, governmental regulation and other influences, the scope of personnel administration has broadened and continuous to broaden to this day.

In fact it is becoming difficult to distinguish between personnel administration and the administration process of all management. The philosophies which guide managements in carrying on their activities are pretty much the same philosophies which guide personnel administration.

Another reason for the great changes which have occurred in personnel administration has been ably expressed by Alexander R. Heron in his book, Reasonable Goals in industrial Relations. He says 'the thing that has characterized our last generation of Labour elations in America has been the emergence of something new in the mind and soul of a worker. This something makes him unwilling to continue to the rest of his life in a relationship which is perhaps ideal in all its material aspects. but in which the decisions are all made, and guidance all given by the employee. This unrest of awakening of social consciousness, on the part of employees has contributed more than any other single face to the changes in personnel administration.

The origin of human resources management can be found wherever enlightened employees have tried over the years to improve the lot of their workers. The activities of such men as the Duke of Bridge water, Lord Shaft Busy, and Wedge Wood are well known; by the mid 19th century, Courtaulds had something approaching a guaranteed minimum wage scheme for their workers.

Looking at people as a resource is not always easy. This is because their abilities are not owned by the organization as they own equipment etc. Such abilities do not appear in the organization's balance sheet, yet such abilities are a resource, they cost money, and with proper management they bring returns, Agbato (1990:112).

Robert Owen (1771-1856) is best remembered for his trade union activities, but he also incurred the wrath of his business partners by spending some of their profits on improving the working and living conditions of his labour force at New Lanark, Cuming (1977:4).

Perhaps his most enduring memorial however is the principle of management that he pioneered particularly the eight of all the employees, however low in the hierarchy, to see him personally on any matter concerning their welfare. This eight of access to the highest authority is still not freshly available to individual workers, 150 years after Robert Owen's insistence upon it in his wooden mills.

Social change developed space toward the end of the 19th century. The education of 1870 In Great Britain resulted in the growth of a Literate working class, which in turn became much more receptive of the ideas of trade unions and their activities in improving working conditions. The emphasis on the provision of Welfare facilities grew, marked in 1913 by the formation of the Welfare Workers Association; development of Personnel Management – the scientific management phase.

Government recognition came with this cord world war, which, brought about the third stage of development of the industrial relations phase.

The emphasis was on cooperation- we must all pull together to win. The government encourages the development of personnel welfare officers through out industries, and sponsored crash, training programmes for these specialists at universities.

To a large extent, political and economic events have determined the rapid expansion of personnel management activities since the war. Successive governments in Great Britain have pursued a policy of full employment.

In recent years there has also been a considerable increase in government activities, aimed both at security continuous growth in the country's economy and at development of a greater sense of social justice through out the nation. There has been decisive, though not always successful, action taken on such matters as improving employment and training facilities, attempt to control industrial relations, offer better protection to individual workers in employment and improve working condition and accident prevention.

Knowledge in the field of personnel of human resources management is derived from many disciplines- among them sociology, economics, law, and even engineering- but its major source has always been psychology, and in particular industrial and organizational psychology

Miner (1969). In the past, this relationship has been an extremely fruitful one for both participants. Human resources management has benefited from the findings of rigorous investigation into such questions as the selection and training of personnel, and performance appraisal, while industrial psychology has gained feedback from the real world on the practical applicability of its basic research. But recently several drawbacks have emerged. It seems that the traditional concepts and methodologies of industrial psychology, and hence personnel management, do not encompass sufficiently the complexities and perpetually changing nature of modern work organization, Argyis (1968:976).

As the rapidity of environmental change in Africa is so great, the job of the African personnel manager perhaps is more than his counter parts in other parts particularly Western nations is likely to be more difficult by unquestioning adherence to outmoded principles and practices.

In countries like Zaire and Nigeria, problems of corruption are immense, and pose some of the most serious threats to organizational effectiveness in those Nations. A definition of systematic corruption put forward by Caiden Caiden (1977) provides, according to Gould (1980), an accurate description of the Zairian case. A situation where wrong-doing has become the norm, and standard accepted behavior necessary to accomplish organizational goals according to notions of public responsibility and trust has

become the exception, not the rule. In this situation, corruption has become so regularized and institutionalized that organizations support back wrong-doing and actually penalize those who live up to the old norms, Caiden and Caiden (1977:306).

2.3.0 THE HUMAN RESOURCES POLICY IN PAN

By virtue of its status as a big organization, PAN human resources policy covers the following areas:-

1 Employment /Recruitment

2 Training and Development

3 Staff welfare

4 Wages and Salaries

5 Labour relations

2.3.1 Employment/Recruitment policy

PAN employment policy is aimed at obtaining the best staff for the organization. Manpower planning in this respect is of paramount importance and is considered with budgeting for the best use of labour resources. In its efforts to maximize the use of its available manpower planning, PAN considers its present workforce position and compares with the future requirements backed with training and other developmental strategies. In particular, the assessment must include a method of identifying those individuals who appear to have potentials for development on to bigger and better jobs in the future.

APPOINTMENTS

To be eligible for appointment to PAN service a candidate must:

1. Be over 18 years of age.
2. Possess such minimum qualification by way of education and experience as may be prescribed by PAN management from time to time in an approved scheme of service for the Post concerned.
3. Be certified medically sound and fit for employment in PAN by the approved PAN medical doctor.
4. Produce at least two (or more as required by PAN) recent certificate of good character, one of which must be, from the head of school or college. The candidate (for those without previous records of employment while for those with previous record of service from his or her last employer)
5. Attend interview oral and/or written. In some cases, even practical demonstrational tests, depending upon the post applied for.
6. Have no previous criminal records or stand trial on a criminal charge.
7. Requests and interview

   Human resources division through training and recruitment is responsible for both internal advertisement and in conjunction with the relevant division shall organize for all interviews and tests for recruitment. Interviews and tests etc. are conducted at the instance of the Training and Recruitment department in the

human resource division.

8. Offer Of Appointment

Letters of appointment stating posts, salary and other entitlements are issued by the head of training and recruitment department who is at the time of this research was a Deputy General Manager, to whom a letter of acceptance should be sent as soon as possible. The date, of which a member of staff will take up an appointment is a matter for agreement between him and PAN as a step to completion of the contractual relationship between them.

9. Acceptance of Date of Resumption

It is the duty of the head of training and recruitment to enquire carefully into the antecedents of candidates being considered for appointment to ensure that candidates selected are eligible for appointment under PAN'S condition of service. The following procedure should be followed in completing the appointment of a candidate who, after enquiries have been made could be considered eligible and suitable for appointment.

(a) The candidate should be given a letter of appointment stating the position, salary level and other conditionalities

(b) If the candidate wishes to accept the offer he or she most sign the duplicate letter of offer to indicate acceptance, agreement, and declaration and then returns as instructed.

(c) The General Manager finance shall be informed accordingly for inclusion into the PAN payroll.

(d) Immediately the staff assumes duty, he or she should be required to enter his personal particulars in a record of service form.

10. PROBATION

The period of probation in PAN varies as follows:

- Junior staff – Three months
- Intermediate staff – Three months
- Senior staff – Six months
- Management staff – six months

The services of any staff on probation can be dispensed with at any time during the probationary period, subject to the statutory notice being given to him in writing in accordance with Labor Decree No.21 article 11 as amended.

11. CONFIRMATION

At the end of the probationary period, subject entirely to satisfactory performance of duty and good behavior reports from the head of department, endorsed by the General Manager of the Division, a formal confirmation of appointment in writing will be given to the staff by the Training & Recruitment Department.

2.3.2 STAFF TRAINING AND DEVELOPMENT IN PAN

As a general policy, the company must develop the staff intellectual capacity and performance. The training department organizes all courses. Every member of staff stands a chance to benefit from such courses, both from within and from outside Nigeria, either on the job, institutionalized or part time basis, provided it is relevant to the duties to which a staff is employed or assigned.

Training is not a right of a staff member and hence not subject to appeals.

On The Job Training

The company runs a formal school for conducting on – the – job training to staff within the company jurisdictional area.

Institutionalized Training

In conjunction with higher institutions, the training department arranges the suitable training courses for the staff.

External Assisted Courses

Where technical assistance by foreign concern is granted they normally cover the other parts of the expenses (company policy).

Membership of Professional Bodies.

As a gesture, the company normally assists senior staff in gaining and

maintaining membership with recognized professional bodies relevant to the staff qualification, job allocation and competence.

Course on Leave

Where a staff is permitted by the company to take a course at his own request, condition may be imposed. These conditions, may include the grant of leave without pay and withdrawal of all or any of the allowances or other privileges.

In this case it is the responsibility of the Deputy General Manager training and recruitment to inform the staff of the conditions before he/she takes up the course (In Nigeria).

Off the-job Training

- This includes internal facilities at company training centre, Selected staff may be sent on professional courses at the discretion of management.
- The cost of courses and examination will be borne by the company and a suitable financial package arranged to cover accommodation and transport expenses.
- Staff who on their initiative gain admission to a professional Institution may be granted rapid study leave to complete their courses.

Self-Sponsored Institutionalized/Correspondence Courses/Examinations

Confirmed staff who wish to take institutionalized or correspondence courses and sit for professional Examinations are encouraged to do so provided;

- the course is relevant to the needs of the company
- the application is approved by the Head of department who will take into consideration the level of performance and the general suitability of individual.

2.3.3 STAFF WELFARE POLICY

General;

Staff Welfare Schemes are not strictly rights of staff but they are more than privileges due to their motivational and morale boasting nature, without which the staff could hardly be efficient or effectual. These include housing, medical, uniforms, loans, meals, compensation and financial operating mechanism.

i. the company policy is not to provide houses to the Nigerian staff, instead staff are paid appropriate housing allowances.

ii. the company has a well equipped clinic with a medical Doctor and nurses for free medical care to employees that fall sick or get injured in the course of their duty.

Meal/Subsidy and Uniforms

The Company Provides Meal to all categories of staff free of charge in the Company Canteen. Subsidy instead of meal may also be paid on special circumstances subject to the approval of the human resource division. Similarly the company provides appropriate uniforms and other protective outfits to the staff, whose duties require certain social dressing or outfits free of charge.

Other Welfare Considerations

a) Accidents and injuries at work

- In the interest of his own safety and that of other staff, a worker must take the greatest care in his work to prevent the occurrences of accidents. No worker shall work on a machine unless he fully understands it, and has had the appropriate instructions.

- Any accident or injury occurring to a staff during the course of his employment must be reported at once to his immediate superior officer so that first aid measures may be taken. An immediate report by a witness must be submitted to the head of department.
- The company is bound by the worker's all liabilities due under the Act and relevant amendments thereto.
- The company provides special protective clothing, uniforms and

safety equipments free of charge to staff whose jobs demand them. Hence the company shall not be liable to claims attributed to failure in using safety equipments, where it is a condition for performing the job. All staff are expected to observe the elementary rules of hygiene both for personal health and public welfare.

- There shall be no indiscriminate disposal of toxic vegetable matter or any form of litre on the company premises. Wastes are to be disposed off only at the appropriate places,. Toilet papers are provided and must be used by staff on all occasions

Personal Property

- Personal property including vehicles may be allowed into company premises only at the owner's risk.
- Clothing provided by the company will be kept clean and in good repairs
- Safe storage of personal clothing and possession must be used wherever provided by the company
- The company will in no way be liable for loss or damage to such property, the cause of such loss or damage not withstanding

Security of Company Property

The company may at any time request its staff to submit to being searched while or about to leave the company's premises, and the

staff on such request, must submit provided that a female staff shall be searched by a female security personnel. All members of staff are required to keep the human resource department informed of their current addresses and telephone numbers of any changes thereof.
The use of the telephone by staff for private calls is not permitted except with appropriate permission.

Sick leave

Sick leave may be granted to a confirmed employee on production of a medical certificate within 24 hours of the employee's first absence from work issued by a medical practitioner approved by the company.

Sick leave on full pay shall be granted up to a maximum of three months for hospitalized employee in a leave year. Where the sickness is in the opinion of the medical practitioner approved by the company, one that requires a longer period of treatment or recovery, a maximum of additional three months sick leave with half pay shall be granted.

The sick employee shall be required to submit a weekly medical report to the company until he returns to work. If the period of illness exceeds the total sick leave period, the company without notice may terminate the appointment of the employee.

2.3.4 WAGES AND SALARIES POLICY

Responsibility and Payments:

It is the responsibility of the human resource division to arrange for the payment of salaries and wages and maintain all records regarding salaries other than payment vouchers.

Salaries and wages are paid monthly in arrears and in accordance with company's salary scales structure. Payment of salary may be forfeited for any period during which a staff absents himself from duties without sufficient cause. However, staff can appeal against such forfeiture to the General Manager Human Resource division.

Salary Increment

These are granted purely on merit though without formality but may, for sufficient cause be withheld or denied by the Managing Director with or without the recommendation of the General Manager Human Resource Division.

In either case the affected staff shall be informed in writing the grounds.

The modality for such Award are as follows:

- All staff with written warning/letter of advice, within the six-months period are excluded. Hence could only be granted on the basis of meritorious service within the preceding six months.

- Staff still on probation do not benefit from the exercise.
- The award cannot be granted to staff if such a grant shall mean exceeding the maximum salary of his level.
- Divisional heads should ensure the award amount does not exceed the total amount allocated to each cost centre within the division.
- All proposals for merit increment must be submitted to the office of the General Manager well in advance for the award of the merit increment.
- Increment on salaries shall be awarded twice annually; In January and in July based on assessment of the staff work and behaviour during the preceding period. When a staff reaches the maximum of his step, his case may be reviewed for promotion or special allowance .
- Non-compliance with any of the above conditions, may result to zero merit increment to the staff within the division.

Entry into a Level

Point of entry within salary scale level for a new staff is determined by management though may be negotiable. Non Nigerian staff may be entitled to contract addition or separate entry point within the scale level.

In consideration to the need for expatriate pay and other factors. point of entry for Nigerians reflect the level of qualification, experience, and nature of work load and/or previous salary package from other previous employment.

Efficiency Bar

Salary scale bar is normally crossed by a staff after passing the necessary tests, examination (intermediate and senior staff) or other proficiency measurement.

Overtime

It is the company policy to maintain as far as possible, adequate staff to deal with its business during normal office hours. But on occasions, it may be necessary for employees (junior workers) to be asked to work beyond the normal working hours and employees must accept it as a condition of service.

Payment of authorized overtime will be made at the following rates;

Monday – Friday	150%
Saturday & Sunday	200%
Public holidays	200%
Security off day	200%

Exgratia

Exgratia will be paid at the end of the year to all employees depending on the extent to which the production target has been met and other company results. The management will inform the workers accordingly. Any government guidelines or legislation on such income shall take precedence.

2.3.5 LABUOR RELATIONS POLICY IN PAN

Recognition / membership

The company recognizes the union as the executive bargaining agency for all junior employees; the senior staff are not members of a trade union but have an association called the Senior Staff Association. The following may be members of the union if they wish, but may not be called out on strikes or use to intimidate or interfere in any way outside their normal duties during a strike.

- Security employees
- Medical employees

i. No section of the company's premises or property may be used for union meetings or publicity, except prior permission had been obtained from management.

ii. In the event of any unlawful strikes, demonstrations, or other stoppages, no salary shall be paid to employees taking part for the period not worked.

Industrial Relations Department

The status of the department is that which is headed by a manager, charged with the responsibility of handling all industrial relations matters of the organization. The department ensures that industrial peace and harmony is achieved thereby ensuring a peaceful co-existence.

Trade dispute between the workers and management do occur in several areas among which are the following;

a) promotion and upgrading
b) wage disputes – demand for increased wages and methods of payment or irregularity of payment.
c) payment of allowance and bonus
d) working condition
e) hours of work
f) work organization
g) redundancy
h) trade union welfare- antiunion posture, union recognition
i) refund to bargain
j) violation of agreement and
k) fairness, job description, management ignoring efforts.

Steps in the Grievance and Industrial Relations In PAN

Simply put, a grievance is any human problems relating to the employment of an individual which worries him and which he thinks that the authorities can resolve.

Although no two companies may have the same internal organization, the grievance procedure hierarchy is a feature common to all management under collective bargaining.

In collective bargaining process, the grievance procedure steps are points in union and management organization where representatives meet to consider cases on behalf of the organization.

Step 1

An employee who believes the company has violated the contract, complains to his union. This is discussed after the employee has discussed the matter with his superiors without success.

Step 2

If the employee is not satisfied with the decision by his boss or superior in step 1 he then pursues it to the plant industrial relations representative or the sectional head who will discuss the matter at a meeting attended by the employee concerned. A union representative (if required by the employee concerned) and the immediate head/supervisor will also be in attendance at such a meeting.

Step 3

If the case in question in step 2 will have a major precedent setting implications or possibilities of major costs, it is then referred to step 3. The participants at this step may vary substantially depending on the contract. The grievance may be settled locally with the union being represented by its local negotiating committee, and management by its industrial relations management . A fair share of unresolved grievances are settled at this level.

Step 4

This is the last step in the grievance procedure. When a grievance is unresolved in step 3, the parties submit the dispute to a neutral arbitrator who hears evidence from both sides and renders a decision.

A number of methods for choosing an arbitrator are available, one of which is selection by both parties to the dispute. The decision of the arbitrators shall be final and biding on all parties.

Some Motivational Human Resources strategies in use

a) job definition and title; everybody has a job title that is well defined.

b) Good working environment

   i. good offices (air conditioned, well furnished and equipped).

   ii. good toiletry facilities

iii. neat working environment

c) Good employees welfare

i. canteen services

ii. medical services

iii. housing allowance

iv. transportation allowance

v. provision of safety equipment

vi. any others in the course of operations

d) Official vehicles allocated to deserving staff

e) Staff training and development

i) special training programmes in France and other countries

ii) promotion of staff

f) product incentive bonus

g) long service award (10 years, 15, 20,25,30years etc)

h) good supervision

i) security guards are attached to deserving managers houses

j) occasional staff car allocation and scrap sales in the course of operation, and

k) some situational motivational strategies are employed in the organization.

2.4 HUMAN RESOURCE POLICY AND STAFF MOTIVATION.

Much of the work of human resource department has always been routine in nature, applying established policies and procedures well understood by the line managers being advised, to solve the staff problems that crop up day by day in any business. Different people have made much writings and theories on motivation at different times. The ones that bear in mind are as follows:

Motivation

Abraham Maslow's theory of motivation called the hierarchy of need explains that human needs are arranged in a hierarchy, starting from the basic needs called physiological needs. Maslow's work in this area emphasizes on man's need in life and how these needs grow from the very early needs (physiological) to self-actualization. Managers therefore use his model to administer motivation in an organization.

Herzberg in his works on motivation considered two things as he looked at motivation and therefore called his findings as two factor theory, and classified as follows:

(a) Hygiene factors

(b) The motivators

The hygiene factors according to him include such things as:-

1 company policy and administration

2 supervision

3 working condition

4 personnel relations

5 salaries

6 status

7 job security

8 personal life

These were found by Herzberg and his associates to be dissatisfied if not available and not motivator. In other words, if they exist in the work environment they yield no dissatisfaction. In the second group, Herzberg listed certain satisfiers and therefore motivators, related to job content. These include the factors of:

1. Achievement
2. Recognition
3. Challenging work
4. Advancement
5. Growth In the job

There existence will give feelings of satisfaction or no satisfaction (not dissatisfaction). The first group of factors Herzberg called maintenance or hygiene factors. There presence will not motivate

people in an organization, yet they must be present or dissatisfaction will arise.

Other theories like that of McGregor with theory X and Y and that of Victor Vroom (Expectancy theory) can be used to explain motivation in an organization.

These theories at different times and different people have helped greatly in the development of motivation of employees by management in the work place.

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3.0 CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

Having spelt out the objectives of this research, the author has carefully employed a methodology that will in the final analysis come up with meaningful findings purposeful for the reason behind this research. The method is exploratory in the sense that some people within the organization were interviewed to find out some helpful information associated to the project, and descriptive because data collected was to describe and interpret existing conditions.

3.2 TYPES AND METHODS OF DATA COLLECTION

Primary and secondary sources of data collection are used for this project.

3.2.1 PRIMARY DATA COLLECTION

Primary data collection techniques were used for this research which involved interviewing some people individually to get a preliminary sense of how people feel about the subject matter.

Primary data collection has the advantage of more relevance to the issue at hand.

On the other hand the primary data collection technique has the disadvantage of cost and time consuming. A lot of cost is experienced in the process of data collection. Much time had to be spent in data collection.

3.2.2 SECONDARY DATA

The author had to apply this technique of data collection, to aid him examine whether the problem can be partly or wholly solved without the costly primary data.

Secondary data collection is cheaper and less time consuming compared with the primary data collection.

3.2.3 SOURCES OF DATA

i. Internal sources e.g. in-house journals.

ii. Periodicals and books.

These sources aided the researcher a great deal in the acquisition of information.

3.2.4 SOURCES OF PRIMARY DATA

(i) Surveys Techniques

Through questionnaire, which must be simple, direct and unbiased i.e. not subject to many interpretations. Questions were asked in a logical form.

(ii) Observations;

This is an important tool of research. It is a direct means of studying the overt behaviour of people and has the important advantage of possibly recording behaviours as they happen. For observations to be effective, the following conditions must be satisfied.

(a) It is to be used to serve a clearly stated research problem.

(b) The validity of observation should be provable. Observation are either controlled or uncontrolled. In uncontrolled observation, there are no definite laid down rules and procedures. This is not the case with controlled observation. Observation of behaviour is rarely sufficient by itself, it yields information at a certain level, but, it does not reveal hidden motives

(iii) INFORMATION THROUGH EXPERTS

Advise was gathered from experts, professionals are normally very conversant with issues relating to them.

(iv) INFORMATION THROUGH EXPERIMENT

By experimenting a particular type of motivation strategy for improved performance.

3.3 SAMPLING TECHNIQUE

The population for this study is made up of all organized private sectors. Peugeot Automobile Nigeria Limited is chosen as a referenced organization for the following reasons;

a) among the assembling plants in the country PAN is the most surviving. So the researcher because of that developed great interest to study the practice of human resource management of the organization. The author therefore, wanted to find out and to identify those problems and human resources strategies adopted to overcome industrial disharmony.

b) considering the technology involved, the researcher was attracted to study the human resource policy and its impact on motivation of the organization.

3.3.1 SAMPLING METHOD USED IN THIS RESEARCH

Simple sampling technique was chosen for the purpose of this research, which implies that no element of the population has been omitted deliberately except by chance. In this type of

sampling technique, every element in the population has an equal right of being selected.

3.3.2 REASONS FOR SAMPLING

Whether a population is finite or infinite, the process of drawing a sample from that population can be arduous, expensive time consuming. Consequently, we sample for the following reasons;

1 Among the elements that make up the population of study, there are similarities and therefore a study of few of these elements will give the researcher sufficient knowledge of what obtains in the entire population of study.

2 Sometime, it is practically impossible to take a complete and comprehensive study of the population because of the nature and pattern of distribution or dispersion of elements of population. Consequently, we sample because it is the only way to estimate the population characteristics, in the circumstances.

3 Since sampling enables us to deal with a part of the population, it is obvious cheaper to study a sample then the entire population.

4 Sampling enables us to be more thorough and affords us better supervision than with a complete coverage of the entire population.

5 Sampling enables us obtain quicker results than does a complete coverage of the population.

3.4 QUESTIONAIRE PROCEDURE

The main instrument of the research is the questionnaire. Questions were drawn bearing in mind the level of education of the majority of the workers, forms were designed and given to the respondents who answered questions by feeling the forms as appropriate. The forms were administered personally by the researcher.

3.4.1 PREPARATION OF QUESTIONAIRE

Questions were designed in such a way as to;

a) put into consideration the level of the respondents understanding.

b) put into consideration the information required.

c) also consider the willingness of the respondents to cooperate in the exercise.

Because of the above reasons the author ensured that the following were adhered to;

i. questions were framed in simple language for easy comprehension by the respondents.

ii. unfamiliar words were avoided in this research.

iii. information was sought within the ability of the respondents to recall accurately.

iv. questions were economically worded.

3.5 INTERVIEW

Interviewing techniques were adopted in this research for collecting information from others in face-to-face communication. Because the distinctive role of the interview is concerned with securing valid information about a particular problem, the interview must be controlled and directed by the interviewer if it is to fulfill its essential functions.

The researcher used:

1. the structured interview ;

   In which the same questions were presented to various respondents. It has the advantage of being more scientific than unstructured interview because the standardized approach permits more generalization to be made from data obtained. The basic advantage of this method is that it rigidly prevents a researcher from probing insufficient depth.

2. Unstructured Interview;

   This was also used, unstructured interview is very flexible and few restrictions are placed on the respondents' answer. This technique of interview allows respondents to express their thought freely,

interview can penetrate beyond initial questions and follow unanticipated clues. Its basic disadvantage is that it is difficult to quantify the data collected.

3. Non Directive Depth Interview.

   Here, instead of asking directed or prepared questions to obtain some specific information, a respondent is allowed to talk freely and fully on a particular topic.

3.5.1 ADVANTAGES OF INTERVIEW METHOD

1. It allows the researcher to clarify ambiguous questions.
2. It allows an interviewer not only listens to what the respondent says, but how it is said.
3. It is useful in collecting personal information, attitudes or beliefs.
4. It is flexible and allowed for personal involvement of the researcher in the data gathering process.

3.5.2 DISADVANTAGES OF INTERVIEW METHOD

1. Information gathered from structured interview is difficult to generalized.
2. The result of the interview may be affected by the personal biases of the interviewer.
3. It can be very costly in time and money.

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CHAPTER 4.0: DATA PESENTATION AND ANALYSIS

4.1 INTRODUCTION

This phase of the research focuses on data presentation, analysis, and findings of the data collected. In this regard, attention is drawn to the respondents' answers to the research questionnaire. The author is interested in the response of the various categories of employees and how these responses will add to knowledge in answering to the research questions.

TABLE 4.1 PROFILE OF THE RESPONDENTS

S/NO.	PROFILE DETAIL	NUMBER OF RESPONDENTS	TOTAL
1	Department	Responded by all the 5 divisions in PAN	100
2	Category:		
	Management	10	
	Senior Staff	40	
	Junior Staff	50	100
3	Years in PAN		
	1-4	23	
	5-9	39	
	10-19	12	100
	20- and above	26	

SOURCE: FIELD SURVEY, SEPTEMBER 2006

4.3 DATA PRESENTATION AND ANALYSIS

Data presentation and analysis is based on the premise that a good human resources policy has a positive impact on staff motivation and is focused on the following assumptions;

1) That a good human resources policy has a positive impact on employees motivation.
2) That employees morale increases with a good human resources policy
3) That performance is a function ;of good human resources policy
4) That employees are satisfied with their jobs if there is a good human resources policy.

The research is based on the interview conducted orally, and aided by the designed questionnaire. The researcher was able to collect response from different respondents. Questions were based on the above assumptions.

4.3.1 DATA ANALYSIS

The data analysis centers round the already mentioned assumptions. A total of 100 responses were collected, this number represents 100% of the total responses. The analysis of the data is therefore based on 100 responses.

4.4 DATA ANALYSIS AND FINDINGS

In the course of this research, questionnaire was drawn which formed the basis of this research. Questions 18 and 20 of the research sought to investigate whether a good human resource policy has a positive impact on employees motivation in an organization.

Data collected showed positive response. 96 out of 100 respondents representing 96% of the total respondents accepted that a **'good human resources policy has a positive impact on employees motivation**.

This position shows that almost all the respondents are in favour of the assumption.

Table 4.2: EMPLOYEES MOTIVATION

	RESPONSE	TOTAL RESPONSE %
A good human resources policy in an organisations has a positive impact on employees motivation in an organisation.	96	96%
A good human resources policy in an organisation does not have positive impact on employees motivation in an organisation	4	4%
TOTAL	100	100%

SOURCE: QUESTIONNIARE

Questions 15,16,17,18, and 20 are typical areas of human resources functions in an organization like PAN. The research findings show that almost all the responses are positive and in favour of the assumption that a good human resources policy has a positive impact on staff motivation.

Respondents Status in PAN

Table 4.3: EMPLOYEES RESPONSE BY CATEGORY

RESPONDENTS	TOTAL NUMBER	RESPONSE IN FAVOUR %	RESPONSE AGAINST %
Management Staff	10	100	0
Senior Staff	40	100	0
Junior Staff	50	96	4

The table shows that all the employees of PAN are represented in the research and it reveals that the 10 management staff selected as sample, all agreed that a good human resource policy has a positive impact on staff motivation.

4.5 HYPOTHESIS TESTING AND RESEARCH FINDINGS

Hypothesis is concerned with the prediction stated well in advance of observation about what can be expected to occur under stated or given condition.

The researcher will now delve into testing the hypothesis that says that a good human resources policy has a positive impact on staff motivation in Pan. Table 4.3 will be used for the hypothesis testing. Procedure of testing the hypothesis is as follows:

Step 1

Fo = Frequency of occurrence

Fe = Expected frequency

$$Fe = \frac{\text{grand Total}}{\text{responses}}$$

$$Fe = \frac{100}{g6}$$

1.0416

Question

Does a good human resource policy in an organization has a positive impact on employee's motivation?

Responses	Fo	Fe	Fo – Fe	(Fo – Fe)2	$\frac{(Fo - Fe)2}{Fe}$
No	4	1.04	2.96	9	6
Yes	96	1.04	94.96	9017	8670
Total	100	2		9026	8676

The Degree of freedom (DF)

DF = (R – I) (C – I)

Where R = No of rows in response contingency table

C = No of Columns

DF = (2 – 1) (5 – 1)

(1) x (4) = 4

Computed values is 8676 at 4 degree of freedom. From the table you find that the critical value 4 at 0.05 level of significant to be 2.132. since 8676 is greater than 2.132 we therefore accept the hypothesis that there is a positive impact between a good human resources policy and employees motivation in PAN.

Research Findings of any project forms an interesting part of any research work. It is the stage that brings to bear what was not clear before and it attempts to bring some light to the unclear early assumptions. From the table above it is evident that the entire staff of PAN as it can be seen, the various categories of PAN staff agree that a good human resource policy has a positive impact on staff motivation, except the junior staff that has 96% for, 4% against.

Out of the 10 managers' response, all agree with the assumption. Of the total responses gathered, from senior staff cadre, a total of 40 samples collected, 100% agree in favour of the assumption. While the junior staff that constitute the highest population of the workforce are also in strong support of the assumption.

Another important areas of the questionnaire, i.e. questions 15,16,17,18 and 20 all reveals positive responses, except junior staff for canteen services, See page 56.

Questions by category

question	MANAGEMENT STAFF	SENIOR STAFF	JUNIOR STAFF
15. In your opinion, is canteen services in PAN effective.	90%	58%	34%
16. Wages and Salaries are paid as scheduled in PAN.	100%	100%	98%
17. Medical attention is taken seriously in PAN.	100%	98%	98%
18. Do you think a good human resources policy has a positive impact on employees motivation.?	100%	100%	96%
20. No organisation can perform effectively without a good human resources policy.	100%	100%	98%

Generally, from the statistical findings and the evident recorded in this research, occasioned by the responses gathered from the various categories of PAN employees in relation to questions 15,16,17,18 and 20, there is a strong evidence that a good human resource policy has a positive impact on staff motivation.

CHAPTER 5.0; SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

The researcher has carefully gone through the major areas of Human Resources Policy, in the following areas:

1. Employment policy
2. Training policy
3. Wages and Salaries policy
4. Labour relation policy
5. Welfare policy

These areas were, carefully examined as they are applied in PAN Ltd.

The works of Abraham Maslow, Herzberg on motivation were examined for proper comprehension. The researcher went ahead to conclude and then made some useful recommendation that can assist managements in Nigeria.

Modern social science research methodology was employed for data collections, and significant data were collected that contributed to the achievement of research objectives. The topic was carefully selected to assist the researcher tremendously after going through.

5.2 FINDINGS OF THE STUDY

Much has been done to cover relevant areas in order to achieve the objectives of this study.

In this regard, some of the people contacted attributed some of the lapses the workers might be facing to the general or larger environment in which PAN as an organization is operating

Accordingly, environment influences, such as the general state of the economy which PAN as an organization cannot change has some adverse effect in the morale or satisfaction of people in the organization. The economic situation as at today has drastically reduced the purchasing power of the citizens in general. This factor contributed to the negative response to some of the questions asked. 84% of the staff responded positively in favour of management in trying to improve their lots. While 100% agrees that their work contribute to the achievement of the organization's goal. Note the following:

1) Junior staff constitutes the majority of the employees in PAN and greater number is employed on the assembly line where the main operations are carried out.
2) It is evident from observations and findings that a clear and suitable data collected reveals the staff position of the company, with industrial division having the highest number of employees, followed by human resource division, next commercial division,

then finance and lastly MD's division.

Investigation further reveals that wages and salaries are paid as scheduled and that workers are quite satisfied with the company consistent payment of wages and salaries scheduled for a fixed payment date.

Medical services are found to be effective as all employees have the opportunity of visiting their own chosen hospital approved by management.

A functional canteen services are run within the company premises. This enables employees feed well for effective performance.

Most respondents agree that the company runs an effective canteen services. Good Working environment prevails in the organization.

3) Some of the junior staff are professionals in their fields, like welding, painting, mechanics, electrician etc.
4) Those that were not professionals before employment are trained on the job and out of the job.
5) Employees of PAN believe that they contribute to the achievement of the organization's goal.
6) A lot of employees in the organization have spent above 20 years in PAN
7) A good friendly atmosphere exists in the organization.
8) Some of the employees claim they have pride in their jobs.

In general, out of the four options provided of what one would like to achieve, pay, advancement, productivity, responsibility and security. 22% of the respondents opted for advancement alone. 56% of the respondents agreed that they do not get much supervision from their superiors yet the work is carried out as expected, thus indicative that employees are willing to work harder if the right motivation is put in place. 76% of the respondents are satisfied with the pay they receive. Pay as a motivational strategy is quite adequate for the **developing** country like Nigeria, where the purchasing power of the individuals is low and is faced with high inflation.

The managers contacted responded positively in the area of participation in decision making affecting their jobs.

Finally, 96% of the respondents agree that a good human resource policy has a positive impact on employees motivation and 98% agree that no organization can perform effectively without a good human resource policy.

5.3 CONCLUSION

The findings of the research reveal feelings of both satisfaction and dissatisfaction by the job holders. One of the major findings of this research shows pay to be a very strong job aspect.

The reasons for pay presenting itself as strong motivating factor can be attributed to the economic situation of the country.

5.4 SUGGESTION FOR FURTHER READING

As a result of time constraint the researcher did not delve into other areas like the top management policy formulation, since policy of that magnitude also has a bearing on the human resource policy, and invariably affects productivity as a result of employees satisfaction or dissatisfaction. Also the area of staff training and development should be researched into, to identify beneficiaries for training and its effect on productivity. Further research will help us know the position of some special categories of workers if policy accommodates them for employment. (category like the disabled people).

Finally further research should be encouraged in the area of motivation as in the opinion of the researcher, the developing countries are still lacking in this direction.

5.5 RECOMMENDATION

Considering the nature and the technology involved in PAN operations in the production of Peugeot cars and to remain competitive, the following recommendations would be made to guide the management in their personnel and motivational policy formulation;

1. Management must appreciate that motivation ignites the workers to jump into action. Just as an engine is to the car so is motivation to a worker.
2. Once human resources is formulated it must be kept alive i.e. the operators of policy must try to interpret it indiscriminately.
3. Human resources policy should also aim at encouraging employees to see themselves as integral part of the organisations where possible they should take part in making decision affecting them.
4. There must be positive injection of strategies like in the area of staff training and development, promotion, increment, long service award, involving junior staff in some decision making etc. as motivation does not last.

   Management should be very sensitive to the promotion and advancement of its workers as a motivational strategy.

   Employees are to be involved in the decision-making affecting them as this will go along way to improving productivity.

In as much as a good number of employees agreed that a good human resource policy has a positive impact on staff, the organization should not relent in its motivational effort to keep the employees going for further performance.

The larger environment in which the organization operates should be well studied and mastered so that the eventual changes may not overtake their decisions. Environmental considerations such as the state of the nation's economy can adversely affect the operations of the company if policies of the organization are not well articulated, considering the environmental economic changes. For example, the economic situation today has drastically reduced the purchasing power of the citizens in general. This informs reasons for some negative response to some of the questions asked.

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APPENDIX 2

QUESTIONNAIRE

Dear sir/madam,

I am an MBA student of the Ahmadu Bello University (ABU) Zaria, conducting a research on the topic **'An Evaluation of Human Resource Policy and its impact on Staff Motivation in Nigeria: A case study of Peugeot Automobile Nigeria Limited'.**

You are kindly requested to respond to the questions, as this will contribute to the overall success of the study.

The researcher promises to treat all information supplied by you with utmost confidentiality and only for academic purpose.

Your cooperation is appreciated.

Yours faithfully,

Isaiah MAGA

QUESTIONNAIRE (Please respond as appropriate)

1) How long have you worked in this organization? …….

2) How much do you believe that your job contributes to the achievement of the Organization goals?
Not at all( ) V/little( ) Little( ) Much( ) V/much( )

3) How satisfied are you with your salaries?
Very dissatisfied( ) Dissatisfied( ) Satisfied( ) V/satisfied( )

4) What would you want to achieve in your job?
Pay( ) Advancement( ) Productivity( ) Responsibility( ) Security ( )

5) More pay will make me work harder
Most certainly( ) uncertainly( ) certainly( ) Most uncertainly( )

6) How much supervision do you get in your job?
None( ) Very little( ) Little( ) Much( ) Very much( )

7) How much opportunity are you given to take certain decision on your
own
Not at all( ) Very little( ) Little( ) Much( ) Very much ( )

8) Subordinates in PAN are committed to their jobs whether the superiors are around or not
Yes ( ) No ( )

9) How friendly are your co-workers?
Most unfriendly( ) Very unfriendly( ) Most friendly( ) Very friendly( )

10) In your mind do you think that the present state of the Nigerian economy is suitable for this type of business
Yes ( ) No ( )

11) How much is management doing in improving your work condition?
Nothing at all( ) Very little( ) Little( ) Much( ) Very much( )

12) How much opportunity does your job provide for advancement?
Minimum( ) Moderate( ) Maximum( )
13) What is your present status in the organization?
Junior staff( ) Senior staff( ) Management staff( )

14) How long have you been in your present position? ----------

15) In your opinion, is canteen services in PAN very effective?
Yes( ) No ( )

16) Wages and salaries are paid as scheduled in PAN.
Yes( ) No( )

17) Medical attention is taken seriously in PAN.
Yes( ) No( )

18) Do you think a good Human Resource policy has a positive impact on employees' motivation?
Yes( ) No( )

19) How much do you participate in decisions affecting you?
Very much( ) Much( ) Little( ) Non at all( )

20) No organization can perform effectively without a good human resource policy.
Yes( ) No( )