MOTIVATION AND PRODUCTIVITY MANAGEMENT

IN THE PRIVATE SECTOR

A CASE STUDY OF

NORTHERN NIGERIA INVESTMENTS LIMITED, KADUNA

BY

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D E C L A R A T I O N

I HEREBY DECLARE THAT THIS PROJECT ENTITLED MOTIVATION AND PRODUCTIVITY MANAGEMENT IN THE *PRIVATE SECTOR, A CASE STUDY OF*:

NORTHERN NIGERIA INVESTMENTS LIMITED
IS MY ORIGINAL WORK. ALL DATA AND WORKS SUBMITTED HAVE BEEN DULY ACKNOWLEDGED IN THE REFERENCES.

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C E R T I F I C A T I O N

This project report entitled "MOTIVATION AND PRODUCTIVITY MANAGEMENT IN THE PRIVATE SECTOR, A CASE STUDY OF NORTHERN NIGERIA INVESTMENTS LIMITED

by Muhammad Rabiu El Yakub meets the regulations governing the award of the degree of MASTER OF BUSINESS ADMINISTRATION (MBA) of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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D E C L A R A T I O N

This work is dedicated to my family who endured my persistent absence during both the course work and the preparation of this project.

A C K N O W L E D G E M E N T

I shall ever remain grateful to Dr. (Mrs) Joan Nwasike who spurred me on and made the completion of this work a reality. Her friendliness and understanding were sources of immense inspiration.

Finally, I express my sincere gratitude to all others whom because of space limitation will not be able to mention their names. Their valuable contributions are highly appreciated.

A B S T R A C T

Employees constitute the living systems' that make 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 workforce therefore, form the bedrock of any organization.

This work is an attempt to lay emphasis on the consideration that should be given to the human element (by way of motivation) 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 private sector, it is of necessity to know the factors that would influence behaviour.

An organization's ability to provide most of these incentives would have a better chance of moving it along with the workforce towards the attainment of the organization's objectives. The study has shown that the problem faced by the staff of Northern Nigeria Investments Limited ranges from uncertainty regarding promotion, insufficient training opportunities, low level of relationship between employees and the management and the non participatory attitude of the top management.

Further, the study revealed 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 were offered include the need to have qualitative and responsive leadership which will carry the staff along so as to obtain consistently higher performance leading to a better management of productivity. Others are 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 employees' job from time to time to ensure job satisfaction.

It is important to mention that issues raised may not be peculiar to the Northern Nigeria Investments Limited but also common to many organizations in the private sector.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 THE PRIVATE SECTOR

The private sector is the sum total of all business activities as carried out by all strata of society outside government ownership and control. Be that as it may, it will seem obvious that such activities will include individual business which for the most part are carried out without any direction, planning, accountability and the use of modern management techniques. These account for the unorganized private sector. On the other hand, the organized private sector is made up of corporate bodies duly constituted under the law, carrying out legitimate businesses, paying taxes, are accountable, have organizational structure and use modern management techniques. Because of their qualities, they are easily identifiable, especially through groupings such as Chambers of Commerce, Manufactures Associations, Institute of Bankers. The organized private sector forms the focus of this study.

The private sector as an institution has the objective of producing and delivering of goods and services for profit or on commercial basis. For this objective to be achieved, a manager has to have expertise or how to manage productivity, that is, how to motivate employees to achieve maximum productivity. Employees attitude to work also needs to be

determined in a much more profound manner so that they can discharge their duties as expected of them. Looking at the worsening living conditions and low purchasing power of the national currency, the need for motivation (monetary) cannot be over emphasized. For any worker to be productive and result oriented in the discharge of his functions, 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 carrier development aspirations of employees, staff development programmes become 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, a combination of historical, descriptive and survey methods will be used in sourcing for information. Questionnaires will also be issued to all the office staff of the company. Section 'A' will deal with the personal data of the respondents in terms of their age, marital status, rank, qualification and department. Others include the local

government areas and state of origin. Section 'B' will deal with the general conditions of the job which ranges from pay package and other 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 their 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 will provide for literature review and together with personal knowledge of the organization will help greatly in the research work.

1.2 BACKGROUND (OF NORTHERN NIGERIA INVESTMENTS LIMITED)

1.2.1 BRIEF HISTORY

Northern Nigeria Investments Limited (NNIL) is a development finance institution established in 1959 by the then Northern Nigeria Government in technical collaboration with the Commonwealth Development Corporation of the United Kingdom (UK) to stimulate and contribute to the economic growth of the Northern Region and the country in general. In 1978, NNIL became a

wholly owned subsidiary of New Nigeria Development Company Limited (NNDC) upon the relinquish of the shareholding of the CDC. Presently, NNIL has investments in 35 associate companies engaged variously in Banking, Insurance, Food Processing, Metals, textiles, Leather Tanning and other manufacturing activities.

1.2.2 NNIL'S MISSION

The company's mission statement states:

NNIL's mission is to exploit the latent profitable opportunities that abound in the commercial manufacturing, export and other allied subsections of the economy with a view to generating optimum returns to our shareholders.

1.2.3 NNIL'S OBJECTIVES

Broadly, NNIL's objective is to promote investments in small/medium scale projects by encouraging and assisting in the establishment or expansion of such projects within the manufacturing sector consistent with development objectives of the sixteen Northern States in particular and Nigeria in general. However, in order to survive the devastating effects of the Structural Adjustment Programme (SAP), NNIL has since diversified its operations into new business areas like Local Purchase Order (LPO) financing, Export/Import, Commodity Trading etc.

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 sectors.

One does not need detailed investigation to discover that productivity loyalty and commitment of an 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 conditions of services.

1.4 OBJECTIVE OF THE RESEARCH

i. The main objective of undertaking this research work is to assess the role of motivational factors like promotion, training for acquiring skills and experience, *pay package, security of job, participation,* cordial worker/management relationship, degree of social interaction etc pay in increasing workers productivity in the organized private sector with particular reference to Northern Nigeria Investments Limited (NNIL).

ii. An attempt will also be made to find out the extent to which NNIL is exploring and implementing any of the theories put forward by psychologists and findings of researches conducted on motivation of staff.

iii. Motivation problems facing Nigeria's organized private sector merit research attention and it is my hope that this research will help in offering some solutions to problems.

1.5 SIGNIFICANCE OF THE RESEARCH

In this research work, an attempt will be made to make an academic study on the relevance of motivation as an important determinant of workers performance in the organized private sector with particular reference to NNIL.

The research is necessary because of the relevance of NNIL in the industrial development of the sixteen Northern States of Nigeria. It is one of the organizations that has been saddled with the establishment and nurturing of industries in the North. 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.

1.6 SCOPE AND LIMITATIONS

The topic under consideration is a very complex and controversial one primarily because of the complexity of human nature. The issue of motivating employees depends on the angle one views 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 research will be deliberately limited to some personal needs of the workers of NNIL. As earlier mentioned, all discussions in this work will be made with particular reference to NNIL and not the entire organized private sector even though references will be made from time to time on the general aspect of the private sector.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The most important part of a Manager's task is to get things done through people. It becomes necessary, therefore, for him to understand how people are motivated. This is because the way some people are motivated will be quite different from the way others will be motivated. Money, Working Conditions Job Security etc will have some effect on some people while others will prefer recognition, achievement and responsibility. Therefore, 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 a very important concept in Management Science. Psychologists and other researchers have been working on the use of the term "Motivation" in a variety of ways. Because of the variety in the use of the term, these researchers have not always agreed on exactly which types of behaviour should be classified as motivated behaviour. At the present time, there seem to be some agreement that the distinguishing characteristics of motivated behaviour is that, it is goal directed. Mr. Boniface C. Madu (1983) in his article "Motivation the fuel for increased job performance" previewed some definitions given by three prominent psychologists Researchers in the field of Motivation i.e.

Bindra, Atkinson, and M. R. Jones. Bindra (1959) has said that "the core of what is usually called the problem of motivation lies in the purposive" or goal directed aspect of behaviour. "Atkinson (1964) maintains that "the study of motivation has to do with the analysis of various factors which incite and direct an individual actions." M. R. Jones (1955) 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."

Madu continued by saying that the definition given by M. R. Jones is more detailed and inclusive than Bindra's or atkinson's. He further said, the research on motivation in organization has in fact touched all the issues raised by Jones definition and suggests that they must all be considered if we are to understand motivation in organization.

Similarly, C. C. Okogwu (1983) in his article "How to motivate the workers" tried to define the term motivation. He 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, strivings or needs, direct control or explain the behaviour of human beings."

Also Carlisle (1976) stated that:

> "Motivation is the aspect of personality that is associated with enthusiasm in carrying out differentiated activities."

From the above definitions, 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 perception about them by many organizations.

It will be of importance if we conclude our discussions on the definitions of motivation as given by some researchers by making reference to the words of robert C. Appleby 4 where he said "all aspects of motivation of employees can not be provided by management as other influences occur outside the working environment. He continued, the environment in which we find ourselves at any given time has great influence on our motivation. In work situations, Management has considerable control over the environment or climate in which work is performed.

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 these needs will be satisfied by the Management.

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 needs 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 of 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 problems many organizations face at one time or the other, that many psychologists and researchers have devoted their time, energy and resources in conducting researches in order to find out the causes of these problems and to also offer the necessary solutions. The outcomes of their researches are developed theories in which they listed the various needs of people and

suggested the motivational techniques to be followed in accomplishing organizational goals and objectives. These psychologists include: Abraham Maslow who developed the "Hierarchy or Needs theory"; J. Stacy Adams the equity theory; Victor H. Vroom the expectancy theory; Douglas Macgregor theory X and Y and many others.

2.2 THEORIES 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 motivator Hygiene factors.

2.2.1 NEED THEORY

The best known theory of human needs in organization has been proposed by Abraham Maslow which has been popularly applied to understanding human motivation in organizations. According to Maslow "needs are the key to understanding behaviour" and thus understanding the concept of motivation. This statement under lie his ever popular hierarchy of needs which he said are arranged in their order of prepotency as follows:

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

b) Safety or Security needs are the needs for protection against danger attack, job layoffs 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."

The first two are primary needs which are required for human survival and the subsequent three are secondary needs which motivate people to achieve higher goals. The principles of the hierarchy of needs imply that the first and most important needs of any individual which will motivate that individual to action are the physiological needs which are typified by the need for food and water. Once the physiological need is satisfied, it ceases to be a motivating factor and priority switches to safety need which includes the need for shelter from weather, clothing, physical security, job security and so on. When safety need is satisfied, priority again switches to affection need the need for friends, wife or husband, children, colleagues and so on. And so the cycle continues with Esteem Needs need for status, appreciation, respect etc. and then self Actualization Need the need to feel fulfilled,

the need to do what one loves most, to achieve one's potentials. In practice, each need does not have to be satisfied 100 percent before focus switches to the next. The degree to which a need is satisfied before emphasis changes to the next in the hierarchy, will vary from individual to individual. However, most individuals operate in a state in which the needs are satisfied to varying degrees. It is also noted that once a need is satisfied to the level that focus switches to another, the satisfied need ceases to be a motivating factor.

In a work environment where adequate provision is made for all these needs, the needs in themselves will cease to motivate. The most potent question that arise when discussing Maslow's needs theory is whether needs are learned or unlearned and also whether they function as part of the conscious or unconscious? Obviously, physiological needs for example are innate (inside us) and unlearned. People do not and can not learn to be hungry. However, certain aspects of this behaviour can be learned e.g. the choice of a hungry individual as to whether to each Nigerian or European food is essentially learned.

Hence, it should be said that whereas physiological needs are primarily an inherent part of people and part of their awareness when engaging in satisfying the needs (e.g. eating) psychological needs (or the needs of satisfying them) are primarily learned and unconscious. The human being

undoubtedly has in innate need for stimulation, understanding, affection and curiosity but the specific goals of individuals in obtaining gratification of these needs are learned; and often times, the individual is not normally conscious that in behaving in particular ways to achieve these needs, he is reacting to acknowledged controllable needs.

2.2.2 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.

Equity theory proposes that workers make social comparisons between themselves and other people in two areas; Outcome what workers believe they and others get out of their jobs and inputs the contributions they believe they and others make to their jobs. A worker's outcomes may include such benefits as pay, fringe benefits, or the prestige one receives on the job. Inputs may include such contribution as the amount of time worked, the amount of effort expended, the number of units produced or the qualifications one brings to the job. It is important to note that equity theory is concerned with outcomes and inputs as they are perceived by the people involved, not necessarily how they actually are.

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

According to the theory, a person is said to experience over payment in equity when his or her outcome/inputs ratio is greater than the corresponding ratio of another person with whom the person compares himself or herself. Over paid workers are theorized to feel guilty. Someone is said to experience underpayment in equity when the ratio of his or her outcome/input ratio is less than the corresponding ratio of another with whom the person compares himself or herself. Underpaid workers are theorized to feel angry. Finally, a condition of equitable payment is said to exist when the outcome/input ratio of a person is equal to the corresponding ratio of another person with whom the individual compares himself or herself. Equity paid workers are theorized to feel satisfied.

2.2.3 VALENCE INSTRUMENTALITY EXPECTANCY THEORY

The theories referred to overleaf, tended to focus their attention on motives or 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 core of the theory relates as to how a person perceives the relationships between three things effort, performance and rewards. For example, the prospects of promotion could be low, if a worker perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worth while. Effort does not necessarily lead to effective performance, if the individual worker has insufficient knowledge and skills, or if his perception of his role does not equate with that of his superior.

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 rewards are being geared to intrinsic job factors such as Variety and autonomy.

2.2.4 MACGREGOR: THEORY X AND Y

Douglas Macgregor in his research identified two styles of managing based on theory x which is termed to be the traditional or the pessimistic view of man, and the modern (human resource) philosophy of management or the optimistic view of man.

According to Macgregor, each style involves certain assumptions concerning human nature in work organizations.

ASSUMPTION FOR THEORY X

1. "The average human being has an inherent dislike for work and will avoid it if he can;
2. 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 adequate effort toward the achievement of the organizational objectives;
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above."

From the aforementioned 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 discharge 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 bring 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."9

Advocates of 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 business in those areas where they posses competence.

Theory Y holds that all motives be it economic, social or egoistic must be activated. The employee 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."

Drucker states that "Management by objectives is a system of management in which there is genuine collaboration between Managers and their subordinates in developing performance goals, and performance measures, and in evaluation of performance on an on going basis."10

2.2.5 HERZBERG'S MOTIVATION HYGIENE THEORY

In the late 1950's, Frederick Herzberg and his associates interviewed over 200 engineers and architects 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 task itself are called "Intrinsic factors" and are classified under five headings:

1. "The actual achievement of the employee as seen by the employee himself (not as seen by the employer).
2. Recognition associated with the achievement.
3. Increased responsibility as result of the performance.
4. Opportunity to grow in knowledge and capacity.
5. Chance for advancement and self fulfillment."11

Apart from these real motivators, there is another set of factors which may be considered "Conditions precedent" to motivation. These 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 feelings of dissatisfaction but their presence may not necessarily make for job satisfaction. The Extrinsic/Hygiene factors are:

1. "Improved pay and other benefits.
2. Improved Supervision and Leadership.
3. Good Company Policies and Administration.
4. Good Physical working surroundings.
5. Job Security." 12

It is noted that the removal of the causes of dissatisfaction will not make people like their tasks better. If a task is boring, 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 boring. Having good hygiene factors may make it easier to tolerate the boring task in the short run, but the real motivator is the feeling of achievement of the performer, 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.*

From the above discussions of 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 13 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 casualty if control is to become a possibility.

2.3 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. Between 1934 and 1988 for instance, 18 different investigatory bodies were set up by different governments to advise them on one aspect of the public service or the other.

Basically, these bodies took the form of a grading team or review commissions charged with the responsibility for recommending wages and salary structures or appropriate organizational structure considered suitable to the needs of the public service. A list of these bodies include the following:

1.	The Hunt Committee	1934
2.	The Bridges Committee	1942
3.	The Tuto Daries Commission	1945
4.	Harragin Commission	1946
5.	The Miller Committee	1946
6.	The Foot Commission	1948
7.	The Philipson Adebo Commission	1953
8.	The Lidbury Commission	1954
9.	The Gorsuch Commission	1955
10.	The Mbanefo	1959
11.	The New Commission	1959
12.	The Morgan Commission	1963
13.	The Elwood Grading Team	1966
14.	The Adebo Commission	1971

15. The Udoji Commission 1972

16. The Akintola Williams 1975

17. The Onosode Commission 1975

18. The Dotun Philips 1988 14

Whether limited or widespread in their terms of reference and coverage, these review commissions have one thing in common they seek to boost workers morale and thereby hopefully bring about greater results and better performance in the achievement of the objectives of the public service. Of all the review commissions, the one that made the greatest impact on the public service is the Udoji report. The term of reference of the commission is to have regard to the need to secure adequate development and optimum utilization of manpower and to increase the efficiency and effectiveness of the service in meeting the challenge of a development oriented society. The major thrusts of the Udoji report are:

a) "The need for each department and agency to pursue a coordinated overall corporate objective with as much harmony and impact as possible.

b) Rational decision making i.e. objectives must be pursued by choosing the most cost effective of all the alternatives approaches available.

c) Concern for productivity economy and efficiency in the performance of the public service. The commission recommended the

application of the latest management tolls and techniques such as management by objectives, project management and that of planning, programming and budgeting system as an integral part of its new style of management.

d) In addition to the above new styles of management, the commission also recommended and the Government accepted across the Board salary increase for all public workers." 15

2.4 KEY MOTIVATIONAL TECHNIQUES

Many authors have shown their concern over the motivational problems facing organizations. It is because of this that some authors have identified and put forward some techniques which they hope if properly applied will help in solving or reducing these problems.

For our purpose, the followings are the motivational techniques as put forward by Koontz, Baron, Ubeku etal.

2.4.1 PROMOTION

Employees want to see a change for the better in their place of work. A Clerk would like to become a Senior Clerk, a Salesman would like to be a Senior Salesman.

Promotion brings along with it not just more money but a mark of recognition of the individual's performance. Consequently, in order to justify this recognition, the employee promoted puts more efforts in his new job Promotion puts new life in the individual and activates his knowledge, skills etc and he

in consequence strives harder to be efficient in his new job.

2.4.2 CORDIAL WORKERS/MANAGEMENT RELATIONSHIP

The success of an organization is not only measured by the amount of profits the company could make but the degree of industrial peace that could be maintained in the organization. Nothing could be gained by confrontation. Genuine negotiation can only take place when the relationship between workers and management is not strained. We are in the "world of realities rather that the world of textbooks." Those charges with the responsibility of industrial relations and personnel management must be experienced on the job.

2.4.3. MONEY

Money is an important reward for most people even though it does not satisfy their needs. It is secondary that *enforcement or reward which induces appropriate behavioural* response so long as 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.

Money has a universal appeal because it enables the means for satisfying almost every human motive. It can be exchanged for an evening at the theatre, brown shows, a week in Paris or a management book. The motivational problems are greatly simplified by a money system.

2.4.4 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. 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 work methods, sequences and pace or by letting them make decisions about accepting or rejecting materials.
4. Giving people feedback on their job performance.

2.4.5 GOOD LEADERSHIP

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 judgement 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."

2.5 SUMMARY

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

All in all, the various theories emphasize 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. 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 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 generate improved performance.

From the points discussed above, one can conclude that the functions 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.

FOOTNOTES

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CHAPTER THREE

3.0 METHODOLOGY OF THE STUDY

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 they 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.

To enable the researcher make a choice of primary research method that is appropriate to his problem requires a thorough knowledge of the basic methods of research that are generally used. Time is very important in research and so it is being used in classifying research methods as follows:

a) Historical Research Method

This is a conscious attempt to study past trend of events in order to relate them to the represent happenings for better appreciation and maximizing the benefits thereof. It is the interpretation of past rends 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 a 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 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 provide a systematic and logical procedures 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.

In view of the above and the topic under study which is entitled: "The role of motivation in Productivity Management in the Private Sector. A case study of Northern Nigeria Investments Limited."

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 achieve is through the commitment and determination of the labour force.

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

The questionnaire method was used as the major source of gathering information. The questionnaire was divided into two sections. Section A specifically dealt 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 of origin. Section B dealt with the general conditions of the 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 organization which include 4 top management staff of the rank of Assistant General Managers to Deputy General managers level, 6 middle level managers of their rank of Senior Managers to Principal Managers and 7 lower level managers and officers. The remaining 5 represented the junior level workers.

As can be seen from the distribution majority of the respondents came from the middle level who were regarded as the backbone of the organization and actually executing the major policies. These respondents were selected randomly and cut across the different departments which gave a wide ranging view on the general aspects of the organization. Top Management officer responsible for the general welfare of the staff was

equally interviewed. This officer is the Assistant General Manager (Administration). The question asked ranges from the personnel policies, training programmes, operational finances, the welfare programmes of the organization and the problems encountered in the course of its operations. Some middle staff were 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 materials. These altogether enabled me to undertook a literature review which together with may 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 style of the management.

It is therefore, the totality of the above factors that can guarantee any meaningful achievement in any organization not least are the organizations in the private sector. These factors will also motivate the employees to put in their best for the realization of the organizational objectives.

CHAPTER FOUR

4.0 PRESENTATION, ANALYSIS AND DISCUSSION OF DATA

4.1 PRESENTATION

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 ranged 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 staff and cut beyond the 16 Northern States of Nigeria.

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

TABLE 4.1.1 EDUCATIONAL LEVEL OF RESPONDENTS

QUALIFICATION OF RESPONDENTS	FREQUENCY	PERCENTAGE
Graduates	9	82
Undergraduates	2	18
	--	----
	11	100
	==	====

The above shows the educational level of respondents.

While 9 or 82% were graduates, 2 or 18% were undergraduates.

TABLE 4.1.2 BASIS FOR PROMOTION

PROMOTION CRITERIA	FREQUENCY	PERCENTAGE
Qualification	1	9
Years Service	4	36
Performance	4	36
Other Criteria	2	19
	--	---
	11	100
	==	===

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 activates his knowledge, skills etc and he in consequence strives harder to be effective in his new job.

The above table indicates the promotion criteria used in promoting the staff of Northern Nigeria Investments Limited. 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.

RESPONSE	FREQUENCY	PERCENTAGE
Overseas	0	0
Within Nigeria	All	100

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, NNIL nominates staff to relevant courses in and around the country. The slim staff structure of the company 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 sponsorships by donor agencies like the African Development Bank, United Nations Development Fund etc.

TABLE 4.4.1 RELATIONSHIP BETWEEN WORKERS AND MANAGEMENT

RESPONSE	FREQUENCY	PERCENTAGE
Satisfactory	6	55
Fairly Satisfactory	4	36
Unsatisfactory	1	9
	11	100

The success of any organization is not only measured or determined by the amount of profit the company could achieve but by 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 4.1.5 PAY PACKAGE

RESPONSE	FREQUENCY	PERCENTAGE
Adequate	0	0
Fairly Adequate	9	82
Inadequate	2	18
	--	---
	11	100
	==	===

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 behavioural responses so long as 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. Money has a universal appeal as it embodies the means for satisfying almost every human motive. As such motivational problems are greatly simplified 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 res 2 or 18% believed that it is inadequate.

TABLE 4.1.6 PARTICIPATION

RESPONSE	FREQUENCY	PERCENTAGE
Participatory	6	55
Non participatory	5	45
	11	100

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

First, it will serve as a 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 were 6 or 55% responded that they do participate while the remaining 5 or 45% considered themselves non participatory.

TABLE 4.1.7 GENERAL SUPERVISION

RESPONSE	FREQUENCY	PERCENTAGE
Close	0	0
Open	11	100

Majority of people or 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 4.1.8 EMPLOYEE WELFARE FACILITIES

RESPONSE	FREQUENCY	PERCENTAGE
Adequate	0	0
Fairly Adequate	5	45
Inadequate	6	55
	--	---
	11	100
	==	===

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

The staff of Northern Nigeria Investments Limited enjoy facilities such as car refurbishment loan, furniture loan, shares 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 also 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 4.1.9 JOB SECURITY

RESPONSE	FREQUENCY	PERCENTAGE
Secured	10	91
Unsecured	1	9
	--	---
	11	100
	==	===

Job security is the desire to be free from fear of such things as job less, demotism and less 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 4.1.10 LEADERSHIP STYLE

RESPONSE	FREQUENCY	PERCENTAGE
Satisfactory	4	36
Fairly Satisfactory	5	45
Unsatisfactory	2	18
	--	---
	11	100
	==	===

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 in mind that 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 4.1.11 SOCIAL INTERACTION

RESPONSE	FREQUENCY	PERCENTAGE
Excellent	11	100
Good	0	0
Poor	0	0
	11	100

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 experiences among the various workers in the organization. This good working atmosphere will bring about 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 NNIL is excellent attributable largely to the slim staff structure which makes interaction on a daily basis constant. All the respondents agreed that the social interaction is excellent.

4.2 ANALYSIS AND DISCUSSION OF DATA

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

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

The unavailability of overseas training programmes indicate that staff 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, it quite expensive for any organization to sponsor its staff.

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 employees where there is a sharp division also exist in the feeling of staff about welfare facilities available in the company. Basically there is no recreational facility provided by the company and though welfare related allowances have been introduced, they are low in volume.

A remarkable response is on the level of job security of the employees. Most respondents felt that they have 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 exist among the respondents is typified by the high level of social interaction that everybody agreed exists. There indicates the lack of internal squabbles and wranglings which will encourage productivity.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY

The private sector as an institution has the objective of employing both human and material resources in a productive manner in order to generate optimum returns to its shareholders.

Employees of the private sector are 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 both their employers and their shareholders.

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 assess 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 Northern Nigeria Investments Limited.

This research was necessitated because of the importance of the company in the development efforts of the 19 Northern States in particular and the nation in general.

The researcher, therefore, focussed 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 needs 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 his theory X and Y identified two styles of managing needs based on theory Y which is termed to be pessimistic view of man and theory X the optimistic view of man. According to him each style involves certain assumptions concerning human nature in organization.

Heizberg 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 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 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 Northern Nigeria Investments Limited 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 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 favours rather than things which ginger up employees to better performance.

5.2 CONCLUSIONS

The greatest asset of any organization is the people work 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 be 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 shareholder 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 functions 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 consequency 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

Members of an organization contribute to the organization in return for the inducements that the organizations offers 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 Northern Nigeria Investments Limited may considers to improve on the use of motivation in its productivity management efforts.

5.3.1 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.

5.3.2 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 understand 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 want to do what he wants 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 personality of the leadership determines human behaviour and 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 judgement is trusted who can inspire and warm the hearts of those he leads, gaining their tryst and confidence and explaining what is needed in the language that can be understood.

5.3.3 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 affect the morale of the workforce.

Everyone must be kept informed of what is going on. This does away with rumours. Of 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.

5.3.4 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 Calleman 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 enou

5.3.5 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 decisions 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.

APPENDIX

Department of Business Administration
Ahmadu Bello University
Zaria

Dear Sir,

MBA RESEARCH PROJECT

As you are aware, 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 is a partial fulfillment of the requirements for the award of an MBA Degree.

The objective of this enquiry, therefore, is to collect the relevant materials on Motivational Factors of Productivity Management in the Private Sector: A Case Study of Northern Nigeria Investments Limited, Kaduna.

In view of the above, you are required to answer the attached questionnaire on the spaces provided by ticking against the appropriate answer or filling the necessary columns where applicable.

I very much assure you that all information provided will remain highly confidential.

Thank you for the anticipated cooperation.

Yours faithfully,

MUHAMMAD RABIU EL YAKUB

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 NNIL?
   (a) Less than 5 yrs (b) 6-10 (c) 11-20 (d) over 21 yrs
9. Do you enjoy working for the company?
   (a) Yes (b) No
10. If the above answer is yes, briefly explain why
    .....
    .....
    .....
    .....
11. Have you been promoted since you started work with the company:
    (a) Yes (b) No
12. What do you think are the criteria used by the company in promoting its employees:
    (a) Qualification
    (b) Years of service

(c) Performance

(d) Other considerations

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 the period of your employment?

(a) Yes (b) No

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

(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 canteen, staff club.

(a) Yes (b) No

20. Why do you work for NNIL and not any 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 constant supervision and instructions 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(s)?

.....

.....

.....

.....

.....

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

(a) Yes (b) No

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

.....

.....

30. Does the company provide other facilities like Housing loan, Car 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?

.....

.....

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

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