FINANCIAL MOTIVATION AND JOB PERFORMANCE IN THE NIGERIA AIRWAYS LIMITED 1983-93

THESIS

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(PUBLIC ADMINISTRATION)

BY^
OTOBO, THERESA A.

AUGUST, 1994

CERTIFICATION

This Thesis entitled Financial Motivation and Job Performance in the Nigeria Airways Limited 1983 –93 by OTOBO, TERESA A. meets the regulations governing the award of the degree of Masters of Ahmadu Bello University and is approved for its contribution to knowledge and Literary presentation.

.....
DR. A.A. ANYEBE
CHAIRMAN, SUPERVISORY COMMITTEE

21/6/2004
.....
DATE.

.....
MAL H. AHMED
MEMBER, SUPERVISORY COMMITTEE

23/7/04
.....
DATE

.....
PROF. H.I. ABUBAKAR
HEAD OF DEPARTMENT

23/7/04
.....
DATE

.....
PROF. S.B. OJO
DEAN, POST GRADUATE SCHOOL

30/7/03
.....
DATE.

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DECLARATION

I, Teresa A. Otobo hereby declare that this thesis is written by me. I declare that this work is original to me. I also declare that all materials used from other works, both published and unpublished have been appropriately acknowledged.



OTOBO TERESA **AUGUST, 1994**

DEDICATION

This thesis is dedicated to the Almighty God and to His servant Pastor Gabriel Onefie Ameh who sacrificed his comfort that this goal be realized and to my parents for their parental love.

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Theresa A. Otobo **August, 1994.**

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ABSTRACT

The problem which this study deals with is that of poor or low financial motivation among the workers of the Nigeria Airways in the period under study and how it affects the attitudes to work and the results of such attitudes.

OBJECTIVE

Four major purposes of the study are to determine the extent of financial motivation, the degree of performance of workers of the Airline, the extent to which the poor or low financial motivation affect the performance of the workers of the Airline and finally make some- suggestions.

HYPOTHESES

Two alternative hypotheses were formulated for this study.

RESEARCH METHODOLOGY

For the research methodology questionnaire and interview methods were used to collect primary data. Free random sampling and sample and sampling techniques were used to select the sampling size for Questionnaire distribution and interview respectively.

DATA ANALYSIS

Simple percentage and T-test were used as statistical tools to analyse the data collected from primary sources and to test the hypotheses formulated respec lively.

FINDINGS

Based on the analyses for the data some findings were made which were, financial motivation in the Nigeria Airways is of very low level, the level of job performance of the workers of the Nigeria Airways 1983 - 1993 is very low, the low level of financial motivation significantly affects the workers performance on their jobs and that just as financial motivation is very low, all other aspects of motivation are low.

CONCLUSION

The general conclusion of this study is that the Nigeria Airways workers of 1983 - 93 are not financially motivated enough to put in their best at work.

SUGGESTIONS

Based on these findings the suggestions made include— Nigeria Airways management should be concerned about the feelings of workers towards their job and why they feel so, management should increase workers salaries and allowances to help improve their standard of living in the face of the prevailing economic hardship in the countiy and prompt promotion should be given to deserving workers.

A further study on recruitment of personnel, resource management and organizational policy is also recommended.

TABLE OF CONTENTS

		PAGE
TITLE PAGE		i
CERTIFICATION		ii
DECLARATION		iii
DEDICATION		iv
ACKNOWLEDGEMENT		v - vi
ABSTRACT		vii - viii
TABLE OF CONTENTS		ix - x
	CHAPTER ONE: INTRODUCTION	
1.1	BACKGROUND OF THE STUDY	1 - 3
1.2	STATEMENT OF THE PROBLEM	3 - 5
1.3	PURPOSE OF THE STUDY	5
1.4	SIGNIFICANCE OF THE STUDY	5
1.5	SCOPE OF THE STUDY	5 – 6
1.6	BASIC ASSUMPTIONS OF THE STUDY	7 - 8
1.7	HYPOTHESES	8
1.8	RESEARCH METHODOLOGY	8 - 10
1.9	METHOD OF ANALYSIS	10 - 11
1.10	LIMITATION OF THE STUDY	11
1.11	DEFINITION OF BASIC TERMS	11 - 13
1.12	PLAN OF THESIS	13 - 15
	CHAPTER TWO	
2.1	THEORETICAL FRAMEWORK	16 - 21
2.2	LITERATURE REVIEW	22 - 45
	CHAPTER THREE	
3.1	A BRIEF HISTORICAL BACKGROUND OF THE NIGERIA AIRWAYS LIMITED	46 - 52

KASHIM IBRAHIM LIBR

3.2 FINANCIAL MOTIVATION IN THE NIGERIA AIRWAYS LIMITED – 1983-93 ..... 53 - 60

3.3 PERFORMANCE OF THE NIGERIA AIRWAYS WORKERS 1983-93 ..... 61 - 68

CHAPTER FOUR

4.1 PRESENTATION, INTERPRETATION, AND ANALYSIS OF DATA 69

4.2 BIOGRAPHICAL DATA ..... 69 - 73

4.3 ANALYSIS OF THE RESPONSES OF SUBJECTS TO FACTORS DETERMINING THE LEVEL OF FINANCIAL MOTIVATION ..... 74 - 82

4.4 ANALYSIS OF THE RESPONSES OF SUBJECTS TO FACTORS DETERMINING THE RELATIONSHIP BETWEEN THE LOW LEVEL OF FINANCIAL MOTIVATION AND THE LOW LEVEL OF JOB ..... 82 - 87

4.5 ANALYSIS OF INTERVIEW RESULTS ..... 87 - 91

4.6 TESTING OF HYPOTHESES ..... 92 - 94

CHAPTER FIVE

5.1 CONCLUSIONS, SUMMARY AND SUGGESTIONS 95

5.2 CONCLUSION ..... 95 - 97

5.3 SUMMARY ..... 97 - 99

5.4 SUGGESTIONS ..... 99 - 100

SELECTED BIBLIOGRAPHY ..... 101 -107

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Human Resources occupies a very significant position in the existence and functioning of any organization, be it a private or public, a service or profit-oriented organization. If any organization must realize its set objectives it must consider its people. That is to say, managers in every organization, particularly, in the Nigeria Airways Limited cannot single-handedly carry out the numerous tasks involved in the operation of the organization. They get things done through people.

Performance also is the "bottom line" of any management most especially the Nigeria Airways Limited management which is a profit-oriented venture. Therefore managers in all organizations in general and Nigeria Airways Limited in particular should be able to somehow motivate the people to work well, or else, they will probably not succeed in their management.

Motivation comes from inside each individual. To motivate is to stimulate the will to work.

In personnel management, there is a relationship between motivation and job performance which is dynamic and complex in nature. There is that widely accepted belief that workers who perform well at job are those that are motivated. Those who perform poorly at work are those that are not motivated. Therefore, the presence or absence of one brings about the presence or absence of the other. In the works of Byan (1979) "high motivation of employees can bring about substantially better performance and substantial decrease in incidence of personnel-related problems"[1] such as excessive absenteeism, strikes redundancy and so on. Byan and others believe that high level of job performance and low level of motivation brings about low level of job performance. The strength of the relationship between motivation and job performance in any organization is so much that many people have come to the conclusion that poor performance or remarkable performance of workers is traceable to the level of motivation in that organization.

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The Nigeria Airways Limited, just like any other Nigeria public organization needs to motivate its employees to put in their best. The Nigeria Airways is a dynamic organization that is profit-oriented in nature and deals with the public from all walks of life in their various kinds of businesses or transactions both nationally and internationally. It is one of the means of transportation (and infact ought to be the fastest) for business and holiday makers both at the national and international levels. So if its workers are performing their jobs below expectations, it will have a rebouncing effect not only on the organization but also on the public.

It is therefore necessary for the Nigerian Airways (limited) management to stir up the willingness of the workers to increase their commitment to the organization through effective motivation.

It is however, worthy of note that it does not compulsorily hold that increased commitment to the organization will lead to better performance of the job per se because of some variables. It may or may not result in improved performance. But the increased commitment will in no doubt lessen the number of personnel related problems such as strikes, excessive absenteeism and so on. It is however possible that decrease in the number of personnel-related problems can lead to workers' increased performance on their jobs.

Moreover, poor performance of workers cannot generally be explained away on motivation. There are quite some number of variables that can affect workers' performance apart from motivation; though motivation can be seen as the fundamental factor. Victor vroom (1970) pointed out that there can be decrements in performance of workers on their jobs under very high levels of motivation [2]. He attributed this to a number of variables which include the difficult nature of the tasks and the emotional state of the worker. Writers like Ubeku see the performance of any individual in an organization as being subject to such variables as the personal traits of the worker which include his knowledge of the job, attitudes to work, ability, mental disposition. Other variables that can impair his performance include some aspects of the organizational environment, the style of leadership obtainable in that organization.

Nevertheless, the above argument not with standing, motivation must not be under-estimated in any organization. In fact, for effective performance to be achieved in any organization in general and in the Nigeria Airways limited in particular, the individual's personal characteristics such as ability, good attitude to work need to be stirred up. These personal traits need to be strengthened through motivation.

Therefore, the Nigeria Airways limited as a profit-making organization (that uses human resources among other things to achieve its objectives) has the greatest need to motivate the workers. Much of the national money or financial resources had been invested in the organization right from its inception in 1959. Can Nigeria Airways limited as at between 1983-1993 be said to have realized its objectives of measuring up to expectations? Are the workers adequately motivated ? What can the management do to improve the motivation of employees so that performance can be increased ?

1.2 STATEMENT OF THE PROBLEM

The Nigeria Airway is like any other dynamic and complex organization that deals with human beings and is a profit-making venture. Its operations cut across national and international boundaries in both business and service ventures. Ineffective performance of the staff will lead to the ineffective performance of the organization as a whole. As a result of the purpose for its establishment and the nature of its operation, the public will suffer from any form of ineffectiveness on the part of the workers and the organization. Thus, there is the great need for the Nigeria Airways management to give enough financial motivation to the workers to accomplish a better performance.

The Nigeria Airways is now thirty-four years old, yet it is seen as not performing up to expectations. The workers are seen as having uncommitted attitude to work. It is as a result of this poor performance of the Airways that the Federal Government in 1990/91 considered privatizing it. [4]

However, some critics gave some explanations for this Federal Government move to privatize the Airline. They said it is to check the Federal Government's incessant interference in affairs of the Airline. That the Federal does not on her part find subvention to several bodies easy-thus, the Nigeria

Airline is often handicapped, especially as the timing of its requirements does not always suit the Federal Government program.[5] Other opinions hold that there is need to privatize the Airline because Federal Government subvention encourages inefficiency.

The above facts not withstanding the researcher contends that the issue of the privatization of the Nigeria Airways came up in 1990/91 as a result of the ineffective performance of its workers which led to an ineffective organizational performance. Efficiency of workers on their jobs could be achieved no matter who runs the organization given the fact that the morale of the workers are improved, especially by paying them decent satisfactory salaries.

The problem identified with the Nigeria Airways is that of poor financial motivation which has brought about poor performance of the workers on their jobs. There is the popularly held opinion concerning the very poor performance level of the Nigeria Airways workers. It is widely believed that the Nigeria Airways is characterized by gross inefficiency, laziness, corruption, waste of resources, lateness to work, absenteeism, and negligence of duties. It is a common knowledge that the performance of the workers of he Airline and invariably the organization itself is largely substandard and unsuitable.

For example between 1980 and 1984 the Airline had a sum total staff strength of twelve thousand. But today the total staff strength is four thousand, three hundred. Out of the seven thousand, seven hundred workers that left the services of the Nigeria Airways between 1984 and 1993 for various reasons, three thousand, eight hundred and fifty-five were retrenched, retired, sacked or dismissed for poor performance, redundancy and fraudulent practices.[*A]

Fraudulent practices in any organization is a sign of poor attitude to work. Some of the workers were dismissed on the ground of offences like ticket manipulation and forgery and inflation of hotel bills.[*B] All these ugly practices on the part of the workers show that they have careless and uncommitted attitude to their work and the organization.

In the Nigeria Airways, redundant workers are mostly those that have been noted for their poor performance at work or on their jobs. Such workers are usually removed from their original offices (where they are seen not to be

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performing up to expectation) and dumped in offices where they do not actually have any work to do. Then gradually they drift into being dismissed, retired or retrenched on the ground of redundancy. Out of the seven thousand, seven hundred staff that left the services of the Airline, between 1984 and 1993, about one thousand, eight hundred and forty were retrenched or dismissed on the ground of redundancy.*C

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*A From Airways Office Records – STAFF RECORD BOOK Volumes III and IV 1980 – 1993.

*B From Airways Office Records – STAFF RECORD BOOK Volume III and IV 1980 – 1993.

*C Ibid.

What could be the explanation for this poor performance of the Nigeria Airways workers is the concern of this study.

Is it the nature of the motivation, or the level of the financial motivation? What is therefore the level of the financial motivation in the Nigeria Airways Limited in the period of 1983 – 93? Is there any relationship between the poor financial motivation and poor performance of the workers in the Nigeria Airways? What can management do to improve the financial motivation of employees to increase performance of workers?

1.3 PURPOSE OF THE STUDY

There is no research that is carried out aimlessly, so the researcher has the following reasons for carrying out this research.

(i) To look at the level of financial motivation in the Nigeria Airways 1983-93

(ii) To ascertain the degree of performance of workers of the Airline as judged by the public and the workers themselves.

(iii) To ascertain the extent to which the poor financial motivation affect the performance of the workers of the Nigeria Airways.

(iv) To finally recommend some steps which can be taken by the management of the Airline to improve motivation and performance of workers which may invariably improve the performance of the organization.

1.4 SIGNIFICANCE OF THE STUDY

It is economically wise and significant after thirty-four years of its operations to carry out this type of systematic study to ensure that there is no wasteful investment. This would be done by giving a careful attention to the achievements or failures of the Airline so far made within this period of 1983-93. The causes of the failures would also be brought into lime light through this study which would in turn help us suggest some solutions.

This study is timely because administratively it will help check the efficiency of the financial policies of the Nigeria Airways limited- whether they are sufficient or insufficient which would in turn need suggestions for improvement.

Managers of any organization particularly of the Nigeria Airways Limited would find this study useful in achieving employee motivation..

Also, a serious study of this nature in the area of financial motivation is not known to have been carried out. It will undoubtedly add to the field of academic knowledge in the area of workers motivation.

1.5 SCOPE OF THE STUDY

The researcher is more interested in the financial aspect of motivation. This is because money is believed to be everything to most people. Wages and salaries have a very large motivating element in them because people work essentially to meet their economic needs. They work because they expect to be paid.

Money really affects the way people perform their work. It even affects their attitudes to work. This is to say money is an effective work motivator because success in life is measured by how financially or materially (which of course can be acquired through money) wealthy a man is. Other reasons why the researcher sees money or wages and salaries as an effective work motivator especially in Nigeria includes the fact that extended family relationship is part and parcel of the Nigerian culture. This system brings a lot of added responsibilities on an individual Nigerian. It is nothing but money he needs to meet up with most of these responsibilities. For him to even be alive and cater for his immediate and extended families, he needs among other things good food and health, which can be achieved through money.

Furthermore, the researcher considers financial incentive to work more important especially to the Nigerian worker in general and the Nigeria Airways limited workers in particular from this period of 1983 to 1993 because of the cut-throat-inflation in the market scene of the Nigerian economy as a result of the introduction of the structural Adjustment Program (SAP) in 1986.

In America too, money is a significant work motivator. An American writer, Robert Dubin writing on "incentives for work" has this to say--- "in our society, money does make the world go around. A worker wants economic advancement and economic security for himself and his family. Income from wages and salaries, is the major incentive to work. Taking a job is a means to this end".[6]

It is also worthy of note that at least there is no organization that deals with human beings and would not undertake the management function of motivating the workers. What the researcher is doing is to determine the level of the financial motivation and the level of the performance of workers in the Nigeria Airways Limited within 1983 to 1993. The study wants to establish whether the level of financial motivation in the Airline is high or low and the extent to which it affects the performance of the workers in the Nigeria Airways.

The study is not covering all the Nigeria Airways offices in the country. It is delimited in scope to only Nigeria Airways Offices in Kano, Kaduna, Zaria, Makurdi and Lagos.

This study is also restricted in scope to workers' performance alone.

1.6 BASIC ASSUMPTIONS OF THE STUDY

This study has made some important assumptions which include:

(i) That the proportion of sampling gives a fair representation of the Nigeria Airways Staff population in the zones of study.

(ii) That the responses will bring out the anticipated result demanded by the questionnaire.

(iii) That the responses will be accurate and sincere.

KASHIM IBRAHIM LIBRA

(iv) That other elements such as the workers' age, sex, marital status, and educational qualification that can affect individual motivation are in order.

1.7 HYPOTHESIS

No meaningful research can be successfully undertaken without a hypothesis. It is the bedrock of any significant scholarly work. The researcher has therefore advanced the following hypotheses, which will be tested.

(i) There is a significant low level of financial motivation among workers in the Nigeria Airways Limited in the years under study.

(ii) There is a significant relationship between the low level of financial motivation and the low level of job performance among workers in the Nigeria Airways Limited in the years under study.

1.8 RESEARCH METHODOLOGY

In the course of the study, the researcher used the questionnaire and interview methods to collect the data needed. They both contributed to the researcher's source of primary data. Survey method of investigation was used as the research design.

QUESTIONNAIRE.

Questionnaire method was used because it would enable the researcher to cover a larger number of respondents. The respondents in this case were the staff of the Nigeria Airways in the selected Nigeria Airways offices in different zones. In using this method, different questions were framed on the subject matter of study (which is motivation of staff and their performance) and administered on the respondents. For the choice of the sampling population, free random sampling was used. This involved grouping the Airways offices in the country into three zones – namely the Northern zone, the southern zone, and the Middle-Belt zone. From the Northern zone, Kano, Kaduna and Zaria offices were sampled. Lagos office was chosen from the Southern zone and from the Middle-Belt zone, Makurdi office was selected. The workers from these offices constituted the population of the study. Though there are four zones all in all, only these three were chosen by the

researcher. It is not necessary to use all the zones and all the Airways offices in the country because it is believed that these few ones used will give a fair representation of the overall Nigeria Airways staff population in the country and the anticipated result demanded by the questionnaire. This is because the Nigeria Airways office in one zone is the same with the one in another zone. They are zones or offices of the same organization and are guided by the same organizational objectives and conditions of service.

By random sampling the researcher means there was no bias in the selection. This means each Airways office in each of the three zones or each number of the Airways staff had an equal chance of being selected. No Airways office or member of the Airways staff population had any more chance of being selected than any other members. The selection was randomly done from the population. No one office or person was predicted to be selected.

The total staff strength of the office that were sampled was about five hundred. This number is assumed to give a fair representation of the total staff strength because it was randomly selected.

The Airways workers (who were the respondents) were asked to fill their responses into the spaces provided in the questionnaire.

The questions were asked in both open and close ended styles. The open-ended style involved questions on matters that the responses were no obvious to the researcher. That is, those questions to which the researcher had not specific answer and therefore did not provide answers from which one will be selected by the respondents. The close-ended questions were on those matters the researcher had some ideas about their responses and provided some answers from which the respondent selected one. The researcher distributed three hundred and fifty questionnaires to the respondents in the different zones.

The questionnaire was divided into three sections for the purpose of clear and easy organization and analysis. Section one gives the information on the biography of the workers. Section two gives information on the level of finances received in terms of salaries and allowances and the level of their motivation. Section three provides the data on the relationship between the level of motivation and the level of performance.

INTERVIEW

The researcher also used interview to fill the gap created by the use of questionnaires. The respondents under the interview method were the public who have patronized the Airline in one way or the other. They gave their assessment of the performance of the workers of the Nigeria Airways. Seventy-five people which included businessmen, government officials, civil servants, students and lecturers were interviewed. The interview helped the researcher to listen to the views of some of the respondents. This was done on a face-to-face basis. Through that the researcher could watch and take note of the temperaments and countenance of the respondents which could in turn help in getting in sight into the subject of the study.

Sample and sampling method was used for the interview. Sample is the procedure by which a few is taken from the entire population because it is not possible to take a complete census of the entire population concerned. On the basis of the sample, generalization applicable to the population from which the sample was obtained are reached.

Sampling is taking any portion of a population as representative of that population.

The sample was drawn from the public population by random selection.

Official documents, magazines and unpublished works were used as sources of secondary data.

1.9 METHOD OF ANALYSIS

For a meaningful and clear analysis of the data collected from the primary sources, some statistical tools are employed. In this study therefore, the research is using both the simple percentage and T-test methods to analyze the available data. The sample percentage is used for people who have no statistical inclination. It would make it easier for them to understand the analysis done. It is also for better organization.

In the use of simple percentage responses were added to give the frequency. Thereafter, the percentage was found for each item on the questionnaire. In the use of the simple percentage, fifty is the acceptable level

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of significance. That is, if any factor scores fifty percent and above, it is accepted as significant. This means any score below fifty percent is not significant.

The t-test is commonly used to test the relationship between two variables. In the use of T-test, a value is calculated using the mean and the standard deviation of the two variables. Before this is done, the analyst has determined the levels of significance and confidence and acceptance region.

1.10 LIMITATION OF THE STUDY

The researcher came across some difficulties in the course of the writing of this thesis. It was observed that the Nigeria Airways workers, especially those in authority were highly reserved. Information that were gotten were not even willingly given out. Some documents which could help the researcher in the research were considered confidential and therefore out of reach. At the time of the writing of this thesis the airline was in trouble with the federal Government and was in the danger of being scrapped or replaced with a new Airline called Air Nigeria. So workers were full of uncertainties as their job security was threatened by these new developments. As a result of the above, the workers were not ready to give any information on themselves or the organization.

Therefore, out of the three hundred and fifty questionnaires distributed, only one hundred and ninety were returned.

1.10 OPERATIONAL DEFINITIONS OF BASIC TERMS

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MOTIVATION - According to Byan, motivation is from the Latin word 'Morere' which means "to move"[7]. Berelson, Benard and Gary define motivation as "---- all those inner striving conditions described as wishes, desires, drives and so on ---. It is an inner state that activates or moves"8.

Thus motivation is the incentive to work toward a goal, it is a causative sequence involving a need that provides the drive to achieve an objective

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JOB PERFORMANCE:- It indicates how well or satisfactory the person is fulfilling the requirements of his position on the basis of results achieved and his actions on the job. It is worthy of note that performance on a job is not the same as effort on the job. The researcher assumes also that performance on the job as seen here is the sum total of the employee's performance, which make up the performance of the organization: Note also that the researcher is looking at the relationship between job performance and motivation from the point of view of the needs of the workers.

SATISFACTION:- This refers to the feeling that rewards meet or exceed the employee's expectations.. If rewards fall short of expectation, there will be dissatisfaction.

REWARD:- This refers to that which is given in return for a work done or in appreciation for a work done in any organization be it private or public, profit or service oriented. Rewards may also be seen as the desirable results of tasks carried out.

A reward may be positive or negative. A reward is said to be positive if it is desired by the recipient. But if it is not desired, it is said to be negative. However, for the purpose of this study, reward is seen as that which is positive. That is, the reward which is desired by the recipients.

SAMPLE:- Is the procedure by which a little is taken from the larger population since it is not possible to work on the entire population concerned.

SAMPLING:- Is taking any portion of a population as representative of that population.

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RANDOM SAMPLING:- Is that method of drawing a portion of a population so that each member of the population has an equal chance of being selected.

STRATIFIED RANDOM SAMPLING:- Is dividing the entire population into a sub population called strata. When random sampling is used in each of the stratum, the procedure is called stratified random sampling.

EFFORT:- This is the mental or physical energy used by any individual or organization on a particular job or task.

LEADERSHIP STYLE:- Is that predictable patterns of behaviour which a leader or any one uses to persuade others (usually subordinates) to seek defined objectives enthusiastically. This predictable behaviour patterns are usually observed or ascribed to such a one.

JOB ENRICHMENT:- This refers to upgrading a job by adding more meaning to work, more recognition, more responsibility and more opportunities for advancement.

WAGE AND SALARY:- These refer to financial compensation for work done. Note that wage is not synonymous with salary. While wage is financial compensation for work done by hourly rated personnel, salary is financial compensation for work done by standing professional or clerical personnel whose salaries are paid monthly.

NIGERIA AIRWAYS LIMITED:- This is a Federal Government wholly owned Airline. It is a limited liability company dealing with air carrier. Though a public company, Nigeria Airways Limited is profit-oriented. That is, in its operations, it is required to make profit.

1.12 PLAN OF THESIS

This work is divided into five chapters.

Chapter one is essentially an introduction to the study. It discussed amongst other things the nature of the study, the problem stated, the aim of the study, the scope of the study and so on.

Chapter two is the theoretical framework and the review of the related literature.

The theoretical framework took a look at a number of theories of motivation and job performance. It discussed the shortcomings, usefulness and emphasizes the financial aspect of motivation. Under the theoretical framework, the researcher selected an analytical model for the data collected from the field.

The literature review examined some works of other scholars, made remarks on them as much as possible. The researcher related these remarks to this study particularly.

Chapter three contains a historical background of the Nigeria Airways. It also examined financial motivation in the Nigeria Airways – 1983 to 1993 and made some relevant critical remarks as it relates to this research. This chapter also assessed the performance of the workers in the Nigeria Airways Limited 1983 – 93.

Chapter four presented, analyzed and interpreted the data collected from the field in respect of this research.

Chapter five summarizes the major issues raised in the thesis. It also made some recommendations which could help the Airways to develop a better plan of motivation to improve its performance for the overall benefits of the country.

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CHAPTER TWO

2.1 THEORETICAL FRAMEWORK

This section of chapter two seeks to establish a supportive structure within which this study on financial motivation and job performance among the workers of the Nigeria Airways of 1983 – 1993 will be considered.

Motivation with its complex nature has and still receives a lot of attention in terms of research and publications. Many motivation works have focused on the subject from different perspectives. The purpose of the theoretical framework therefore is to give the readers the direction this study seeks to take or provide a guide to the understanding of the study. In an attempt to provide a theoretical framework for this study, the researcher will examine some of the existing works on motivation for the purpose of refreshing our memories and to make use of those materials that may be useful to this study.

Before this is done, we would like to briefly consider the concepts of motivation and Job Performance.

Motivation and job performance are essential administrative functions and obligations of the management and workers of any organization respectively. The first to be considered is motivation.

Motivation is defined by Pigors and Myers (1981) as stimulating the willingness to work - - - motivation comes from inside each individual!.. Fournies (1978) gave two definitions of motivation which were:-

(i) *Motivation is a thing you do to get others to do something.*

(ii) Motivation is something that happens inside an individual that gets him to do something[2].

In summarizing these definitions of motivation given by the various writers, we will notice that they all have a common point of focus. They see it as an inner psychological 'push' to work. That is, it is a drive to do something which comes out from within the worker; It is stirring up the willingness to work. It is a psychological process which takes place inside the individual which the manager cannot see. Rather, the manager can only assume its presence or absence based on observance of workers behaviour. If the workers are busy at their tasks, the manager may well believe that they are motivated.

If they are standing around talking, the manager may conclude that they are not motivated to work.

Having seen the definitions of motivation as given by these different writers, the researcher, for the purpose of the study wants to adopt a new definition which states that motivation is the art of stirring up in subordinates the inner desire and willingness to put in their best towards the achievement of organizational set goals.

Motivation, being a psychological phenomenon dictates the kind of spirit with which a worker carries out the task or tasks assigned to him which goes a long way to affect the realization of the goals of the organization. If the worker's morale is raised, he will be encouraged (which is what motivation is all about) and happy on the job. This would move him to redirect his commitment to the interest of the organization. Motivation points to the needs of workers which when met by the authority would lead to increased workers identification with organizational goals, but when denied them, would lead to workers' indifferent attitudes towards organizational goals.

For any organization generally and the Nigerian Airways Limited 1983 – 1993 particularly to harness the productive effort of its employees in such a way that they give their best towards the achievement of the organization's goals the employees satisfaction and happiness on the job must be ensured.

It is noteworthy that a manager can stir up in his subordinates the inner desire and willingness to work effectively by the 'carrot' or stick' approach or both as the circumstance may demand. That is, using the positive and negative approach respectively to motivate. However, this study is concerned with the use of 'carrot' or positive approach.

The second concept to be considered is performance.

Performance is defined by Byan and Rue (1979) as describing the degree of accomplishment of the tasks in an individual's job. It indicates how well the person is fulfilling the requirements of his or her position on the basis of results achieved.[8]

Porter and Lawler (1979) saw performance as the net effect of a person's effort as modified by his abilities and traits and his role perceptions. Effect refers to the amount of physical or mental energy, or both, expended by

an individual on his or her job. Abilities and traits are personal characteristics that are involved in performing the job.[9]

Lefton, Buzzolla and Karraker (1977) defined performance as a concept that has two elements which are:-

(i) Performance is the results that people get on the job.

(ii) Performance is whatever they do that affects those results.[10e]

All that Lefton and etal are saying is that performance is simply the outcome of behaviours on the job and the behaviours themselves that produce that outcome. So the two elements found in performance as a concept as given by Lefton and etal are inputs (that is, the action people put into the job) and outputs (that is, the consequences of those actions).

In summary, the researcher submits that all the different writers who have defined performance as given above agreed that performance involves actions and the results of such action on what is to be achieved.

However, in the light of this study, the researcher emphasizes Lefton's and etal's definition of performance even though with some modifications. That is, performance refers to the attitude of workers towards their jobs and the end results caused by these attitudes. It is the nature of attitudes developed by a worker that brings about whatever he does (actions) on the job he is expected to carry out. So performance is more of attitudes and their attendant consequences on tasks at hand to be performed.

This study looks at financial motivation and job performance of the workers in the Nigeria Airways Limited of 1983 –93. The motivation to undertake this study apart from several others arose when the researcher, through interactions with the organization observed that the performance of the workers was below standard. It was inadequate. The workers of the Nigeria Airways of 1983 – 93 have very poor attitudes to work which make them ineffective.

In the search for solutions to this problem of poor financial motivation of workers in the Nigeria Airways, the researcher wants to look at some theories of motivation and job performance. Many theories have been advanced on this complex topic by various theorists but the researcher is selecting only one under this section of the work (that is, the theoretical

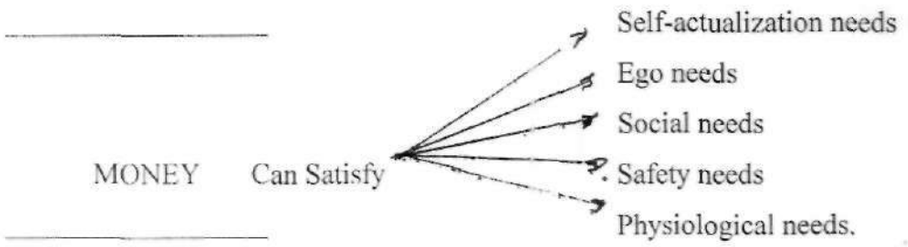
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framework) as it applies to the subject matter or financial motivation. When the researcher talks about financial motivation what comes to mind is all that has to do with money directly or indirectly. That is, all financial remunerations such as salaries, wages and allowances and other elements or factors that enhance the financial well-being of workers such as fringe-benefits or employee benefits and promotions. All these are rewards and conditions of services expected by any worker in any organization. Since it is not all the motivation theorists that treated this important aspect of motivation (that is, financial motivation) as important in motivating staff, the relevant one is considered which is Saul Gellerman's (1968) money theory. It helps to explain the subject under focus-that is the place of financial reward in motivation and how its proper or improper placement affects the desire and willingness of workers to put in their best on their jobs.

MONEY THEORY (Gellerman, 1968)

Gellerman (1968) in his work "Motivating Men with Money" is also of the view that money (finance) is the most powerful motivating element in Nigeria. He asserted "we all have needs for things like money, status, achievement, and recognition. We do not only seek money or status or achievement for its own sake. Instead, they are only vehicles which the person uses in his constant quest to be himself or to be the kind of person he thinks he should be. The ultimate motivation is to make the self-concept real. *Money fulfils several different needs. *Money is more than just a medium of exchange. It is more often a vehicle through which other higher needs (such as acceptance, self-esteem and so on) can be satisfied."[13] According to his view, a person who goes out to buy a beautiful car is, doing more than just spending his money. He is buying prestige, recognition and it is indeed a visible symbol of his achievement. Below is a sketch of Gellerman's view.

Figure III [14]



Gellerman is also of he view that when a worker is relatively adequately rewarded financially he can satisfy all his levels of needs. By the time he satisfies the needs at all the levels, he will feel happy on the job and would put in his best towards the achievement of the organizational goals. Gellerman maintained the same stand with Vroom and Porter and Lawler in explaining what motivates workers.

The researcher observes in the same vein with Gellerman (1968) that money or money-related factor (which helps to reduce financial burden of a worker) is what enhances performance of workers. Considering what is obtainable in Nigeria within the period of this study 1983 –93, money directly or indirectly satisfies all the needs of the employee which range from the Lower level or hygiene needs to the higher level or motivation needs of Maslow (1954) and Herzberg (1959) respectively.

Recognition, status, achievement, prestige, opportunity for leadership and so on in Nigeria are mostly based on the financial position of the individuals. A man who is financially well-to-do is said to be a successful man in the Nigerian Society. He is said to be making it in life. He will automatically gain recognition of both his family, friends and the society at large irrespective of how he gets the money. Even if a man has all the intelligence, competence, knowledge and self-respect but does not have the money, he is considered unimportant and a failure in life. So our Nigerian workers including civil servants in the Nigeria Airways of 1983 – 93 are all out to attain a recognizable level of financial well-being. Therefore, in any organization where there is no attractive financial remuneration, the employees could hardly be motivated to increase performance and vice-versa. Rather, they would share their commitment between their organizational

responsibilities and private pursuance of money to satisfy their economic, physical, personal and family needs.

Money has become so powerful a stimulant in affecting workers' performance in organizations that in the recent past (and even now) poor financial remunerations have led to serious personnel related problems such as absenteeism, dissatisfaction and strikes. The incessant National and local strikes by the staff of all the Universities in the Federation in 1992/93 is an example at hand. One of their demands was a better pay. Primary and Secondary School Teachers, Bank workers to mention but a few, went on strike too within this period of the study. All they needed to go back to work, and even put in their best was a fair pay. A fair pay here, means, that which is commensurate to what is expected by the workers for the services rendered. They need to meet up with the increasing demand of the cost of living.

The researcher is not saying that motivation is all just money, but that the workability of these models of motivation depends on the country and what is obtainable there. Money may not matter much to workers of some countries but definitely not Nigerian workers to whom money is the chief motivator especially between 1983 –93.

However, the issue of motivation and job performance has been the most problematic of all management functions to managers. Much questions have pre-occupied the minds of many people ever since the formation of organizations where human beings come together to accomplish on individual basis. Such questions include:-

(i) What is Motivation all about?
(ii) How could organizations increase their performance?
(iii) In what ways could management motivate workers to increase their performance?
(iv) How does the motivation or non-motivation of employees affect their performance?
(v) What is the most appropriate way to motivate employees?

Managers have been unable to specify practical things in their control to influence motivation.

Just like every other organization that deals with human resources, these questions above apply to the Nigeria Airways Limited of 1983 – 93. More so that it is a profit-making organization such questions as above are often expressed by managers at all levels. This study is an attempt at providing answers to these questions.

The discussion of this theory apart from facilitating our understanding of the subject matter is also an attempt at providing answers to these questions.

2.2 LITERATURE REVIEW

In this section of the study, the researcher seeks to examine critically or review the existing numerous literatures on the topic of the study which is motivation and job performance. The essence or purpose of this, is to help refreshen our memories and the researcher also hopes to utilize those materials that may be relevant to the subject under consideration.

The need to motivate workers is as old as human existence. It did not cause any attraction for a systematic (scientific) research until at the end of the industrial revolution when there was a great need to maximize productivity. Right from that moment, even though motivation is a complex subject, it has and still attracts a considerable attention in terms of research and publications. There is because, harnessing human needs towards achieving organizational goals is important to production.

However, as a result of the numerous works that are available in this area, the research cannot exhaust all of them. Therefore, few of them have been selected which are:-

(i) **HUMAN RELATION THEORY OF MOTIVATION** (Elton Mayo, 1927)

(ii) **NEEDS THEORY OF MOTIVATION;**

- (a) Human Hierrarchy of needs (Abraham H. Maslow, (1954)
- (b) Two-factor (Motivation-Hygiene) theory (Freederick Herzberg, 1959)

(iii) **LEADERSHIP STYLE THEORY OF MOTIVATION**

- (a) Theory X and Y (Douglas Mcgregor, 1960)
- (b) System approach (Rensis Likert, 1961)
- (c) Managerial Grid (Robert Blake and Jane Mouton 1964).

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All these selected theories of motivation and job performance, though Written at different times by different people are related in a way in their discussions of how workers in any organization can be encouraged to put in their best towards the achievement of organizational goals. Though they have different titles for their theories and approach them from different perspectives, they all present man as having a dynamic nature. The individual is seen as having potentials for growth and development therefore the manager must make every effort to tap them. They all agree that managers should focus their attention on ways of allowing the workers to attain their higher level needs. What the manager should do to motivate workers according to these theorists above (as listed), is to create opportunities for them to democratically take part in organizational decision-making, make use of their creative abilities and getting them committed through intrinsic rewards. They commonly see money or financial rewards as having insignificant, minimal and short-lived effect on the motivation of workers in any organization.

The study is concerned with motivation and job performance in the Nigeria Airways of 1983-93. The theories selected above provide useful information about the subject under study thereby lending explanations to the study. They give the researcher an insight into what they (the theorists) consider as the primary factors of motivation. They are therefore seen as looking at motivation from a perspective that is different from that of the researcher. These theories reflect the fact that indepth work have been carried out on the question of how to motivate workers to put in their best at work to achieve organizational objectives. In the face of these abundant suggested solutions rendered by the various theorists to the problem of workers' motivation to perform well, organization managers are still left today with that same problem. Thus this study in looking at motivation and job performance from the perspective it has chosen, hopes to come up with some suggestions that will be useful to managers of organizations generally, who seek to settle the problem of motivation in their organizations and the Nigeria Airways Limited of 1983 – 93 in particular.

HUMAN RELATIONS THEORY OF MOTIVATION (1927)

Human relations theory popularly known as Hawthorne experiment or studies is called "the power of Recognition". These studies were spear-headed by Elton Mayo who was a psychologist. They were the studies of organizations and their workers' performance which were conducted at the Hawthorne works of the Western Electric Company for roughly five years-1927 to 32. The studies attempted to determine what makes employees productive or perform well because Hawthorne management was convinced that its workers were far from realizing their potentials.

ILLUMINATION EXPERIMENTS.

This study was the first set of experiments and it lasted for two and half years. It was conducted for the purpose of determining the effects of different levels of illumination on workers' productivity. From the experiment, Elton Mayo and his colleagues learnt that there is no relationship between illumination and productivity or workers' performance. It was also discovered that absenteeism was much lower, there was less for supervision and morale was higher. This experiment involved hundred workers including women.

RELAY ASSEMBLY TEST ROOM

This was the second series of experiments which lasted for two years. It involved a group of six female telephone relay assemblers who were subjected to close supervision and control. Changes were frequently made ranging from Saturday morning working day, rest-period, to hot Lunches. These were either added or removed.

This small test group of six female workers were isolated from the large regular work force to enable the researchers obtain more control over the factors affecting workers' performance. Despite the changes, productivity increased. That is, as rest-periods were given or eliminated, productivity of workers increased; as work days or work weeks were shortened workers' productivity still increased. Infact, when these changes were terminated and other working conditions re-established, out-put continued to increase over a period of several years as their experiment continued.

The researchers therefore, at the end, came to the conclusion that the social or human relationships and emotional factors among the supervisors, operators and researchers were the major factors that determine the performance of workers at work rather than changes in working conditions.

BANK WIRING OBSERVATION ROOM

This experiment lasted for six months. It involved all male staff of the Department of Bank Wiring.

From the observation of the work and the behaviour of this group, it was discovered by the researchers that after all, it is interpersonal relationships that played the greatest role in performance. There were lots of informal organization in the room such as social cliques, games playing, helping one another, nick-naming one another, and norms of behaviour were in existence in the room to guide the social groups. All members and those seeking to be members must abide by them. Such norms include:

(i) Do not betray an associate to a supervisor.

(ii) You must protect an associate's interests at work.

(iii) Do not be officious or feel too superior to interact with others and so on.

However, the results of the five years Hawthorne experiments show that there is more to workers' performance than just money and working conditions. The studies are advocating that for workers to be motivated to put in their best at work, there is need for managers of organizations to adopt general supervision as opposed to close supervision of workers. The general supervision entails understanding rather than authoritarianism. Also, that informal rule on the individual worker has great effect on and influences the worker to increase performance. Group solidarity and the opportunity to be heard and participate even in decision-making as it affects the organization are all important factors of motivation. Thus, the human relations school of employee motivation urged management to focus on the social aspect of man or the worker to get him motivated than on the economic or technical aspect of him.

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This is to say that the human relations theory of motivation sees money or financial remunerations as ineffective motivator. If management create opportunities in their organizations for general supervision of workers, participation of workers in decision-making, informal social groups, responsibility and so on, workers potentials would be stirred up and their performances on the job would improve, even if they are in adequately paid.

The researcher contends that for workers in any given organization, particularly in the Nigeria Airways Limited, 1983 – 93, to want to work and even put in their best to improve performances, they must be satisfied to some extent with their standard of living.

Satisfaction of this nature is not achieved by what the human relation theory of motivation advanced. The standard of living of any worker can be influenced only by money. This is where the value of money comes in when we talk of motivating workers in the Nigeria Airways.

There are some instances which stand out that make it difficult to deny that the workers in Nigeria (and therefore in the Nigeria Airways Limited 1983 – 93) put a very high value on money – since it is the means to improving standard of living. Such instances are the frequent, sometimes prolonged strikes by many salary earning bodies like the Academic Staff Union of Universities (ASUU), Senior Staff Association (SSA), None-Academic Staff Union of Universities (NASUU), primary and post-primary schools teachers, bank workers to mention but a few, especially between 1992 and 93. Even when many elements of the work situation frustrate employees, they respond most of the time by asking for more money. Workers, (especially Nigerian Workers) feel more strongly than ever that the answer to any job dissatisfaction is more and more money. Recognition, restructuring of jobs and making work more meaningful are complex, nebulous and unfamiliar issues. But money talks in terms that everyone understands such as in terms of generally improving standard of living, paying house rents, settling electricity and Water bills, paying children's School Fees, maintaining efficiently "consumers association", fixing into the room new expensive furniture, buying pleasure cars, attaining recognition by people as a 'big' man, putting up mighty and flamboyant buildings in his village and so on. When any worker is

able to express his living in this way he will feel satisfied and happy and will have inner stirring to work well. Effective workers are the happy workers.

The researcher is not saying that the average workers in any organization particularly, the Nigeria Airways be made millionaires. However, it is that management is missing motivating its workers because it has failed to view money as an incentive to the rank-and-file workers.

It is true as Gellerman (1968) said that "money may well turn out to be the costliest motivator of them all, but money may also prove to be the most potent motivator of all, at least in certain circumstances and when used on a sufficient scale"[15]

In any job where workers' efforts have a large and direct impact on productivity management need to use money to motivate the workers. The Nigeria Airways Limited 1983 –93 which is a profit-making organization needs to motivate its workers. It cannot do this by merely giving opportunities for social relationships but (considering the Nigerian circumstance within which it exists and operates within this period of study 1983 – 93), by the use of adequate financial remunerations.

By financial remunerations here, the researcher means rewards for the services accepted and given to the organization by the workers.

A reward is what is given in appreciation for a work done in any organization. Some researchers like March and Simeon (1981) in their work "Motivational Constraints: The Decision to participate" believed that rewards lead to increased performance.[16] Rewards certainly bring about satisfaction and increased performance but only when it is commensurate to what the individual believes it should be. This view of reward and its effect on productivity of workers is shared by Vroom and et al also.

NEEDS THEORY OF MOTIVATION

These were the works of two socia psychologists at different times. They were Abraham H. Maslow (1954) who developed the theory of hierarchy of needs and Frederick - Herzberg (1959) who developed the two-factor or (Motivation - Hygiene) theory.

HUMAN HIERARCHY OF NEEDS.

According to Maslow, man has five basic categories of needs with which he goes into an organization when he takes up a job. These are:

(i) Physiological needs

(ii) Safety needs

(iii) Social needs (also called affiliation needs)

(iv) Esteem needs (also called Ego needs)

(v) Self-actualization (also called self-fulfillment needs).

Maslow saw these needs as forming a ladder in their order of Importance to man. He asserted that each of these needs becomes active only when the next lower level need is reasonably satisfied.

THE PHYSIOLOGICAL NEEDS.

The physiological needs constitute the lowest level in Maslow's hierarchy of needs. They include:-

(i) Food

(ii) Water or drink

(iii) Shelter

(iv) Rest

(v) Sleep

(vi) Exercise

(vii) Clothing

(viii) Health

These are basically human bodily needs that must be satisfied in order to sustain life. Thus, they are shown as being the strongest. Maslow estimated the percentage of satisfaction of the physiological needs as eighty-five percent (85%).

THE SAFETY NEEDS'

When the physiological needs are reasonably satisfied, then the safety needs are activated. These include:- Comfort, Peace, orderly surroundings, protection against danger or deprivation assurance of long-term and economic

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well-being, Maslow estimated the percentage of satisfaction of the safety needs as seventy percent (70%)

THE SOCIAL NEEDS

The next active motivator is the social needs. These needs are need for affiliation, need for giving and receiving affection and for friendship, need for group participation, and need for membership.

The percentage of satisfaction as estimated by maslow was fifty percent (50%).

THE EGO OR SELF-ESTEEM NEEDS.

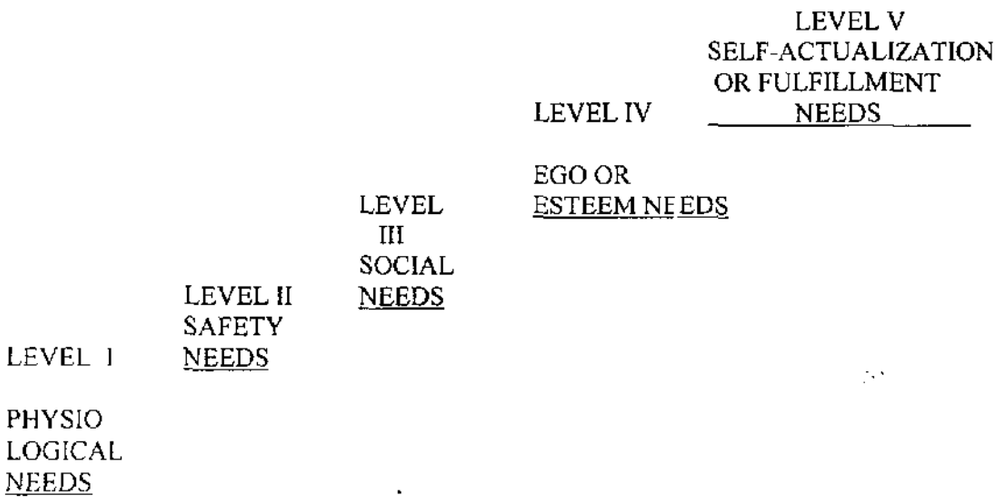
The Fourth on the ladder of these human categories of needs as seen by Maslow is the self-esteem needs which include recognition, prestige, self-confidence, leadership, independence, achievement, knowledge, status, appreciation, and deserved respect of one's fellow.

According to Maslow, these needs are rarely satisfied. He estimated the percentage of satisfaction of the ego needs as forty percent (40%). Therefore, people (or workers in organizations) have a constant craving for more achievement, more knowledge and more recognition.

THE SELF-ACTUALIZATION OR FULFILLMENT NEEDS.

This is the ultimate need of any man. Maslow defined this need as "the desire to become everything that one is capable of becoming.[17] Maslow said, this level of need comes up to dominate a person's or a worker's behaviour after all lower-level needs are reasonably satisfied. Self-actualization or fulfillment need is the need every one has to become the person he feels he has the potential for becoming. This level includes the need for doing things for the challenge of accomplishment, intellectual curiousity, creativity, acceptance of reality and feeling of fulfillment. This need according to Maslow is like the ego need. It is rarely if ever satisfied. Maslow estimated the percentage of satisfaction of this need as ten percent (10%). Below is the ladder or steps of Maslow's need hierarchy.

FIGURE 111[18]



* According to Maslow These two levels IV and V are the motivators.

Maslow believed that for workers to be motivated, the managers have to make effort to meet their higher level needs. To him and other social psychologists motivation can be achieved only to the extent that higher level needs are met.

They believed the higher the level of the need, the greater is its power to give enduring satisfaction.

Maslow in his hierarchy of needs did not include money per se as one of the needs but implied that money can directly or indirectly satisfy some of these needs particularly the lower level needs – that is, the physiological and safety needs. He said, tangible rewards such as wages or salaries provided by organizations usually are used to satisfy only physiological and safety needs.[19] What Maslow has said here implies that money can not directly or indirectly satisfy all the levels of human needs.

On the contrary, the researcher is of the view that money can satisfy all the levels of need of the workers. Somebody who succeeds in using the earning to buy a beautifully expensive car for instance, is doing more than using money as a means of exchange for good, clothing or even shelter. He is

buying status, achievement and even recognition, at least as far as Nigeria is concerned. A man who uses his earnings to carry out his responsibilities to his children, wife, and extended family members as the case may be is doing more than satisfying lower level needs. He is seen as accepting responsibilities and meeting them. A man knows he has the potentials of being a father, husband or bread-winner to his family both nuclear and extended. He will be happy if his job can give him the opportunity to realize these potentials. It is money that can be used for the execution of these responsibilities. So if his job can give him financial remuneration that will enable him carry out his responsibilities to the different groups, he will feel happy and satisfied and will put in his best at work.

TWO-FACTOR (HYGIENE-MOTIVATION) THEORY (FREDERIC HERZBERG 1959)

Another motivation theorist Frederic Herzberg advanced that man has two different sets of needs with which he gets into an organization when employed. The first set of needs is what Herzberg referred to as hygiene factors which include company policy, administration, supervision relationship with supervisors, work conditions salary, relationship with peers, personal life, relationship with subordinates, status and security.[20] These Herzberg's hygiene factors are similar to Maslow's lower-level needs the physiological, safety and social needs. According to him (Herzberg) if these hygiene factors are absent or inadequate in any organization, there would be dissatisfaction among the workers. That is, the hygiene factors if absent, lead to job dissatisfaction and poor performance. But if present, they lead to job satisfaction but do not motivate workers to perform well. Herzberg saw the hygiene factor as being extrinsic that is, coming from outside the worker. They can only prevent dissatisfaction when they are adequate.

The second set of man's needs according to Herzberg is called motivator factors. They are similar to Maslow's Higher level needs – the ego or self-esteem and self actualization or fulfillment needs. The motivator factors include achievement, recognition, work itself, responsibility, advancement and growth.[21] These are the work factors or job contents, which

according to Herzberg lead to job satisfaction and motivation. Herzberg said, if these motivator factors are present in any organization, employees feel exceptionally good. The motivation factors are intrinsic – that is, they come from "inside" the person.

Deducing from these two need theories of motivation, it can be seen that Maslow and Herzberg are of the same mind on what actually motivates workers. According to them, if a manager continues to build more opportunities for achievement, and recognition into the job, then his employees should become more motivated. This was what led to the issue of job enrichment by motivation theorists like Herzberg. That Maslow's higher level need – ego esteem and self-actualization and Herzberg's motivator factors achievement, recognition, work itself, responsibility, advancement, and growth lead to motivation when they are built into the way managers manage their organizations.

From their works, it is clear that Maslow and Herzberg see money as a so-called hygiene factor or lower level need. It is seen as a potential dissatisfier if not present in adequate amounts but as a potential satisfier or positive motivator. What they have in mind is that improvement in salary may only remove impediments to job satisfaction but do not really generate job satisfaction. To them, the main value of money is that, it leads to both the avoidance of economic deprivation and the avoidance of feelings of being treated unfairly. Thus money only plays the role of avoiding pain and dissatisfaction and not one of promoting heightened motivation.

The researcher observes that looking at the motivation of workers to put in their best at work from the Nigerian situation, money is not reduced to just hygiene factor or lower level need. Money is not just a dissatisfier but also a motivator factor. In any organization in Nigeria generally, be it private or public, service or profit-making and the Nigeria Airways limited of 1983 – 93, particularly, if workers are not reasonably or decently paid, they cannot be committed to the course of the organization by putting in their best. They will be 'off' and 'on' in their legitimate offices because they would go into private

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works (Business) to make up a comfortable living. If their pays are not adequate, they will not feel any inner 'push' to do their work at their best.. Their performances will be poor. The organization that does not pay his workers well, will be characterized by personnel related problems such as tardiness, lateness to work, absenteeism truancy, and labour-turn-over. No matter how a manager enriches a job and the salary is not attractive or adequate, the workers cannot be motivated. Most workers that change their jobs to others do so, not because there are no opportunities for advancement and so on but because the financial remuneration given to them are not adequate.

Considering the Nigerian situation especially within the period under study, 1983 – 93, money ceases to be an insignificant motivating factor. It is the chief motivator. Money really affects the way people (especially Nigerians) actually do or get committed to their work. Campbell and others (1974) said "income remains the all-important means for satisfying human wants and needs. Income from wages and salaries is the major incentive to work."[22]

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So in any organization generally, and the Nigeria Airways limited of 1983 – 93, in particular, workers will be highly motivated to perform well if their financial remuneration are reasonable, especially, considering the hyper-inflation in the market scene and the general high cost of living. Financial remuneration's include salary, fringe benefits and other allowances. Money buys a living. A worker in any organization, particularly in the Nigeria Airways takes a job as a means of satisfying human wants and needs for himself, immediate family and extended family members. If he is poorly paid, to the extent that he can hardly satisfy his lower level needs or hygiene factors, how can he even expect to satisfy some of the higher-level needs or motivator factor. He will then have his morale lowered, get frustrated and unhappy at work. Such a worker can hardly put in any extra effort on his job and will not be committed to the goals of the Nigeria Airways Limited.

The researcher is not saying that motivation of workers is just all money business, but that considering what is obtainable in Nigeria, especially within the period of this study, these ultimate motivating factors such as feeling of achievement, recognition's or self-actualisation can be readily

bought with money. Thus, money is a strong motivator for the workers. March and Simeon (1970) said "the larger the amount of rewards offered by the organization (in terms of money), the less the conflict between the job and the individual's self-image.[23]

Herzberg (1959) and et al maintained in their theories that job enrichment motivates rather than money. To them job enrichment appeals to employee's higher level needs such as self-actualization. Therefore he should get so much satisfaction out of doing the job well that he is motivated to do it whether he is closely watched or not.

They believed that if jobs are not enriched, they become very specialized and repetitive. Consequently, that leads to monotony, boredom, demoralization and dissatisfaction. This necessarily leads to absenteeism and reduced performance.

The researcher is however, of the view that the issue of job enrichment as a factor of motivation should not be over emphasized because some people derive satisfaction majorly from non-work such as hobbies. Such people do not find specialized jobs, monotonous and demoralizing. A non-enriched job is a specialized repetitive task which is already familiar to the worker. He will therefore not stand so much time or need to keep over-time in the office to do such tasks. This will enable him have enough time for his non-work hobbies which create varieties to his life and give him satisfaction.

In the Nigeria Airways Limited 1983 – 93 enriching jobs cannot afford a worker a car which is a means of transportation and now, a symbol of success and luxury. It can not help the worker to meet his financial obligations such as children's school fees, feeding the family, house rents, electricity bills and so on. He needs to meet the needs of other extended family dependants. Inability to fulfil all these would make the Nigeria Airways worker feel unfulfilled, irresponsible and frustrated. He would be seen as a stingy man and hated. He would be considered as not capable of carrying out his responsibilities. How can this kind of worker perform well on his job?

The theories of Maslow (1954) and Herzberg (1959) are both pointing to the fact that satisfaction on the job can be achieved by workers if by their tasks they are given more autonomy and allowed to do much of the planning and inspection formerly done by his supervisor. That by job enrichment, the

manager is recognizing the subordinate's job and making it more interesting and challenging. So to them enriched jobs are used as incentives for satisfying higher-level needs. Therefore, it is a means for workers to obtain satisfaction on the job or have job satisfaction as some may say.

However, it is worthy of note that job satisfaction is more of an individual worker's state of mind. It reflects the individual's attitude toward the work situation. Job satisfaction is one of the intrinsic rewards (as it is called by Porter and Lawler, 1979) for some people at work. It involves the satisfaction or happiness they derive from tasks. That is to say the work assignment itself is a job satisfaction such workers seem to enjoy the variety of their work and the sense of personal responsibility they have for doing it.

The researcher asserts in a contrary view to the Maslow and Herberg that in Nigeria at the period under study, there is no management that can say that satisfaction with one's job is found in the assignment involved except if a decent financial incentive is attached to such tasks. The Nigerian worker can not be satisfied with his job if what he gets in terms of financial remuneration cannot satisfy his needs. One of the strong criteria for choosing a job is its financial compensation. The job seeker considers where he will be adequately paid. He chooses where he can make it in life since both the lower and higher level needs can be satisfied with money.

Also the researcher agrees with the view that, satisfaction on the job is not a motivator of better performance, rather it is, performance on the job that brings about satisfaction in the worker. If a worker knows that he performs up to what is expected of him, he will feel happy. What makes the Nigerian worker perform well unto satisfaction is the financial reward he gets from doing the job. Though a high level of job satisfaction does have a positive impact in reducing absenteeism, tardiness, accidents, grievances, strikes and eventual turnover, it does not mean it leads to high level of performance.

The Nigeria Airways Limited is a service and profit-making organization. Considering the period under study, that is, 1983 – 93, the Nigeria Airways workers cannot be motivated enough to put in their best at work simply because the tasks to be performed give room for workers authority and accountability, participation in decision-making, challenges, advancement and so on. The workers are not operating in isolation on their

own island. They are living in Nigeria where money speaks louder than honesty, hardwork, intelligence and so on. In Nigeria money is life and power. Even contrary to Herzberg and et al, Vroom, Porter and Lawler and Gellerman support this view of the researcher that it is reward in terms of money that drives a worker to work well. Therefore the management of the Nigeria Airways Limited should build financial incentives into the jobs so that the workers can feel satisfied and happy to do their best at work.

LEADERSHIP STYLE THEORY OF MOTIVATION

Many Managers certainly know that peak performance can be obtained only by working with employees and not through them. This nature of leadership style theory of motivation brings out what technique the organization manager needs to use to reach the workers from the outside in order to get them to perform to the highest level of expectation.

In joining the organization, an employee accepts an authority relation. Acceptance of authority by the employee gives the organization a powerful means for influencing him.

Leadership by a manager as defined by A.A. Solanke in one of her lectures on Leadership style to the Post-Graduate Student of Public Administration in 1992 is the manager's ability to persuade his subordinates to seek defined objectives enthusiastically. It is that human factor in any organization be it private or public, service or profit-making that builds the group together and motivates it towards organizational goals. It is the ultimate act which brings to success all of the potentials in any organization and its people. That is to say, it is what transports potentials into reality. Wherever leadership is appropriate and effective, workers become satisfied, secured, and committed to the goals and objectives of the organization. But where leadership is poor, inappropriate and ineffective, workers become dissatisfied, resentful, insecure and uncommitted and the organization goals objectives would suffer. This is because there would be instability of workers, boredom, alienation, low productivity, poor workmanship, increased absenteeism and even sometimes sabotage on the part of a growing number of workers.

Based on the above, some motivation theorists have said that motivation of workers in an organization depends on the type of leadership

style adopted by the manager. In this regard, the researcher will consider the works of Douglas Megregor (1960), Rensis Likert (1961) and Robert R: Blake and Jane Mouton (1964) respectively.

THEORY X AND Y

(Mcgregor 1960)

Theory X represents the traditional old and authoritarian form of managing personnel. The theory has some assumptions which include:-

(i) The average person is by nature indolent and works as little as possible.

(ii) The individual lacks ambition, dislikes responsibility and prefers to be directed and controlled.

(iii) The average person is inherently self-centered, indifferent to organizational needs.

(iv) The average person is by nature resistant to change.

(v) The average person is gullible, not very bright.

According to the assumption of theory X above managers should direct and control their subordinate workers since they are lazy and not creative. They should be closely supervised if organizational goals are to be achieved. Rewards for motivation of workers must be restricted by managers to the lower level needs.

Based on the results of some research findings especially those from the Human Relations Movement theory X was discovered to be inadequate in motivating workers to achieve higher performance. It would make workers to only become resentful and resistant to work.

Thus another theory called theory Y was developed by Mcgregor and it is seen as one of the modern motivational theories. Theory Y had some assumptions which Mcgregor believed could lead to greater motivation and increased fulfilment of both individual needs and organizational goals. The theory Y assumptions include:

(i) People are not by nature passive or resistant to organizational needs. They have become such as a result of experience in organizations.

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Work is a natural phenomenon and if the conditions are favourable, people will not only accept responsibility but will also seek it.

(ii) People will exercise self-direction and self-control if they are committed to organizational objectives. The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts towards organizational objectives.

(iii) The capacity for creativity in solving organizational problems is widely distributed in the population. This is because, the motivation, the potential for developing the capacity for assuming responsibility and the readiness to direct behaviour toward organizational goals are all present in people. The intellectual potentialities of the average human being are only partially utilized. It is a responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.

(iv) Commitment is a function of the rewards associated with goals attainment.

(v) Management is responsible for organizing the elements of productive enterprise such as money, materials, equipment, and people in the interest of economic ends.

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SYSTEM APPROACH

(Likert, 1961)

A leadership research was carried out in hundreds of organizations by Likert and his colleagues. At the end of the research, Likert discovered four basic styles in operation in organizations which he called systems one to four (1 – 4). He identified each of the systems with a characteristic. They are:

(i) System 1 which is called Exploitative – Authoritative.

(ii) System 2 which is called Benevolent – Authoritative.

(iii) System 3 which is called Consultative – Democratic; and

(iv) System 4 which is called participative – Democratic.

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Under the system 4 – participative -Democratic, Management has complete confidence and trust in the subordinates. There is high decentralization of decision-making, communications flow, not only up and down (that is, from superior to subordinates) in the organization but among peers as well. The interaction of superior and subordinate takes place in a friendly environment. It is characterized by mutual confidence and trust. Formal and informal, organizations are often one and the same under this system 4 participative-Democratic.

MANAGERIAL GRID
(Blade and Mouton, 1964)

Blade and Mouton (1964) came out with five basic leadership styles after undertaking a research of their own which was concluded thus:

(i) 1.1 which is called "the impoverished leader". This manager has little concern for either people or production.

(ii) 1.9 which is called "country club". The manager has great concern for people but little concern for production.

(iii) 9.1 which is called "task" manager under this style the manager has great concern for production but little concern for people.

(iv) 5.5 which is called "middle-of-the-road" manager. The manager here has a balance between his concern for people and production. But is certainly not a maximum concern.

(v) 9.9 is called "team" manager. This manager demonstrates maximum interest for people and production. Here, work accomplished is from committed people. There is interdependence through a "common stake." There is interdependence to achieve a common goal. This leads to relationships of trust and respect among not only superior and subordinate but also among peers in the organization.

Examining the three leadership style theories of motivation as discussed above it is clear that the theory Y of Mcgregor (1960), the system 4 – participative- Democratic of Likert (1961) and style 9.9 –'team' manager of Blake and Mouton (1964) are asserting the same idea of a manager. That is,

the manager that is highly employee centered and democratic in his management of the organization. All the three theories present a dynamic nature of man. The individual is seen as having growth and development potential; and the problem of motivation is placed no where else but directly in the lap of management. Since the worker has potential, it is left for the management to decide how to tap it. Management must also re-evaluate its thinking and begin focusing attention on ways of allowing the workers to attain their higher level needs such as the Maslow's self- esteem and self-actualisation needs.

These theories are assuming that the primary place of need satisfaction is on the job. Therefore what the management should do to motivate workers is to create opportunities for them to participate democratically in organizational decision-making, for use of workers" creative abilities, for delegation of authority and to get them committed to the organizational objectives through appropriate intrinsic rewards.

Veblem (1974), like Vroom (1970) and March and Simeon (1981) did not agree with these leadership style theorists on motivation above. To Veblem and the others, money and motivation are inseparable correlated variables. They showed that money is very important to the behaviour of people at work. Veblem (1974) said "income from wages and salaries is the major incentive to work"[24]. Ubeku (1975) in the same vein with Veblem argued that money can motivate, that is, it can influence action and encourage extra creativity or any other kind of non-routine performance[25]. But as Gellerman (1968) warned, it can do this only when the increment or net gain for the employee is large enough.

Maintaining the same view with Veblem and Ubeku in this subject matter of motivation and job performance, the researcher argues that in any organization in Nigeria particularly the Nigeria Airways Limited of 1983 – 93, Money has a large motivating power in it. When people or the workers are able to meet their needs, they will be motivated. Bass and Barrett (1981) in their work "people, work and organizations: An introduction to industrial and organizational psychology" also in agreement with the researcher maintained that people work essentially to be paid some money to meet their economic

needs.[25] Therefore, the payment of reasonable wages and salaries is fundamental to the effective performance of the workers.

Money has the greatest advantage over the other factors of motivation in the light of this study. This is because of the followings:

(i) Money is used for the satisfaction of all the other needs.

(ii) Money can be easily measured and generally understood and talked about by all categories of people.

(iii) Money goes with increase in status, responsibility, recognition, acceptance, feeling of success or achievement.

(iv) Money can be compared amongst persons, other organizations and even with the worker's past pay; and

(v) Money is existence. It is used to buy a living. Robert Dubin (1974) had this to say, that "Money makes the world go around in our society"[27].

Money is all-embracing. To support the researchers claim that money is all-embracing, Veblem (1974) asserted that "we have measured most forms of human activity in money terms. Money is the universal medium of exchange that can buy anything from man's brain power to its alleged woman's virtue"[28]. Income or money remains the all important means of livelihood.

But in the public service of Nigeria generally wages and salaries are meagre and workers cannot satisfy even their immediate bodily needs called lower-level needs by Maslow. Financial remuneration's are on increment or promotions which come after several or some numbers of years. Since money is significant as a motivator, it can be generally accepted that the Nigeria workers are poorly motivated.

It is worthy of note that financial motivation in terms of financial rewards is not limited to only wages and salaries and allowances which are direct financial elements. It involves also indirect financial elements which serve the purpose of lifting financial burdens off workers. These are employee benefits (which some call fringe benefits).

The purpose of employee benefits (fringe benefits) is to make the working environment attractive and encouraging for workers to put in their best at work. They reduce the financial burdens of the employee and

encourage them to get committed to the goals of the organization which leads to better performance. Employee benefits include free medical care, leaves and leave grants, providing staff accommodation, feeding allowances, transport allowances and pensions and gratuities

Free Medical care for instance, for the employee and the members of his immediate family would reduce his financial burden to an extent that he will always have the courage to seek medical attention for any sickness or ailment that might befall him without thinking about the cost. Health is an essential prerequisite for good performance. Therefore free medical care ensures that the employee is fit for the job.

The researcher wants to also consider one more important factor which must not be over looked when discussing the subject matter of this study. This factor is promotion. Though promotion is not a financial element per se, it does influence motivation of workers. The researcher feels its discussion in this study is appropriate because promotion is the upliftment of a worker to a higher position in an organization. It sometimes brings with it more money. Infact it does in most cases. It is also a mark of recognition that the individual has performed well up to expectation. The promoted employee will have a feeling of achievement and receive a new life in him. His knowledge and skill will be undoubtedly activated and consequently he will strive harder and harder to be effective in his new area. Promotion motivates an employee to put in his best at work primarily because it brings with it in most cases more money and prestige.

Frederic Herzberg (1959) who is one of the most popular Motivation theorists has something to say on promotion. He refers to promotion as advancement in his Motivation - Hygiene theory of motivation.

To him, advancement is one of the factors that stand out as a strong determiner of job satisfaction. It is of greater importance for lasting change of attitudes because it describes a man's relationship to what he does. Advancement as one of the motivators in Herzberg's theory provide the psychological stimulation by which the individual can be activated toward his self-realization need. He sees it as not unusual, though not always common to find that a respondent in the job-attitudes investigations will stress one or more of the motivator factors as contributing to his job dissatisfaction. This

occurrence most frequently includes the factors of failure of advancement. So Herzberg agrees that advancement, in other words, promotion can have a positive effect on job satisfaction and result in increased output.

Like Herzberg has observed, the researcher wants to say that in any given organization in general and Nigeria Airways in particular if worker's promotion is not considerably schemed and or given a high premium, there is bound to be dissatisfaction among them. That is to say if workers are not promoted as at when due, they will not be satisfied on the job and will feel detached from their jobs.

Promotion is a factor that is remarkably influential to workers behaviour on their jobs in any organization whether private or public.

Concluding the discussion so far made on motivation and job performance in this chapter two, the researcher observes that even though motivating workers to put in their best at work is not all money, the place given to it in motivation by the theories discussed in the Literature Review is an under-estimation or in appropriate. They presented money as not having a strong lasting motivating effect on workers. Their emphases are on the intrinsic rewards which are related to responsibility, achievement and enriching the job, which they say have a longer and deeper effect in creating and increasing satisfaction and therefore workers' performance. It is grossly simplistic to adopt these theories.

Therefore, the researcher maintains that money is the most powerful force in the motivation of workers because it is linked directly or indirectly to the satisfaction of all levels of needs. Even the intrinsic rewards can be realized through gainful financial remuneration's and other benefits that could reduce the financial burdens of the individual worker, especially within the Nigerian context where money itself is life and a measure of achievement.

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CHAPTER THREE

In this chapter or section of the study, the researcher seeks to address three issues. The first is to briefly look at the background of the organization (the Nigeria Airways Limited) historically as given by its existing available documents. This will help us to understand the nature and purpose of the organization. The second is to consider the existing financial motivational policies in the organization (the Nigeria Airways Limited) as recorded by its accessible documents in the years between 1983 and 1993. Lastly, the third is to look at the performance of the workers as seen by the public from various magazines and other public documents.

3.1 A BRIEF HISTORICAL BACKGROUND OF THE NIGERIA AIRWAYS LIMITED.

THE ORIGIN

The pre-history of the Nigeria Airways is tied up with the development of the very early days of air travel. The first pioneering air fields in West Africa were built by the colonial government in an attempt to link its West African colonies. Given the existence of the technology the development of air travel in West Africa was in answer to colonial administrative and military considerations.

Subsequently, the British colonies of the West Coast of Africa teamed up to provide what was termed the West Coast Service. Thus, Nigeria, Ghana, Sierra-Leone and Gambia laid the basis for what became the West Africa Airways Corporation (WAAC) in 1945, though it started operation in 1946[1].

The West Coast Service ran from Lagos to Accra - Takoradi – Freetown and Bathurst (Banjul)[2].

The second World War gave strength and courage to air travel in the region (the West Coast Region) under the military auspices of the Royal Airforce Transport Command. This led to the development of a new route viz- Accra to Lagos – Port-Harcourt- Enugu- Jos Kaduna – Lagos – Accra.-

By March, 1961, a year after the attainment of political independence the Nigeria Federal Government bought out the two partners. West African

Airways Corporation (WAAC) then became West African Airways Corporation (Nigerian) Limited which later became Nigeria Airways Limited (NAL). The Airline then started carrying or Flying Nigeria's National Flag of the colour Green, White, Green with flying elephant as the Logo.[3]

THE DEVELOPMENT:

The Nigeria Airways Limited had grown in strength since its inception in 1959. before the period of this study 1983 – 93, the number of passengers increased at a phenomenal rate. Also the quantity of cargo carried and new planes increased. In 1980, for instance, Nigeria Airways flew about two million passengers on its aircrafts. They also had seventeen different types of planes.[4] But from the period under study – 1983 up to date, the Airline faced a tremendous competition from other indigenous private Airlines. They have lost much of their passengers to the private Airlines. As recorded in page thirty-seven of African Concord of Apri., 1991 for instance, in 1988, passenger traffic of the Nigeria Airways was one million, nine hundred and thirty-eight thousand, three hundred and twenty-eight (1,938,328) but by 1990 it dropped to eight hundred and fifty-eight thousand, three hundred and seventy-nine. Most routes, which the Airline operated, are now abandoned to the private Airlines. The number of aircrafts are today reduced from seventeen to six. The staff strength of the Nigeria Airways between 1980 and 1984 was twelve thousand. But by April, 1987 it was reduced to eight thousand, two hundred and forty-three and presently, it is reduced to four thousand,[5] three hundred (4,300) staff as at 93.

In 1965, an engineering base was completed where aircraft could be serviced and students taught the intricacies of airline engineering. Schools were also established for those involved in traffic control, reservations, stewards and stewardesses.

The Nigeria Airways was committed to the Nigeria Governments policy of Nigeranization.

The same airport facilities could not service the increased number of travelers then. So new ones were built at that time. One of the new airports built was that at Port-Harcourt under the auspices of the Nigeria Ports Authority whose first venture was the construction of Murtala Mohammed

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Airport at Ikeja, and Lagos. Other new airports under construction or recently completed included those at Ibadan, Kaduna, Enugu and Calabar.[6]

THE ORGANIZATIONAL STRUCTURE AND OPERATIONS

The Nigeria Airways as an organization is broken down into nine departments which cover the whole range of activity that a modern airline requires for efficient functioning:

These departments are:-

(i) Marketing
(ii) Management Services
(iii) Finance
(iv) Logistics
(v) Technical Services
(vi) Legal and Corporate Services.
(vii) Flight Operations
(viii) Field Services
(ix) Personnel

The members of staff of these departments are of various specializations which include:-

(i) Pilots
(ii) Engineers
(iii) Accountants
(iv) Personnel specialists
(v) Medical Officers
(vi) Nurses
(vii) Clerical Staff.

At the head of these departments is the Managing Director (MD). Each Department carries out some specific functions for the smooth operations of the Airline.

The Management of the Airline is under a constituted Board headed by a chairman. The chairman is responsible to the Board of Directors. The members of the Board of Directors are appointed by the Minister for Transport and Aviation.

The Managing Director is the chief executive of the Airline and directs its day-to-day operation. He is charged with the responsibilities of co-ordinating, controlling and organizing the activities of the nine departments. He is responsible to the chairman of Board of Directors.

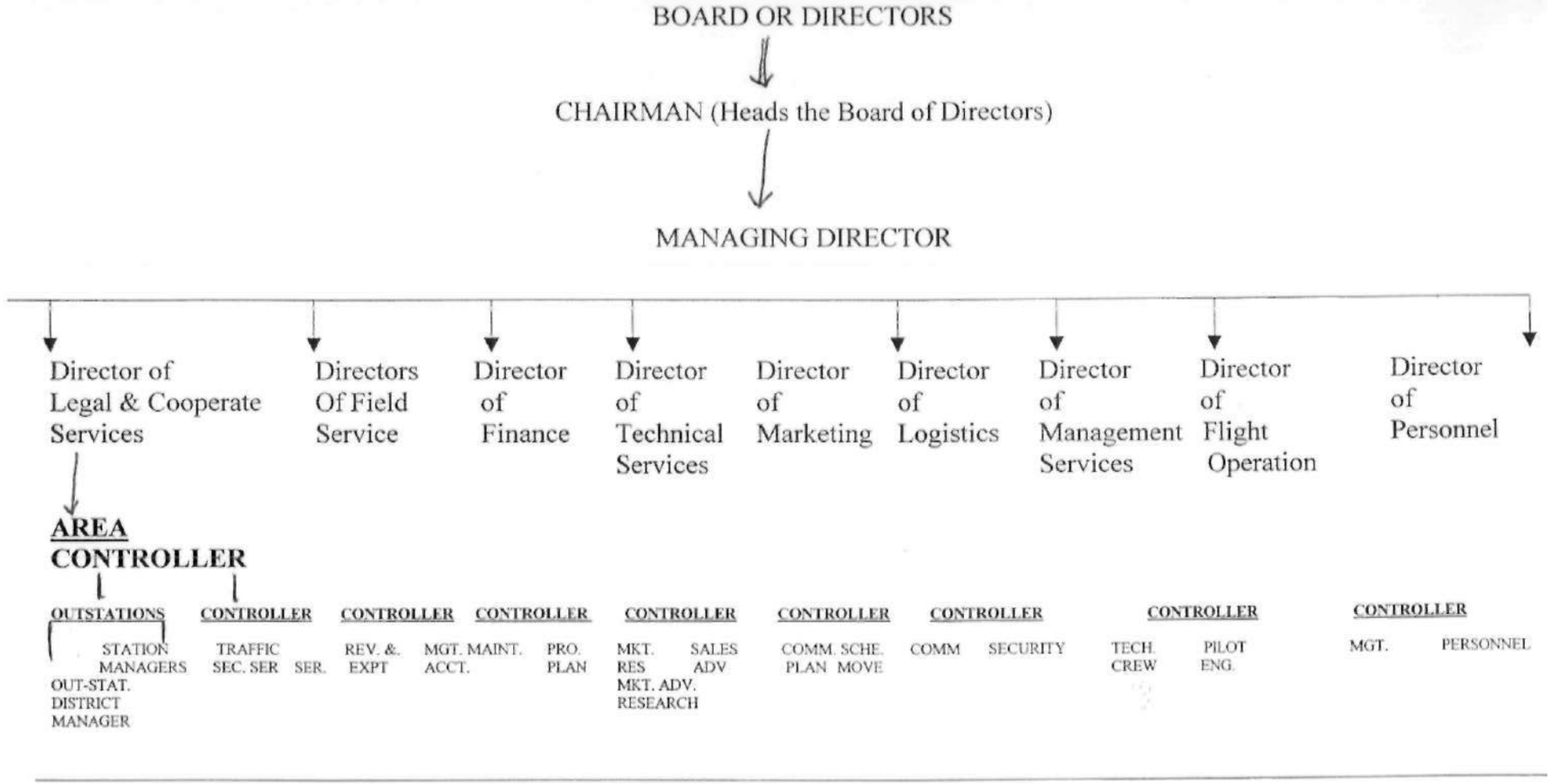
The nine departments have nine directors who report to the Managing Director directly. They are charged with overseeing the day-to-day- activities in their respective departments.

These departmental directors have under them controllers who are incharge of the various sections, both in the Headquarters at Ikeja and in the operational districts viz-Kano, Kaduna, Port Harcourt, and so on. This is to allow for effective and efficient method of working. These controllers are charged with co-ordinating and reporting the day-to-day activities to head (directors) of their respective departments.

It is worthy of note that the operation of an Airline is made up of a series of activities that are interdependent and complimentary. They are a chain of activities that interlock and any attempt to omit any would have adverse effect on the total operation of the organization. The effect of each vary in differing magnitude with the operation of the Airline. These activities ought to provide safe, efficient and quality service to the customers of the Airline in order to achieve its profit objective or any other set organizational objectives. Behind is the organizational chart.

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ORGANIZATIONAL CHART



SOURCES NIGERIAN AIRWAYS

FUNCTIONS OF THE AIRWAYS:

Initially, the Nigeria Airways was concerned with the development of the human resources of the country with respect to the aviation industry.

In the last few years new money projects like SPEEDS have been initiated. This allows businessmen to dispatch important consignments of goods from United Kingdom (U.K.) to Nigeria and Vice versa by Nigeria Airways who undertake to deliver it to the door of the recipient.

THE OBJECTIVES:

Every organization has its goals with which results are compared. The Nigeria Airways Limited is not an exception. The Airline enjoys patronage and diplomatic protection of the Government in international and domestic routes. Thus the government expects the Airline to:-

i. Provide scheduled and chartered Air-Transportation (such as carrying pax, mail and Cargo) in the most profitable and efficient manner. That is, the Airline is to manage and operate the Airways and provide reasonable facilities for the carriage of passengers and goods.

ii. Provide adequate domestic net-work connecting State Capital and Commercial Centres.

iii. Act as a back-up for the Nigeria Airforce as a transportation auxiliary in the event of war or National emergency.

iv. Control Airways expenditure.

v. Ensure that, so far as it is practicable annual revenues are sufficient to meet all expenditures properly chargeable to revenues.

vi. Direct and control the expansion of Airways system.

PROBLEMS:

There is no organization that is not confronted with one problem or the other. As it is recorded in the flight Magazines of Nigeria Airways in 1984, when the organization celebrated its twenty-five years silver jubilee, the Managing Director pointed out in his speech some problems which faced the Airline.

These were:-

(i) Shortage of liquid funds.

(ii) Inadequate supply of senior manpower.

(iii) Lack of hanger space and

(iv) Acute shortage of office space[7].

He further high-lighted that "though the shortage of liquid funds has been slightly alleviated by the willingness of International financiers to loan the Airline in particular and the country in general, money, the Company or Airline and been in debts. Right from its inception, the company had been required to make a profit but unfortunately it has not been able to do that"[8].

The company has social obligations as a National carrier which include operating certain routes be they profitable or not.

The company is also faced with internal private competitors such as Kabo Air and Inter-continental Airlines. They already provide private "scheduled charter services" which directly compete with the services offered by the Nigeria Airways. For the Nigeria Airways to successfully keep on operating, they have to be able to compete with the private airline. Also sufficient numbers of suitably trained personnel have still to be provided.

ACHIEVEMENTS:

The achievements of the Nigeria Airways as it is recorded in skypower of 1984 (this is one of the Nigeria Airways Magazine) included:-

(i) Successful introduction of new routes to West Germany, Switzerland, France and Ethiopia in 1982.

(ii) Extension of the automated reservations system to more stations and sales offices inside Nigeria in 1984.

(iii) Increased sales by eighteen percent during the first half of 1981

(iv) Increased market penetration on the United kingdom (U.K) and North American routes in 1983.

(v) Establishment of the new sales offices in Kaduna, Kano, Ajaokuta and Nsukka in 1980.

(vi) According to the records in African Concord of April 1991, in page 37, the Nigeria Airways entered into new agreements earlier that month of April 1991 to widen its international routes. This means the airline's aircraft could now fly directly to Egypt, Gabon, Zimbabwe, Namibia, Syria, Ghana, Malaysia, Netherlands, Singapore and Indonesia.

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3.2 FINANCIAL MOTIVATION IN THE NIGERIA AIRWAYS LIMITED 1983 – 93.

By financial motivation, the researcher means all money-embracing policies which are directed at stimulating the willingness of workers in an organization to put in their best. These include direct money matters (remunerations) such as salaries and wages and allowances and indirect money matters that could offset financial burdens such as employee benefits (fringe benefits).

There is the need for the Nigeria Airways workers of 1983 – 93 (like other workers) to have their will to work stimulated or stirred up. Motivation, as we had earlier on seen, is stirring up workers' willingness to put in their best at work or develop the right attitude to work which is very fundamental to the realization of the goals of the organization. The factor we want to consider here (in this study) as a motivator is money. We want to look into the direct and indirect financial policies or plans that existed for the staff of the Nigeria Airways of 1983 – 93.

DIRECT FINANCIAL POLICIES.

SALARY AND WAGE:-

Salary structure and administration deal with the design, development and maintenance of salary systems which determine what and how staff should be paid in any organization. Its aim is to develop and maintain a salary stem of policies and procedures which enable the organization to attract, retain and motivate staff of the required caliber. Every organization in using salary structure has the aim of achieving its objectives. The individual worker in the organization would like to be paid according to how he evaluates his worth. He will evaluate himself based on comparisons with the market rates for similar jobs elsewhere. The worker expects his salary to increase commensurate to how he estimates his improvements in his performance and increases in responsibility. He wants his salary to keep abreast of rising inflation, general increases in salary levels in other organizations.

In the case of the Nigeria Airways Limited of between 1983 and 1993, a new salary structure which is based on Aviation Industry standards have been drawn up by the presidential Task Force (PTF) for the Nigeria Airways through its sub-committee. The new salary structure removes the Airline from

the civil service structure in compliance with government's policy towards privatizing the Airline. It is believed that to effectively commercialize Nigeria Airways, professionals and seasoned administrators are required to man the Airline. To attract such caliber of staff, a competitive remunerations package has to be in place. This new salary structure was suggested and approved in 1992. It is more attractive than the former one which was based on civil service (Grade Level) structure.

However, the new one is yet to be implemented. Its all paper work, at least, at the time of the writing of this thesis. According to the new salary structure which is called A, B, C, ..., a staff of the Airline on level J (Grade level one step one equivalence) receives three thousand, six hundred and eighty-four naira per annum; that is, three hundred and seven naira per month. Under the old structure (the civil service grade level) the same staff receives one thousand, five hundred and seventy-two naira per annum; that is, one hundred and thirty one naira per month.[9] So the new salary structure (which is yet to be implemented) is better than old one but we will not concern ourselves or the study with the new one because of the period this study is covering 1983 – 93. Even though the new salary structure was approved in 1992, it has not yet been effected. Our discussion will be concentrated on the old civil service grade level which is what the Airline is still adopting for the staff.

By the old structure, a senior staff on grade level seventeen (which is the highest in the Nigeria Airways) step one receives the total sum of thirteen thousand, eight hundred and twelve naira per annum, while the staff on the same level seventeen step seven receives the sum total of twenty-three thousand, six hundred and seventy six naira per annum. That is, both staff receive one thousand, one hundred and fifty-one naira and one thousand, nine hundred and seventy-three naira per month respectively.

ALLOWANCES:

Allowances are simply some money given to workers to help uplift financial burdens that may come on them. There are many allowances for workers in any organization generally and in the Nigeria Airways Limited of 1983 – 93 particularly, but the researcher is interested in limiting the discussion on allowances to only the following:-

(i) Housing allowance.

(ii) Transport allowance.

(iii) Estacode (foreign training allowance) and

(iv) Meal allowance.

The researcher has decided to choose these allowances out of the many that exist because they are the basic and compulsory needs of workers which are very fundamental to their negative or positive attitudes to work. Workers need shelter or houses to cover them or protect them from the hazards of weather and to take some rest after each days job. They also need means of movement to and from the organizations where they work. Appropriate training is very essential for workers to improve on their job assignments. Food or meal is needed to keep alive and to be healthy and strong to carry out the daily assignment in the office.

These allowances chosen have the capabilities of 'draining' the finances of the workers if they are not financially assisted by employers. These allowances will give financial assistance to the workers.

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HOUSING ALLOWANCE:

All levels of staff of the Airline are entitled to housing allowance. According to the unimplemented new structure, the staff on grade I which is the equivalence of grade levels one to three receive the sum of one hundred and fifteen naira, thirty-four kobo per month as Housing allowance.[12] We can then imagine what this staff receives as housing allowance under the old structure of the civil service. The salary review has also affected the allowance for the better. It brought about increased allowances on paper. The staff on A which is the equivalence of grade level seventeen is by the new scale to receive one thousand, eight hundred and thirty-three naira, thirty three kobo per month as House allowance. By the old structure, it is far below this amount.

The company as given by the paper provide housing for senior staff of grades H – A- the equivalence of levels seven to seventeen. Where housing is provided by the company, the employee will forfeit his or her housing allowance. As stipulated on the paper, furniture will be provided by the

employee through a soft loan arranged in accordance with the general loan procedure. The furniture will then remain the property of the employee.

TRANSPORT ALLOWANCE:

Some staff who are considered eligible are to be provided with cars. It is however obvious from observation that most of the Airlines cars or buses are broken down. The manageable ones are few and cannot go round all the eligible staff. It is seen that a car is attached to a department. In such a department, there may be more than five officers that are eligible. This entails them rotating the use of the car even during office hours. This could affect in the negative way effective performance of the officers. If an officer in such a department does not want to wait for the car which has been taken out on official duty by another officer, (and would probably not be returned on time) he has to execute his duty (which involves going out of the office) by going on public transport. This definitely involves expending money.

Any staff that is provided a car forfeits his or her transport allowance and will be responsible for fueling the car. Fixed fuel allowance of one hundred and twenty naira per month will be paid. Those who are not eligible for the company cars will receive transport allowance in accordance with the appropriate grades. Those on grade J will receive one hundred and sixty-six naira, sixty-six kobo per month. The staff on grade A. will receive four hundred and sixteen naira, sixty-six kobo per month.

It is worthy of note that some of these staff have their personal cars which they use to the office. If they are to depend on the allowances given, they will be inadequate, especially considering the distance of the residential area from the office.

However, as it is on paper, the allowances are adjusted to suit the new Aviation Industry Standard Salary Structure. Infact, the amount given above for the different levels are the adjusted ones. We can then guess what the old amount as transport allowances for the levels above were. They must have been incredibly meager.

KASHIM IBRAHIM LIBRAR

ESTACODE ALLOWANCES (FOREIGN TRAINING ALLOWANCE)

Estacode (establishment code) is the allowance given to staff of the Nigeria Airways (or any organization) on training in any oversea country as extra pocket money. The company takes care of such trainees accommodation, tuition fee and feeding. The estacode is for the trainee to just have on him for his enjoyment. Since the trainee does not pay for anything, most of the reasonable ones (trainees overseas) save the money (estacode), come home and change it into Nigeria currency which indeed is lots of money. It is through this estacode (extra money) most of the Airlines workers made their money or 'wealth' in the time past. But for many years, especially within the period of this study – 1983 – 93, the staff do not enjoy this estacode allowance any more because the Airline has stopped sending their staff on overseas training so to say. Most of the training organized for the staff now if any, are locally done within the country. There is no estacode for home training.

MEAL ALLOWANCE:

Where meal allowance is not available in cash, providing food canteens in the premises of the organization where food could be sold at subsidized prices will serve the same purpose. The provision of food canteens where meals are made available at subsidized prices is one of the most widely adopted welfare facilities in most large scale enterprises in Nigeria. Canteen meals are generally preferable to cold meals that workers may carry from home or buy from other sellers at inconsiderate prices. If cheap canteen meals are made available within the organization's premise, that will reduce the problem of food search around the organization's environments by the workers. In this regard, it constitutes an important factor capable of influencing a worker's behaviour.

From observation, it is clear that Nigeria Airways limited of 1983 – 93 have no food canteens for the workers where they can buy their food at subsidized prices.

Prior to this period under study, it was only the staff on night duty that the Airline could give free meal while at work. But from within this period of study, that had been withdrawn and no allowance is given. The staff of the

Nigeria Airways are left to search for their food and fend for themselves while on duty for nine hours 8 am – 5 pm.

To help us understand the level of allowances given to the airline workers at this time of the study, let us look at what was recorded in the African Guardian of August 1990. The General Secretary of National Association of Aircraft Pilots and Engineers (N A A P E) announced that "the action of reduced hours and days of working by NAAPE will continue until the airlines Management provides adequate housing and transport allowances for our pilots and engineers, especially our senior colleagues who have nothing to show for their twenty-eight years of active service".

INDIRECT FINANCIAL POLICIES.

EMPLOYEE (FRINGE) BENEFITS:

Employee benefits are items in the total package offered to employees over and above salary which increase their wealth or well-being.[13] They constitute an additional income. They are aimed at making the working environment attractive. They reduce the financial burden of employees and encourage each worker to put in his or her best. As a result of their usefulness their inadequacy may cause dissatisfaction among workers.

The researcher wants to limit the discussion to the following employee benefits.

(i) Free medical treatment.
(ii) Gratuity and pension.
(iii) Provision of uniforms and
(iv) Provision of recreation centers.

FREE MEDICAL TREATMENT:

According to the available record, staff of the Nigeria Airways are entitled to medical treatment, referral and refund of treatment and drugs prescribed by company clinic. Medical care is restricted to only the employee, his wife, and four children below the age of eighteen years. This is to say, employees whose children are above eighteen years have to take the responsibility of treating them medically in times of any ailment. There is also

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the implication that any employee that has more than four children will have to be responsible for the medical treatment of the excess.

The medical care provided by the company is not completely free in some cases. The costs of treating optical and dental cases for instance, are borne by both, the employee and the employer.[14] The Airline has not good medical facilities for staff.

The absence of better medical facilities in an organization's clinic may result in staff seeking medical attention from other clinics, hospitals or medical centers. Such costs may or may not be refunded. If a staff who is suffering one ailment of other does not have the money to treat himself pending refund (if there is any refund), how can he be efficient in performing the assignment given to him. Or where he can treat himself, the cost may be burdensome to the purse.

GRATUITY AND PENSION:

According to Armstrong and Murlis (1990) gratuity and pension are essentially deferred pay because they are financed from contributions which build up rights to a guaranteed income for the employee or his dependants on retirement or death.[15] They are generally the most important employee benefits.

Just like it is done to the Nigeria Airways salary structure, the gratuity and pension scheme is changed for higher earning. A new pension scheme is now introduced in line with privatized Airline Industry. The new pension scheme is called Nigeria Airways Pension Scheme (NAPS). It is introduced as a result of the new salary scale which will involve paying higher basic salary to the staff.

By this new pension scheme, there will be no more monthly pension for staff but gratuity under the new pension scheme, a staff on four thousand naira gross monthly basic salary for instance, after having served the Airline for fifteen years before retirement can get an accumulated amount of two hundred and thirteen thousand, nine hundred and twenty-two naira, sixteen kobo. This is highly attractive but like we earlier saw in this write-up, this new scheme has not been implemented. It was just approved in 1992, so its

introduction does not fall within the bulk of the period under consideration in this study – 1983 – 93. We will therefore look at the old pension scheme.

By the old pension scheme, the Nigeria Airways staff receive both gratuity and pension. Therefore, the staff on four thousand naira gross monthly basic salary who has served for fifteen years before retirement will get a gratuity of forty-eight thousand naira and a monthly pension of one thousand, two hundred naira per month.

PROVISION OF UNIFORMS:

Before the period of this study – 1983 – 93, the company provided uniforms to staff regularly thus one could see the workers always smartly and neatly dressed in clean new uniforms. With the nature of their work (which mostly involves interacting with the public) old looking or patched uniforms should not be worn. But that is commonly found among the workers now. The Airline is no more providing uniforms for them as often as it used to do. A staff who always wants to appear neat may be forced to take up the responsibility of making them for himself. Sometimes a boss who is considerate may dare to go into the Airlines purse and provide the needed set of uniform for the staff.

PROVISION OF RECREATION CENTRES:

The Airline has no recreation centers for the workers where they could go to relax after the hectic day at work to cool their accumulated tension. Most workers have to find clubs on their own and register. The cost of the registration and other things are borne by the staff. There is the popular saying that all work and no play makes jack a dull boy. He Airline workers need recreation or need to be refreshened to work effectively each new day. If the Airline can provide recreation centers at each Airways Office and provide all the necessary things that are meant for such centers at subsidized rate or price, it will go a long way to affect performance of workers in the positive way.

Considering what is presented before us here in this section of the study, can we say that financial motivation in the Nigeria Airways within 1983 – 93 is low or high? This question will be addressed in chapter four of the thesis.

3.3 PERFORMANCE OF THE NIGERIA AIRWAYS WORKERS – 1983 – 93:

Before looking into the performance of the Nigeria Airways workers, it will be necessary to understand the concept of performance as it relates to the subject under study.

Performance is the actions that produce out come on a job. It is also the results of the actions on the job. In other words, performance is the effects that people get on the job and also the things they do that cause those effects. It actually entails inputs, and out puts, that is, the actions people put into the job and the consequences of those actions respectively.

People may do lots of things or display many characteristics on the job and yet they do not influence the result or outcome. If the behaviour does not make any difference then it is not performance.

In the light of this study, performance is believed to go hand-in-hand with results. Performance expresses attitudes.

Having seen what is meant by performance in the light of this study, we now consider what the performance among the workers of the Nigeria Airways of 1983 –93 looks like as presented by public documents such as magazines, and newspapers.

Abdullahi Bello, Airways chief Executive admitted as recorded in the Newswatch magazine that the airline got its worst battering from poor services to its customers. He said "complaints about the Nigeria Airways ranged from flight cancellations, delayed departures, boarding pass malpractices to poor services in the various flights. If anything has affected air credibility as an airline, he said, these are some of the most significant factors"[16].

To buttress the above fact, it is recorded in the above magazine that the Nigeria Airways boss Abdullahi Bello promised grumbling passengers that workers' services to them would be improved. He then called on Nigerians to try them out[17].

The researcher observes that this is a serious evidence of poor attitude to work on the part of the workers beginning from the bosses to the subordinates. If they are efficiently discharging their duties, why should flights be delayed or cancelled? The delay or cancellation may not be due to poor

weather or any Mechanical fault. This judgment is given thus because according to the report, there was no explanation given for such attitudes to customers or passengers in most cases. Even the fact that no officer cared to give explanations as to why the delay or cancellation of schedule flights is an evidence of their poor public relations. It also points to the fact that the feelings of their passengers mean nothing to the workers of the National Airline. The researcher believes that there was no excuse given for these non-challant attitudes because the Airlines management has no convincing reason except that they are proofs of inadequate performance on the part of the Airlines staff. Why should passengers wait up to twenty-four hours after alighting from the aircraft to get their luggages. It is because the staff concerned are not smart enough to quickly and carefully offload these luggages from the aircraft as soon as it lands. This accounts for the loss of some passengers' properties which are never recorded in most cases. All these are manifestation of inefficiency on the part of the workers.

We will further consider the experiences of people who had at one time or the other patronized Nigeria Airways to give us insight in to the nature of the performance of the workers in the years under study.

The image of the airline as an inefficient outfit because of the inefficiency of its workers is more pervasive in its domestic operations. As recorded in the Newswatch a female staff of Union Bank Lagos[18] for instance, said her experience with the airline has taught her not to rely on flight schedules. She said "if I get to the airport and I am told my flight will depart at noon, I'm always prepared to wait for at least two hours extra. I am often proved right". A male staff of the Nigeria National Petroleum Corporation (NNPC) PorthHarcourt,[19] said in the same magazine that "he could not remember the last time his flight was operated on schedule. He recalled a particular instance when his flight to Kaduna was delayed for seven hours. It was only last Tuesday two flights to Enugu and Port Harcourt respectively were delayed for more than two hours while a third to Calabar which was scheduled to take off at 1.15 p.m. was repeatedly postponed until 4.00p.m. when the airline seemingly ran out of reasons for the delay".

The Newswatch had on record that a frustrated Nigerian Airways London-bound passenger shouted[20] "this is the last time I will fly this airline"

KASHIM IBRAHIM LIB...

as he pushed his way through scores of other stranded passengers who besieged the airlines check-in-counter in Lagos for most of the day. Some passengers claimed they paid between one thousand and one thousand five hundred to obtain boarding passes normally issued free. There was no orderliness in the passenger check-in.

In the African Guardian, a business man responded thus "this airline ought to be scrapped"[21]. The researcher observes that the airline image in terms of performance is the clear expression of the performance of the workers themselves. If the airline ought to be scraped then the workers ought to be scraped too, so to say.

It was revealed in the Newswatch that a letter was written by the National Drug Law Enforcement Agency to the then chief executive of the Nigeria Airways.[22] The letter revealed the inefficiency or poor performance of the airlines workers. It was written as a result of a drug scandal. Some drug was found in the toilet of one of the aircrafts that was heading for London. The letter read thus:- "there was no concrete evidence either direct or indirect to link the drug inside the aircraft to any particular member of the staff because of the lapses observed in the security services provided by the Nigeria Airways security officers on duty that date".

By this letter, it was obvious that there were costly errors on the part of the staff of the Nigeria Airways (this time, the Airline's security personnel) in the course of executing their functions. Lapses in the execution of any given function results in nothing but poor performance. If the security officers performed their duties as expected, how could drug be found in the aircraft.

In the same Newswatch magazine it was indicated that the presidential task force also had to "tackle the image issue by trying to instill discipline in its staff, especially regarding how they relate to the airline's passengers"[23]

This is to say that there is the glaring acceptance by the airlines management (the then managing Director of the airline was the Chairman of the presidential Task Force (PTF) that the workers lack discipline in relation to the handling of passengers. This could be in terms of rudeness to passengers and negligence of passengers welfare while in the aircraft or in the process of boarding the aircraft.

KASHIM IBRAHIM

However, the lack of discipline identified among the workers of the Nigeria Airways resulted from attitudes or behaviours on the job. Whatever the attitudes are, they are performance. Such attitudes of indiscipline are nothing but poor performance. This could account for the reasons why the airline loses credibility and passengers to private airline where there could be better behaviour from the workers and provision of relatively efficient services.

Another incident recorded in the Newswatch[24] brought to mind a simple thought that the workers of the airline do not take their work seriously. They have uncommitted attitudes towards the discharge of their functions generally. It was an incident whereby a Nigerian businessman had a free flight (that is, without flight ticket) from London to Lagos. In fact an official of a private airline said that this case shows how inefficient the airline is." This says a lot about how seriously the airline workers take passengers' safety. "A situation where anybody can sneak into the aircraft without the knowledge of the captain is very dangerous" explained an aviation personnel

The researcher wants to add that this kind of poor attitude to work gave hijackers opportunity to have their fill in 1993 on a Nigeria Airways flight. This means other criminals could even capitalize on such inefficiency of the staff to do havoc.

An observation was made on the Nigeria Airways in the African Guardian [25] that "thirty-two years after its inception as a limited liability company, it is doubtful if an appreciable number of people, among several thousands that had flown or attempted flying the National carrier, will award it a pass mark. Its inadequacies range from flight delays to outright cancellations, questionable book and reservation procedures, poor inflight services and insufficiency of aircraft at any given time. This is why private (operating domestic routes) and foreign airlines have come in to pick passengers that would otherwise have flown Nigeria Airways.

Nevertheless, most of the points of inadequacies mentioned above are staff-related, they do not operate themselves. They have to be handled by the personnel or staff of the airline. They indicate the kind of attitudes the workers have or put up in carrying out these assignments. They give birth to nothing but inefficiency on the part of the workers and invariably on the part

of the airline as an organization. If the airline cannot be awarded a pass mark, then definitely, the workers cannot be awarded either.

The ex-vice-president of Nigeria in the African Guardian regrets to note that the Nigerian Airways, after thirty-two years in existence, has refused to make profits/"despite government's efforts to make it viable." [26]

In the African Concord, it was confirmed that Nigeria Airways had been bogged down by a huge debt. This situation of the airline was so bad that in 1988, the former president of Nigeria had to ask the then sole administrator of the airline whether the airline was still in business. [27]

The researcher observes that the indebtedness of the Airline could be said to have resulted primarily from poor performance by those concerned with management of its finances. The Federal Government had always pumped money into the Nigeria Airways despite the fact that they are expected to make money. The only primary way the federal Government could have helped it to be viable was by giving it financial aid.

This money coming in had always been mismanaged or misappropriated. They are mostly directed to personal use by the airline. That is why there had been plagues of fraud in the airline. This could be confirmed through the decision taken by the Presidential Taskforce (PTF) after studying the indebtedness of the airline. It decided that "no amount of a face-lift could turn a debt-ridden carrier plagued by inefficiency, fraud, and negative network into an attractive one ."[28] Thus there was a move for a new airline called Air Nigeria which should be flying international routes while the Nigeria Airways would continue operating only local or domestic routes. The Airline had been seriously plagued by inefficiency and fraud. In fact, there was a two billion naira scandal in 1993, recorded in Newswatch against the then managing Director.[29]

However, When there is inefficient administration, there will be fraud. There will be practices of siphoning the organization's finances or money for individual personal use or comfort. It could also give birth to questionable booking procedures which already exist in the Nigeria Airways. This means there are fake receipts, unofficial booking and bribing to get passes among the workers of the airline.

Delay in the departure of flight could be as a result of the lateness to work of all the workers concerned with that area of operation. If a flight ought to take off by 8 am and the pilot or captain and other officers that are to perform function or the other for the flight to take off report to work by 8.30-9. am or even 8.30 –10.am, how could such a flight take off as scheduled. If the delay is as a result of a technical fault, then it means, those staff in charge of aircraft maintenance are not discharging their duties as expected. That is inefficiency or poor performance of job on the part of the workers.

The rudeness and non-challant attitudes with which the ground-workers and hostesses in the air craft (which is part of the poor in-flight services referred to earlier in this section) relate to passengers are enough discouragement to any meaningful patronage.

In conclusion, all the above discussion could account for the low patronage of the airline. The airline account for only seven percent of passengers leaving Nigeria. The most important is the shoddy treatment of passengers. The Managing Director in January, 1994 affirmed this by saying in the National Concord of January 1994, that "there is need to win back customers to Nigeria Airways. That is one of the problems on the authority's hand. The authority wants to ensure that flights operate as scheduled and that the services on board are attractive. That is what customers pay for. They require comfort, not just going from point A. to B. Most travelers want good food, and want the air hostesses to look smart and smile at them." [30]

From the above discussion what do we say about the performance of workers of the Nigeria Airways limited of 1983-93? The answers will be found in chapter four.

In the conclusion of this chapter three the researcher has this to say. The airline was established as Nigeria Airways thirty-two years ago with some outstanding objectives which have been outlined in the body of the chapter. For the objectives to be realized, human resources (workers) are needed to be harnessed with the available material resources. In order to do this, the management adopted some policies, chief among them as the researcher chose and discussed are the financial policies. Policies are meant to guide the organization in its relationship with the workers which affects the realization of the organization's objectives. They could have positive or negative effects

on workers behaviour at work or attitude to work. The financial policies of the Nigeria Airways have been discussed earlier in this chapter. The performance of the workers as seen by some public documents have also been high-lighted. Can we now say that the level of financial motivation among the workers of the Nigeria Airways between 1983 and 1993 is high enough to motivate them? Can we correlate the two variables? That is, whether the financial policies have any effect on the performance of the workers who are expected to help in the realization of the Airline's set objectives. The succeeding chapter would provide the answers to the questions above.

FOOT NOTES

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26. Ibid, February 1991. P. 31.
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CHAPTER FOUR

4.1 PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

The study is on motivation and job performance with special emphasis on financial motivation among the Nigeria Airways workers of 1983 – 93 and their performance at work. This chapter presents, interprets and analyses the data studied in respect of the biographical information and the relationship between the level of financial motivation and the level of performance.

For the purpose of this chapter, three hundred and fifty questionnaires were administered but only one hundred and ninety were returned. The questionnaire were designed and administered by the researcher.

The researcher employed simple percentage to organize and analyze the data collected through the primary sources. T-test was used to test the two hypotheses.

4.2 BIOGRAPHICAL DATA:

There are some variables that have direct bearing on the personal characteristics of the respondents and the hypotheses formulated to guide this study. These include: Age, Sex, Marital Status, number of children, number of wives, number of other dependants and years of services. These important variables are described below in relation to this study with the help of relevant tables.

4.2.1 AGE:

TABLE 4.1 DISTRIBUTION OF RESPONDENTS BY AGE.

N = 190

AGE	FREQUENCY	PERCENTAGE
15 – 25 Years	2	1.05
26 – 35 Years	110	57.89
36 – 45 Years	72	37.89
46 And Above	5	2.63
No Response	1	0.53
TOTAL	190	100.00

SOURCE: BY RESEARCHER

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From the above table, it could be seen that two of the respondents which formed 1.05 percent were between fifteen and twenty-five years and the majority of the respondents – one hundred and ten which made up 57.89 percent were between twenty-six and thirty-five years old. Seventy-two which formed 37.89 percent were between thirty-six and forty-five years old. This table showed that the study was not restricted to just an age group.

4.2.2 **SEX:**

TABLE 4.2 DISTRIBUTION OF RESPONDENTS BY SEX.

N = 190

SEX	**FREQUENCY**	**PERCENTAGE**
MALE	144	75.79
FEMALE	46	24.21
TOTAL	190	100.00

SOURCE: BY RESEARCHER

The table above revealed that this study was not restricted to only one sex but cut across, both sexes which were adequately represented.

4.2.3 **MARITAL STATUS:**

TABLE 4.3 DISTRIBUTION OF RESPONDENTS BY MARITAL STATUS.

N = 190

MARITAL STATUS	FREQUENCY	PERCENTAGE
Single	28	14.74
Married	159	83.68
Divorce or Widow/Widower	3	1.58
TOTAL	**190**	**100.00**

SOURCE: BY THE RESEARCHER

Table 4.3 above presented the data on the marital status of the workers. It showed that the bulk of the respondents were married. One hundred and fifty –nine out of one hundred and ninety were married. This group of workers made up 83.68 percent. Those that were not married including divorces, widows or widowers were only thirty-one which formed 16.32 percent. This showed that the study was not limited to only the single or the married but cut across both the single and married respondents.

4.2.4 NUMBER OF CHILDREN

TABLE 4.4 **DISTRIBUTION OF RESPONDENTS BY NUMBER OF CHILDREN.**

N = 190

NO. OF CHILDREN	FREQUENCY	PERCENTAGE
1 - 5	92	48.42
6 – 10	65	34.21
11 and above	2	1.05
None	31	16.32
TOTAL	**190**	**100.00**

SOURCE: BY THE RESEARCHER

Table 4.4 above showed that nine-two had between one and five children. This group of respondents formed 48.42 percent. Sixty-five which made up 34.21 percent had between six and ten children while two had eleven and above children which was 1.05 percent. Only thirty-one of the respondents which formed 16.32 percent had no children. So it could be seen clearly from the table also that altogether, one hundred and fifty-nine which made up 83.68 percent had children to cater for. The table above thus revealed that this study took into consideration those respondents who had children and those who did not have.

4.2.5 NUMBER OF WIVES:

TABLE 4. DISTRIBUTION OF RESPONDENTS BY NUMBER OF WIVES.

N = 124

NO. OF WIVES	FREQUENCY	PERCENTAGE
1	34	30.64
2 - 4	40	32.25
5 and above	46	37.09

SOURCE: BY THE RESEARCHER

The above table 4.5 clearly showed that forty respondents had between two and four wives which was 32.25 percent. Forty-six of them had more than five wives. This group formed 37.09 percent. So altogether, eighty-six (69.34 percent) of the respondents had two and above wives. That is, this group of respondents had more than one wife. This is to make us understand that apart from children, there are wives to still cater for by respondents. In most cases on the average, if a man has children, he has a wife or wives.

4.2.6 NUMBER OF OTHER DEPENDANTS

TABLE 4.6 **DISTRIBUTION OF RESPONDENTS BY NUMBER OF OTHER DEPENDENTS.**

N = 190

NO. OF OTHER DEPENDANTS	FREQUENCY	PERCENTAGE
1 – 4	76	40.00
5 – 9	89	46.84
10 – 15	21	11.05
over 15	4	2.11
TOTAL	**190**	**100.00**

SOURCE: BY THE RESEARCHER

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Table 4.6 above presented that every worker had somebody to cater for apart from himself or herself, wife or wives, husband and children. Eighty-nine respondents which made up 46.84 percent had between five and nine other dependents. Seventy-six which formed 40.00 percent had between one and four other dependants. Twenty-one respondents which made up 11.05 percent had between ten and fifteen other dependants, while four which made up 2.11 percent had over fifteen other dependents. It could be seen in the above table that every worker, whether married or single had some dependants. For the married respondents, these other dependants are additional responsibilities on them.

4.2.7 NUMBER OF YEARS OF SERVICE.

TABLE 4.7 **Distribution of Respondents by Number of Years of Service.**

N = 190

NO. OF YEARS OF SERVICE	FREQUENCY	PERCENTAGE
1 – 2 Years	13	6.84
3- 12 Years	102	53.68
13 – 22 Years	61	32.11
23 – 33 Years	14	7.37
TOTAL	**190**	**100.00**

SOURCE: BY THE RESEARCHER

Table 4.7 showed that fourteen respondents which formed 7.37 percent had worked in the Airline for over twenty-three years. Infact, precisely, by 1993, this category of respondents had served the Airline for thirty-three years. Sixty –one which made up 32.11 percent had put in between thirteen and twenty-two years of service while one hundred and two had served the Airline for three to twelve years. It was discovered from the above that majority of the respondents had put in many years in the service of the Airline but can they have anything to show for these long years of service? This question will be answered in the subsequent analysis. This table showed that the study cut across both workers who were new and very old in the organization. It was not limited to only the new employees or the old employees.

4.3 ANALYSIS OF THE RESPONSES OF SUBJECTS TO FACTORS DETERMINING THE LEVEL OF FINANCIAL MOTIVATION.

This section deals with the analysis of the level of Financial Motivation among the workers in the Nigeria Airways of 1983 – 93. It considers the factors that determine the level of financial motivation. The data were presented and analyzed.

4.3.1 ADEQUACY OF WORKERS' PRESENT SALARIES AND ALLOWANCES.

TABLE 4.8 Responses to whether workers' present Salaries And Allowances are Adequate for Their up keep and that of their Dependants.

N = 190

PROBLEM	N	YES	NO	NO RESPONSE
Are your present salaries and allowances adequate for your up keep and that of your Dependants.?	190	65 (34.21%)	123 (64.74%)	2 (1.05%)

SOURCE:- BY THE RESEARCHER

From the above table, it was clear that sixty-five respondents saw their present salaries and allowances as being adequate for their up keep and that of their dependants. They made up 34.21 percent. One hundred and twenty-three saw theirs as not being adequate. They formed 64.74 percent while two did not respond. It was the majority of the respondents that did not regard their present salaries and allowances as adequate for their up keep and that of their dependants.

4.3.2 LEVEL OF MOTIVATION:

TABLE 4.9 Responses to how the workers themselves classify their level of motivation.

N = 190

PROBLEM	N	HIGH	LOW	AVERAGE	NO RESPONSE
Generally, how would you classify your level of motivation at the Nigeria Airways?	190	57 (30.00%)	130 (68.42%)	1 (0.53%)	2 (1.05%)

SOURCE: - BY THE RESEARCHER

It could be seen from the responses as presented by the result above that majority of the workers saw their level of motivation at the Nigeria Airways as low. Their percentage was 68.42. The percentage of those who rated their motivation level as high and average was 30.53. This is to say that the workers of he Nigeria Airways limited of 1983 – 93 are not satisfied with their level of motivation. It also shows that the level of motivation in the Airways is low. The extent of the motivation is nothing to write about. The workers do not feel their willingness to work stirred up so that they can put in their best at work.

4.3.3 MEASURE FOR MOTIVATION.

TABLE 4.10 Responses to what the workers themselves would like the Airline to do to motivate them.

N = 190

PROBLEM	N	INCREASED PAY	REGULAR PROMOTION	INCREASE IN DELEGATION	JOB ENRICH MENT	NO RESPONSE
What would you like The Nigeria Airways to do as a measure to motivate you to work better?	190	72 (37.89%)	75 (39.47%)	14 (7.37%)	27 (14.21%)	2 (1.05%)

SOURCE: - BY THE RESEARCHER

The above showed clearly what the majority of the Airways workers wanted the authority to do to motivate them to put in their best at work. Those respondents who would like the Nigeria Airways authority to give regular promotion to workers as at when due amounted to 39.47 percent. In their view, regular promotion would enhance their love for the job and increase their performance for the better. This means the workers are not regularly promoted or promptly promoted as at when due. Promotion comes with attendant results which include increase in money received.

There was also a second large group of respondents who would like the authority to increase workers' pay if motivation would be achieved. This group amounted to 37. 89 percent. This showed that the workers in Nigeria

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Airways were poorly paid and there was need to increase their pay. Regular promotion and increase in pay could be grouped together to form a financial factor. Promotion can be thus grouped because it involves upliftment in money received in most cases. So the two of them forming financial factor gave us 77.36 percent while increase in delegation and job enrichment which formed non-financial factor gave us 21.58 percent. This grouping is for the purpose of this study. This means, the workers of the Nigeria Airways would like the authority to give financial factor first place in their consideration to motivate workers.

4.3.4 LIKENESS FOR THEIR WORK

TABLE 4.11 Responses to whether workers like their jobs

N = 190

PROBLEM	N	YES	NO	NO RESPONSE
Do you like your work?	190	100 (52.63%)	89 (46.84%)	1 (0.53%)

SOURCE: - BY THE RESEARCHER

In table 4.11 above it was discovered that one hundred of the respondents still liked their jobs despite the fact that many of them regarded their level of motivation as low as revealed in table 4.9. Those that still liked their jobs made up 52.63 percent. Eighty-nine respondents which formed 46.84 percent did not like their jobs. Each group had some reasons or a reason why it did not or did like the job. Table 4.12 and 4.13 below present reasons for each group of responses respectively.

4.3.5 REASONS FOR LIKING THEIR WORK:

TABLE 4:12 Responses to why respondents like their work

N = 100

PROBLEM	N	CHALLENGING	NO OTHER JOB	JUST TO FEED	OPPORTUNITY TO GO PLACES
Why do you like your work?	100	44 (44.00%)	20 (20.00%)	15 (15.00%)	21 (21.00%)

SOURCE: - BY THE RESEARCHER

From the above table 4.12, the researcher discovered that respondents who liked their work did so not because they were fairly rewarded financially. The reasons given above in the table were as given by the respondents. Forty-four of them which formed 44.00 percent liked their work because it was challenging.

Twenty respondents liked their work because they had no other job. This group made up 20.00 percent. Fifteen of them still liked their work because they could feed through it. They made up 15.00 percent. Twenty-one which formed 21.00 percent used opportunity to travel wide as the reason for still liking their work.

4.3.6 REASONS FOR NOT LIKING THEIR WORK:

TABLE 4.13 Responses to why respondents do not like their work.

N = 89

PROBLEM	N	POOR SALARY	UNCHALLENGING	LACK OF PROMOTION	NO DELEGATION OF DUTY OR AUTHORITY
Why don't you like your work?	89	60 (67.41%)	10 (11.25%)	18 (20.22%)	1 (1.12%)

SOURCE: - BY THE RESEARCHER

In table 4.13 it was seen that out of the eighty-nine respondents that did not like their work with the Nigeria Airways, sixty (respondents) gave their reasons (for not liking their works) as payment of poor salary. This group formed 67.41 percent. Those who did not like it because of lack of promotion formed 20.22 percent. They were eighteen respondents. So all together, seventy-eight (97.63 percent) respondents did not like their work with the Nigeria Airways because of financial and finance-related reasons. Promotion could be regarded as a finance-related factor because, in most cases, promotion brings about a rise in money received. Those who did not consider financial reason important were eleven respondents which amounted to only 12.35 percent

4.3.7 LEAVING THE NIGERIA AIRWAYS IF ANOTHER JOB IS FOUND.

TABLE 4.14 Responses to whether the workers will leave the Nigeria Airways if another job is found elsewhere.

N = 190

PROBLEM	N	YES	NO	NO RESPONSE
If you get another Job will you leave the Nigeria Airways?	**190**	123 (64.74%)	62 (32.63%)	5 (2.63%)

SOURCE: - BY THE RESEARCHER

Table 4.14 showed that out of the one hundred and eight-five workers that responded to this question, one hundred and twenty-three agreed to leave the Airline if they find job elsewhere. This group formed 64.74 percent. Those that responded that they would not leave the Airline for another organization were only sixty-two in number which formed 32.63 percent. The reasons why some respondents would leave and not leave the Nigeria Airways on finding another job are found in the two following tables below respectively.

4.3.8 REASONS FOR LEAVING THE NIGERIA AIRWAYS IF ANOTHER JOB IS FOUND.

TABLE 4.15 Responses to why respondents would leave the Nigeria Airways if another job is found.

N = 123.

PROBLEM	N	WHERE I WILL BE BETTER PAID	WHERE I WILL GET JOB SATISFACTION	WHERE I CAN PLAN FREELY	NO RESPONSE
Why will you leave the Nigeria Airways if another Job is found?	123	117 (95.12%)	1 (0.81%)	5 (3.25%)	1 (0.61%)

SOURCE: - BY THE RESEARCHER

In table 4.15 above it was seen that prominent amongst the reasons advanced by the respondents who would leave, was the desire to go to where they could be better paid. Out of the one hundred and twenty-three that responded that they would leave, one hundred and seventeen would do so because the workers were not well paid. This group amounted to 95.12 percent. Those respondents who would leave for reasons other than financial factor were just six which formed 4.87 percent. This is showing obviously, that there is poor financial motivation among the Nigeria Airways workers of 1983-93. It means there is lack of adequate financial compensation of workers in the organization.

4.3.9 REASONS FOR NOT LEAVING THE NIGERIA AIRWAYS IF ANOTHER JOB IS FOUND.

TABLE 4.16 Responses to why respondents would not leave the Nigeria Airways if another job is found.

N = 62

PROBLEM	N	WAITING FOR PENSION	OPPORTUNITY TO GO PLACES	PATRIOTISM	NOT SURE OF ANOTHER JOB
Why will you not leave the Nigeria Airways if Another Job is found?	62	30 (48.38%)	20 (32.25%)	7 (11.29%)	5 (8.06%)

SOURCE: - BY THE RESEARCHER.

Examining the reasons given by respondents who would not leave the Airline in table 4.16 it was discovered that they were not staying behind on the job because they were satisfied with their salaries and any other financial incentives in the organization. Twenty out of the sixty-two respondents would remain in the service of the Airline because it afforded them the opportunity to travel to places in the world and meet different personalities. This group made up 32.25 percent. Thirty of them were just hanging up for pension. They formed 48.38 percent.

4.3.10 **DUE FOR PROMOTION**

TABLES 4.17 Responses to whether workers are due for Promotion.

N = 190

PROMOTION	N	YES	NO
Are you due for promotion?	190	126 (66.31%)	64 (33.68%)

SOURCE: - BY THE RESEARCHER.

The above table showed that one hundred and twenty-six respondents were due for promotion. That is, they ought to have been promoted. This group amounted to 66.31 percent. It was only sixty-four, which formed 33.68 percent of the respondents that were not due for promotion.

4.3.11 **HOW LONG WORKERS HAVE BEEN DUE FOR PROMOTION.**

TABLE 4.18 Responses to how long workers have been due for promotion.

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N = 126

PROBLEM	N	1 YEAR	2 YEARS	3 YEARS	OVER 3 YEARS
For how long have you been due for Promotion?	126	21 (16.66%)	53 (42.06%)	22 (17.46%)	30 (23.80%)

SOURCE: - BY THE RESEARCHER.

From the above table, it could be seen that thirty respondents which amounted to 23.80 percent were over three years over due for promotion. Twenty-two formed 17.46 percent were three years over due for promotion. Fifty-three which made up 42.06 percent were two years over due for promotion. Twenty-one respondents were one year over due for promotion. This group amounted to 16.66 percent. This means that these workers' advancement in not only social status and responsibility but also in money received have been stagnated. This destroys workers' morale or desire to work. Promotion is accompanied in most cases, with increase in money received which has the power to boost the willingness of workers to put in their best at work.

4.3.12 **SATISFACTION OF THE NEEDS OF WORKERS.**

TABLE 4.19 Responses to whether the needs of the workers which they went into the Airline with have been satisfied.

N = 190

PROBLEM	N	SATISFIED	NOT SATISFIED	PARTIALLY SATISFIED
How do you Look at those Needs you came into the Nigeria Airways With?	190	54 (28.42%)	77 (40.53%)	59 (31.05%)

SOURCE: - BY THE RESEARCHER.

Studying table 4.19 above it was evident that majority of the sampled population had not satisfied the needs which they entered Nigeria Airways with as employee, out of the one hundred and ninety respondents, seventy-seven which formed 40.53 percent had not satisfied those their needs. Those respondents who felt they had satisfied their needs were just fifty-four in number and they amounted to 28.42 percent. The second largest number of respondents who were fifty-nine saw their needs as partially satisfied. This group formed 31.05 percent.

For those respondents who maintained that their needs had not been satisfied or were partially satisfied, what reasons did they give? Table 4.20 below had the answer

4.3.13 **REASONS FOR THE NON-SATISFACTION OR PARTIAL SATISFACTION OF WORKER'S NEEDS IN THE NIGERIA AIRWAYS.**

TABLE 4.20 Responses to why workers' needs are not or partially satisfied.

N = 136

	N	INADEQUATE SALARY	LACK OF PROMOTION	NO DELEGATION OF AUTHORITY	NO JOB ENRICHMENT
Why have your Need not been satisfied	136	PROBLEM	50 (36.76%)	6 (4.41%)	10 (7.35%)

SOURCE: - BY THE RESEARCHER.

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From the above, it could be seen that out of the one hundred and thirty-six respondents that had not or had partially satisfied their needs, seventy gave the reason of inadequate salary as being responsible for the lack of satisfaction of those needs. They maintained, they could not satisfy their needs which they came in to the Airline with, because of poor financial remunerations. This group formed 51.47 percent. Fifty of the respondents could not satisfy their needs because they were not given prompt promotion. The researcher had earlier asserted that promotion has among other things, increase in money received as its attendant effect. Accepting this assertion, the researcher would maintain that the total number of respondents who had not satisfied their needs as expected because of poor financial motivation is one hundred and twenty which formed 88.23 percent.

4.4 ANALYSIS OF THE RESPONSES OF SUBJECTS TO FACTORS DETERMINING THE RELATIONSHIP BETWEEN THE LOW LEVEL OF FINANCIAL MOTIVATION AND THE LOW LEVEL OF JOB PERFORMANCE

This section is concerned with the analysis of the relationship between the low level of financial motivation and the low level of Job Performance among the workers in the Nigeria Airways of 1983 – 93. It considers the factors that determine the relationship between the two variables. The data are presented and analyzed in tables.

4.4.1 LEVEL OF PERFORMANCE OF THE NIGERIA AIRWAYS' WORKERS.

TABLE 4.21 Responses to how the Airways Workers would rate their Own performance.

N = 190

PROBLEM	N	POOR	LOW	AVERAGE	HIGH
How would you Rate the performance of The Nigeria Airways workers?	190	46 (24.22%)	79 (41.58%)	65 (34.21%)	-

SOURCE: - BY THE RESEARCHER.

The table above showed that the performance of the Nigeria Airways workers as assessed by the workers themselves was below what was expected of them. Altogether one hundred and twenty-five of the respondents saw worker's performance as really below standard. This group formed 65.80 percent. Sixty-five saw workers' performance as average

4.4.2 REASONS FOR THE LOW LEVEL OF WORKERS PERFORMANCE.

TABLE 4.22 Responses to why the workers level of performance is low.

N = 125

PROBLEM	N	WORKERS ARE NOT MOTIVATED THROUGH ADEQUATE PAY AND PROMPT PROMOTION	MIS-MANAGEMENT	INADEQUATE RESOURCES	NO DELEGATION OF AUTHORITY.
What in your opinion is responsible for such level of Performance?	125	88 (70.40%)	14 (11.20%)	13 (10.40%)	10 (8.00%)

SOURCE: - BY THE RESEARCHER.

Table 4.22 above showed that the Nigeria Airways workers were not Performing up to expectation because they were not motivated enough to put in their best at work. The major reason for the lack of motivation as shown in the table above was that workers were not well paid. The number of respondents with this opinion was eighty-eight out of one hundred and twenty-five which formed 70.40% percent. Those who felt that the level of performance was dependent on other reasons were fifty-nine which amounted to 29.60 percent.

4.4.3 IMPROVING NIGERIA AIRWAYS WORKERS PERFORMANCE.

TABLE 4.23 Responses to whether the workers could perform better or improve on their performance.

N = 190

PROBLEM	N	YES	NO	NO RESPONSE
Do you think the Nigeria Airways Workers could perform better than they had done so far?	190	111 (58.42%)	72 (37.89%)	7 (3.68%)

SOURCE: - BY THE RESEARCHER.

According to the above table, the majority count of one hundred and eleven respondents which formed 58.42 percent agreed that the Airline workers could perform better than they had done so far. Seventy-two respondents which made up 37.89 percent did not agree that the workers could improve on their performance. The reasons given by those who agreed the workers could improve on their performance are in the next table.

4.4.4 REASONS WHY THE AIRLINE'S WORKERS COULD PERFORM BETTER THAN THEY HAD DONE SO FAR.

TABLE 4.24 Responses to why the workers could improve on their performances.

N = 111

PROBLEM	N	STAFF MOTIVATION THROUGH GOOD PAY	RIGHT CALIBRE OF MANAGEMENT TEAM	ADEQUATE RESOURCES	JOB ENRICHMENT FOR WORKERS
Why do you think the Nigeria Airways workers could perform better than they had done so far?	111	51 (45.95%)	20 (18.01%)	25 (22.52%)	15 (13.51%)

SOURCE: - BY THE RESEARCHER.

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The above table gave the reason why respondents were optimistic about the workers improving on their performance. Twenty of the respondents which made up 18.01 percent advanced that the workers could improve on their performance of functions if they had the right calibre of personnel at the helm of affairs. This talks about the management team. Fifty-one respondents which formed 45.94 percent saw that the workers' hope of improvement on their performance hinges on staff motivation through 'proper' pay. This is to say, if workers could be motivated enough, they would put in their best at work and their performance level would be high. A right calibre of management personnel know the importance of staff or human resources to organizational performance or well-being.

Any management that understand management functions know also that motivation of workers should take the priority place in managerial agenda. The management will take the responsibility of studying the workers to know what motivates them most. Though there is no one factor that may be a motivator to all workers of an organization, the motivating factor for the majority can be identified, depending on the circumstance or the environment of the organization.

Based on the finding of this study and the environment of the Nigeria Airways, the major motivating element for the majority of the workers is adequate financial remunerations and allowances.

4.4.5 SUGGESTIONS BY THE AIRLINE'S WORKERS FOR THEIR MOTIVATION.

TABLE 4.25 Responses to what the workers themselves would suggest for their motivation.

N = 190

PROBLEM	N	PAY WORKERS WELL AND PROMOTE THEM WHEN DUE	PUT ALL GROUNDED EQUIPMENT INTO USE	GIVE STAFF FREE HAND TO PLAN	IMPROVE MANAGEMENT
What suggestions do you have for the Nigeria Airways to Motivate its Employees?	190	105 (55.26%)	44 (23.16%)	38 (20.00%)	3 (1.58%)

SOURCE: - BY THE RESEARCHER

The above table showed that the majority of the respondents suggested that adequate pay of salary and prompt promotion of staff would greatly enhance their motivation to put in their best at work. The respondents in this wise were one hundred and five which formed 55.26 percent.

4.4.6 NIGERIA AIRWAYS PERFORMANCES OF ITS FUNCTIONS SO FAR.

TABLE 4.26 Responses to the assessment of the performance of the Nigeria Airways as an organization.

N = 190

PROBLEM	N	POOR	LOW	AVERAGE	HIGH
Considering the Resources at the Disposal of the Nigeria Airways How would you rate the Performance of its functions so far?	90	65 (34.21%)	82 (43.16%)	40 (21.05%)	3 (1.58%)

SOURCE: - BY THE RESEARCHER.

It could be seen from the table above that altogether, one hundred and forty-seven of the respondents saw Nigeria Airways as an organization that was performing its statutory functions far below the expected standard. This group make up 77.37 percent while forty-three respondents which formed 22.64 percent rate its performance as average and above average. This is to say therefore that the Nigeria Airways is not performing well. It records low performance even among its workers.

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4.4.7 SUGGESTIONS BY THE AIRLINE WORKERS FOR THE ORGANIZATION TO IMPROVE ON ITS PERFORMANCE.

TABLE 4.27 Responses to Suggestions for Organizational Improvement.

N = 190

PROBLEM	N	MOTIVATE STAFF THROUGH ADEQUATE FINANCIAL REMUNERATION	USE ITS RESOURCES WELL	SERVICE ALL AIRCRAFTS	CHANGE MANAGEMENT TEAM	KEEP TO FLIGHT SCHEDULE
What suggestions do you have for the Airways to make it perform Better?	190	72 (37.89%)	42 (22.11%)	33 (17.37%)	6 (19.47%)	37 (1947%)

SOURCE: - BY THE RESEARCHER.

In table 4.27 above, seventy-two respondents which formed 37.89 Percent suggested motivation of workers through adequate financial remunerations for Nigeria Airways if it must improve on the performance of its functions.

4.5 ANALYSIS OF INTERVIEW RESULTS

An interview was conducted by random sampling on the public who were not workers in the Nigeria Airways but had patronized the Airline through one way or the other. This was to enable the researcher sample the opinion of the public about the performance of the Nigeria Airways' workers and that of the organization itself.

However, the interview was not a highly structured one because, based on the answers given by respondents, further questions were asked for further clarification.

Nevertheless, these were the questions that guided the researcher.

(i) How do you rate the performance of the Nigeria Airways workers?

(ii) How do you rate the performance of the functions of the Nigeria Airways as an organization so far?

(iii) How do you rate the commitment to work of the Nigeria Airways workers?

(iv) Can you say there is a high degree of some personnel related problems such as absenteeism, lateness and so on existing among the Nigeria Airways workers?

(v) How do you generally compare the performances of the Nigeria Airways workers and that of the private Airline workers?

(vi) Comment freely about Nigeria Airways workers' attitude to work.

This section of the study deals with the analysis of the level of Performance of the workers in the Nigeria Airways and the performance of the organization itself as judged by outsiders. It considers the factors that determine the level of performance. The data were presented and analyzed in table over-leaf.

4.5.1 OUTSIDERS VIEW OF THE PERFORMANCES OF THE WORKERS OF THE NIGERIA AIRWAYS.

TABLE 4.28 Responses to how the respondents rate the Performances of the Nigeria Airways Workers.

N = 75

PROBLEM	N	FAIR	POOR	LOW	HIGH
How do you rate the performance of the Nigeria Airways Workers	75	8 (10.67%)	37 (49.33%)	30 (40.00%)	-

SOURCE: - BY THE RESEARCHER.

In the table above, it was seen that people who were not workers in the Nigeria Airways had their own observations about the workers. Eight of the respondents which formed 10.67 percent saw the Airways workers as being

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fair in performing their duties or as having fair attitudes to work. Thirty-seven respondents which formed 49.33 percent saw the workers as having poor attitudes to work while thirty of them, forming 40.00 percent rated their performances as low. It can then be seen that sixty-seven respondents rated the Nigeria Airways performances as far below standard. This group made up 89.33 percent. They saw the workers performances of their job as sub-standard.

4.5.2 OUTSIDERS VIEW OF THE PERFORMANCE OF THE NIGERIA AIRWAYS AS AN ORGANIZATION.

TABLE 4.29 Responses to how the public rate the performance of the Nigeria Airways as an organization.

N = 75

PROBLEM	N	FAIR	POOR	LOW	HIGH
How do you rate the Nigeria Airways in the Performance of its functions?	75	8 (10.67%)	44 (58.67%)	23 (30.67%)	-

SOURCE: - BY THE RESEARCHER.

Table 4.29 above presented the outsiders' assessment of the organizational performance of the Nigeria Airways. While eight respondents rated the Airline as fair in the performance of its functions, sixty-seven rated it as really poor. The first group of respondents (8) amounted to 10.67 percent while the second group (67) formed 89.34 percent. That is to say, 89.34 percent of the sample size saw the organizational performance of the Nigeria Airways as unsatisfactory.

4.5.3 OUTSIDERS VIEW OF THE NIGERIA AIRWAYS WORKERS' COMMITMENT TO WORK.

TABLE 4.30 Responses to how the public rate the Nigeria Airways workers' Commitment to work.

N = 75

PROBLEM	N	FAIR	POOR	LOW	HIGH
How do you rate the Commitment to the Work of the Nigeria Airways Workers.?	75	10 (13.33%)	36 (48.00%)	29 (38.67%)	-

SOURCE: - BY THE RESEARCHER.

Table 4.30 above presented the information that even the public were not satisfied with the Nigeria Airways workers' level of commitment to work. While ten of the respondents which formed 13.33 percent saw their level of commitment as fair, thirty-six which formed 48.00 percent saw it as poor and twenty-nine respondents forming 38.67 percent rated it as low. So it can be seen that sixty-five of the respondents which made up 86.67 percent saw Airways workers' commitment to work as not encouraging. The result showed that they had no love for their work, otherwise there would have been high level of commitment

4.5.4 OUTSIDERS VIEW ON WHETHER THERE IS A HIGH DEGREE OF SOME PERSONNEL RELATED PROBLEMS SUCH AS ABSENTEEISM, LATENESS AND SO ON EXISTING AMONG THE NIGERIA AIRWAYS WORKERS.

TABLE 4.31 Responses to whether there is a high degree of some personnel-related problems such as absenteeism and so on among the Nigeria Airways Workers.

N = 75

PROBLEM	N	YES	NO	NO RESPONSE
Can you say there is a high degree of some personnel-Related problems such as absenteeism, Lateness and so on among the Nigeria Airways workers?	75	75 (100.00%)	—	—

SOURCE: - BY THE RESEARCHER.

There was evidence in table 4.31 that there is a high rate of personnel-related problems among the workers. Usually, these personnel-related problems are destructive to organizational performance.

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Any organization, especially the Nigeria Airways needs the proper commitment of its employees or workers to achieve the goals it has set and to realize the purpose of its existence.

4.5.5 OUTSIDERS' COMPARISON OF THE PERFORMANCES OF THE NIGERIA AIRWAYS WORKERS WITH THAT OF THE WORKERS OF PRIVATE AIRLINES.

TABLE 4.32 Responses to comparison between the Nigeria Airways workers' performances and the private Airlines workers' performances.

PROBLEM	N	BETTER THAN THAT OF PRIVATE AIRLINES	THE SAME	THAT OF PRIVATE AIRLINES IS BETTER
How do you generally compare the performances of the Nigeria Airways workers and that of the private Airline workers?	75		—	75 (100.00%)

SOURCE: - BY THE RESEARCHER.

In table 4.32 above, the performances of the workers of the Nigeria Airways were compared with that of workers of private Airlines. Hundred percent of the respondents were of the opinion that private Airline workers perform their jobs better than the Nigeria Airways workers. That is to say, the private Airlines workers have higher level of commitment to work than the Nigeria Airways workers.

This is to also say that the workers of the private Airlines identified themselves with the organizational goals of their Airlines more than the workers of the Nigeria Airways.

Tables eight to twenty-seven presented the various responses of subjects (the Nigeria Airways workers themselves) to factors determining the level of their financial motivation and the relationship between their levels of financial motivation and job performance. Tables twenty-eight to thirty-two showed the responses of the public to how they rate the Nigeria Airways workers performance.

4.6 TESTING OF HYPOTHESES

T-test was employed for the testing of the two hypotheses which were formulated for the purpose of this study.

4.6.1 HYPOTHESIS 1

There is a significant low level of financial motivation among workers in the Nigeria Airways Limited in the years under study.

TABLE 4.33 T-TEST

VARIABLE	N	X	SD	DF	T-VALUE
High Level of Financial Motivation (Responses Against Finance)	11	60.5	25.4	20	-6.37
Low Level of Financial Motivation (Responses for (Finance)	11	129.5	25.4		

From the T-test above, it would be seen that the mean of the sample size who indicated in their responses that financial motivation is not the issue is 60.5. For the purpose of the T-test, the researcher computed these responses above into a variable and named it high level of financial motivation.

The mean of the respondents who indicated that financial motivation is what matters to them and therefore regard its level as low is 129.5½. Also, for the purpose of the T-test, the researcher computed these responses into a variable and called it low level of financial motivation. The difference in their means is 69. Since the mean of the low level of financial motivation is higher than the mean that the level of financial motivation among the workers in the Nigeria Airways of 1983 –93 is really low. The computed T-Value is –6.37 which is less than zero. The Table value is 1.73. Again, since the Table value is higher than the computed value, it holds that this first hypothesis is accepted and retained. There is a significant low level of financial motivation among the workers in the Nigeria Airways of 1983 – 93.

The implication of this insufficient financial motivation of the workers is that the money workers receive in terms of salaries and allowances are not

enough for meeting their basic lower level needs such as clothing, shelter, food and so on. How can they even satisfy their higher level needs which Maslow (1954) and Herzberg (1959) believed have a more lasting motivating power. As Gellerman (1968) pointed out in his view, money can satisfy all levels of needs. If the workers are adequately paid, they can satisfy not only their basic needs but also their self-actualization, recognition and prestige needs. This will enhance their (workers) performance.

4.6.2 HYPOTHESIS II

There is a significant relationship between the low level of financial motivation and the low level of job performance among workers in the Nigeria Airways Limited in the years under study.

TABLE 4.34 T-TEST

VARIABLES	N	X	SD	DF	T-VALUE
Low Financial Motivation	13	32.1	20.1	12	0.95
Worker's Attitude to work	13	23.2	17.1		

To test whether low financial motivation has any significant relationship with the poor attitudes to work which exist among the workers of the Nigeria Airways of 1983 – 93, the above table is given for the purpose of testing the second hypothesis, all responses indicating low financial matters were grouped together and named low financial motivation. All responses pointing to workers' attitude to work were also grouped together and called workers' attitude to work. The mean of the low financial motivation was 32.1 while the mean of workers' attitude to work was 23.2. The difference in their means was 9.0, since the mean of the first variable low financial motivation is higher than that of the second variable – workers' attitude to work, it means that the workers' attitude to work is dependent on the low level of financial motivation. The computed value is lower or smaller than the Table Value which was 1.80. The computed value was 0.95. This means that the second hypothesis is also accepted and retained. The workers of the Nigeria Airways

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of 1983 – 93 perform their duties far below standard or what is expected of them because they are not adequately rewarded financially.

Badamasuyi (1991) in his empirical work, discovered generally too, that workers' level of performance depends on their level of motivation.

The implication of this is that for the workers in the Nigeria Airways particularly and any organization in general, to perform up to standard, their motivation must take prominent place in the management's administrative policy. If the workers' willingness to work are not stirred up, much should not be expected from them. From the study, financial remunerations and allowances and prompt promotions are the major motivating factor for the majority of the workers in the Nigeria Airways of 1983 – 93.

KASUIM IBRAHIM LI

CHAPTER FIVE

5.1 CONCLUSION, SUMMARY, AND SUGGESTION.

The concern of this study is financial motivation and job performance among workers in the Nigeria Airways Limited of 1983 – 93.

The study seeks to achieve some objectives such as ascertaining the level of financial motivation, the level of performance of workers and the relationship between the level of financial motivation and the level of workers' performance in the Nigeria Airways in the years under study.

Conclusions, Summary and Suggestions are based on the findings of the study. The study also made some recommendations for further study.

5.2 CONCLUSIONS.

In concluding this study, the researcher asserts that, as it is obvious from the findings of the study, the Nigeria Airways workers were not performing up to the expected standard. Tables 4.21 and 4.28 where the Airways workers themselves numbering one hundred and twenty-five (65.80%) and the public numbering sixty-seven (89.33%) respectively rated the performance of the Airways workers to be below average confirmed this assertion. By the findings in these tables above, the Nigeria Airways worker themselves and the public were not satisfied with the workers performance. It was gathered from the public respondents during the interview that the Nigeria Airways workers had luke-warm attitudes to work. They had the habit of loitering the premises and chatting away the time. Respondents further expanded on their view about the Nigeria Airways workers performance by indicating that in-Flight Services by Air hostesses in the aircrafts were very unsatisfactory. They were seen to be rude to passengers and sluggish in performing their duties. Generally respondents saw the performance of the private Airline workers to be better than that of the Nigeria Airways workers as shown in table 4.32 where hundred percent of the respondents affirmed this view.

The researcher wants to observe that sluggishness could be as a result of sorrow, hunger, lack of satisfaction of needs, or ill-health. Some attitudes

that are regarded as rudeness are not per se. They are simply expressions of dissatisfaction or frustration among the workers.

The study also revealed that the level of financial motivation was low. This could be seen in table 4.9 where one hundred and thirty (68.42%) of the respondents saw their level of financial motivation as low. Only Fifty-seven (30.00%) of the respondents regarded their level of motivation as high, while one (0.53%) rated it as average and two (1.05%) did not respond. That was why the workers themselves suggested increased pay and regular promotion as most important measures to motivate them to perform better. Seventy-two (37.89%) of the respondents suggested increased pay, seventy-five (39.47%) suggested regular promotion while forty-three (22.63%) of the respondents indicated non-financial measures for their motivation. This was contained in table 4.10. This points to the fact that the Nigeria Airways workers of 1983 – 93 are not well financially motivated. As can be seen above, majority of the respondents who are workers of the Airline did not feel financially motivated and majority of them still suggested a raise in their money and regular promotion for their willingness to work to be stirred up. In this study, promotion and salary are connected to each other. The researcher believes that when a worker is promoted, he also gets an additional money to what he is already receiving. The T-Test carried out in table 4.33 to test the hypothesis confirmed that the level of financial motivation among the Nigeria Airways workers of 1983-93 was low.

The researcher also discovered from the research conducted that the level of the workers' performance was determined by the level of their financial motivation. That is, there is a significant relationship between the existing level of financial motivation and the level of workers' performance. In giving reasons why workers' level of performance was low as shown in table 4.22, eighty-eight (70.40%) of respondents which was the majority out of one hundred and twenty-five maintained that it was because workers were not motivated enough through adequate pay and prompt promotion. Fourteen (11.20%) of the respondents gave the reason of mismanagement while thirteen (10.40%) gave inadequate resources and ten (8.00%) indicated no delegation of authority to subordinates as reasons for workers' poor attitudes to work. This then agrees with the second hypothesis that there are poor attitudes from

workers towards their jobs because they are not well financially motivated. The second T-test table 4.34 confirmed the truthfulness of this hypothesis.

It is therefore concluded that the Nigeria Airways workers are performing their functions below average because they are not financially motivated enough. Also conclusively, it is discovered in the course of this study that the problem of the Nigeria Airways workers' performance is more than motivation. This then calls for a further study to be conducted on the National Carrier (the Nigeria Airways) as an organization which has much to contribute to the prestige and development of this country, socially and economically.

5.3 SUMMARY

This study is on financial motivation and its relationship with workers' performance in the Nigeria Airways Limited of 1983 – 93. For any organization to exist and function, it must consider its human resources (employees) very important. The Nigeria Airways is the carrier or embodiment of the Nation's pride and prestige. It is found to lack adequate financial motivation and efficient workers' performance.

This gave rise to this study which would enable us to have a true and dependable assessment of the Airline. The necessary suggestions could then be given to help improve the workers' performance.

In the course of the study, three hundred and fifty questionnaires were administered and only one hundred and ninety were retrieved. Seventy-five interviews were conducted on the different respondents by the use of free random sampling method of primary data collection.

Simple percentage and T-test were employed for the purpose of this study to analyze the data from the primary sources and to test the two hypotheses that were formulated to guide the study.

Through the findings, it had been established that the level of financial motivation is low and that the level of the workers performance is also low. There is also the established fact that there is a significant direct relationship between the low financial motivation and the low job performance among the workers of the Nigeria Airways Limited in the years under study.

As it was seen in table 4.9 the majority of the respondents – one hundred and thirty (68.42%) rated their level of motivation as low while fifty-seven (30.00%) rated average and two (1.05%) of the respondents did not respond to this particular question of rating their level of motivation. This supported the first hypothesis. The result of the T-test where the computed value was – 6.37 which is less than zero and the Table value was 1.73 showed that hypothesis I is accepted. It is accepted because the table value is more than the computed value.

The level of job performance among the Nigeria Airways workers was also determined as recorded in table 4.21. Forty-six (24.22%) of the respondents saw the workers' performance to be poor. Majority of them – seventy-nine (41.58%) saw it to be average. Putting the first two groups together, it is discovered that a total of one hundred and twenty-five (65.80%) of the respondents rated (workers) performance to be unsatisfactory.

Table 4.22 established the fact that the level of the Nigeria Airways workers performance was low because the level of their financial motivation was also low. Responding to reasons why workers' level of performance was low, eighty-eight (70.40%) of the respondents indicated that workers did not perform well because they were not motivated enough through adequate pay. This group of respondents was the majority. Only fourteen (11.20%) gave mismanagement while thirteen (10.40%) advanced inadequate resources and ten (8.00%) of the respondents indicated no delegation of authority as reasons for workers poor attitudes to work in the Airline. This then confirms the second hypothesis. The T-test done further confirmed the validity of this second hypothesis. The computed value was 0.95 while the Table value was 1.83. Since the table value was higher or more than the calculated or computed value, the hypothesis is retained it means the Airlines' workers' performance was below standard because their financial motivation was also below standard.

Some of the respondents' personal characteristics such as age, sex marital status, number of children, number of wives, number of other dependants and years spent in the organization as its employees were also examined. This showed that the study was not confined to only a group of

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respondents but cuts across all characteristics of respondents. So the population for the study was a representation of the entire Airways population.

Based on the findings of the study, the researcher suggests that there is need for the Nigeria Airways Management to pay more (priority) attention to the motivation of its workers through adequate salaries and allowances. This is important because of the prevailing economic hardship and the important need for improved standard of living which is important to maintaining good health. Good-health is significant to worker's productivity in any organization.

There is need, however, for a further study on the problem of Nigeria Airways workers' performance as there is indication through this study that there are other complex factors apart from motivation.

5.4 SUGGESTIONS/RECOMMENDATIONS

i) The management of the Nigeria Airways should re-direct its concern to workers' feelings. That is, it should care about how the workers feel towards their jobs and find out why they feel so.

ii) Money can motivate and encourage extra efforts when the increment or net gain for the employee is large enough. So the management should see to the need of increasing the salaries and allowances of the workers especially in the face of the current hard economic situation in Nigeria.

iii) Nigeria Airways' Authority should bring their workers to a parallel line with their contemporary private Airline workers in terms of financial remunerations and welfare scheme.

iv) All the propaganda of salary increment and new salary structure should be effected. The approved but unimplemented New Salary structure has the hope of improving the financial conditions of the workers of the Nigeria Airways.

v) The workers should be promptly promoted as soon as they are due to avoid frustration on the job which can bring about a retarded performance.

vi) The management should provide every Airways office a bus at least which could be used to transport the workers (who are not entitled to

an official car) to and from office. This will help the worker better than the meager transport allowances given them which is never enough.

vii) The management should re-establish or establish (as the case may be) canteen in the premises of the Airways offices where food can be sold to workers at subsidized amount. This may be cheaper than eating in outside hotels or canteens. It will also reduce the rate of loitering about in the name of searching for food.

viii) The Nigeria Airways has indigenous engineers who could carry out checks on its various aircrafts. So it would be economically unwise to continue to retain the services of foreign technical partners which drains the finances or money of the Airline, therefore rendering it financially bankrupt. Since the indigenous engineers will not be paid as much as the foreign engineers the excess money could be used to better the financial lot of the workers.

ix) This study reveals that the reason why the Nigeria Airways workers do not perform well at work is that they are not motivated enough to do so. It also throws open the fact that just like the organization is complex in nature it has some other problems apart from inadequate motivation of workers though that is the most prominent. So this calls for a further study on the Nigeria Airways limited in the areas such as recruitment procedure, Resource Management and the role of the Federal Government in the administration of the Airline.

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QUESTIONNAIRE

This questionnaire is designed for the workers of the Nigeria Airways.

The Researcher is a Post-graduate Student in the Department of Public Administration, Institute of Administration, Ahmadu Bello University, Kongo Campus, Zaria.

The aim of this questionnaire is to find out information about the motivation of workers of the Nigeria Airways and how it affects the performance of their jobs. Please answer the questions as accurately and sincerely as possible. Do not write your name. Every piece of information provided will be absolutely confidentially treated.

SECTION A

PERSONAL DATA

1. Age: .....
2. Sex: .....
3. Marital Status: .....
4. Religion: .....
5. Number of Children: .....
6. Number of Wives: .....
7. Number of other dependants: .....
8. Nationality: .....
9. Educational Qualifications: .....
   .....
10. Year of Employment: .....
11. Title of Present Job: .....
12. Present Department: .....
13. Present Salary Grade Level: .....

SECTION B

14. Are your present salary and allowances adequate for your up keep and that of your dependants? (A) YES (B) NO.
15. Generally, how would you classify your level of motivation at the Nigeria Airways?
    (A) High (B) Low (C) Average.

KASHIM IBRAHI

16. What would you like the Nigeria Airways to do as a measure to motivate you to work better?

(A) Increase Pay (B) Regular Promotion.

(C) Increase in Delegation (D) Job enrichment.

17. How many years have you worked in the Nigeria Airways?

(A) 1- 4 years (B) 5 – 8 years (C) 9 – 12 years

(D) 12 years and above.

18. Do you like your work? (A) YES (B) NO

19. If yes give reasons: .....

.....

20. If NO give reasons: .....

.....

21. If you get another job, will you leave the Nigeria Airways?

(A) YES (B) NO.

22. Which ever answer you choose, give reasons: .....

.....

23. Are you due for promotions? (A) YES (B) NO

24. For how long have you been due?

(A) 1 year (B) 2 years (C) 3 Years (D) over 3 Years.

25. You got employment in the Nigeria Airways in order to satisfy certain needs of yours. How do you look at those needs?

(A) Satisfied (B) Not Satisfied (C) Partially satisfied.

26. Why have they not been satisfied?

(A) Inadequate Salary (B) Lack of Promotions

(C) No delegation of Authority (D) Job is not enriched.

SECTION C

27. How would you rate the performance of the Airways workers?

(A) Poor (B) Low (C) Average (D) High.

28. What in your opinion is responsible for such level of performance?

29. Do you think the Nigeria Airways workers could perform better than they had done so far? (A) YES (B) NO

30. If your answer is YES give reasons: .....

.....

31. If your answer is No, give reasons: .....

.....

32. What suggestions do you have for the Nigeria Airways to motivate its employees to perform better?

33. Considering the resources at the disposal of the Nigeria Airways how could you rate the performance of its functions so far?

(A) Poor (B) Low (C) Average (D) High

34. What suggestions do you have for the Airways to make it perform better?

Thanks very much for your co-operation

CODING GUIDE

INTERVIEW ON OUTSIDERS

1. How do you rate the performance of the Nigeria Airways workers?
2. How do you rate the performance of the functions of Nigeria Airways so far?
3. How do you rate the commitment to work of the Nigeria Airways Workers?
4. Can you say there are some personnel-related problems such as absenteeism, lateness and so on among the Nigeria Airways workers?
5. How do you compare the performance of the Nigeria Airways workers to that of private Airline workers?
6. Comment freely on the Nigeria Airways workers' attitude to work?

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