AN EVALUATION OF MOTIVATION AS A TOOL FOR ENHANCING PRODUCTIVITY IN THE PUBLIC SERVICE. (A CASE STUDY OF MINISTRY OF FINANCE ZAMFARA STATE).

BY

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BEING A PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL OF AHMADU BELLO UNIVERSITY, ZARIA. IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

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DECLARATION

I hereby declare that this project was written under the strict guidance of my supervisor and to the best of my knowledge has never been previously presented in any submission for a higher degree. All works consulted have been duely acknowledged.

NAME OF STUDENT	SIGNATURE	DATE.

CERTIFICATION

The research project titled “An evaluation of motivation as a tool for enhancing productivity in the public service. (a case study of ministry of finance zamfara State)” by SANUSI, Abubakar meets the regulations governing the award of the degree of Master of Business Administration (MBA) of Ahmadu Bello University, Zaria and it is therefore approved for its contribution to knowledge and literary presentation.

Mal. Bello Sabo Chairman, Supervisory Committee	Signature	Date.
Dr. M.N. Maiturare Head of Department	Signature	Date.
External Examiner	Signature	Date.
Dean of Postgraduate School	Signature	Date.

DEDICATION

This Research Project is dedicated to the course of the Almighty Allah and Islam.

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In the Name of Allah the beneficent the merciful all thanks are due to Almighty Allah, who bestowed knowledge on me for giving me the opportunity, time and strength and also sustains me throughout the period of my study.

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ABSTRACT

Employees constitute the living system that makes up an organization. The success of an establishment whether private or public is largely dependent on the quality of people in existence, their level of motivation and the extent to which organizational objectives are attainable. The employees therefore, form the bedrock of any organization.

This research work is an attempt to lay emphasis on the Evaluation of employee motivation for enhancing productivity in the public service, since it serves as the central force in determining the well being of an organization. If performance and productivity is to be achieved in the public service, it is of necessity to know the factors that would influence behaviour.

An organizations ability to provide most of those incentives would have a better chance of moving it along with the employees towards the attainment of the organization's objectives. The study has shown that the problem faced by the staff of ministry of finance, Zamfara state ranges from uncertainty regarding promotion, insufficient training opportunities, low level of relationship between employees and the management and the non participatory attitude of management. Further, the study reveled that

most of the problems arose due to the non importance the management attaches to motivating employees. The factors of motivation are seen more as favours granted to individuals rather than factors to be employed in enhancing efficiency and productivity of employees.

Recommendations offered include the need to have qualitative and responsive leadership which will carry the staff along in order to obtain consistently higher performance, leading to a better management of productivity. Likewise it in the need for management to take interest in the workforce their needs and aspirations, improvement of employee annual increment in compensation package and finally the need to enrich employee's job from time to time to ensure job satisfaction.

However, it is important to mention that issues raised may not be peculiar to the ministry of finance, Zamfara state but also common to many organizations in the public service.

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CHAPTER ONE

1.1 (GENERAL INTRODUCTION)

The public sector i.e. the Ministry of finance Zamfara state is the sum total of all financial activities mainly charged with control of the disbursement of funds to ministries and parastatals in the state and other recurrent and capital expenditures. The ministry is made up of Government financial bodies dully constituted under the law. The Ministry has organizational structure and use modern management techniques of its transactions. The Ministry of Finance as a public sector forms the focus of this study. In fact, the traditional functions of the ministry is to manage the sources and uses of state government funds by ensuring that all activities of revenue generation and disbursement of funds are done in accordance with the existing financial regulation. For this objective to be achieved, the Ministry has to have expertise personnel to achieve maximum productive employee's attitude to work. Looking at the worsening living condition and low value of the national currency, the need for motivation cannot be over emphasized. For any worker to be productive and result oriented in discharging his duties and function in the ministry, he needs more than ever

before to satisfy his needs in terms of basic necessities of life at a reasonable standard.

Equally important is the recognition of the employee's needs and desires in the work place. Top managers must take into account individual behaviour when planning organizational structures and procedures and when applying management styles and theories. To meet career development aspirations of employees, staff development programmes becomes imperative as a motivational factor.

In view of the above, therefore there has always been an urgent need to pay attention to the management of productivity by way of motivational factors and attitude to work of employees with a view to making them productive within the context of the Nigerian Economy.

In this study however, a combination of historical, descriptive and survey methods will be used in sourcing for information. While in the proceeding chapters, I shall be analyzing critically the evaluation of motivation as a tool for enhancing productivity in the public service as it affect ministry of finance in Zamfara state. As well, questionnaires will also be issued to some of the staff of the Ministry of finance, section (A) will deal with the personal data of the respondent's in terms of their age, marital

status, ranks qualification and department; others include the local government areas and state of origin. Section 'B' will deal with the general condition of the Job which ranges from pay package, welfare and fringe benefits as well as training programmes available to staff. Others include basis for promotion, Job security, numbers of years spent in service, the level of social interaction among staff and then participation in decision making. Lastly, the issue of leadership style of management and how workers perceive it is also to be included. Top management officers responsible for the general welfare of staff will be interviewed Questions on personnel policies, training programmes, operational finances, welfare programmes and other problems encountered in managing staff will be asked. Reference will also be made to other documents like textbooks, Journals, magazines, newspapers and other relevant materials, This however, will provide for literature review and together with personal knowledge of the organization will help greatly in the research/study work.

1.2 BACKGROUND TO THE STUDY**: -**

Brief history: Ministry of finance Zamfara state, Gusau is the state government financial institution established in 1996 with establishment of

Zamfara state, by the Federal government of Nigeria during General Abacha Regime.

The ministry has five (5) functional departments two unit and three parastatals:- Administration, Department is responsible for recruitment and promotion of the staff as well as the welfare provision facilities to the employee of the ministry. Also, it is in charge of the maintenance of the structure, vehicles and generating plant also all related activities in the ministry that affect the Administration. Treasury Department is another important clearing house where all and active Department that serves as Expenditure control sources and uses of state government fund as controlled. Department is in charge with the control of the disbursement of funds to ministries and parastatals and other capital and recurrent expenditure. Main Account is responsible for keeping records of all receipts and expenditure returns of all the ministries and parastatals in the state. It is these records that are analyzed and summarized at the end of every financial year to produce the final accounts of the state government. Finance department is incorporated solely in charge for control of state government advances, retention money, housing loan, educational levy and monetization Accounts. The ministry has two units the salary and computer units. Where the

preparation of salary of all Zamfara state Government employees are centralized.

However, all the above-mentioned departments are headed by a Director while units are headed by the Head of departments similarly, the Ministry has three parastatals under its jurisdiction. Board of internal revenue, is responsible of assessment, supervision, collection and accounting of all revenue that goes to the state government accounts. While Board of survey, is charged with the responsibility of boarding all government equipment and materials as well as physical assessments and verification of all government procurements and purchases, and stores control unit, is keeping stock before being sold to government Ministries and parastatals after the purchase of goods by the state government. The staff strength of the ministry is 428 both junior and senior staff of the ministry.

From the foregoing, the ministry of finance Gusau has several department, Units and parastatals that make the workers to perform their work efficiently and effectively.

1.3 STATEMENT OF THE PROBLEM

To enhance productivity, motivation remains the most indispensable factor of management imperative in the pursuit of organizational goals and objectives. It is an acknowledged fact that one of the major problems facing Nigeria today is the lack of devotion and loyalty to work in both the public and private services.

One does not need detailed investigation to discover that productivity, loyalty and commitment of average Nigerian workers to his organization is disappointing.

In motivating employees, there is the misconception by many organizations that financial motivation is the only method that can be adopted by management to ensure high productivity. Nothing is offered in terms of job security, Job satisfaction, favourable working conditions and other condition of services.

1.4 RESEARCH QUESTIONS

The need to harmonies the desire of employees and the goals and objectives organizations calls for an effective human resource management.

The researcher will address questions related to employees' motivation as follows:-

(1) What are the factors motivating employees in their work place?

(2) To what extent does the management of the ministry apply motivational theories in their human resource management?

(3) What impact does the application of motivational theories have on the productivity of the ministry?

(4) What is the desire and aspiration of the employees on the ministry?

1.5 SCOPE AND LIMITATIONS OF THE STUDY.

The topic under consideration is a very complex and controversial because of the complexity of human nature. The issue of motivating employees depends on the angle one view it and the individual concerned. Human beings are most difficult to predict. As such, what may satisfy somebody today may not satisfy him tomorrow? It is, therefore, in view of this that the reserve will be deliberately limited to some personal needs of the workers of ministry of finance.

As earlier mentioned, all discussions in this work will be made with particular reference to ministry of finance Zamfara state and not the entire

organized public service even though references will be made from time to time on the general aspect of the public service.

1.6 OBJECTIVES OF THE STUDY

1. The main objective of undertaking this research work is to asses the role of motivational factors like promotion, training for acquiring skills and experiences, pay package, incentives and rewards, job security, participation, cordial worker/management relationship, degree of social interaction etc. In relation to workers productivity in the organized public service with particular reference to Ministry of Finance Zamfara state.
2. An attempt will also be made to find out the extent to which ministry of finance is exploring and implementing any of the theories put forward by psychologists and findings of researches conducted on motivation of staff.
3. Motivation problems facing Nigeria's organized public service merit research attention and it is my hope that this research will help in offering some solution to problems.

1.7 SIGNIFICANCE OF THE STUDY.

This research work will be an attempt to make academic study on the relevance of motivation as an important determinant of workers performance in the organized public service with particular reference to ministry of finance Zamfara State.

The research is necessary because of the relevance of Ministry of Finance in the development of Zamfara State.

The Ministry is the backbone of the organization that has been saddled with the establishment and nurturing of financial activities in the state. Due to the fact that no meaningful success can be achieved without good leadership and proper motivational attitudes in the organization. This research becomes necessary in understanding, streamlining as well as making use of their resources in order to achieve effective and efficient performance in the organization/ministry.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

One of the most perplexing problems in the management of the ministry is that of achieving optimum use of the talent of individuals in the ministry.

The context in which this problem arises changes with economic conditions and social values. However, key officers and Heads of Departments are to get things done through people. It has becomes necessary therefore, to understand how staff are motivated. Money, working conditions, Job security, promotion, incentive and rewards etc. will have some effect on some staff. While others will prefer recognition, achievement and responsibility.

2.1 LITERATURE REVIEW

Understanding motivation and its application in any organization is very important, because goals and objectives can only be achieved through better and positive motivation. The term motivation is every vital concept in

management science. Psychologist and researchers have been working on the use of the term "motivation" in a variety of ways.

Robbins (1999) defines motivation as "the willingness to exert high level of effort toward organizational goals, conditioned by the efforts and ability to satisfy some individual need". Robbins et al (1998) see motivation as "a state arising in process that are internal and external to individual, in which the person perceives that it is appropriate to pursue a certain course of action directed at achieving a specified outcome (or outcomes) and in which the person chooses to pursue those outcomes with a degree of vigor and persistence while Atkinson (1990) maintains that "motivation has to do with the analysis of various factors which incite and direct an individual actions". Jones (1995) states that "motivation is concerned with how behaviour gets started, is energized, is sustained, directed, is stopped and what kind of subjective reaction is present in the organism while all this is going on"

Similarly Okogun (1992) Said, "Motivation is concerned with the why's rather than the how's or what of human behaviour". Therefore the primary focus of motivation is to explain why people do what they do. It is an emotion or desire operating on the person's will and causing that person to act. He concluded, "Motivation refers to the way in which urges, drives,

aspirations, striving or needs direct control or explanation the behaviour of human beings". Also Carlisle (2000) stated that! "Motivation is the aspect of personality that is associated with enthusiasm in carrying out differentiated activities".

From the above definition, one can understand or see how difficult it is to define the term motivation. This is due to the fact that motivation is a complex process and people have different needs and the various perceptions about them by many organizations.

Management designs the monetary reward system and the psychological incentive programme, managing the environment in which work is performed to achieve goals is challenging but is rarely accomplished easily or completely. People enter organizations with their own personal needs and hope that the management need will satisfy these. Management also has its own target or goal, which it hopes to achieve; this is the essence of setting up the organization. For employees to do their best i.e. for their performance or productivity to be increased, their needs have to be satisfied either partially or completely, otherwise, they will use their energy to subvert the ends sought by the organization. Also for management to achieve its goal for setting the organization, the employees have to cooperate

to work hard. This shows that there must be some integration of the employees and the goals of the organization i.e. management should take into consideration the personal needs of its employees when setting its organizational goals.

In integrating the needs for the employees and the goals of the organization for better results, management faces a lot of problems when it comes to motivation. As mentioned earlier, this is the way this set of people are motivated will not be the same way another set will be motivated or what motivate this set will not at the same time motivate another set.

It is because of these motivational problem many organizations face at one time or the other that many psychologists and researchers have devoted their time, energy physiologist and resources in conducting researches/study in order to find out the causes of these problems and to also offer the necessary solutions. The outcomes of their researches are devoted theories in which they listed the various needs of people and suggested the motivational techniques to be followed in ac Over the period, whole careers have been spent addressing the problem of productivity and how it can be measured, without coming to any conclusions.

Faraday (1971) **C**omments “the calculation of productivity has long been a field of controversy when attempts are made, little value is placed on the result because they seem to contain so many imperfections”.

Craig (1972) sum up the problem when he says productivity remains as one of the most elusive concepts in business and economic literatures. It remains elusive because of a lack of definite theoretical work mainly at the firm level”.

The lining-up of so many perceptions and objectives, so that all personnel can contribute to a uniform direction and purpose, is one of the most important problem facing managers concerned with productivity. This particular phenomenon is called goal contingency.

Cradal and Wooton (1978) point out that “if there is a lack of agreement about the outcome of the work process however, efficiency work outcomes.

Greiner (197) and Webster (1979) have shown that as an organizations grow in size they face increasingly difficulty management problems which not only weaken the ability to adapt and react but also lead to an inability to innovate system which will affect productivity.

It is also too clear that many managers in large companies merely administer their departments rather than manage in the true sense. The problems are that some component of productivity is easier to measure than others. Hours worked for materials consumed are more easily qualified than the level of customer satisfaction, the quality of the product or the extent to which an organization has calibrates of staff.

Only recently have managers in an organization begun to acknowledge openly that much of the responsibility improvement, they have instead, defined their effort too narrowly, administered them in too disjointed a fashion, controlled them with to short a time horizon in mind organized them with too little attention to how well they fit with overall business strategy, and implement them without the whole hearted.

Moreover, productivity implies measurement, which in turn, is an essential step in the control process. Although there is general agreement about the fundamental causes of productivity problem and how to improve them.

The blame has been attributed to various factors. The factors are:

The lack of an ideology conducive to innovation and a failure to develop a collaborative relationship among all involved in technological and other changes-owners, financial institutions governments, employees and others.

Some people place it on the greater proportion or less skilled workers in the respect to the total labor force, but others disagree. There are those who see the cutback in research and the emphasis on immediate result as the main culprit.

Another reason given for the productivity dilemma is the growing affluence of people, which makes them less ambition.

Economic orientation to short term profit. Financial management stresses maintenance rather than risk taking and innovation.

Also reflected is a decrease in expenditures for long-term research and development. The institutionalization of past structure and this tends to emphasis stability rather than innovation the lack of a long-term commitment to productivity and the willingness to involve employees in improvement projects. The breakdown in family structure, the workers attitude, and government policies and regulations.

Increasingly, the attention shifts to management as the cause of productivity problem, this is a result from lack of a long-term commitment

to produce and the willingness to improve, unite ands integrates all aspect of productivity improvement programs, the current emphasis on reindustrialization and the needs to meet international competition should not make the management to think that technology and national economic policies are the only means of improving productivity, rather productivity is influenced significantly by the motivation and effort of peoples, ignoring this will definitely affect organizational productivity.

The psychosocial system has neglected by the management as a source of productivity improvement, experience from Japan, Europe, and the United States suggests that greater workers participate and involvement a vital factor.

Research and development departments provide a good illustration of the problems affecting productivity. They receive heavy investment and new projects may have very long payback periods, requiring much risk and little measurable. Short-term benefit. How can the cost of such work be incorporated into a measure and if it can, say by yearly apportionment of cost, how can the risks and benefits be satisfactorily accounted for.

Revisiting the productivity conceptual model, the roots denotes inputs to the system, the trunk the conversion process and the leaves and fruits the

system outputs. The model identifies two fundamental problems affecting productivity-

Selecting different factor, inputs and outputs can derived different measures of productivity. The diversity of the sum of the factors inputs and outputs many of which are of a qualitative nature. Notwithstanding these, there is little debate about the need to measure productivity, for without it comparisons of performance not feasible and control action cannot be property taken.

Productivity problems are due mainly to ineffective managerial planning and implementation. The poor results of most plans stem from the disjointed nature of productivity programs. Their short-term horizons and their attention to symptoms rather than underlying vases.

Only when an organization's productivity effort encompasses the entire organization and all its system and procedure does it present a genuinely strategic approach to productivity management.

It is important for management to recognize that many strategic operating decisions affect the psychological system and are directly related to productivity. This is particular true of decisions that have a direct impact on the people involved in productivity process. A successful management

response to the productivity challenge requires the basic recognition that people decisions policies, promotions, pay, placement, development and communication are critical in the motivation of an organization were force. complishing organizational goals and objectives.

However, the psychologist include Abraham Maslaw who developed the "Hierarchy of needs theory"; J. Stancy Adams the equity theory, Victor H. Vroom the expectancy theory; Douglas Macgregor theory x and y e.t.c. as discussed below:-

2.2 THEORY OF WORKERS MOTIVATION

As mentioned above many theoretical views of work motivation have been proposed, these theories will be limited to five of the major perspective need theory, equity theory, valence, instrumentality expectancy theory, theory x and y and motivation Hygiene factors.

The best-known theory of human needs in organization has been proposed by Abraham Maslaw, which has been popularly applied to understanding human motivation in organizations. Accounting to Maslaw "needs are the key to understanding behaviour" and thus understanding the

concept of motivation. This statement underlies his ever popular hierarchy of needs which he said are arranged in their order of priority as follows:

(a) "Physiological needs include the need for food, drink, sex, shelter, clothing, rest, sleep and respiration;

(b) Safety or security needs are the need for protection against danger attack, job lay offs and other dangers;

(c) Belonging or social needs involve association and interaction with others in groups for love, friendship affection and acceptance;

(d) Esteem status or ego needs are related to self respect, the respect, of others, prestige, recognition and ego satisfaction;

(e) Self actualization or realization needs motivate us to seek self development, self expression, creativity and self fulfillment through becoming what we are capable of becoming"

This first two are primary needs which are required for him survival and subsequent three are secondary need which motivate people to achieve higher goals.

(i) Equity Needs:-

In contrast to this focus on individual needs, equity theory views motivation from the perspective of the social comparisons workers make

between themselves and others. J. Stacy Adams, the originator of equity theory asserted that workers are motivated to maintain fair or "equitable" relationships between themselves and to change those relationships that are unfair or inequitable.

The theory therefore, states that people compare their outcomes and inputs to those of other in the form of a ratio. Specifically, they compare the ratio of their own outcomes/inputs and of other people.

(ii) Valence Instrumentally Expectancy Theory

The theories referred to overleaf, tended to focus their attention on motive and needs. The development of the expectancy theory is mainly the result of the work of Victor H. Vroom who claims that motivation is the product of expectancy and valence motivation = expectancy x valence, where expectancy is the belief that an act will be rewarded and the valence is the attractiveness of the reward.

The theory has significance to management because it suggests that managers should communicate clearly how goals such as money, promotion and enhanced status are earned. In addition, the theory should be applied in work design studies where reward is being geared to intrinsic job factors such as variety and autonomy.

(iii) MCGREGOR: THEORY X AND Y: -

Douglas Macgregor in his research identified two styles of managing based on theory y which is term to be the traditional or the pessimistic view of man, and the modern human resources philosophy of management or the optimistic view of man. According to Macgregor, each style involves certain assumptions concerns human nature in work organizations.

(iv) ASSUMPTION FOR THEORY X

(a) "The average human being has an inherent dislike for work and will avoid it if he can;

(b) Because of this human characteristics of disliking work, most people must be coerced, controlled, directed or threatened with punishment to get them to put forth equate effort toward the achievement of the organizational objectives;

(c) The average human being prefers to be directed, wishes to avoid responsibility, and has relatively little ambition, wants security above".

From the above assumptions, one could deduce that the traditional managerial management or theory x emphasizes upon fitting the worker on the job rather than adopting the job to the man:- people are induced to

produce, through “carrot and stick”, that is monetary incentives on the one hand and threats, fear and the discharged on the other. Theory x is common in military forces, private business and in government bureaucracy.

On the other side of the coin is the modern human; resource philosophy of management otherwise known as theory Y, which is based upon an optimistic view of the nature of man and holds the following assumptions:

1. “The expenditure of physical and mental effort in work is as natural as play and rest;
2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives; man will exercise self direction and self control in the service of objectives to which he is committed;
3. Commitment to objectives is a function of the rewards associated with their achievement;
4. The average human being learns under proper conditions; not only to accept but to seek responsibility;

5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution to organizational problems is widely, not narrowly distributed in the population;
6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized"

According to this school of thought hold that employees will work actively for the goals of the organization when such behaviour is compatible with their own goals management should share information and objectives with subordinates. It is advisable for management to create a climate where employees may contribute towards decisions affecting the affairs of the areas of their specialization.

Theory. Y holds that all motives be it economic, social or egoistic must be activated, the employees is mostly highly motivated to work when the motivation is intrinsic. A practical manifestation of the human resource or modern approach to management is "management by objective".

v. HERZBERG'S MOTIVATION HYGIENE THEORY

Frederick Herzberg and his associates interviewed over 200 workers in Pittsburg and carried out intense studies in industries to find out why people find some events in their working places highly satisfying and some

highly dissatisfying. From the results of the studies, they developed the theory that in a work environment, job satisfaction and job dissatisfaction are not simply opposite. They may have different causes. Their results supported the theory that feelings of strong job satisfaction, which seemed to be effective in motivating the individual to superior effort and performance, come principally from the task itself. The motivating factors, which derive from, the tasks itself are called "intrinsic factors" and are classified under five headings;

(a) "The actual achievement of the employee as seen by the employee himself (not as seen by the employer)".

(b) Recognition associated with the achievement

(c) Increased responsibility as result of the performance.

(d) Opportunity to grow knowledge and capacity.

(e) Chance for advancement and self fulfillment"

In fact, apart from these real motivators, there is another set of factors, which may be considered "conditions precedent" to motivation. This factors usually termed "Hygiene factors" or extrinsic factors do not by themselves motivate but they create the environment, which makes motivation possible. Their absence is responsible for feeling of dissatisfaction but their presence

may not necessarily make for job satisfaction. The extrinsic Hygiene factors are:

i- "Improved pay and other benefits

ii- Improved supervision and leadership

iii- Good company policies and Administration

iv- Good physical working surroundings

v- Job Security"

However, it is noted that the removal of the causes of dissatisfaction will not make people like their tasks better. If a task baring, no matter how much a worker is paid, no matter how good the supervision and leadership, no matter how improved the company's policies and administration, no matter how good the working surroundings that task will remain barring. Having good hygiene factors man make it easier to tolerate the boring task in the short run, but the real motivator is the feeling of achievement of the performance the recognition which he feels he gets for performing that task, the additional responsibility which will come to him as a result of performing that task, the advancement to a higher level of work and his growth in competence. The main point made here is that to motivate

workers, you must give them the chance to enable them enjoy success at what they are doing.

The above theories of motivation, we can see that motivation is a complex process and also very difficult to apply for accomplishing organizational goals. Henry H. Albert has once said that the ability to make effective motivational decisions requires knowledge about the motives which bring about purposeful behaviour. Therefore, the decision maker must have insights into the manner in which people will respond to particular conditions. Human behaviour must be susceptible to the concept of casually if control is to become a possibility.

2.3 ROLE OF LEADERSHIP

The practice of leadership involves certain steps which can be identified and if practiced with skills will results in both maximum leadership influence and goal achievement of the ministry of finance.

Furthermore the role of a leader in an organization (as well as in society at large) is to help to identify worthwhile goals to help devise appropriate strategies to achieve such goals and to provide direction and motivation for the group so that agreed upon goals can attained. A leader is

involved in a human and social process requiring emotion human as well as intellectual stamina, sensitivity as well as knowledge.

A leader must listen to questions as well as provide answers. He must comprehend the difficulties of being a subordinate so as to understand the fears and concerns his own behavior can create among those over whom he has authority. An understanding leader will not let his subordinates think he considers them inferior, yet he must learn to operate in a manner that permits workers to accept his authority without resentment.

A leader needs to be aware of the conflict his subordinates feel about the balance between dependence and independence. He should recognize that some persons are frightened by complete independence on the job and need to feel security in the work environment that limits absolute freedom on the job.

Therefore the leader should attempt to adopt his method of leadership to meet the psychological needs of his subordinates.

It has been observed by social scientists that a worker acts differently in the presence of his supervisors. When they are alone than the subtle nuance in such behaviour changes are taken for granted and carried with them the social values by which workers lean their lace in hierarchy of the

organization. The leader must recognize the value systems that operate in a variety of work groups and situations. Holding a white collar job, being the youngest of oldest worker in the department, or being a supervisor can create psychological distance between various members of the same work group therefore one of the leaders role in a group is to minimize the psychological distance among group members when this stands in the way of the group's effectiveness.

The importance of a leader's behavior in the group is dramatized when on realities that in most democratically oriented institution; leader's power to create change is actually limited to the level that the group he leads will permit. This means that in a social environment where the leader is not allowed to exercise raw power over his subordinates, he must learn to use other means of influence and motivate his subordinates at the same time; democratic leadership does not mean absence of authority.

Rather, the leader must carefully consider the manner in which he can and should exercise his authority. In short, a leader must be accepted as a person before his ideas will be accepted be his subordinate.

The leadership role of most supervisors is to effectively utilize the physical, technical, material and human resources of their work in order to

achieve desired outcomes or goals of the organization. To this it is necessary that the leader effectively communicate with their subordinates.

2.4 EMPLOYEE MOTIVATION

A motive is something, which implies a person to act, a reason for behavior.

If therefore, organization can achieve its goal, there is need to understand the kind of motives that will prompt them to do so. According to penny Hacketh (1979:152) "there are two main sources of motivation to work. One is the job as an end in itself; the other is the end toward which the job provides the means"

Series of research works carried out over the year have continued to highlight the great importance of job satisfaction in motivating an employee. Herzberg (1959) in motivation to work "found a two-factor explanation of motivation in one group of needs are such things as organization policy and administration, supervisor, working conditions, interpersonal relations, salary, status, job security and personal life. These were found by Herzberg. In other words, if they exist in a work environment in high quality and quality, they yield no dissatisfaction.

In the second group Herzberg listed certain “satisfiers” and therefore motivators all related to job content these include the factors of achievements, recognition. Challenging work, advancement and growth in the job. Their existence will yield feelings of satisfaction. Hence, for motivation to be effective, an organization, must give considerable attention to upgrading job contents, designing the job and the managerial policies of the organization in such a way that employees derive maximum satisfaction of their need through job satisfaction.

Thus, the science of organization; designing jobs, which seeks to match duties of a job to the physical abilities and characteristics of the individual, assumes prominent position in motivation employees through job satisfaction. However, for employees to attain the maximum job satisfaction there come always the idea of rotation. The idea that employees will derive greater satisfaction if they experiences variety in their work and can understand more if the range of operations in which the organization is involved. Job enlargement becomes necessary in order to attain high productivity with a limited number of employee if was therefore necessary for jobs to be combined and the number of variety of operation, which each individual performed to be experienced.

Porter and Lawler (1968) suggest, “Job should be structured in a way that makes intrinsic reward appears to result from good performance” the job itself can then be a very effective motivation. Job enlargement must therefore allow for meaningful feed back, test the individuals varied abilities and allowed a greater amount of self-control of the jobholder.

Allowing employee more sense of directions and the opportunity to perform interesting, challenging and meaningful work enriches job. Job enrichment thus, means that a group of workers, without supervision becomes responsible for the completion of task. It is entirely up to the group to organize itself in standard. But over and above, thus, the fact that the group had the authority to make its own decisions and maintain its own quality control standards added a whole new dimension for responsibility; designed to meet the workers need for challenging and responsible work.

Job enrichment, job enlargement and job rotation presuppose that an organization is prepared to invest in training of its employees to cope with the new system. However, attempting to enrich people’s job by allowing them to make their own decision necessitate the development of a management style and organization climate, which encourages and ensure employees derive maximum job satisfaction.

2.5 MOTIVATION AND MOBILIZATION OF EMPLOYEE

Many authors have shown their concern over the motivational problems facing organization. It is because of this that some authors have identified and put forward some techniques while they hope if properly applied will help in solving or reducing these problems these are as follows: goal setting, organizational setting, organization to some extent promotional incentives.

2.5.1 Goal Setting

Organization – inside goal setting must be specific, measurable, timely and motenth challenge. When appealing to multiple, however, you must add an awareness of multiple motivations, in order to appeal to all those participating in the achievement of the goal.

The best way to temporarily awareness achievement motive and a desire to improve an individual is to provide a clear, measured gap between one's desired state and where he is now. This principle support coaching individuals, it can also apply to a larger scale goal.

"Noble Goals" which are a high ideals an organization espouses and supposedly works forward, can be easily aspect of noble goals is that they are often set by executives who possess a very different motive people from

those of the other employees, what may appear noble and empowering to top management often feels irrelevant to the big of the form. This leads to employee cynicism and disinterment from the noble goal, effects that compromise people's allegiant to the company as a whole. Conversely goals set purely from a traditional quality perspective may over – emphasize the achievement motive and lose the interests of power motivated senior managers.

The question that must drive organizational goal setting is: Are we appealing to everyone? Many of the stated goals were anchored in the quality philosophy, which is clearly achievement driven. Successful managers are often driven primarily by the power motive, which explain why quality efforts often comes from the bottom. It is counter productive to responses a noble goal but not demonstrate commitment to it. An ignored noble goal can have a negative impact on motivation.

2.5.2 Organization Setting

Resulting an organization to manage major change engaging all three motives. It's important to fit the correct people to the job structure. This can improve the impact of setting the organization. For example, selecting

influence focused people for influence leadership positions and achievement focused employees for technical or goal based innovation.

2.5.3 Training and Education

All three of the social motives can direct someone to improve in this respect. Though strongly achievement motivated people do tend spontaneously to improve themselves over time, they do so only in areas where they want to improve – not necessarily where some one else want them to improve.

In formal educational setting it is possible to engage individual's motives to the learning in:

a. The nature of the instructional approach, which may be inherently engaging to one motive, verses another.

b. Student's relationship with the teacher, and the way the teacher runs the classroom.

c. Ultimate goal of the learning.

In organizational change efforts in addition to tailing train guard educational offering to existing motives, it is also possible to temporarily arouse a motive. Coaching models or Self-Directed change models works reliably inducing people's desire to change (Kolboz Bryatzis, 1987). What

makes this approach work is the arousal of the achievement motive, the wish to improve. The measured gap between where one actually is and where one wants to be arouses the desire to close the gap. That produces emotional energy for change, which in turn generates a commitment to change and the next stage is goal setting. Goal setting processes increased people's overall productivity as well as their likelihood of accomplishing specific tasks.

In sum, training and educational programmes that take into account the self-directed change model and differences among individuals model and differences among individual's motives are more likely to drive change. To take advantage of these different motives, a manager may promote education by providing:

a. Feedback on performance, or opportunities to improve.

b. Positive term sprit and

c. Visibility, prominence or opportunity to influence other. Managers will learn improvement methods (achievement) because these methods enable them to make a dramatic impact on an organization (Power).

2.5.4 Promotion

Promotion of change effort should engage both employees values and their motives. And as emotional engagement comes from the motives, promotional activities should appeal to different people with different motive patterns.

In an organization, one should not ignore the conscious values, which examine individual's option for behaviour. People will not generally act contrary to their values unless the motive is very powerful. As such, promotion of mobilization for change should try to capture both the emotion and values.

The primarily achievement motivated person is energized by the idea of doing something better, or being the best, of doing something new and innovative. Promotion of improvement efforts should appeal motive, as long as the person feels that he or she has control of the forces and can use it to improve them. That is, enabling people to choose to make improvement is away to enlist achievement-motivated individuals in charge.

Reinforcing the identity of group of change against will help engage affiliation motivated people and possible power – motivated people as well, if group association prestigious.

2.5.5 Incentives and Rewards

It is vital to match rewards to the person, or a supposed incentive can actually have a negative impact on motivation. The classic error of rewards and reward system is assuming someone like the same thing as you. Care should be taken to link rewards more too global performance than to specific task. The most important point here is that rigid system cannot substitute for good management. The power – motivated person might like public acknowledgement of his or her accomplishment. The affective person would prefer a party or time off to be with his or her family. The achievement motivated person may like another such challenges to enable him improve.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The researcher endeavored to examine the effect of leadership theory in today's organization. However, having known the objectives of the research methodology the researcher attempts to examine in this chapter methods used in data collection.

This research work was carried out between the months of June and August, 1996 which gave the position of things at this material time and also serve as a guide for further investigation on the subject in future.

Research methodology as the name implies described the ways and means by which a person conducting a research work can acquire the necessary data to enable him investigate a given problem and to also offer the necessary solutions. There are many methods that can be used to acquire this information. The choice of which method to use for investigating a given problem is an important consideration that any investigator must make before attempting to research into the problem.

3.1 RESEARCH DESIGN

a. Historical Research Method

This is relates them to the represent happenings for better appreciation and maximizing the benefits thereof. It is the interpretation of past trends of attitude, events and facts. Sources of historical research method include documents and relics. Documents are written information of the past while relics are generally archaeological or geological remains such as tools and utensils.

b. Descriptive Research Method

It is an attempt to describe a given phenomena. It specifies the nature of the event being researched into. It also gives the picture of a situation or population. Any study of phenomena generally begins with full understanding (description) of the phenomena. Accurate descriptions are imperative for making a wide range of policy decisions. Naturally every research effort is supposed to start with exploratory and descriptive research in order to make the problem area very clear and understandable. Descriptive research deals with factual and accurate data relating to actual situations or events and it gives exactly how the situation is at the time of

the study. Because it is descriptive in nature, it uses survey method of data collection.

c. Survey Research Method

This deals with the studies of both large and small sample of a selected population. The aims might be to discover the relative distribution. Inter relations etc. survey techniques include personal interview, telephone, mail questionnaire and the panel.

d. Experimental Research Method

This is a method mainly to establish a relationship among variables. It is used for identifying the conditions under which such relationships exist. It is a process that provides a systematic and logical procedure for identifying and evaluating the relationships between variables that create a particular state of affairs under controlled conditions.

The first thing a researcher must do toward deciding on which method of research to choose for the problem at hand is to find out the true area of the problem at hand is to find out the true area of the problem. In view of the above and the topic under study which is entitled; "An Evaluation of Motivation as a tool for enhancing productivity in the Public Service: A case study of Zamfara State Ministry of Finance".

A combination of the historical, descriptive and survey methods were used in acquiring the relevant information. It is my conviction that the only way desired objective, in any organization can be achieved is through the commitment and determination of the labour force.

This is only possible if the employees of that organization are well care of.

The questionnaire method was used as the major source of gathering information. The questionnaire is divided into two sections. Section A specifically deal with the personal data of the respondents in terms of their age, sex marital status, rank, qualification and department. Others include their local government council and state or origin. Section B dealt with the general conditions of job, which ranges from pay package and other welfare facilities, training programmes available to the staff and basis use in promotions. Others include job security, the number of years spent in the service, the level of social interactions among the staff and their participation in the decision making process. Lastly, the issue of leadership style of the management and how the workers perceived it was also mentioned. The questionnaires were distributed to 21 staff of the Ministry which includes top management staff from the rank of Directors to Deputy

Directors level, 6 middle level Accounting Staff of Senior Accountants to Principal Accountants, 7 lower level staff. The remaining 5 represented the junior level workers.

As you can see from the distribution majority of the respondents came. From the middle level that were regarded as the backbone of the organization and actually executing the major policies. These respondents were selected randomly and cut across the different department which gave a wide ranging view on the general aspects of the organization. Top management officers responsible for the general welfare of the staff were equally interviewed. This officer is the Assistant General Manager (Administration). The question asked ranges from the personal policies, training programmes, operational finances, the welfare programmes of the organization and the problems encountered in the course of its operations. Some middle staff was also interviewed which prevented the normal lapse of time with questionnaires and useful follow up questions were also made.

Reference was also made to other documents such as textbooks, journals, magazines, newspapers and other relevant material. These altogether enabled me to undertake a literature review which together with

my observations and personal knowledge of the organization helped greatly in this research work.

In view of the large amount of data collected from the respondents during this research work, it became imperative for a statistical analysis to be carried out with a view to editing, coding and tabulating it for proper understanding and the determination of meaningful information.

Accordingly, the information, collected was tabulated under the following headings;

a) Educational levels of the respondents;

b) Promotion criteria used;

c) Availability of Training Programme;

d) Relationship between workers and managements;

e) Pay package obtainable;

f) Security of job;

g) Level of participation of the staff in the decision making process;

h) Availability of welfare facilities;

i) Degree of social interactions among the staff;

j) Degree of supervision on the conduct of their operation;

k) Perception on the leadership on the conduct of their operation on the leaders' style of the management.

It is therefore, the totality of the above factors that can guarantee any meaningful achievements in any organization. This factor will also motivate the employees to put in their best for the realization of the organization objectives.

3.2 SOURCES OF DATA COLLECTION

Historical originate from two main sources:- primary and secondary.

3.3.1 Primary Data

Primary source would include those data which have bee recorded by the actual eyewitnesses or participants.

In the process of data collection the researcher had employed the use of questionnaires and period interviews and observation of the company's records on performance so as to know the effects of its leadership to the organization.

3.3.2 Secondary Data

Secondary source are those, which have been recorded by someone who obtained his data indirectly. This data calls for the review of both

internal and external sources, which include journals, magazines, Newspapers, and specially duplicated or printed materials published or unpublished.

3.3.3 Population and Sample Techniques

The population of the study consists of the management and staff of the ministry. A method of sample (Random sampling) was employed.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter forms the most important target of project writing it attempts to examine the various findings and major observations in the process of data collection. The analysis will be based on information gathered from the respondents

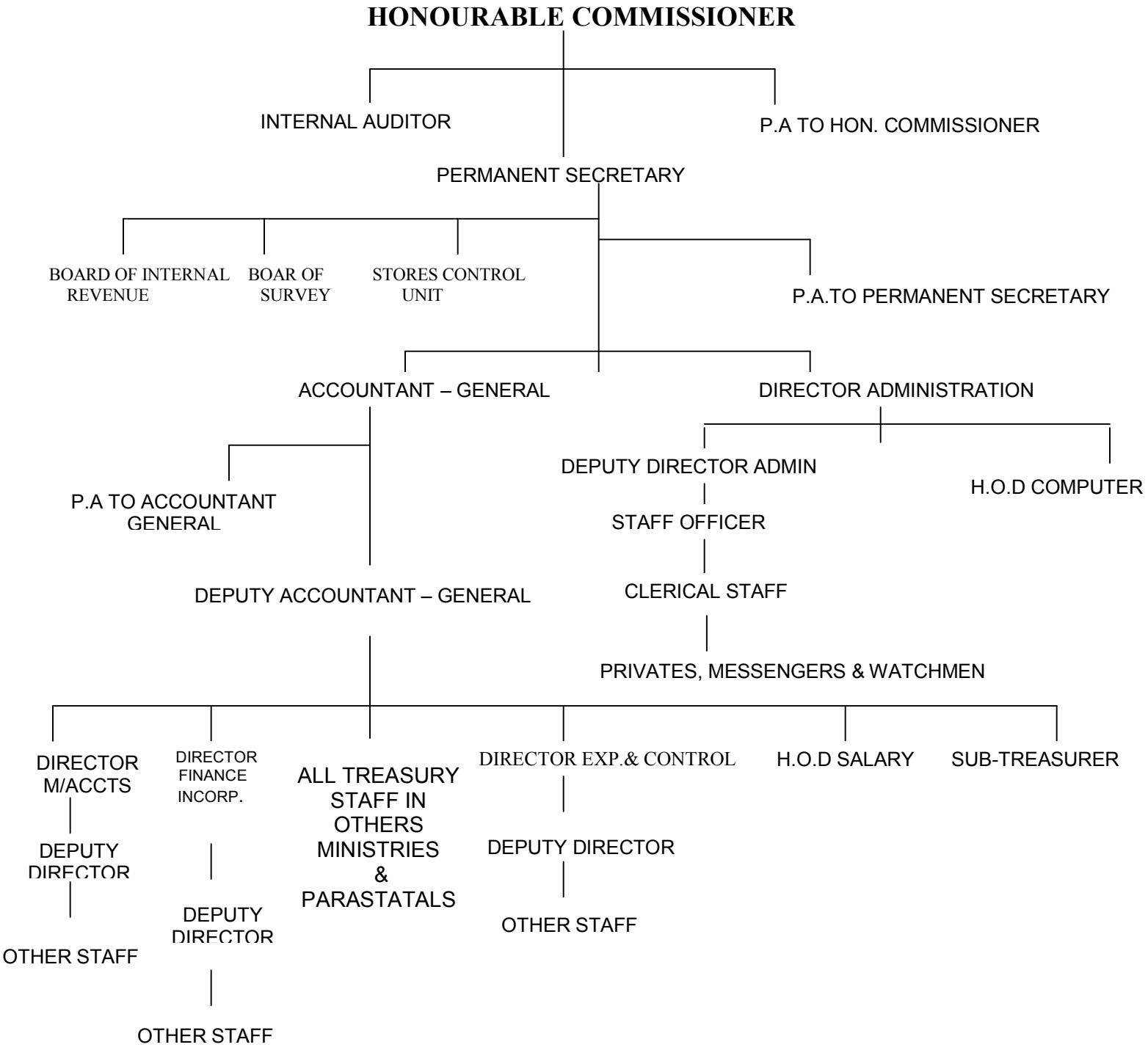
4.1 LEADERSHIP AND STRUCTURE OF MINISTRY OF FINANCE ZAMFARA STATE

The establishment of the ministry of finance Zamfara State, Gusau, came into being by the establishment of Zamfara State in 1996, by the Federal Government of Nigeria during the regime of General Sani Abacha.

The ministry has five (5) functional departments, two (2) unit and three (3) parastatals. With the election of his Excellency, the governor of Zamfara State. He appointed commissioners to each and every ministry. Ministry of Finance inclusive has a Honourable commissioner. Directly under him is permanent secretary, Accountant, General and Director of Administration, e.t.c.

The organizational chart below shows the leadership and structure of the Ministry of Finance, Zamfara State.

MINISTRY OF FINANCE
ZAMFARA STATE, GUSAU
ORGANIZATIONAL CHART



4.2 DATA ANALYSIS

The information collected from the respondents of the case study is treated in this chapter. The researcher undertake this analysis by first examine the information gathered from the respondents. This will be followed by the analysis of the responses.

4.3 PRESENTATION OF DATA

The total number of questionnaires administered was 17 out of which 11 respondent representing 65%. This guaranteed a meaningful analysis to be carried out and conclusions to be made.

Out of this number, only 1 was a female while the rest were males. The ages of the respondents ranges from 26 to 46 years. About 6 of them served the organization for less than 5 years while the remaining served for between 11 to 20 years. The respondents constituted the management, senior and junior cadres of the staff of ministry of finance Zamfara state.

The responses were analyzed and percentages were used for easy analysis and clear understanding.

TABLE 4.3.1 EDUCATION LEVEL OF RESPONDENTS

Qualification of Respondents	Frequency	Percentage
Graduates	9	82%
Undergraduates	82	18%
Total	11	100%

Sources: Questionnaire, 2005

The above shows the educational level of respondents while 9 or 82% were graduates, 2 or 18% were undergraduates.

TABLE 4.3.2 BASIS OF PROMOTION

Promotion Criteria	Frequency	Percentage
Qualification	1	9%
Years service	4	36%
Performance	4	36%
Other Criteria	2	19%
Total	11	100%

Sources: Questionnaire, 2005

Promotion brings along with it not only money but a work of recognition of the individual performance. Consequently, in order to justify this recognition, the employee so promoted puts in more effort in his work.

Promotion puts new life in the individual and activities his knowledge, skills etc and inconsequence he strives harder to be effective in his new job.

The above table indicates the promotion criteria used in promoting the staff of ministry of finance Zamfara state 1 or 9% of the respondents are of the opinion that promotion is based on qualification, 4 or 36% on years of service, another 4 or 36% on performance while 2 or 19% believed it is done based on other criteria like the discretion of the managing director.

Responses	**Frequency**	**Percentage**
Overseas	0	0
Within Nigeria	All	100

Sources: Questionnaire, 2005

Money spent on training and development of the employees is a worthwhile investment. Employees who have not received adequate training

before being assigned with responsibilities will lack the necessary confidence and job skill with which to carry out their jobs.

Therefore in its continued effort to constantly maintain a high level of skilled manpower of all times, ministry nominates staff to relevant courses in and around the country. The send staff to relevant courses in and around the country. The staff structure of the ministry does not warrant the establishment of a training school.

As can be seen from the table above, all the respondents were trained and are being trained locally. Due to financial constraints no staff enjoyed overseas course in recent times. In the past, the opportunity avails itself through sponsorship by donor agencies like the African Development Bank, state government Zamfara etc.

TABLE 4.3.3 RELATIONSHIP BETWEEN WORKERS AND MANAGEMENT

Responses	Frequency	Percentage
Satisfactory	6	55%
Fairly Satisfactory	4	36%
Unsatisfactory	1	9%
Total	11	100%

Source: Questionnaire, 2005

The success of any organization is not only measured or determined by the amount of profit the company could achieve but the degree of industrial peace that could be maintained in the organization.

The outcome of any investigation as can be seen above shows that 6 or 55% of the respondents regarded the relationship between the workers and top management as satisfactory, 4 or 36% as fairly satisfactory and 1 or 9% regarded it as unsatisfactory.

TABLE 4.3.4 PAY PACKAGE

Responses	Frequency	Percentage
Adequate	0	0
Fairly Adequate	9	82%
Inadequate	2	18%
Total	11	100%

Source: Staff Questionnaire, 2005

Money is an important reward for most people even though it does not directly satisfy their needs. It is a secondary reinforcement or reward which induces appropriate behavioral responses so long as a it can be used at some future time to satisfy more basic human motives.

The importance of money as an instrument of motivation is sometimes undervalued. Moneys have a universal appeal as it embodies the means for satisfying almost every human motive. As such motivational problem are greatly simplifying by monetary terms.

From the table above, it can be seen that the greater part of the respondents i.e 9 or 82% categorically made it clear that their pay package

vis a vis the present inflationary trend is fairly adequate while the rest 2 or 18% believed that it is inadequate.

TABLE 4.3.5 PARTICIPATION

Responses	Frequency	Percentage
Participatory	6	55%
Non participatory	5	45%
Total	11	100%

Source: Questionnaire, 2005

Participation improves morals and communication subordinates participation on the decision-making process can be a double advantage to the organization.

First it will serve as recognition of their efforts on the organization and consequently make them to be more committed to their work. Secondly, it will reduce the level of friction between the management and subordinates in the implementation of the policies of the organization. This

is because subordinates are now a party to the decision making process and cannot therefore cry against any decision being made.

When the respondents were asked on whether the management solicits for their inputs towards the decision making a thing majority of them maintained that they do participate. This can be seen from the table where 6 or 55% responded that they do participate while the remaining 5 or 45% considered themselves not participatory.

TABLE 4.3.6 GENERAL SUPERVISION

Responses	Frequency	Percentage
Close	0	0
Open	11	100%
Total	11	100%

Source: Questionnaire, 2005

Majority of people employees do not want to be constantly supervised and instructed all the time. To them they regard close supervision as a lack of confidence on them despite their qualification and experience.

No respondent agreed that he needs supervision in the discharge of his duties while all respondents said he or she needed no supervision.

TABLE 4.3.7 EMPLOYEE WELFARE FACILITIES

Responses	Frequency	Percentage
Adequate	0	0
Fairly Adequate	5	45%
Inadequate	6	55%
Total	11	100%

Source: Questionnaire, 2005

The provisions of welfare facilities help in no small measure towards motivating employees and consequently leading to enhance performance.

The staff of ministry of finance Zamfara state facilities such as car refurbishment loan, furniture loan, and housing loan (which even though it exists, is hardly granted). However, there are no sports facilities, staff club or the likes of staff bus.

In view of the available facilities, 5 or 45% of the respondents felt that the employee welfare facilities are adequate while 6 or 55% felt that they were inadequate.

TABLE 4.3.8 JOB SECURITY

Responses	Frequency	Percentage
Secured	10	91%
Unsecured	1	9%
Total	11	100%

Source: Questionnaire, 2005

Job security is the desire to be free from fear of such things as jobless, demonism and loss of income. Apart from salary and wages, there are usually other monetary attractions, which give security for the employee. These include pension rights, medical benefit; etc.

Therefore, as far as security is concerned, almost all the staff except one have a sense of security on their jobs; 91% for while 9% against.

TABLE 4.3.9 LEADERSHIP STYLE

Responses	Frequency	Percentage
Satisfactory	4	36%
Fairly Satisfactory	5	45%
Unsatisfactory	2	18%
Total	11	100%

Source: Questionnaire, 2005

In designing the questionnaire for this research, the respondents were deliberately requested to freely describe how they feel about the leadership style of the management.

This was done with the sole intention the quality of leadership style of any organization will definitely boost the morale of the employees and make them more committed towards the achievement of organizational objectives.

Personality of the leadership also determines the human behaviour, and a good understanding of the personality must be known before choosing a leader. In essence, the style of the leadership can make or mar the success of any organization. From the table above, 4 or 36% of the respondents

assessed the leadership style as satisfactory, 5 or 45% fairly satisfactory while 2 or 18% felt it was unsatisfactory.

TABLE 4.3.10 SOCIAL INTERACTION

Responses	Frequency	Percentage
Excellent	11	100%
Good	0	0
Poor	0	0
Total	11	100%

Source: Questionnaire, 2005

Good social interaction amongst the employees of any organization creates the necessary atmosphere for the achievement of organizational objectives. There must be mutual understanding and trust, exchange of ideas and sharing of experience among the various workers in the organization. This good working atmosphere will bring enthusiasm in the minds of the employees and will consequently present negative attitudes between them, which in the end will affect the performance of the organization. The creation of a good social atmosphere is a pre –condition for the achievement

of organizational objectives as no organization can succeed in a chaotic atmosphere. Luckily the degree of social interaction in the ministry is excellent attributable largely to the staff structure which makes interaction on a daily basis constant. All the respondents agreed that the social interaction is excellent.

4.4 INTERPRETATION OF DATA

It is described from the above data that most of the ministry's staff are highly qualified, experienced and satisfied with their work. The promotion criteria are a mixture of length of service and performance based on the enhanced qualification an employee attainments.

The subjective criterion also forms another impact in the promotion process. This is natural since being human beings; the management is prone to subjectivities.

The unavailability of overseas training programmes indicate that staffs are more or less not exposed to modern management practices as local courses hardly provide the needed interaction with new techniques. However, given the high cost of foreign exchange, is quite expensive for any organization to sponsor its staffs.

The relationship between workers and management is not exactly an ideal situation going by the division in the response on the issue. This implies that productivity could be hampered as disenchanted staff will not put in their best in the discharge of their duties. The situation is same with the participatory level of employee where there is a sharp division also exists in the feeling of staff about welfare facilities available in the company. Basically there is no recreational facility provided by the Ministry and though welfare related allowance have been introduced, they are low in volume. A remarkable response is on the level of job security, this is an important determinant of productivity. The response on the leadership style of top management is not exactly the ideal. While some felt that it is satisfactory, the majority feel that it is either fair or unsatisfactory. This also is a very important determinant of employee productivity.

The social harmony that exists among the respondents is typified by the high level of social interaction that everybody agreed exists. They indicate the lack of internal squabble and wrangling, which will encourage productivity.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

The public service as an institution has the objective of employing both human and material resources in a productive manner in order to generate optimum returns to the government.

Employees of the public service those that are charged with the specific responsibility for the discharge of that objective.

In executing that mandate, they need to be motivated and their attitude to work determined in a much more profound manner so that they can discharge their wide ranging functions and responsibilities as expected of them by their employers.

Accordingly, the success of any society in achieving maximum productivity (which will ensure an optimum standard of living) will depend on the skills, efficiency, attitudes and commitment of the labour force. There is, thus, a clear practical need today for studies which are aimed at understanding the problems which affect the organization and efficiency of labour.

The purpose of undertaking this research therefore is to asses the role of motivational factors like higher pay, real opportunities for promotion, considerate and participative supervision, training to acquire skills and experience etc. pay in the management of productivity with particular reference to the ministry of finance Zamfara State. This research was necessitated because of the importance of the ministry in the development efforts of the Zamfara State in particular and the nation in general.

The researcher, therefore, focused his attention on some of the personal needs of the workers. These needs include recognition, security of job, pay package, working conditions, training opportunities open to staff, the working relationship between the employees and management.

In view of the frequent motivational problems faced at one time or the other by many organizations, researchers and psychologist devoted most of their time, energy and money in conducting researches in order to find out the causes of these problems and to offer the necessary solutions.

The outcome of their researches are developed theories in which they listed the various needs of the people and suggested the motivational techniques to be followed in accomplishing organizational goals and objectives. All in all, the various theories summarized the following.

Need theory focuses on the nature of human need and the extent to which workers needs are fulfilled on their jobs e.g. Hierarchy of needs theory propounded by psychologist Abraham Maslow.

A broader theoretical conceptualization of work motivation was taken by Equity theory. It asserts that workers are motivated to maintain fair relationships between themselves and others in their organization.

Valence instrumentality and expectancy theory proposes that individuals are motivated by their belief concerning the extent to which the organization can offer meaningful rewards for the effort they put forth. It also recognizes that motivation is just one of general determinants of job performance.

Macgregor in theory X and Y identified two styles of managing need based on theory Y which is termed to be pessimistic views of man and theory X the optimistic view of man. According to him each style involves certain assumptions concerning human nature in organization. Herzberg in his motivation Hygiene approach to motivation explains the distinction between those factors that lead to real satisfaction and those factors that lead to job dissatisfaction. He labels the former motivators and the latter "hygiene factors." The motivators include achievement, recognition, challenging

work, advancement and growth in the job while hygiene factors include ministry policy and administration supervision, working conditions, salary, status, job security, etc.

He further explains how jobs can be redesigned to provide the greater array of motivating factors and this generates improved performance.

From the investigations so far conducted in the cause of this study, it has been discovered that the problems faced by the staff of ministry of finance Zamfara state ranges from uncertainty regarding promotions, insufficient training, inadequate welfare facilities, insufficient pay package, insufficient level of relationship between employees and the management. Finally, there is a degree of non-participatory attitude of management, which culminated in the lack of commitment on the part of a section of employees and the resultant low performance of the organization in terms of the generation of maximum returns to its shareholders.

It is also discovered that most of these problems arose due to the non importance attitude of the top management towards motivating the employees.

Little care is given to whether employees are motivated as the motivational factors are seen more as favor rather than things which ginger up employees to better performance.

5.2 CONCLUSIONS:

The greatest asset of any organization is the people working for it. A loyal and efficient workforce improves the chances for good, effective organization. A poor workforce is generally a consequence of poor management because poor management not only cause inefficiency in the running of the organization but also results in the lowering of morale. The effects of lower morale are poor quality of service and poor departmental relationship between the workforce and the management. There are a times when the management although good is unable to guarantee high morale. This may be due to policies of restrictions imposed on it by the management or possibly by financial constraints as discovered in this research work. In this case, management must show solidarity with the workforce and demonstrate that it is doing its best to bring matters to the attention of those who can rectify the problem.

It must also demonstrate that it is doing the best it can under the circumstance. This in itself improves morale.

From the points so far discussed throughout this research work, one can conclude that the function of management is to marry goals of its employees with organization goals for harmonious co-existence.

To accomplish this, management has to communicate with the employees in order to encourage goal consequence so that the correct goals can be achieved. The employees have to be motivated to ensure that the goals of the organization are achieved. The management is therefore the moving force behind organizational performance, although certain factors outside its control also affect the performance of the organization.

5.3 RECOMMENDATIONS:

Staff of the ministry contributes to the organization in return for the inducements that the organizations offer them. The task of the organization is to analyses its own circumstances and the particular needs of its employees to determine the needs of extrinsic and intrinsic motivating factors needed to attract and retain good quality staff and obtain consistently higher standard of performance from them. The following are, therefore,

some possible suggestions, which the management of ministry of finance may, considers improving on the use of motivation in its productivity management efforts.

- **RECOGNITION**

The key to high morale is concern and involvement. Management must look after each individual worker and make him / her feel important in the scheme of things and that he/she is needed and are contributing to the organization. Many of our organizations treat their workforce as numbers with no concern for them and in some cases even in senior management, discrimination abound. This may reflect on wages, working conditions and social welfare facilities. Management should take interest in the workforce, their needs and aspirations given recognition and praise for a job well done.

- **LEADERSHIP**

Quality leadership is an important factor in determining results and good morale in any organization. Thus, the qualities of leadership needed to turn around the organization should be one that understands the human perspective, why people behave in a particular ways, what they are capable of achieving and how to handle them and get the best from them. The leadership must also be capable of getting his subordinates to what they

want them to do, for if they want to do something, they will put more effort into it and produce better results. And above all, he must be fair to all treating every one without favour or bias and must be of right human behaviour. Good understanding of personality must be known before choosing a leader. A good leader must always lead by good example. Good leadership on the part of the management will greatly prevent majority of our industrial conflict and inter personal relationship within the rank and file in the organization.

As mentioned earlier, a leader is one who can be looked up to whose personal judgment is trusted who can inspire and warm the hearts of those he leads, gaining their trust and confidence and explaining what is needed in the language that can be understood.

- **COMMUNICATION:**

One of the main causes of problems within the organization is bad communication. This creates problems in achieving the aims of the organization and affects the morale of the workforce.

Everyone must be kept informed of what is going on. This does away with rumours. Communication is going down the line it will come up as well. The management must therefore know what is going on within the

work place and the undercurrents can accumulate and affect the functioning of an organization with consequent implications for its morale.

- **PAY PACKAGE**

The payment of good wages and salaries is fundamental to the productivity efforts of those employed. Therefore, the management of the organization must take into consideration the large family responsibility which attaches to most of the staff and pay them enhanced salaries.

Money has a large motivating element in it. In order to buttress his point on the discussion of money as a motivator, Saul Callemen summed up the situation aptly: to say that monetary omnipotence is myth is not to say that money is important. Money can motivate; that is it can influence action and encourage extra efforts, extra creativity and other kind of non routine performance. But it can do this when the increment or gain for the employee is large enough.

- **JOB ENRICHMENT**

People get most satisfaction from the job itself. Therefore, efforts should be made to enrich the job if satisfaction is to be achieved. This satisfaction is not likely to be achieved unless the basic needs are first satisfied and this varies from one individual to another.

A job can be enriched by:

a) Encouraging participation of subordinates and interaction between workers.

b) Giving workers a feeling of personal responsibility for their tasks.

c) Giving workers more latitude in deciding about such things as work methods, sequence and pace or by letting them make decision about accepting or rejecting materials.

d) Giving people feedback on their job performance.

It is only by these that the staff will feel comfortable and have confidence in themselves.

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APPENDIX

Department of Business Administration

Ahmadu Bello University

Zaria.

Dear Sir,

MBA RESEARCH PROJECT

I am a registered post graduate student in the Department of Business Administration, Ahmadu Bello University, Zaria. Currently, I am working on a project which in a partial fulfillment of the requirements for the award of an M.B.A Degree, in the above dept.

My intention is to collect the relevant materials on motivational factors affecting productivity management in the Public Service i.e. Ministry of Finance Zamfara State, Gusau.

In view of the above, you are requested to fill the attached questionnaire on the spaces provided by ticking against the appropriate answer.

I want to much assure you that all information you provide will be treated as highly confidential.

Thank you for the anticipated cooperation.

Yours Faithfully,

Sanusi Abubakar.

(G02/BAMP/7056)

SECTION A: PERSONAL DATA

1. Department:-
   ……..
2. Qualification:-
   …….
3. Rank:-
   …….
4. Marital
   Status…….
5. Age: (a) 25 yrs (b) 26-35 (c) 36-46 (d) 47-57
6. State of Origin:-
   …….
7. Local Government Area:-
   …….

SECTION B: GENERAL CONDITIONS

8. How old are you in the service of ministry?

   (a) Les than 5 yrs (b) 10 (c) 11-20 (d) Over 21 yrs

9. Do you enjoy working for the Ministry?

   (a) Yes (b) No

10. If the above answer is yes, briefly explain Why?

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    ……

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    ……

…….

11. Have you been promoted since you started work with the Ministry?

    (a) Yes (b) No

12. What do you think are the criteria used by the Ministry in promoting its employee?

    (a) Qualification

    (b) Years of service

    (c) Performance

    (d) Other conditions

13. Do you consider the company's working conditions attractive.

    (a) Yes (b) No

14. If the above answer is yes, please give some reasons and Examples.

    ……
…

    ……
……

    ……
…….

15. Have you benefited from any training programme or seminar related to your own field of specialization during period of your employment?

    (a) Yes (b) No

16. What types of training programmes are available to the staff of the Ministry?

(a)

    ……
……

(b)

……
…….

(c)

……
…....

(d)

……
…….

17. How do you consider the relationship between the workers and management?

    (a) Satisfactory

    (b) Fairly satisfactory

    (c) Unsatisfactory

18. Are the workers free to interact among themselves?

    (a) Yes (b) No

19. Do you have recreational Facilities like Staff Canteen, staff club?

    (a) Yes (b) No

20. Why do you work for Ministry of Finance and not other organization?

……
……

……
…….

21. How do you consider your pay package?

    (a) Adequate

    (b) Fairly Adequate

(c) Inadequate

22. Are you satisfied with the duties assigned to you?

(a) Yes (b) No

23. Would you want more responsibilities?

(a) Yes (b) No

24. Does the management solicit for your input towards decision process?

(a) Yes (b) No

25. Do you need consistent supervision and instruction all the time?

(a) Yes (b) No

26. Do you feel secured on your Job?

(a) Yes (b) No

27. If your answer to the above is No, what would you consider as a corrective measure?

……
……
……
……
……
……

28. Are you provided with any transport facility to and from the place of work?

(a) Yes (b) No

29. If your answer to the above is No, than how do you transport yourself to and from the place of work?

……
……
……
……
……

30. Does the Ministry provide other facilities like Housing loan, bear loan motorcycle loan, Bicycle loan etc to the staff?

(a) Yes (b) No

31. When do you usually get your monthly salary? Please indicate date below:

……
……
……

32. What other fringe benefits do you enjoy?

……
……
……

……
……

33. Briefly explain how you feel about the leadership style of the top management……

…..

……

……

……

……

2.9 FINDINGS OF STUDIES DONE IN NIGERIA

In view of the many problems that bedeviled the public service in Nigeria such as growth of bureaucracy, negative attitude to work by many workers, under utilization of manpower and labour unrest, many attempts had been made to respond to these problems. These attempts culminated in the setting up of various administrative reform commissions with the sole objective of proposing of various reform measures.

Thus satisfaction is not likely to be achieved unless the basic needs of the employees are satisfied first and this varies from one individual to another. A job can be enriched by:

1. Encouraging participation of subordinates and interaction between workers.
2. Giving workers feeling of personal responsibility for their task.
3. Giving workers more latitude in deciding about such things as such as work methods, sequence and pace or by letting them make decisions and pace or by letting them make decisions about accepting or rejecting materials
4. Giving people feedback on their job performance.

2.0.1 The Role of a Good Leader

Personality determines human behaviour and good understanding of personality must be known before choosing a leader in industry. A good leader must always lead by good example. Good leadership on the part of the Manager and Supervisors will prevent majority of our present industrial conflict in the country. Lord Montgomery in his book "Patch to Leadership" describes a leader as: "One who can be looked up to, whose personal judgment is trusted, who can inspire and warm the hearts of those he leads, gaining their trust and confidence, and explaining what is needed in language which can be understood".

2.0.2 Conclusion

This very short review of existing literature shows how difficult it is to define motivation and its application for management policies.

All in all, the various theories emphases the following: Need theory focuses on the nature of human needs and the extent to which workers needs are fulfilled on their jobs e.g. hierarchy of Need theory propounded by psychologist Abraham Maslow.

A broader theoretical conceptualization of work motivation is taken by unity theory. It assets that workers are motivated to maintain fair relationships between themselves and others in their organizations. Valence instrumentality and Expectancy theory proposes that individuals are motivated by their beliefs concerning the extent to which the organization can offer them meaningful rewards for the effort they put forth. It also recognizes that motivation is just one of general determinants of job performance.

Macgregor in his theory X and Y identified two styles of managing needs based on theory x which is termed to be pessimistic view of man and theory Y, the optimistic view of man. According to him each style involves certain assumptions concerning human nature in organizations. Hertzberg in his motivation Hygiene approach to motivation explains the distinction between those factors that lead to real satisfaction and those factors that lead to job dissatisfaction. He labels the former "motivators" and the later "Hygiene" factors. The motivators include: Achievement, Recognition, Challenging work, Advancement and Growth in the job, while the hygiene factors include: Company policy and Administration, Supervision, working Conditions, Salary, Status, Job Security etc.

He further explains how jobs can be redesigned to provide the greater array of motivating factors and thus generates improved performance.

From the points discussed above, one can conclude that the function of management is to marry employees' goals with organizational goals for harmonious co-existence.

To accomplish this, the manager has to communicate with the employees in order to encourage goal congruency lead so that the correct goals can be achieved. The employees have to be motivated to ensure that the goals of the organization are achieved.

The Manager is therefore the moving force behind organizational performance. Although certain factors outside his control could also affect the performance of the organization.