THE IMPACTS OF MOTIVATION ON WORKE'S PERFORMANCE AND PRODUCTIVITY IN KADUNA STATE: A STUDY OF JABA AND JEMA'A LOCAL GOVERNMENT AREAS

BY

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JUNE, 2011.

DECLARATION

I **LEO DODO SHANUM** hereby declared that this thesis was written solely by me and it's a record of my research work. And all quotations, extraction and sources of information used were adequately acknowledged in the Bibliography.

…….. **…….**

LEO DODO SHANUM. **Date**

CERTIFICATION

This is to certify that this Thesis, titled" **The impacts of motivation on workers performance and productivity in Kaduna State;A study of Jaba and Jema'a Local Government Area,2005-2009"**By LEO DODO SHANUM,meets the regulations governing the award of the Degree of Master of Science(M.Sc) Public Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and library presentation.

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DEDICATION

This research work is dedicated tomy Heavenly father ,the almighty God ,who is my source of inspiration ;and my beloved wife Mrs. Felicia Leo for her encouragement and prayers toward the success of my studies.

Also to my beloved children Mr. Excellent Leo and Miss Greatness (LICKNOM) Leo and my lovely friend Miss Comfort Amtu for their encouragement and prayers for the completion of the research work.

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May the Lord Jesus reward you abundantly and bless us all Amen.

ABSTRACT

The pace at which local government service is deterioting in Nigeria is alarming. The fall in performance and productivity of the workers of the local governments in Kaduna state is of a great concern to the stakeholders. These unfortunate situations are roped on poor management, undue political interference, poor remunerations, lack of prompt promotion, nonpayment of staff entitlements and other fringe benefits due for the staff in the service and the delay in payment of staff salary. It is in light of the aforementioned scenario that the research was conducted to understand the impacts of motivation on workers performance and productivity with particular reference to Jaba and Jema'a local Government Area of Kaduna state from (2005-2009).However, the objectives of the research was to identify the factors that informed staff poor performance and productivity ,to understand the factors that sustain staff performance and productivity and also to examine the reasons behind the rate of labour turnover ,absenteeism and non-challant attitudes of the staff in these local government councils. The research hypothesized (1) "there is no significant relationship between the level of motivation and high level of staff performance and productivity in these local government councils". (2) "That, motivation incentives provided does not commensurate with the staff high performance in these local government councils". (3 that, "job satisfaction do not reduces the problem of high labour absenteeism and turnover in the local government councils". Data for the research were generated both from primary and secondary sources, and was analyzed quantitively and qualitatively ,with more focus on quantitative technique using inferential statistical tool of ***Chi –square,*** *was used to test the hypotheses. The research findings revealed that managements of these local Government councils had failed in meeting the staff welfare. Workers performance and productivity depends on the kind of motivational incentives provided to them; and that staff absenteeism and turnover is as results of lack of job satisfaction by majority of staff. The research concluded that the solutions is for the management of the local government councils and the State government to keep abreast with the dominant needs and the changing expectations of these staff and equally be in constant survey of motivational incentives in relation to staff performance and productivity . The research recommended that state government should upwardly review the staff salary and other monetary allowances, staff promotion should be taking seriously …And all scholarly views used in this study have been adequately acknowledged by way of references.*

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GENERAL INTRODUCTION

BACKGROUND OF TO STUDY

The problem of motivating workers is as old as organized activities itself, but it has duly been, within the last half century that the scientific method has been brought to bear on efforts to address it. This relatively short period of time has been the beginning of attempts to apply conceptual and methodological tools of behavior sciences, particularly psychology to examine the relationship between Man's motivation and his work as to the managerial issues involved in that relationship. Anywhere in the world there is this competition in all organizations, be it public or private, to attract and retain the best workers. As such, any organization that lacks an efficient and effective manpower is going to lag behind in the area of effective service delivery to clients or people. The management of social transformation in any organization therefore becomes a necessity and an indispensable task, especially if organization is to be counted among the community of other organizations that are firmly anchored on the path to development. This development entails social justice where by the basis necessities of life such as food, shelter and clothing are not just provided by the organization, but are also within the reached of the every worker.

Individuals come to organizations as a unique human being with unique personalities, traits and different needs. The traditional human relation theory, believes that a motivated worker is a satisfied employee. Hence, they see a direct relationship between motivation and performance Furthermore, over the year, researched have shown that problems in the Nigerian Public service and in Kaduna State civil service in particular are caused by lack of motivation, despite the State Government efforts of motivating the workers. This makes the worker holding their job in low esteem, depression, pessimism display of non-challant attitudes, strikes etc and as a result led to low performance. Hence, motivation of the workers should be taken seriously as being pivotal to the success or failure of the public service.

Toward achieving the objectives of public service various remunerative packages are operated in by organization in motivating their workers to enhance their performance. However, these packages do not necessarily mean a highly satisfied work force. Although, it is clear that, monetary

reward in a purely, economic sense can directly influence job performance and behavior, its impact can also be largely symbolic.

The Local Government system in Kaduna State, generally need efficient management of their available resources to achieve their objectives. As it is often said, the job of a manager entails getting result through people. These results are achieved through guidance, leadership, encouragement and motivation of the people that perform the job. As the performance of any one on his job is affected by a combination of both ability and motivation, this is done through the formulation of good personnel policies as stated by **Sanusi** (1998) "to achieve efficiency and effectiveness in any organization, required that we develop a long range of motivational (personnel) policies to enhance the capacity of workers and to anticipate and influence changes in performance in the organization" .These personnel policies are written statement of an organizations goal, and intentions concerning matters that affected the people in the organization (normally contained in the memoranda and Article of association of the said organization).

The Local Government system is not left out of the task of managing its workers especially through personnel policies on motivation. Indeed by the very nature and functions assigned to the third tier of government. These tiers of government should be at the forefront of service delivery, but it can not play an effective role in service delivery without adequate motivation of staff for effective performance. Effective motivation therefore, is an indispensable tool or resource for achieving productivity and thus essential for organizational survival, growth and development. It is drives that escort performance in any organization, above all, motivation is the key to the organizations survival, prosperity and future economic and social development.

Motivation in essence can be viewed as that energizing force that induces or compels and maintains behavior. This is in line with the fact that motivation "is an inner state that energizes, activates or moves and that direct or channel behavior toward goals" (**Beralso** and **Steiner,** 1974). Motivation can be seen to be those things that the management does in order to encourage or energize their employees in task performance in an organization. It is not easy to motivate an individual, for success of any motivational effort depends on the extent to which the motivator meet needs of the individual employee for whom it is intend. To motivate therefore, mean that, certain things are done with the hope that they will

satisfy these drives and desires and consequently influence such person to act in a desired manner. And in ensuring satisfaction of workers in the public service, in addition to the attraction wages, fringe benefit, which are introduced in the form of health or medical care, scheme, promotion, bonus, or exgratia, over time merit award inform of bonus, best dedicated worker of the year, training and others. These fringe benefits represent extra income, additional security for more desirable working condition. Such benefits often satisfy workers needs and want that are not satisfied by salaries and those help in raising their morale.

In personnel management, there is a significance relationship between motivation and job performance which is dynamic and complex in nature. There is these believe that, workers who perform well at job are those that are motivated. In the word of **Byan** (1989) "high motivated workers can bring about substantial better performance, and a substantial decrease in incidence of personnel related problems" such as excessive strikes, absenteeism, redundancy, truancy etc.

The strength of the relationship between motivation and performance in any organization is so much that scholar has comes to the conclusion that poor performance or remarkable performance of workers is traceable to level of motivation in such organization.

1.2 STATEMENT OF THE PROBLEM

Civil service is a veritable vehicle for conveying government's policies and actions. It also a ready source manpower requirement. A civil service of any establishment must be robust, dynamic and capable of being manipulated to achieve clearly defined objectives of any given moment.

In Kaduna State, the civil service is as old as the Nigerian nation, for it had been established by the colonialist who establishes their administration in Northern Nigerian almost a century ago. It also gave birth to other civil services in the states created out of the defunct northern region.

It is universally observed that the Local Government civil service in Kaduna State is expected to be a quirt essence of excellence, embodying a perfect setting for productivity and overall efficiency. It is also regarded as the engine room for the implementation of government programmes, originating innovation and inventiveness of the grass root but this is not so in the case study. For workers in the local Government to be highly

patriotic, extremely loyal and propelled by excessive zeal to render meritorious service, and imbued with boundless capacity for devotion and hard work, their welfare packages must be look into or improved so that it can add impetus to the enthusiasm of those workers who were putting in their best in supporting the laudable programmes unveiled by the government.

The general attitude of the workers towards the work should be of great concern to the Local Government management. Every organization, no matters its operational web strives effectively make use of its manpower in order to get the best out of them, to ensure high performance and for the realization of corporate objectives. However understanding and influencing the human behavior require knowledge of human needs in an organization. Most psychologists are in agreement that human behavior is not completely disorganized and without motivation. The human personality is composed of multiple elements that are related to effects some degree of apparent balance. These elements, according to **Flippo** (1980) are shrouded into and categorized by psychologist as "physiological, social and equisetic", and which changes with time and circumstances.

Motivation is the force that energizes, behavior, give, direction to behavior, and underlies the tendencies to persist. Efforts to understand the motivation process have centered on several major element, needs cognitive activities and record as where as re-enforcement issue.

It is a known fact that organization can not succeed without adequately motivating it workers. The importance of motivation to the overall development and progress of any organization can not be over emphasized. When attitude of workers is generally negative and characterized by dissatisfaction, frustration, lack of interest and commitment. An individual or group with this kind of unhealthy disposition cannot be in a position to voluntarily release his energy to increase his productivity in the interest of the Councils or organization. Such attitude to work is a detriment to the survival of any Local Government or organization in general.

Over the years, the Ministry for Local Government, and Local Government service Board of Kaduna state have not been able to understand why their worker perform below expectation, despite the huge resources budgeted over the years to boast employees performance by motivating them. Further more, at the Local Government level particularly in Jaba and Jema'a Local Government Area, effort had been made yearly to budget some amount of money for motivating their workers either through re-training, re-designing jobs, providing incentives to mention a few, yet the staff still complain that there is no motivation, hence low performance.

The effectiveness, of job performance in these Local Government Areas, has been affected by several factors. These include poor remuneration, lack of promotion, non-recognition, the deplorable poor conditions of service, lack of capacity to partake in major decision making, poor leadership styles, non payment of staff claims, and lack prompt payment of salaries and other fringe benefits, responsibility without authority, distortion of the schedule of duties by the political office holders in these Local Government, lack of medical care, equal opportunity to attend training, workshop and in house training of the workers.

The existence of these aforementioned problems in these Local Government Areas, had informed these negative behaviors of the workers clearly, such as, low morale, high level of absenteeism, nonchalant and indifference attitude, boredom and monotony, disenchantment and high labour turnover. The Local Government job unfortunately has become a training ground for employees who eventually leave for the other lucrative organization. Not many people want to build their career in the Local Government service. The existence of some of this problem is assumed to be accountable for the reason, why some trained personnel refused taking up appointment with the Local Government Council

The aforementioned scenario culminated into the need to understand these retrogressive trends in our Local Government system. The negative job attitudes, high level of absenteeism and turnover, poor performance and low productivity. This is only to better the situation through effective

personnel management but also to ensure job satisfaction, and better atmosphere for high performance and optimum productivity.

From whatever perspective these problems of staff motivation is looked at, it is alarming and devastating. The researcher is constraint to ask why these problems has remained insurmountable and self- perpetuating in spite the tremendous efforts of the state and these Local Government top management to eradicate these pandemic in the Local Government Administration. The following questions become relevant and the research sought to provide answers;

Why it is that the staff of these Local Governments is not performing as expected?

Are there factors that motivate and sustains workers and productivity in Jaba and Jama'a Local Government Areas?

What are the reasons for the high rate of labour turnover, absenteeism and nonchalant attitudes of the workers in Jaba and Jama'a local Government Area over the years?

What led to workers dissatisfaction and a feeling of frustration of workers in Jaba and Jama'a Local Government Area?

Are there any motivational strategies employed/adopted by the managements of Jaba and Jama'a Local Government Area to enhance there staff performance and productivity?

1.3 Aim And Objectives Of The Study

The central aim of this research is to understand the impacts of motivation on workers performance and productivity in Jaba and Jema'a Local Government Area of Kaduna state. However, the objectives of the research include inter-alia:-

i. To identify the factors that informed poor performance of staff in Jaba and Jema'a Local Government Areas of Kaduna State,
ii. To examine the factors that motivates and sustains workers performance and productivity in Jaba and Jema'a Local Government Areas.

iii. To examine the reason behind high rate of labour turnover, absenteeism and nonchalant attitudes of the workers in Jaba and Jema'a Local Government Areas over the years
iv. To identify causes for work dissatisfaction and a feeling of frustration of the workers in these Local Governments.
v. To examine the motivational strategies being adopted by the management to enhance the staff performance and productivity.

Finally, to proffer solutions and make appropriate recommendations for ensuring positive job attitude, efficient cum high performance and productivity, in these Local Government Areas.

1.4 Research Hypotheses.

In other to be able to achieve the objective of this research as raised above, the following hypothesis is hereby developed for testing.

1. That, there is no significant relationship between the level of motivation and high level of performance among staff in Jaba and Jema'a Local Government Areas, (HO).
2. That, the motivational incentives (salaries, training, promotion, fringe benefits and other allowances) provided by Jaba and Jema'a Local Government Areas do not commensurate with workers high performance, (HO).

3. that, job satisfaction does not reduce the problems of high rate of absenteeism and labour turnover in Jaba and Jema'a Local Government Areas.

1.5. Scope And Limitation Of The Study

1.5.1 Scope of The Study

The research was conducted within the time frame of 2005-2009 (five years) it therefore become imperative to narrow the research scope to five years period due to the fact that the information required could be easily obtained within this scope and time specification n.

1.5.2 Limitation of The Study

This study is concern with motivation and workers performance and productivity in Kaduna State. To analyze, these elements within the organization performance and development of the entire workers in the state, the study will required different sets of questionnaires, sampling and more elaborate theoretical analysis. This will make the study unwieldy and also would require huge financial resource and time available to conduct the research. In the light of some difficulty encountered in getting or having access to relevant documents and lack of prompt cooperation from the officials of these Local Governments due to bureaucratic processes and the classification of some documents as secret and inaccessible.

1.6 Significance Of The Study

The quality and productivity of a country's workforce is an important factor in it economic development. Therefore, every organization must continue to strives to improve the quality of her human resources in order to realizes its goals and objectives as well as contribute to the economic development of the country. To improve the quality and productivity of workers, it is essential to know what motivates them and how various environmental factors affects their behavior and performance at the workplace.

The significance of the study cannot be over emphasized.

The study will serve as a guide to the state and local government policy makers, human resources manager and other stakeholders in the Nigeria public sector. The policy makers will find it very useful especially in planning for motivational strategies to enhance workers performance and productivity in the state and local government civil service. The human resources, managers in both public and privates sectors will find it useful in the management of the human elements in an organization

The research becomes significance in that, it seek to identify the workers satisfaction and their performance as a result of certain motivational incentives.

The study will be significant to those managing the affairs and resources of these Local Government Area, in that it will assist these managers or administrators in understanding how best to improve upon their existing conditions of service of the workers and also with view to improve workers performance and there by increasing organizational efficiency, effectiveness and productivity and check the rate of workers turnover, low productivity, absenteeism and truancy in the Local Government service.

The study will equally serve as a reference material for the prospective researcher who intends to make an in-depth study of the job performance and productivity of the staff of Jaba and Jema'a Local Government Area of Kaduna State.

In conclusion, the research will provide base for Jaba and Jema'a Local Government Area and state government to understand the importance, appreciate the value and tolerate the workers desire for better conditions of service, and ensure effective and efficient operational tool, for management and also a reasonable integration leading to productive and creative collaboration toward mutual objective of meeting organizational goal and individual needs.

1.7. Research Design.

1.7.1. Method OF Data Collection.

For a meaningful and clear analysis of the general issue and collection of relevant data to the research, a survey research method for social science research was used:

i. **Primary source of Data**.

The instrument to gather original and current primary data for the researched, the researcher administered structured questionnaires and interviewed targeted population sample of the staff of Jaba and Jema'a Local Government Councils.

The structured form of questionnaires method was strongly influenced by the fact it yield more information, in the light of available limited resources, and it is the most suitable in research population coverage, for making easy contact and permitting the anonymity for respondents expression, and also give the research the ability to structure relevant questions to draw out necessary information to test the hypotheses formulated in response to questions. These source of data makes it easy for the respondents to provide answer to research questions, takes no time and easy to tabulated and analyzed: whilst, the open-ended questions are often difficult to answer objectively and could make the respondents to make responses reluctantly. Also, it is difficult to interpret, summarize, tabulate and analyze.

ii. **Secondary Source Of Data**.

The Secondary sources of information used involves review of periodical journals, magazines, and general publications, text-books, Newspapers, theses/dissertation, internet and other publish and unpublished materials.

iii. Sampling Design.

This involves taking any portion of a population or universe as representative of a whole. Thus, in understanding a research of this nature where the population is relatively large, sampling becomes imperative. In the area of population, sample size and sampling technique, Jaba Local Government Council had staff strength of Four Hundred and fifty five (455) and Jema'a Local Government Council had staff strength of Six Hundred and Thirty seven (637). Making a total population size of one thousand and ninety two (1092) staff. In these Local Government Councils. In the distribution of questionnaires, representativeness is a primary objective, Respondents were selected by the used of simple percentage parameter (%). The researcher used Thirty

percent (30%), which is a fair representation of the total population of the study to draw up three Hundred and twenty eight (328) population sample size:

30% of 1092

=30/100 x 1092

=327.6

Or 328 sample size.

The respondent were classified according to their rank(s)

1. Management staff 20
2. Senior staff 180
3. Junior staff 128

Total **328**

This staffs were randomly selected across the six departmental structure of there Local Government Councils.

1.7.2 Method Of Data Analysis

Data for the research was analyzed quantitatively and qualitatively, with more emphasis on the quantitative technique using Chi- square statistical tool to test the hypothesis

1.8 Definitions Of Relevant Concepts Or Terms.

i. **IMPACT:** oxford advanced learner's dictionary, international student's edition defines impact as the effects of something on other things. To cause, produce or have as a result.

ii. **MOTIVATION (S.M. Ngu.** 1994 :) Defined "motivation" as a driving need and satisfaction that encourage worker to work hormonally, effectively, efficiently, effectively harder in anticipation for higher reward.

iii. **WORKER:** Worker is someone who is recruited in an organization and is paid to work or serve the organization to which he/she is employed.

iv. **PERFORMANCE:** This indicates how well or satisfactory a person is fulfilling the requirement of his position on the basis of result achieved and his/her action on the job. The researcher looked at performance as the assessment of output in a giver task or work with a view of achieving result.

v. **PRODUCTIVITY**: **Melli** (1987) defined productivity as the measure of how well resources are brought together in an organization and utilized for accomplishing a set of result. The researcher sees productivity as reaching the highest level of performance with less expenditure of resources.

vi. **HYPOTHESIS**: A working definition of hypothesis is a speculative, a hunch, conjectural statement which a researcher is not too sure about it, credibility but is aware that a relationship exist. **S.M. Ngu** (2005) defined hypothesis as a temporary guess statement of the relationship between two or more variables e.g. dependent and independent variable).

vii. **RESEARCH DESIGN**: According to **S.M Ngu** (2005): Research design is refers to the methods, techniques and procedures or steps to be taken for data collection and analysis It depends on the type and purpose of a particular research.

viii. **LOCAL GOVERNMENT**: National Guidelines for Local Government reform (1976) defined 'Local Government as a government level exercised through Representative Council established by law to exercise specific powers within defined areas.

ix. **JOB SATISFACTION**: According to **Locke** (1989) defined Job satisfaction as a situation in which a worker's job fulfills what he values.

x. **INTRINSIC MOTIVATION**: According to **Fritz Heider** (1970) said intrinsic motivation comes from rewards inherent to a task or activity itself. **Hertzberg** (1959) "said" intrinsic motivation, develop internally and comes from, something the workers want to do.

xi. **EXTRINSIC MOTIVATION**: **Fritz Heider** (1970) said that this motivation comes from outside of the performers money is the most obvious example but coercion and threat of punishment are common extrinsic motivation.

xii. **JOB ENRICHMENT**: Job enrichment entails a situation where additional responsibilities, which are meant for certain officers, are delegated and added to a particular subordinate's officer. The assumption is that making job more interesting will increase job satisfaction, motivation and performance.

xiii. **LEADERSHIP: Roberts** (1978): defined Leadership as "the ability of management to induced subordinates to work toward group goals with confidence and keenness".

xiv. **SALARIES/ WAGES:** These are refers to as financial compensation for work done. Salaries are financial compensation for work done by standing professional or clerical personnel whose salaries are paid monthly.

xv. **INCENTIVE AND FRINGE BENEFITS:** These are defines as additional incomes that accrue to a worker in addition to his salaries and wages. They are used ton induce people to contribute their efforts towards achieving organizational goals

1.9: Plan Of The Study

The study is organized based on serial of chapterisation and the information contained in each chapter as follows:

Chapter one: is essentially discusses general background or introduction to the study, statement of the problem, which is the core base of the research, the aim and objective of the study, research hypothesis to be tested, the scope and limitation of the study, the significance of the study, the research design and the definition of some relevant key concepts.

Chapter Two, This consists of the literature review and conceptual framework. Literature review examines some various scholars especially as they relate to motivation and also relate them to the study.

The theoretical framework took a look at a number of theories of motivation, performance and productivity.

Chapter Three, This chapter discusses the historical background, the structural formation, the operational pattern and examines the sources of motivation in the case studies (Jaba and Jema'a Local Government Areas of Kaduna State).

Chapter Four, This chapter entails data presentation and analysis. It also tested the research hypotheses and provides major findings and general discussions of the study.

Chapter Five, this is the final or concluding part of the research. It also gives the research conclusion and recommendations based on finding which could help Jaba and Jema'a Local Government Areas to development better policy on motivation to improve its workers performance and productivity for the overall benefit of the case study and the entire state and the country at large.

CHAPTER TWO.

LITERATURE REVIEW AND THEORITICAL FRAMEWORK

2.0 Introduction

A review of related literature involves reconsideration of the extent to which passed studies have been carried out in the field of study which the researcher is conducting his present research work. This has helped the researcher to acquaint himself thoroughly with the existing studies already carried out in the field of his research. **Sankey** (2001: 45.) observed that the review in every research is supposed to serve as a guide to the approaches, methodology, analytical instrument and facts which previous studies have utilized and the same time eliminate elements which may be in disagreement with the main text and the proposed subject of the study.

The role of motivation in every society or organization is to promote the performance of individual or workers in a work setting. Motivation is one of the elements of directing. To cause subordinates to act on the orders. Directive is achieved through motivation. That is why motivation is early complex and had attracted a lot of studies and more so when ones consider that, is a vital approach to increasing performance.

Many studies of motivation range from, **Fedrick Taylor'**s to, **Vroom'**s expectancy, **Douglas Mcgregor, Elton Mayo, Mc Cleland, Hertzberg, Abraham Maslow** and many others.

2.1 The Concept Motivation.

To better understand the concept of motivation, it's imperative for us to trace its origin. The word **"MOTIVATION**" originated from latin word "MOVES" which means move in its literal meaning. Motivation is the process of arousing or attracting movement of individuals toward the realization of some set goals or targets. Thus, it is this movement that helps the individual to move towards personal goals or target of interest.

According to S.M. Ngu (1994.p6-7) motivation is derive from the word "motive" it's a contract. It is strictly on concept of law, education, industrial relation or behavioral science. Although each discipline has a unique way of using it. In law for example motive or "Menarea" in required to prove liability in criminal offence. It is strictly on the state of mind of the time the accused committed the offence. To the educationalist, motive or motivation is used for learning processes. It is quite vital and usually utilized particularly at the early stage of learning process. As for the industrialist or managerial scientist, or even administrator, the concept is use as a driving force or satisfaction that encourage worker harmoniously, effectively, efficiently and even harder on anticipation for reward.

Motivation is the willingness to expend energy to attain a goal and reward (**Flippo1960:27)**. It is a patch work concept(indeed a collection of other concepts like feeling needs, goals, and drives) designed to account for the individual's tendency to respond differently to the same stimulus at different times, and for different individual tendencies to respondent differently to the same stimulus. Hall and **Nougarm** (1960) sees motivation as expecting effort of worker towards the accomplishment of a goal considered worth while by the organization.

Richard (1968) defined motivation as wishes, desires, and drives. It is an inner state that moves a person toward the achieving of goals.

According to **Amma** (1988) motivation is defined as the process of arousing enthusiasm in an employee so that he/she can performs his/her duties with pleasure and higher interest and pursuance of the organizational and personals goals. **Celestine** (1988) also defined motivation as the energizing force that induce or compel and maintains behaviors. He further said that, motivation is an internal psychological process which presence or absence is inferred from observed

performance. **Richard** (1981) defined motivation as the goals, directed behavior underlying certain needs or desires. The term "need" suggested lack of something which reaching the goals could satisfy, while the term "desire" suggested positive or straight or feeling. The complex need and desire stemming from within individual lead them act to certain ways that will satisfy these needs and desires **Celestine** (1988): stated that in a motivation process a need is said to create a tension in the individuals who moves to a certain direction. In order to achieve the objective which reduce tension? A satisfied need does not motivate, conversely and unsatisfied needs motivate.

C C Nwachukwu (1988:181) sees motivation as that energizing force that induces, compels and maintains behavior "to him human behavior is motivated, it is goal directed. He went further to say that it is not easy to motivate an individual for the success of any motivational effort, depends on the extent to which the motivator needs of the individual employee for whom it is extended. According to him, motivated, behavior has three basis characteristics, these are;

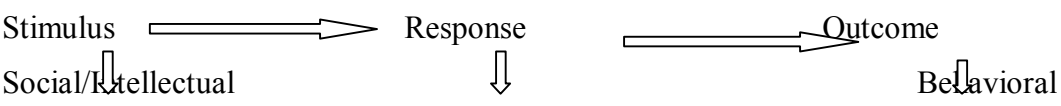
a. It is sustained and maintained for a long time until satisfied
b. It is goal- directed and seek, to achieve an objective
c. It results from a field need an urged directed towards a need.

Edwin B. Flippo (1980: 342) sees motivation as a "skill in aligning employees and organizational interest so that behavior result in achievement of employee wants simultaneously with the attainment of organizational objective "in other word, **Flippo** advocated for the integration of employee wants, with the organizational objectives as a means of motivation. This view is in line with the behavioral school of management thought that, advocates for the integration of both individual employee and organizational interest.

Stephen P. Robbins (1990:4) defined motivation "as the willingness to exert high level of effort toward organizational conditioned by effort, ability to satisfy some

individual needs" more so, according to **D. Biddle** (1990:2006) "understanding motivation at work, it is necessary to examine factors affecting an individual performance which would be between two limits. The upper limit is working, the lower limit is the level that the management is prepared to tolerate. It is not difficult to imagine that the distance between the upper limits and the lower unit can be very wide, where an individual performance actually between these limit depends upon his motivation to work well.

Harold Kontz (1993) defined motivation as " a grand term applying to the entire class drive, desires needs, wishes and similar forces", therefore, to says that managers motivates their subordinates, is to say that, they do those things which they hope will satisfy these drives, and desire and make the subordinates to act in a desired manner. **G.A.Cole** (1996:29) also gave a working definition of motivation as a term used to describe those processes both instinctive and rational by which people seek to satisfy the basic needs, perceived needs and personal goal which trigger human behavior. He further stated other terms that can be applied to motivation which include stimulus, needs, urge impulses and pressure.



A Basic model of motivation.

Source: Cole. G.A. (1996)[29] management- Theory and practice, p.g 29

As shown, the motivation process, according to Cole starts from realization of need (social, intellectual or emotional). This suggests a stimulus that gives rise to a response (behavior of some kind) which leads to an outcome of which either satisfies or fail to satisfy the original stimulus and leads to satisfaction of frustration.

2.2. The Motivational Process

It is relatively important to stress that the way and manner workers are motivated vary from organization to organization. The way and manner workers are motivated ranges from the incentives management provide to workers and the

inter-personal relationship between management and worker, and between workers and their immediate superior officers.

The incentives given by different management to motivate their workers ranges from, bonus, free accident allowance, weekend allowance, transport allowance, Housing allowance, over time pay, entertainment allowance, advances, Loans etc. The above are not only the incentives, provided to motivate workers there are many others, and this does not mean that all organizations provide all these incentives to their workers because each organization has its own form of incentives.

Incentives provided are not the only things that can motivate workers in task accomplishment in an organization but also the relationship between superior officers and subordinates or workers and the management matters a lot as well. A situation where a superior officer or management handles subordinates officers anyhow, that can affect the morale of the workers and that may in turn affect performance and productivity negatively.

A situation where a superior officer is a tyrant who sit on top of his subordinates and shout on them anyhow, this will in fact affect the morale of the workers and will create a very poor relationship between them but if a superior officer is able to use his initiatives wisely in controlling his subordinates that will motivate the workers. Management must be careful not to establish a very poor relationship with workers. This however, does not mean that management should go to one extreme at the expense of the other, but rather management should try as much as possible to harmonize the organizational objective and those of the individual. This is for the mere fact that every individual workers comes into the organization with certain needs. Though these needs may be conflicting with those of the organization, but management must learn to harmonize those differences amicable.

2.3. The Importance Of Motivation In An Organization.

The research of Elton Mayo has been regarded as crucial to the success or failure of organization. A manager/administrator need to attract people into the

organization, maintain them and stimulate them to achieve the organizational goals. Once worker morale is high, it means he/she has been motivated

According to **Bedia (**1983:105) the importance of motivation is an organization can not be under estimated. Motivation attracts and sustains people in an organization. People must be attracted (motivated) to join an organization and stay within. It is a vital ingredient for an organization to attain a high level of efficiency and productivity which is one of the major goals in any organization. Workers on the job must be motivated to put effort at an acceptance art to meet the organization target.

In summary the importance of motivation includes inter-alia

I. Motivation induces or encourages workers in organization to put in their maximum best so as to enhance greater productivity for organization.
II. Motivation reduces the rate of labour turnover in an organization. It enhances the stability of the workers so that they do not think of leaving the job. It helps in maintaining and retaining workers in organization.
III. Motivation helps in eliminating disenchantment and frustration of workers in organization.
IV. Motivation helps in eliminating absenteeism, boredom and monotomy in workers. I.e. if workers are given the chance to growth and developed on the job through training and promotion.

2.3.1 The Motivational And Hygiene Tools.

Promotion .

Training.

Rewarding.

Incentive.

Working condition

Increasing workers Autonomy (flex or compressed time job enrichment and enlargement)

Job satisfaction/work itself

Recognition

Responsibilities

Achievement

Salary

Supervision

Inter relation

Organization policy and Administration

2.4 Leadership Compensation And Motivation

Any organization established had a target to achieve. Human goals are achieve through organizations. The level of motivation in an organization is a time a function of the types of leadership and leadership qualities that those at the upper class in an organization displayed. Organizational needs differ, so also individual need very in spite of these differences in human or organizational need, we can still develop a guide also the strategies for properly addressing the needs of workers and thereby motivating them for a greater commitment and performance. Amongst the motivational tools, competent. By competent and fair leadership is one of the major components. By competent and fair leadership, we mean the caliber of person in the leadership position, he/she should be actual, courageous and expertly. This needs ensure the continuity of the organization (**Burken,** 1978:89-100).

Compensation simply means the total of all rewards provided to workers in turn for their services. The overall reasons for providing compensation are to attract, retain and motivate workers. It is not possible to provide a perfect pay package. However, to ensure that their reward system is effective and meeting workers needs, a number of firm allow their people to customize their own compensation package as much as is technically, legally, financial and organizationally desirable(**Copour** 1998:p7)

For the satisfaction of workers, organization increases rewards workers performance, that influence the key goals and in turn performance influences their key goals. People have different reason for working and appropriate compensation package, depends in large measure of reasons. When individual are at hard/pressed time to provide foods, shelter and clothing for their families, money may well be the most important reward. However, some people work long hours each day, receiving relatively little pay and yet love their work because it is interesting or provide on environment that satisfies others needs. To a large degree, adequate compensation is in the mind of the receiver. It is often more than the financial compensation received in the form of a pay.

As discussed earlier, to achieve motivation in any organization, there is a need to involve an effective leadership and compensation system. Compensation includes both financial pay and non financial resources. It is believe that once the qualities of leadership and the skills required are made familiar, it become possible for them and to be assume leadership responsibilities. Leadership is the ability of one person to control and direct other into willingly and ethusical undertaking some activities with the zeal and confidence, which are considered necessary for the attainment of mutual agreed objectives.

2.5 The Concept Of Performance

Performance is defined according to Oxford advance Learner's dictionary 6th sixth edition "As the way a person performs i.e. how well or badly something is done or how well an act that involves a lot of effort or trouble sometimes when it is not necessary.

Vroom (1964) defined performance as the extent to which a person (worker) strives to perform effectively on a job which is not solely a

function of his personality or of the nature of his work role, but is complex resultant of both type of variables or incentives.

Performance is therefore the outcome of actions on the job and its also the product that (outcome) in another way, performance is the effect that people get on the job, and its also the things they do that cause those effects.

Performance involves input (the action people put into the job) and output (the consequences of those actions). Good performance therefore, is a function of motivation.

A worker that is highly motivated stands a better chance of performing well than a worker without motivation. This point had been emphasized by Rose and Sender(1998) they asserted that in any organization workers usually take up appointments with the notion that pay, fringe benefits, and other incentive or reward would be commensurate with the job each is expected to do. These assist the workers to meets their needs and provide them with a feeling of satisfaction, a factor found have a significant direct relationship with good performance.

The researcher vehemently believed that materials motivation like money. And fringe benefits can not on the entirety induce worker to achieve a desire performance level. What need to be done by the management is to identify the workers needs, work towards satisfying those needs and at the same time creating conducive atmosphere for the workers to perform effectively and efficiently.

2.5.1 Factors That Enhance Performance

The factors that enhance workers performance are as follows:-

1. The challenging nature of the job.
2. Adequate interaction with co-workers.
3. Recognition of ones performance in the organization.

4. Desires for achievement at work
5. Possibilities of personal growth and development.
6. The free flow of communication between superior and subordinate employees
7. Workers participation in managerial decision.
8. Re-designing jobs to allow workers for greater challenges and broader range of participation in the organizational activities.
9. Conducive atmosphere for work
10. Better welfare packages for the workers.

2.6 The Concept Of Productivity

The importance of productivity in an organization can never be over emphasized. Organization spends a lot of money in order to recruit workers who are best suited for the various positions. These are people who are expected to produce accordingly to predetermined standards.

According to **Melli** (1987) sees productivity as the measure of how well resources are brought together in organization and utilized for accomplishing a set of result. Productivity is reaching the highest level of performance with less expense of resources. Productivity of a worker or organization is the relationship between units of labour input and units of output. The effectiveness of the use of the factor of production to produce goods and service is commonly referred as productivity.

2.6.1 Factors That Enhance Productivity

To enhance productivity of an organization or workers has been the reason of many seminars, symposia, conference and workshop in many organizations. Symposia, conference and workshop in many organizations. It is a recognized fact that productivity is a critical factor in

economic and social development for it to determine the standard of living of the citizens.

The national workers on productivity divides the major causes of low productivity in an organization into four sections.

I. **Economic Factors:** This deals with the reward system employed especially in Nigeria. There is no correlation between effort expended by a worker and the reward that he receives in the organization when an employee believes that equity dos not prevail. It is bound to withhold// a measure of his productivity in order to restore equity. To encourage higher productivity it is essential that a system of reward must be designed that will attempts to equate hard work and reward

II. **Technological Factor**: Technological as used have involve the use of new ideas, techniques method and material, innovations to achieve an objective. This lack of information to help entrepreneur select the appropriate technology is one of the major cause of low productivity. The use of absolute equipment in an organization and constant power failure is a major problem for management and is at heat of low productivity in the industrial sector.

III. **Management Factor**: As previously stated, the success or failure of an organization depends on the management. An unproductive and undisciplined supervisor can hardly motivate employee. The do not know how to identify employees/workers goals and links them with the organizational reward in order to motivate the workers. Some workers do not want reward.

IV. **Sociological Factor**. Employees pressure a sense of belonging in an organization and resort any effort on the part of management to perceived and treat them only as cost of production. However,

in many organizations, there are some vocal but lazy employee, who have very poor attitude to work. This demoralizes the dedicated ones. These attempts should make in order to allow employees have a sense of belonging.

2.7 Money As A Motivational For Performance And Productivity.

Theories of motivation generally, imply using one or two basic approaches for increasing workers performance; the first being the "extrinsic motivation of worker by means of an incentive programme. There are different types of extrinsic rewards, promotion, worker orientation, supervision etc. But the most common incentive is pay (Money) which can take many form-salary and wages, bonuses, social welfare allowance, like housing, transport, medical, insurance, tax relief etc. It may be claimed that, people work for money, but this simple link between work and money is deceptive.

There is little evidence, **Bryan** (1989) observed, to suggest that paying people much will automatically make them work harder. Nor can it be implied that the only satisfactions derived from work are monetary.

The role which money, a reward for work; play as a motivator of human behavior and performance, has been the subject of considerable research, debate on the theorizing. But over time have changed as its relative importance.

Lawler (1971) in his research findings on using pay to motivate job performance, describes conditions under which pay incentives are most effective, and employed to elicit performance and satisfaction. He said, that "under certain conditions pay can be used to motivate good performance and productivity" that for pay plan to motivate people, it must,

I create a belief among employees that good performance will lead to high pay.

ii. Contribute to the importance of pay.

iii. Create condition such that positive outcomes other than pay will be seen to be related to good performance; and

iv. Minimize the perceived negative consequences of performing well.

Hassan (1991) said it is noticeable that financial incentive, are not necessarily the primary means of drawing the best out of the workers that individual workers are motivated by different things apart from money. For many, opportunity especially the Local Government staff, such as inducements as high position for achievement, opportunity to use ability and other fringe benefit take precedence over high wages- as long as wages are adequate to provide a decent standard of living for the worker and his family.

Thus the intrinsic aspects of job alongside the operational conditions do affect job performance, and not necessarily the pay.

Undoubtedly, **sick** (1967) also said, the most widely used incentive to motivate workers is money. However, the evidence is overwhelming that more money does not necessarily means greater productivity. Money has no intrinsic value, yet we recognized the economic worth of money in that it can be exchanged for goods and service.

Dowling and **Sayles** (1978) said the ideas of using money as an inducement to people to work harder is almost as old as money itself. For more than a century now, people have been managed through the "punishment reward" system. However, the de-emphasize on money has reached its apparent peak in the hypothesis of the needs hierarchy developed by two noted. Social psychologists **Maslow** and **Herzberg.**

Not withstanding, the aforementioned assertion, however, there is a psychological emotionally toned worth attached to money. The economic worth of money enables it to serve as a means of satisfying the basic psychological and safety needs. Its psychological value is that, for many persons, money may symbolize achievement, success, prestige or power

away of fulfilling the higher social needs. More so, in a market economy (like Nigeria), work and pay are inseparable. As **Bryan (Ibid)** said.

Without money, people can not buy the goods as service necessary for survival; they can not, advance in status in the eyes of their fellow men, nor can they make material improvement in their standard of living.

Furthermore, money has consistently remained a sensitive and crucial element in workers rewards, and issues, affecting pay and the likes are all capable of evoking very powerful emotions. One may notice that the numbers of industrial disputes are largely expressed in term of pay. Generally, however, the Local Government staff seems to bear with an adequate and modest pay package, enough to meet their basic physiological needs. Otherwise, none may, remain in the Local Government service of Kaduna State for a long time. **Hertzberg (Ibid)** also noted that the discussion of money and motivation should not lead us to the conclusion that money is unimportant in the total process of motivating employee; it is important. However, according to two factor theory of motivation, money is a hygienic factor, not a motivator" It can help sustain but not necessarily increase productivity that,

Positive attitudes toward work arise from the job itself and function as motivators. These incidents are associated with feeling of self-improvement, achievement, and the desire for and acceptance of greater responsibility. The feelings generated are of a relatively long duration and result in increased productivity.

Not withstanding, in a developing country like Nigeria, **Ngu (Ibid)** said, pay in this environment, can not be under-estimated in evoking strong emotional reaction. This is due to the cultural pressure, economic demands socio-political instability caused by the general state of high level of unemployment, diseases and poverty that has become a burden on the average Nigeria worker. Pay, indeed, do and can be effective

motivation to performance. This of course, does not necessary means job satisfaction; he works to fulfils his basic and fundamentals needs for survival in an environment so volatile and so demanding on the workers.

2.8 Approaches To Motivation

A lot of literature deals with motivation as a basic psychological process. Also a great deal of research has been conducted on motivation in the work place. Such, research has covered issues like job design, leadership style, the design of compensation, promotional system and many others. However, the question of what motivate workers to perform effectively is not easy to answer. Many aspects are as yet unexplored and there are many other alternative ways of characterizing and organizing what is known about the relationship between motivation and management. On such way of conceptualizing different approaches is in terms of the assumption for managerial practices.

Vroom et'al (1964) gave three approaches which are used as managerial or organizational strategies, for stimulating motivation. These are paternalistic approach, scientific management approach and participative management approach.

i. Paternalistic Approach To Motivation

This approach assumes that people will be motivated to perform their job effectively if they are satisfied with their job. The more one reward workers, the harder they will work. The greater the extent to which an employee's needs are satisfied in his job, the greater the extent to which he will respond, presumably with gratitude or loyalty, by producing effectively on that job.

The essence of his approaches is to make the organization a source of important reward for which the only qualification is membership in the organization. In order words, the reward which are utilized in this approach are termed unconditional rewards in the sense that the amount of reward that an individual receives is not dependent in any clear cut way on how to behaves within the

organization but rather on the fact he is a member of the organization. Example of these rewards are pension plans, group insurance, subsidized education, recreation programmes, comfortable working condition and the like plus high wage level, across the board wage increase, job security and predictable promotion pattern.

This approach has some implication for the administrator/ manager and his subordinates. If the administrator/ manager apply this to its fullest extent, he would see to arrange the condition of work so that people would feel comfortable and happy and secured. His primary goal to be that his subordinates were able to get things that they wanted and he would be assumes that as a consequence of this support the subordinate will play enthusiasm and loyalty. However, there is little evidence that any of these rewards can have any direct effect on workers productivity or performance. The conclusion therefore, is that the paternalistic approach was not a very effective strategy for motivating workers to perform effectively in their jobs. Perhaps" it might work little on job satisfaction and indirectly on people's decisions on whether or not to stay in the organization. But it had relatively little effect on people's decision about how much they will produce while in 2the organization.

ii. **Participation Management Approaches To Motivation**.

The participation management approach assumes that individual can derived satisfaction from doing an effective job perse; they can become ego involved with their jobs, emotionally committed to doing them well and takes prides from evidence that they are effective in furthering the objectives of the organization. The assumptions underlying a participative approach to management are more completely documented by McGregor when he talks about theory Y.

One of the best basic elements of different theories of participative management is the integration of the planning and the doing. The term "management by objective" expresses a similar idea. In essence the discretionary component is reduced. The person is given broads goals or objectives and is able to determine for himself how they are to be achieved. The basic assumption is that of a person has freedom in determining how he will do his job as more of a challenge than if he is told exactly what to do and when to do it.

The second common element of the theories of participative management is the reduction in the use of authority as a means of control. In essence, the superior or manager plays a helping role rather an authoritative one. He is therefore, a resource of his ideas on his subordinate to use, but he resists imposing his ideas on his subordinates concerning how their jobs should be done.

According to McGregor" the manager is a teacher, a consultant, a colleaque rarely a boss"

Thirdly, in the participative management approach there is much more reliance on the utilization of work group as problem solving and decision-making unit. On matter affecting the entire unit the supervisor does not make decisions autocratically and issues orders to subordinates but rather he meet his subordinates as a group and shares problems with them and encourages them to participate with him in finding solutions to these problem. The opportunity to participate in the decisions-making process is assumed with considerable justifications, to create identification with corporate goals and objectives. The approach assumes that incentives for effective performance are in the task or job itself or in the individuals relationship with members of his working team, not in the organizationally medicated consequently of task performance. The emphasis is on creating conditions under which effective performance can be a goal rather than a means to the attainment of some other goal and the philosophy is one of self-regulation rather than organizational control.

The emphasis on internal control and self-regulation in participative management assumes a particular set of needs or motive which are characteristic of man. These needs are mostly those of higher ends of **Maslow's** hierarchy it is therefore possible that the effectiveness of participative management may also depend on the strength of those motives among the people to be managed. **Maslow** further speculated that the principles of participative management are most useful in meaning to persons with strong need for self-actualization and are primarily applicable in the more highly developed countries.

iii Scientific Management Approach Of Motivation

This approach is based on the assumption that a person would be motivated to work if reward that are penalties and tied directly to his performance. The rewards are conditional rather than unconditional. That is, they are attached to and made contingent upon effective performance. The clearest example of the use of reward as a means of motivating performance may be found in individual wage incentive. It is also shown in such practice as promoting individuals on the basis of their merits and in recognizing and rewarding people for special accomplishment. In addiction, penalties are typically made contingent upon falling below some minimal standard of performance e.g. warning, reprimands or even dismissal for violation of rules and procedures.

This approach constitutes an external control system. It defines the standard to be used in the allocation of the reward in an objective or measurable fashion. These standards may be formulated in terms of the method used by individual when carrying out the job or in the result which is achieved. It is also necessary to monitors the behavior of the individual to observe the extent to which these standard are attained or adhered to.

2.9. Theoritical Framework.

Motivation as a concept harp on the fact that individual as worker in any organizations have varied and numerous needs to satisfy. According to **Koontz et'al** some of these needs are primary while other ones are secondary. The primary needs are mainly physiological (food, water, shelter, and the body needs) well the secondary needs are purely psychological are esteem, status, afflation affliction, accomplishment, growth, autonomy, power, and realization of one's potential. To bring such needs into focus, many theories in management have overtime written extensively on the needs of human beings(Workers), propounding some theories which have accordingly gain world-wide recognition and acceptability vis-à-vis the management of workers in organization. The theories as developed by management authorities have expectedly underscored the essence of motivation. However, as a result of the numerous works that are available in this area, the researcher can not exhaust all of them and so have chosen few theories on motivation as a framework for the study. And these are

1.Human Hierarchy of needs theory (**Abraham Maslow** 1954)

2.Two factor (motivation-hygiene) theory **Frederick Herzberg** 1959

3.E R G theory of needs (**Clayton P.Alderfer,** 1972)

MASLOW HIERARCHY OF NEED THEORY

Maslow in 1954 developed a vigorous and sophisticated approach for classifying human needs. He identified five levels of needs. Satisfaction in order of their basic importance. They include:-

(i). Physiological need (ii) Safety need (iii) Social needs (also called ego need) (iv) Esteem need (v) Self- actualization (also called self fulfillment needs).

Maslow saw these needs as forming a ladder in their order of importance to man. These needs progress from a lower to higher order. As each of them is satisfied, the next need becomes dominant motivator of behavior.

a. Physiological needs: These are basically human body needs that must be satisfied in order to sustain life. Thus they are known as being the strongest. They include food, shelter, clothing, health, water etc

B.Safety needs: When the physiological needs are reasonable satisfied the safety needs are activated. These includes among other comfort, peace, protection against danger or deprivation, assurance of long term and economic well being.

C.Social needs: The next active motivator is social needs. There are needs for affiliation, affections and friendship, group participation and membership. According to **Maslow,** these can be achieve within the work environment and suggest that every organization should create an enabling environment for it to be achieved.

d. Ego or self-esteem needs: These includes recognition prestige, self-confidence, leadership, independence, achievement, knowledge, status, appreciation and deserved respect of one's fellow; According to the theory, people (or workers in the organization) have constant craving for more achievements more knowledge and more recognition.

e. **Self- actualization or fulfillment needs:** This is the ultimate need of man. **Maslow** defines this need as" the desire to become everything that one is capable of becoming" **Maslow** said, this level of need comes up to dominate a person or a

worker's behavior after all lower level needs are reasonable satisfied. This includes the need for doing things for the challenge of accomplishment, intellectual curiosity, and creativity, acceptance of reality and feeling of fulfillment.

Maslow emphasized that for workers to be motivated; the manager/management has to make effort to meet their higher level needs. To him and other social psychologists, motivation can be achieved only to the extent that higher needs are met. They emphasized that the higher level of the needs, the greater is its power to give enduring satisfaction which will yield better performance.

TWO FACTOR (MOTIVATION HYGIENE) THEORY (FREDERICK HERZBERG 1959)

Herzberg developed a two factor theory on motivation which shows two set of factors that influence the attitudes and behavior of workers, one which ranges from satisfaction to no satisfaction and the other set ranges from dissatisfaction to no dissatisfaction. According to **Herzberg**, the factors influencing the satisfaction range are called motivation factors which are closely related to the content of work. And they include

1. Achievement (2) Recognition (3) Work itself (4) Responsibility (5) Advancement

The set factor which causes dissatisfaction, the hygiene (maintenance) factors are related to the work environment and include:-

Company/organization's policy and administration.(2) Supervision(3) Salary(4) Working condition.

According to **Herzberg,** the motivators provide workers with intrinsic reward or job satisfaction. Workers gain a sense of accomplishment a feeling of being important or of making their contribution from their job performance. Intrinsic motivators develop internally and come from, something the workers want to do. As for the hygiene factors, **Herzberg** said, if these hygiene factors are absent or inadequate in any organization, there would be dissatisfaction among the workers and may lead to dissatisfaction or poor performance. But if present, they lead to job satisfaction but do not motivate workers to perform well. He (**Herzberg**) saw

these factors as being extrinsic, that is, coming from outside the worker. And that, they can only prevent dissatisfaction when they are adequate. Herzberg therefore recommends job enrichment for the proper use of these two factor theory

THE E. R. G. THEORY OF NEEDS (CLAYTONS P. ALDERFER 1972)

Another content theory is that of **Alderfer's** theory of needs. The **Alderfer** needs theory unlike **Maslow's** hierarchy of needs, theory has categorized the needs of individual (Workers) into three levels existence needs, Relatedness needs, and Growth needs.

-the existence needs: are the physiological and security needs such as food, shelter and clothing as well as good working conditions

-Relatedness need: concern the social aspect of the individual's life that is, it involve relationship with the people whether family superior, subordinates and friend etc

-Growth needs: This takes care of self-esteem and self actualization. These according to him are those that drive an individual to have creative or productive influence on him or on the environment. The theory state that.

(a) The less existence needs are satisfied the more they will be desired. This is quite similar to **Maslow**'s needs.

(b) The less relatedness needs are satisfied the more existence ones are desire

(c) The less relatedness needs are satisfied, the more they are desired, just like **Maslow's** theory.

(d) The less Growth needs, are satisfied, the more relatedness one are desired. This is in consistent to **Maslow**'s theory. They theory pre-supposes that more than one level of needs can give, rise to motivation all at the same time. The theory also recognizes the fact that people can be motivated by a desire for money. (Existence). Friendship (relatedness) and the opportunity to learn new skill (growth) at the same time. And that if the needs remain unsatisfied at higher level, an individual becomes frustrated and revert to the lower level needs and begins to prospect for those things a need.

THE RELEVANCE OF THESE THEORIES TO THE STUDY

These theories are relevant to the study as they both emphasize on the needs of the workers in an organization **Maslow, Herzberg, Alderfer** all emphasized on the level of needs that a worker desire and his expectations in the organization. They pointed out that it is of outmost importance for any administrator/manager of an organization to provide all necessary assistance to his workers in order to get the best out of them. The organization or management must bear in mind that it workers have different needs, attitudes and behaviors in them.

They have values and sentiment, which naturally affects their daily work.

It is worthy of note that motivation of workers is not limited to salaries and wage, and allowance, as it is done in Jaba and Jema'a Local Government Areas, but involves non-financial elements which serves the purpose of lifting financial burden off workers. These are workers benefits and other entitlements in order words conditions of service.

The purpose of workers benefits or condition of service is to make workers to put in their best at work. They reduce the financial burden of the workers, and encourage them to get committed to the goal of the organization, which leads to better performance and productivity. From the foregoing theories, it can also be deduced that fringe benefits and other working condition provided to workers in Jaba and Jema'a Local Government Council, these alone can not motivate the workers. Just as **Herzberg,** and **Alderfer** maintained that hygiene factors are existence needs, such as salaries, and fringe benefit alone are not adequate ingredients to motivate a workers. Other ingredients motivators by **Herzberg;** Relatedness and Growth by **Alderfer**, ego or esteem needs by **Maslow** and needs for achievement.

CHAPTER THREE

3.0 THE EVOLUTION OF LOCAL GOVERNMENT SYSTEM .NIGERIA HISTORICAL BACKGROUND AND ORGANISATION STRUCTURES OF JABA AND JEMA'A LOCAL GOVERNMENT AREAS.

3.1 The Evolution Of Local Government System In Nigeria

Before the coming of the white man, there was nothing like Nigerian state. What was existing then were relatively autonomous villages, towns and ethnic groups each existing on it, own with minimal contact, usually limited to trade and social transactions and little political relationship with others.

In those areas which later became the East, West Mid-west and Northern Nigeria, they were having their different systems of government, even though some their different anthropologists denied the existence of government in some of these areas, especially the East and Southern parts, which they classified as a cephalous and state less societies.

There existed in the Hausa-Fulani areas of the North emirate system of governance with the Emir as the Head. In the Yoruba area of the west, there were Chiefdoms headed by the **Oba** or **Alafin** as the case might be. In the eastern coast, there was a house or canoe system of governance, with the Igbo areas, there exists a type of village democracy.

These traditional or pre-colonial political systems were adequate to satisfy the political needs of the different ethnic groups at the time. However, with the advent of the British in the territories now called Nigeria, tremendous changes began to occur, in the political landscape of the people. The traditional political organization was no longer adequate for the increasing transactions between the Europeans and the inhabitants. Consequently in 1854 a court of equity was established in Bonny to arbitrate in trade matters and disputes between Nigeria and

Europeans. The increased complexities, and importance of trade transaction in the coastal areas, put heavy strain on the court of equity and made direct occupation of the hinterland imperatives. The active occupation of the territories began in 1861 with the annexation of Lagos by the British. In 1863, Lickki, Badagry, **Ado and Okeodun** were added to the Lagos colony by 1886, the colony of Lagos was administered from outside. In 1886 the British government granted a Royal charter Nigerian company headed by **Taubaman Goldie**. This charter allowed Goldie and his Royal Nigeria Company to administer, make treaties levy custom duties and trade in all territories on the basis of Nigeria and its tributaries.

In 1889, the need and effort to control the palm oil trade resulted into the declaration of the oil rivers protectorate with Calabar as headquarter. The Royal Niger Company set up constabularies and vice consults were appointed.

In 1893, British extended the protectorate to the hinter land and generated to the Niger coast protectorate. However, the occupation of the Igbo hinterland continued much later following the destruction of the **Arochukwu** long-juju between 1902 and 1903 and the piece-meal pacification of the adjoining towns and villages

In 1897, the murder of a British council in Benin led to the occupation of the area called the mid-Western Nigeria. In 1900, the Royal charter was withdrawn from the Royal Niger Company by Britain, and **Lord Lugard** was appointed to govern the protectorate. **Lord Lugard**'s administration at lokoja came into conflict with the Fulani Empire of sokoto in 1900, with the trade in slavery. In 1903, **Lord Lugard** invaded Sokoto and occupied it. However, finding the emirate Kingdoms efficient, he decided to retain them and to rule the Kingdoms through their Emirs, the area became the protectorate of Northern Nigeria.

In 1906, the Lagos colony and southern Nigeria protectorate were amalgamated and re-named the protectorate of southern Nigeria. The protectorates of southern Nigeria had their separate protectorate government, though Lagos has its own government because of the size and level of development. In 1914, the protectorate of Northern and Southern Nigeria were amalgamated with **Lord Lugard** as the Governor-General.

The occupation path of the country by the British had two prongs. The first was by trade treaties signed by the rulers with the British merchants. The second was occupation by force of some parts of the south-Eastern and west because of these communities were opposed to foreign rule. However, some Yoruba states were annexed through protectorate treaties with their rulers.

The occupation of the hinterland especially the area of the oil rivers protectorate was exceptionally difficult because of the fact that, they were not organized into Kingdoms and emirate like their western and Northern counterparts respectively. Moreover, the social organizations in this part of the country were based on Clans houses and village, and so treaties could not work as in other part of the country.

In the North, the Muslim theocratic state has good administrative machinery upon which the British grafted an effective Local government structure. There was, for instance a well develop system of taxation, which oiled the wheel of the emirate administration. The emirate was sub divided into smaller units for more efficient administration. Between 1911 and 1918, a series of ordinances set up a definite system of local government based on the native authority system in the North. For instance, the 1911 ordinance established native treasuries, made emirs paid official and imposed taxes on the people. The 1914 and 1918 ordinances further consolidated the native authorities.

By 1923, taxation was already a feature of colonial administration in the western provinces. In the East, the story was a little different. The first tax was connected in the East in 1926 but in 1929 it led to the famous **Aba Women's** riot exposed the shortcoming of the indirect rule system. In 1950, the British system of Local Government was introduced in the East. The west followed suit in 1952. It was only in 1954, following mounting pressures from young elements, that the North absorbed some elected members into the native authorities, administrative system.

Considering the heterogeneous nature of Nigeria, it was not surprisingly that different types of Local Governments were practiced by the different regimes. The federal system of government adopted at independence further confirmed these differences when it provides that each of the four (4) regions was responsible for the structure, legislation and operation of its Local Government. These difference, continued until 1976, when the federal military government embarked upon a nation wide Local Government reform. This reform established a uniform single tier all purpose Local Government Council throughout the country.

These features of the 1976 Local Government reform were entrenched in the 1976 constitution of the Local Government because legally, the third tier of government the provisions of the 1979 constitution made it clear that although Local Government in Nigeria have some functional relationship with the state and federal Government in their existence is independent of the two. Consequently, and in the word of section seven (7) of the 1979 constitution, the system of democratically elected Local Government council is under this constitution guaranteed.

3.2 Historical Background of Jaba Local Government Area.

Jaba Local Government Area was created out of Jema'a Local Government Area, by the federal military system of Government on the 27th August, 1991.

The Local Government is located in the southern part of Kaduna state. It has an approximated land mass of 640 square kilometers and is bounded on the North and west by Kachia and Kagarko local government area respectively. To the east are zango kataf and jema'a local government area. On the southern end is karu local government area of Nasarawa state.

Jaba has always been on independent Chiefdom with both the local government Administration and Traditional (Chiefdom), Headquarter at kwoi. Projection from the 2006 population census figure put the current population of the Local Government Area about 155377 people.

The Local Government Area has a tropical climate characterized by dry and rainy season. Rainfall is almost through out the year, vegetation is basically rainforest and savannah. The Local Government has variety of soil. There are giants and shallow stony soil inter-spread with soil and part containing clay, sandy and literate soil.

Also the Local Government Area, is endowed with the following mineral resources:- Tin, Columbite, Coal, Mical, Tantalite, Metallic mineral, Sapphire etc.

Economic And Activities And Markets

Jaba Local Government Area is predominantly rural like other Local Government Area of Nigeria the major economic activities of the people include: - Farming, Blacksmithing, and iron smelting, Animal rearing, Hunting, Fishing, and petty trading and there are few civil / public servants, construction workers. The major crops produce in this area are:- Ginger, Guinea corn, Hungry rice, (Acha) Locust and Soya beans,

Palm produce, Pepper, Maize, Cassava, Cocoa yam, Potatoes, Up and land rice , and assorted fruit etc

3.2. Local Government Administration.

While his Royal Highness the KPOP HAM exercise Traditional Authority, the Local Government Authority, the Local Government Administration is administered by an elected council. The Local Government Area is broken in to ten (10) electoral wards namely:-

I Fada ward (ii) Samban ward (iii) sab-zuro ward (iv) sab-chem ward (v) Dura- Bitaro ward (vi) Daddu ward (vii) Nok ward (viii) Chori ward (ix)Fai ward and Nduyah ward.

An elected Chairman on a single ticket with his vice and ten (10) elected councilors from the above wards from the Local Government council (the policy making of the Local Government Area). The is an appointed Local Government secretary who is the council's secretary. For the Day- to –Day administration and implementation of the policy and council's resolutions, there are six (6) functional departments. The are:-

i. **Personnel and Administration Department:-** This department functions includes, procurement, development, compensation, integration, maintenance and separating of workers. This department is head by Director of Personnel Management (D.P.M.)

ii. **Works Housing, Transport country Planning Department:**- This department is the coordinator. The department is responsible for the execution of all programmes and project on primary Health care.

iii. **Education and Social Department: -** The Education department is charge with responsibility for handling primary schools education by virtue of decree, 1991 which vested the power for

administration of primary education in the Local Government through the establishment of Local Education Authority (L.E.A). The committees were empowered to appoint their own secretaries as well as the promotion, transfer and retirement of primary school teachers.

iv. **Agriculture And Natural Resources Department: -** This department is divided into four (4) Units such as veterinary, Agriculture extension Unit, Home economic and Forestry Unit. The functions of this department include- procurement of agriculture inputs, such as Fertilizer's, tractors, irrigation facilities, and other related services. These departments also engage in execution of projects and programmes that will help in boosting agriculture production.

v. **Finance And Supply Department:-** The department is responsible for financial management services, its comprises of four(4) section namely, Accounts, Store, Revenue and budgeting.

Sources Of Finance In The Local Government Area.

(1). Internal source.

a) Rate collected from roads, education Health service and market
b) Licenses and fees from registration of birth, indigene, certificates, death registration, birth registration.
c) Commercial ventures eg Ham tours(Transport scheme)
d) Taxes and Rates from stores, sign boards, and parks
e) Voluntary contribution to the Local Government

(2) External Source.

(a) Monthly allocation from the federal Government
(b) 20% of the state Revenue Generated.

3.3 Historical Background Of Jema'a Local Government Area.

Jema'a Local Government Area was created in 1976 by the military administration. The Local Government derived its name from the Hausa word" "Jema'a" which means "people". It has four Chiefdoms under its jurisdiction namely: - Ninkyob, Chiefdom, Godo godo Chiefdom, Dyekpa Chiefdom and Fantsuwan Chiefdom.

Jema'a Local Government is located between latitude 9^{o}.10" 9^{o}.30 N and longitude 8^{o}. 00E 8^{o}-30" E. the Local Government is bounded in the east by Kagoro in Kaura Local Government, in the North by Zongo Kataf Local Government, and Ungwa Rimi District in Zango kataf Local Government while in the west by Jaba Local Government and the south by Nasarawa and in the east-south by Sanga Local Government respectively.

In 1957, the Jema'a emirate split from plateau state and emerge with Kagoro, Jaba and Moro'a to form what is known as Jema'a federation-native authority with Kafanchan as the headquarter. These four traditional institutions remained under the name Jema'a federation native authority until 1976 Local Government reforms when nomenclature changed to Jema'a Local Government from what was formally known.

The local Government population is projected to about 278.202 in line with the 2006 population census figure. The Local Government presently has twelve(12) wards namely:- Jangindi ward, Godogodo, Atuku, Gidan waya Maigizo, Kaninkon, Kagoma, Kafanchan A, Kafanchan B, and Takau ward.

The Local Government is blessed. It has 190.5cm of annual rainfall yearly which makes the area aeriable.

Economic Activities And Market.

Jema'a Local Government Areas people are predominantly farmers includes hunting, fishing, blacksmith, iron smelting and Animals rearing. There are civil and public servants, Banking activities, and construction workers. The Local Government major agricultural

produce are:- Maize, Guinea corn, millet, yam, cocoa yam, Rice, palm, cola nut, Soya bean, hide & skin fishing, goat and pig rearing pigeon and chicken in commercial quantity.

The Local Government is also blessed with minerals deposit, such as sapphire, corundum, ameltyst, aquamarine, Zircon, mica, chalcofyrite, topaz, crystals topaz quartz, columbite, tantalite, lead and suspected diamond, goal zinc etc.

Culture and Religion

Jema'a Local Government have diverse ethnic groups in the area and there are several colourful cultural festival such as Gwong day, Kanchan day, Numana day, Dungday, Also include are Christmas, New year, Edel fitri, Edel Kabir and Ed-moulud celebration.

3.4 Organisational Structure Of Jaba And Jema'a Local Government Areas

1. The Executive Chairman.

The Chairman is the chief Executive of the Local Government. As chief executive, the Chairman shall among other thing direct the affairs of the Local Government and shall allocate responsibilities, to the vice Chairman, supervisory Councilors and secretary to the Local Government.

In order to ensure adequate involvement of members of the executive in policy formulation and decision making processes, the Chairman shall constitute the Local government executive under his Chairmanship.

2. The Vice Chairman

The Vice Chairman is to assist the Chairman when he is not around to perform his official duties.

3. The Secretary

The secretary can be delegated some functions by the Chairman. He/She is the secretary to the Local Government and he/she

coordinates the activities of the department of the Government and performs such other duties as may be assigned to him/her, from time to time, by the Chairman

4. Director Of Personnel Management (D P M)

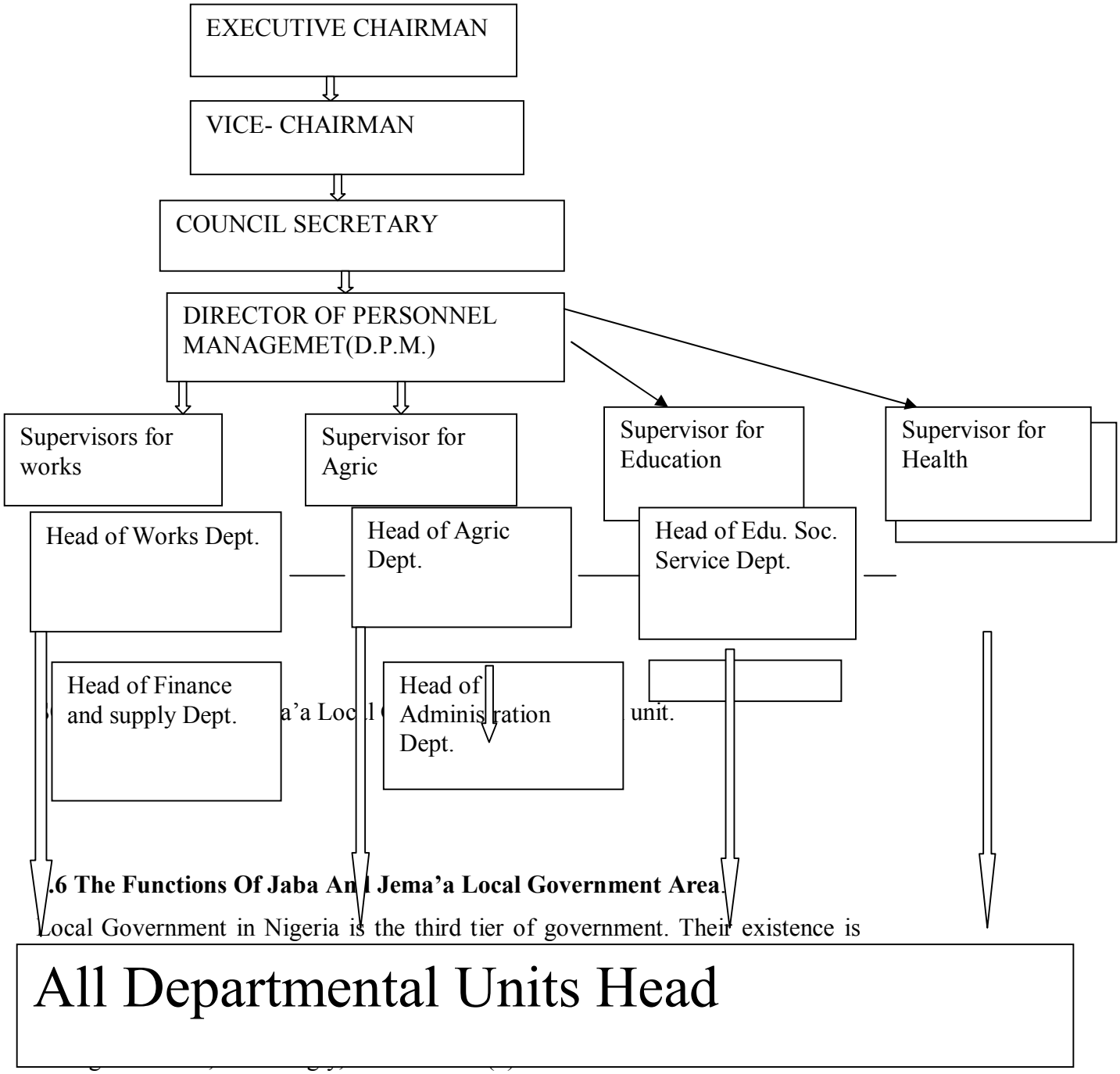
The Director of personnel manages and directs all staff of the Local Government. He/she is the number one among the career civil servants; he is the Local government permanent staff. The Director of personnel gives advices to the political class especially the Chairman on political and administrative workers.

5. Supervising Councilors

The supervisor serves as the head of their respective Department. They serve as the executive committee of Local Government. They give directives to the professional heads of respective Departments on general policy issues. They also assist the Chairman to supervise the execution of the Local Government project within their respective Departments.

6. The Departmental Heads: This represent the administrative arm which gives effect to executive decision. They represent the cream of Local Government bureaucracy which is headed by the Director of the Local Government and Heads of service.

3.5 The Organisational Chart Of Jaba/ Jema'a Local Government



.6 The Functions Of Jaba An I Jema'a Local Government Area.

Local Government in Nigeria is the third tier of government. Their existence is

1999 constitution provided for the functions of Jaba and Jema'a Local Government as followed:-

i. Consideration and making recommendations to a state commission on economic planning.

ii. Collection of rates, radio and Television licenses.

iii. Establishment and maintenance of cemeteries, burial ground and homes for the destitute.

iv. Establishment and maintenance and regulation of slaughter houses, slaughter slabs, markets, motor parks, public conveniences.

v. Licensing of bicycle, trucks, (other than mechanically propelled trucks), canoes, wheel barrows and carts.

vi. Provision and maintenance of public conveniences, sewage and refuse disposal.

vii. Constructions and maintenance of roads, street light, drainage and other public facilities as may be prescribed from time to time by the house of Assembly.

viii. Naming of roads, and streets, and numbering houses.

ix. Registration of all birth, deaths, marriages.

x. Assessment of privately provided house or tenement for the purpose levying such as rates as may prescribe by the house of Assembly.

xi. Control and regulation of hoarding keeping of pets, shop, kiosks, restaurant and sale of liquor

xii. Making of Bye Laws.

Other functions of the Local Government are to participate in the state government's quest for the socio-economic development of the state

3.7 Staff Welfare Packages In Jaba and Jema'a Local Government Areas.

The Local Government set aside a number of welfare packages for its staff they are as follows

a. **Salary** – As part of the conditions of service, the workers of the councils are paid monthly according to their level.

b. **Leave Grants bonus**- Workers of Jaba and Jema'a Local Government are entitled to an annual leave. A leave bonus is paid as approved in the scheme of service. Its paid according to grade level

c. **Promotion**- As provided in the scheme of service, workers of the council are entitled to promotion according to the stipulated requirements
d. **Training**- The council offer training programme to enhance effective performance of its workers. The Local Government service Board also organized workshops, seminars, induction courses and also senior staff on study leave with pay and it is within one year
e. **Accommodation**- Some worker of these Local Government Areas are entitled to an accommodation when available however, those that are not accommodated paid out rent out of their monthly salary
f. **Annual Increment**- Each worker of the Local Government council is entitled to annual increment of salary. This is paid along with the salary.
g. **Duty Tour's Allowance**- Any worker travel for an official duty outside their station are entitled to the duty Tour Allowance (DTA) on return.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction.

This chapter deals with presentation and analysis of data collected with regard to the impacts of motivation on worker performance and productivity, in kaduna State, a study of Jaba and Jema'a Local Government Councils. In collecting the data for the research, the study made used of simple percentage parameter to draw up the population sample size for the study.

Research questionnaire was designed for the staff of Jaba and Jema'a Local Government Councils of Kaduna State, this was divided into Four (4) sections-section A, was on staff Bio-data, section B, was on hypothesis one, section C, was on hypothesis two, and section D, was on hypothesis three. Opinions were sought to understand what really motivate staff for higher performance and productivity.

On the whole, three hundred and twenty eight (328) respondents were taken out of one thousand and ninety two (1092) workforces for the purpose of the study. The management staff constitutes twenty (20), the senior staffs constitute one hundred and Eighty (180) and junior constitute one Twenty eight (128).

The simple random sampling techniques was used, this is because the techniques gives equal opportunity to each member of the staff in these Local Government Councils. The method allows every staff irrespective of his/her rank to participate in the data collection process.

Questionnaires was administered to these three Hundred and twenty Eight (328) staff, three hundred and nine (309) questionnaires were completed, but about Nineteen (19) were not properly filled, and so were rejected. In the final analysis, the research used two hundred and ninety (290) of the properly completed questionnaires for data presentation and analysis.

4.1 DATA PRESENTATION AND ANALYSIS

Based on the research questionnaire, the following were responses received from the staff of Jaba and Jema'a Local Government councils on issues regarding their job performance productivity and motivation in their organization

4.1.1 Table One.

Questionaire Administration

Names of organization Local Government Council	Number of questionnaires Administered	Number of questionnaire returned	Number of questionnaire dully completed
Jaba	150	142	135
Jema'a	178	167	155
Total	328	309	290

Source: Research survey 2010.

From the table above, one Hundred and fifty (150) questionnaires was administered in Jaba Local Government council and one hundred and forty two (142) questionnaires was returned but only one Hundred and thirty five (135) questionnaires was dully completed. While one Hundred and seventy Eight (178) questionnaires was administered in Jema'a Local Government council, and one Hundred and sixty seven (167) questionnaires was returned but only one Hundred and fifty five (155) questionnaires was dully completed

4.1.2 Table Two Classification Of Respondents According To Age

Age bracket	Frequency Jaba /Jema'a		Total Frequency	Percentage (%) frequency Jaba and Jema'a		Total (%) percentage
18-25 years	32	42	74	24	27	26
26-35 years	44	16	60	33	10	21
36-45 years	37	60	97	27	39	33
46-55 years	22	27	49	16	17	17
56 and above years	-	10	10	-	7	3
Total	135	155	290	100	100	100

Source: Research survey 2010

The table 4.1.2 above indicates the number of respondents according to their ages. The analysis indicates that seventy four (74) respondents representing twenty six percent (26%) are from age Eighteen to twenty five years (18-25 years), However, sixty (60) respondents representing twenty one percent (21%) are between twenty six to thirty five (26-35) of age. While Ninety seven (97) respondents representing Thirty three percent (33%) are at age thirty six to forty five (36-45) years, while others Forty nine (49) respondent representing seventeen (17%) are between forty six to fifty five (46-55) of age. And ten respondents representing three percent (3%) are between ages fifty five and above. These were the age bracket found in Jaba and Jema'a Local Government of Kaduna State

4.1.3 Table three. Classification of respondent according to Department in these Local Government Councils.

Departments	Frequency Jaba /Jema'a		Total frequency	Percentage (%) frequency Jaba /Jema'a		Total percentage %
Agric and Natural resources	20	22	44	15	14	15
Education and social services	15	18	33	11	12	11
Finance and supply	10	13	23	7	8	8
Health	40	49	89	30	32	31
Personnel	37	39	76	27	25	26
Works and Housing	13	14	27	10	9	9
Total	135	155	290	100	100	100

Source: Research survey 2010

Table 4.1.3 above shows that forty four (44) respondents representing fifteen percent (15%) are in Agriculture and Natural resources department, while thirty three (33) respondent representing Eleven percent (11%) are held from Education and social service department, However, Twenty three (23) respondent representing Eight percent (8%) are held from Finance and supply department, while Eighty nine respondent (89) representing thirty one percent (31%) are from

Health department and seventy six (76) respondent (76) representing twenty six percent (26%) are held from Personnel department, while twenty seven (27) respondents representing Nine percent (9%) are held from Works and Housing department in both Jaba and Jema'a Local Government council of Kaduna State.

4.1.4 Table Four. Classification of Respondent according to their Educational status

Educational certificate	Frequency Jaba	frequency Jema'a	Total frequency	Percentage% frequency Jaba	frequency Jema'a	Total percentage %
Primary school certificate	35	40	75	26	26	26
Secondary/equivalent	25	31	51	19	29	19
OND/N.C.E/ J. CHEW	60	64	124	44	41	43
HND/Degree/ CHEW	10	13	26	7	8	8
Post Graduate Certificate	5	7	12	4	5	4
TOTAL	135	155	290	100	100	100

Source: Research survey 2010

From the table 41.4 above it deduces that seventy five (75) respondent representing twenty six percent (26%) held first school leaving certificate, while fifty six (56) respondent representing Nineteen percent (19%) held Secondary school or equivalent certificates. And one Hundred and twenty four (124) respondent representing forty three percent (43%) held OND/N.C.E/J. CHEW certificate, while, twenty three (23) respondent representing Eight percent (8%) held HND/Degree/CHEW Certificate and finally, twelve (12) respondent representing four percent (4%) held in post graduate certificate in Jaba and Jema'a Local Government council of Kaduna State.

4.1.5 Table five. Classification of Respondent according to their years of service in Jaba and Jema'a Local Government councils

Length of service	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage (%)

0-9 years	41	43	84	30	28	29
10- 20 years	65	77	142	48	50	49
21-30 years	20	23	43	15	15	15
31 and above years	9	12	21	7	8	7
Total	135	155	290	100	100	100

Source: Research survey 2010

The table 4.1.5 above shows that working experience of the respondents, Eighty four (84) of the respondent constituting twenty nine percent (29%) working experience are between zero to Nine years, while one Hundred and forty two (142) respondent constituting forty nine percent (49%) working experience falls between Ten to twenty (10-20) years. This constitute majority, this group of staff may be active because they desire to achieve high status within the Local Government councils before their retirement. This implies that these group of staff need to be motivated to improve their performance and the general performance of these organizations. While forty three (43) respondent representing fifteen percent (15%) in their working experience are between twenty one to thirty (21-30) years. And twenty one (21) respondent representing seven percent (7%) their working experience falls between thirty one (31 and above) years

4.2. Table six

Workers matters adequately taken care of by the management of the Local Government Councils.

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	20	50	70	15	32.3	24
No	85	95	180	63	61.3	62

Undecided	30	10	40	22	6.4	14
Total	135	155	290	100%	100%	100%

Source: Research survey 2010

From table 4.2 above, shows that seventy (70) respondent representing twenty four percent (24%) said yes, that workers matters are adequately taken care of by the managements of Jaba and Jema'a Local Government Council of Kaduna State, while one Hundred and Eighty (180) respondent representing sixty two percent (62%) are with the opinion that, the management of Jaba and Jema'a Local Government Councils of Kaduna State does not adequately takes care of workers matters. And forty (40) Respondent representing fourteen percent (14%) in this Local Government Council were Undecided about the issue.

4.3 Table seven

Associate staff performance with the motivational strategies employed in the Local Government Councils.

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	40	30	70	30	19	24
No	80	105	185	59	68	64
Undecided	15	20	35	11	13	12
Total	135	155	290	100	100	100

Source: Research survey 2010

Table 4.3 above, shows that, seventy(70) respondent representing twenty four percent (24%) agreed that their performance is associated with the motivational strategies employed in Jaba and Jema'a Local Government Council of Kaduna State, while one Hundred and Eighty five (185) respondent representing sixty four percent (64%) disagreed that, their performance in Jaba and Jema'a Local Government council is not associated with the motivational strategies employed in these local Government Council while Thirty five (35) respondent representing Twelve percent (12%) make no comment about the issue in these Local Government Council

4.4 Table Eight

Motivated worker perform better than the unmotivated one

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
Yes	120	140	260	89	90.3	89.7
No	10	15	23	7	8.4	7.9
Undecided	5	2	7	4	1.3	2.4
Total	135	155	290	100	100	100

Source: Research survey 2010

From the above table 4.4 it shows that Two Hundred and sixty (260) respondent representing Eighty nine point seven percent (89.7%) agreed that a well motivated worker will perform better than the unmotivated one in Jaba and Jema'a Local Government Council of Kaduna State, while Twenty three (23) respondent representing seven point nine percent (7.9%) disagreed that a well motivated worker can not perform better than the unmotivated. One in Jaba and Jema'a Local Government Council of the state. And seven (7) respondent representing Two point four percent (2.4%) were indifference about the assertion

4.5 Table Nine

Workers potential fully utilized in the Local Government Council.

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
Yes	40	50	90	30	48	31
No	80	74	154	59	32	53
Undecided	15	31	46	11	20	16
Total	135	155	290	100	100	100

Source: Research survey 2010.

From table 4.5 above it clearly shows that, Ninety (90) respondent representing Thirty one percent (31%) said that their potential is fully utilized in Jaba and Jema'a Local Government Councils of Kaduna State, while one Hundred and fifty four (154) respondent representing fifty three percent (53%) said their potential is not

fully utilized in these Local Government Councils while forty six (46) respondent representing sixteen percent (16%) make no comment about the issue in these Local Government Council of Kaduna State.

4.6 Table Ten.

What induces workers for higher performance in these Local Government Councils.

Options	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
A. provision of workers welfarism	55	73	130	41	47	45
B. close supervision at work	35	52	85	26	34	29
C. training and Development	45	30	75	33	19	26
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.6 above, show that One Hundred and thirty (130) respondents representing forty five percent (45%), said that provision of staff welfarism induces them for higher performance in Jaba and Jema'a Local Government councils of Kaduna state, while, eighty five (85) respondents representing twenty nine percent (29%), said that close supervision at work spurs them for higher performance in the Local Government service. And seventy five (75) respondent representing Twenty six percent (26%) said that, Training and Development induces them for higher performance in Jaba and Jema'a Local Government Councils of the State.

4.7 Table Eleven

Workers performance at work depends on management's ability to stimulate them

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
Yes	95	122	217	70.4	79	75
No	30	20	50	22.2	13	17
Undecided	10	13	23	7.4	8	8
Total	135	155	290	100	100	100

Source: Research survey 2010

From the above table 4.7 shows that Two Hundred and seventeen (217) respondent representing seventy five percent (75%) said that their performance at work depends on the management's ability to stimulate them in Jaba and Jema'a Local Government Councils of Kaduna State, while, Fifty(50) respondent representing seventeen percent (17%) held a contrary opinion that, their performance do not depend on the management's ability to stimulate them of work in Jaba and Jema'a Local Government council of Kaduna State. And Twenty three (23) respondents representing Eight percent (8%) could not said anything about the issue in both Jaba and Jema'a Local Government Council

4.8 Test of Hypothesis One (1)

It would be remembered that the null hypothesis to be tested is that "there is no significant relationship between the level of motivational and high level of performance among staff" in Jaba and Jema'a Local Government Council (HO)

That" there is a significant relationship between the level of motivation and high level of performance among staff" in Jaba and Jema'a Local Government Council (H1)

This in effect to see the relationship between motivation and staff performance and productivity with the idea that motivation is the independent variable while performance and productivity is the dependable variable.

As stated in table 1.7.2 page (12) that chi-square inferential statistical tool is used to test the hypothesis

Chi-square

Formular $X^2 = \frac{(0-E)^2}{E}$

Where **0**= observe frequency

E= Expected frequency

Observe frequency is the response from question

Expected sum of Rx $\frac{C}{G}$

Where R = Row total

C = Column total

G = Ground total

Degree of freedom = df = **V**

df= **(R-C) (C-I)**

Where:

R = Row

-1 = Minus one

C = Column

-1 = Minus one

V = variables

Decision Rule in Chi- Square

1. Accept null Hypothesis (Ho) if X^2 calculated value is less than X^2 critical or table value
2. Reject null Hypothesis, (Ho) if X^2 calculated value is greater than X^2 critical or table value.

4.9 Table Twelve

Observation Frequencies

Motivation/ performance and productivity	Yes	No	Undecided	Total
Workers matters adequately taking care of	70	180	40	290
Associate performance with motivational strategies	70	185	35	290
Motivated workers perform better than unmotivated ones	260	23	7	290
Workers performance depend on management's stimulation on workers	217	50	23	290
Total	617	438	105	1160

4.10 Table Thirteen

Expected Frequencies

Motivation/ performance and productivity	Yes	No	Undecided	Total
Workers matter	154.25	109.5	26.25	290

adequately taking care of				
Associate performance work motivational strategies	154.25	109.5	26.25	290
Motivated workers performs better than unmotivated one	154.25	109.5	26.25	290
Workers performance depends in management's stimulation in workers	154.25	109.5	26.25	290
Total	617	438	105	1160

Formula: for Expected Frequency $\frac{R \times C}{G}$

1. $\frac{617 \times 290}{1160}$ = 154.3 (Yes)
2. $\frac{438 \times 290}{1160}$ = 109.5 (No)
3. $\frac{105 \times 290}{1160}$ = 26.25 (Undecided)

4.11 Table Fourteen

Computation of Chi- square value

O E	E	O-E	$(O-E)^2$	$(O-E)^2/E$
70	154	84	7056	46
180	109	-71	5041	46
40	26	-14	196	8
70	154	84	7056	46
185	109	-76	5776	53
35	26	-9	81	3
260	154	-106	11236	73
23	109	86	7396	68
7	26	19	361	14
217	154	-63	3969	26
50	109	59	3481	31
23	26	3	9	1
Total				415

In computing the degree of freedom, using 0.05 or 5 % level of significance therefore
V= (Row -1) (C-1)
= (3-1) (4-1)
(2) (3)
2x 6
6

The value of the cut off point X^2 for Six (6) degree of freedom from chi- square ($X^{2)}$ table 0.05 or 5% level of significance is **12. 592**

Therefore, from the computation in table Eleven (4.10.2) above, X^2 statistical calculated value of **415** is greater than X^2 critical (tabulated value) if **12.592**.

To this end, the null hypothesis (Ho) is "rejected" and the alternative hypothesis (H1) is hereby "Accepted" and this has proven that, there is a significance relationship between motivation and high level of performance and productivity "among staff" in Jaba and Jema'a Local Government Council of Kaduna State.

4.2. Table six

Workers matters adequately taken care of by the management of the Local Government Councils.

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	20	50	70	15	32.3	24
No	85	95	180	63	61.3	62
Undecided	30	10	40	22	6.4	14
Total	135	155	290	100%	100%	100%

Source: Research survey 2010

From table 4.2 above, shows that seventy (70) respondent representing twenty four percent (24%) said yes, that workers matters are adequately taken care of by the managements of Jaba and Jema'a Local Government Council of Kaduna State, while one Hundred and Eighty (180) respondent representing sixty two percent (62%) are with the opinion that, the management of Jaba and Jema'a Local Government Councils of Kaduna State does not adequately takes care of workers matters. And forty (40) Respondent representing fourteen percent (14%) in this Local Government Council were Undecided about the issue.

4.3 Table seven

Associate staff performance with the motivational strategies employed in the Local Government Councils.

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	40	30	70	30	19	24
No	80	105	185	59	68	64
Undecided	15	20	35	11	13	12
Total	135	155	290	100	100	100

Source: Research survey 2010

Table 4.3 above, shows that, seventy(70) respondent representing twenty four percent (24%) agreed that their performance is associated with the motivational strategies employed in Jaba and Jema'a Local Government Council of Kaduna State, while one Hundred and Eighty five (185) respondent representing sixty four percent (64%) disagreed that, their performance in Jaba and Jema'a Local Government council is not associated with the motivational strategies employed in these local Government Council while Thirty five (35) respondent representing Twelve percent (12%) make no comment about the issue in these Local Government Council

4.4 Table Eight

Motivates worker perform better than the unmotivated one

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
Yes	120	140	260	89	90.3	89.7
No	10	15	23	7	8.4	7.9
Undecided	5	2	7	4	1.3	2.4
Total	135	155	290	100	100	100

Source: Research survey 2010

From the above table 4.4 it shows that Two Hundred and sixty (260) respondent representing Eighty nine point seven percent (89.7%) agreed that a well motivated worker will perform better than the unmotivated one in Jaba and Jema'a Local

Government Council of Kaduna State, while Twenty three (23) respondent representing seven point nine percent (7.9%) disagreed that a well motivated worker can not perform better than the unmotivated. One in Jaba and Jema'a Local Government Council of the state. And seven (7) respondent representing Two point four percent (2.4%) were indifference about the assertion

4.5 Table Nine
Workers potential fully utilized in the Local Government Council.

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
Yes	40	50	90	30	48	31
No	80	74	154	59	32	53
Undecided	15	31	46	11	20	16
Total	135	155	290	100	100	100

Source: Research survey 2010.

From table 4.5 above it clearly shows that, Ninety (90) respondent representing Thirty one percent (31%) said that their potential is fully utilized in Jaba and Jema'a Local Government Councils of Kaduna State, while one Hundred and fifty four (154) respondent representing fifty three percent (53%) said their potential is not fully utilized in these Local Government Councils while forty six (46) respondent representing sixteen percent (16%) make no comment about the issue in these Local Government Council of Kaduna State.

4.6 Table Ten.
What induces workers for higher performance in these Local Government Council.

Options	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
D. provision of workers welfarism	55	73	130	41	47	45
E. close supervisio	35	52	85	26	34	29
	45	30	75	33	19	26

n at work F. training and Development						
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.6 above, show that One Hundred and thirty (130) respondents representing forty five percent (45%), said that provision of staff welfares induces them for higher performance in Jaba and Jema'a Local Government councils of Kaduna state, while, eighty five (85) respondents representing twenty nine percent (29%), said that close supervision at work spurs them for higher performance in the Local Government service. And seventy five (75) respondent representing Twenty six percent (26%) said that, Training and Development induces them for higher performance in Jaba and Jema'a Local Government Councils of the State.

4.7 Table Eleven

Workers performance at work depends on management's ability to stimulate them

Response Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total frequency %
Yes	95	122	217	70.4	79	75
No	30	20	50	22.2	13	17
Undecided	10	13	23	7.4	8	8
Total	135	155	290	100	100	100

Source: Research survey 2010

From the above table 4.7 shows that Two Hundred and seventeen (217) respondent representing seventy five percent (75%) said that their performance at work depends on the management's ability to stimulate them in Jaba and Jema'a Local Government Councils of Kaduna State, while, Fifty(50) respondent representing seventeen percent (17%) held a contrary opinion that, their performance do not depend on the management's ability to stimulate them of work in Jaba and Jema'a Local Government council of Kaduna State. And

Twenty three (23) respondents representing Eight percent (8%) could not said anything about the issue in both Jaba and Jema'a Local Government Council

4.8 Test of Hypothesis One (1)

It would be remembered that the null hypothesis to be tested is that "there is no significant relationship between the level of motivational and high level of performance among staff" in Jaba and Jema'a Local Government Council (HO)

That" there is a significant relationship between the level of motivation and high level of performance among staff" in Jaba and Jema'a Local Government Council (H1)

This in effect to see the relationship between motivation and staff performance and productivity with the idea that motivation is the independent variable while performance and productivity is the dependable variable.

As stated in table 1.7.2 page (12) that chi-square inferential statistical tool is used to test the hypothesis

Chi-square

Formula $\mathbf{X^2 = (0-E)^2}$

$$\frac{}{\mathbf{E}}$$

Where **0**= observe frequency

E= Expected frequency

Observe frequency is the response from question

Expected sum of Rx $\frac{}{\mathbf{C}}$

Where R = Row total

C = Column total

G = Ground total

Degree of freedom = df = **V**

df= **(R-C) (C-I)**

Where:

R = Row

-1 = Minus one

C = Column

-1 = Minus one

V = variables

Decision Rule In Chi- Square

3. Accept null Hypothesis (Ho) if X^2 calculated value is less than X^2 critical or table value
4. Reject null Hypothesis, (Ho) if X^2 calculated value is greater than X^2 critical or table value.

4.9 Table Twelve

Observation Frequencies

Motivation/ performance and productivity	Yes	No	Undecided	Total
Workers matters adequately taking care of	70	180	40	290
Associate performance with motivational strategies	70	185	35	290
Motivated workers perform better than unmotivated ones	260	23	7	290
Workers performance depend on management's stimulation on workers	217	50	23	290
Total	617	438	105	1160

4.10 Table Thirteen

Expected Frequencies

Motivation/ performance and productivity	Yes	No	Undecided	Total
Workers matter adequately taking care of	154.25	109.5	26.25	290
Associate performance work motivational strategies	154.25	109.5	26.25	290
Motivated workers performs better than unmotivated one	154.25	109.5	26.25	290
Workers performance depends in management's stimulation in workers	154.25	109.5	26.25	290
Total	617	438	105	1160

Formular: for Expected Frequency $\frac{R \times C}{G}$

4. $\frac{617 \times 290}{1160} = 154.3$ (Yes)

5. $\frac{438x\ 290}{1160}$ = 109.5 (No)
6. $\frac{105\ x\ 290}{1160}$ = 26.25 (Undecided)

4.11 Table Fourteen

Computation of Chi- square value

O E	E	O-E	$(O-E)^2$	$(O-E)^2/E$
70	154	84	7056	46
180	109	-71	5041	46
40	26	-14	196	8
70	154	84	7056	46
185	109	-76	5776	53
35	26	-9	81	3
260	154	-106	11236	73
23	109	86	7396	68
7	26	19	361	14
217	154	-63	3969	26
50	109	59	3481	31
23	26	3	9	1
Total				415

In computing the degree of freedom, using 0.05 or 5 % level of significance therefore
V= (Row -1) (C-1)
= (3-1) (4-1)
(3) (3)
2x 6
6

The value of the cut off point X^2 for Six (6) degree of freedom from chi- square ($X^{2)}$ table 0.05 or 5% level of significance is **12. 592**

Therefore, from the computation in table Eleven (4.10.2) above, X^2 statistical calculated value of **415** is greater than X^2 critical (tabulated value) if **12.592**.

To this end, the null hypothesis (Ho) is "rejected" and the alternative hypothesis (H1) is hereby "Accepted" and this has proven that, there is a significance relationship between motivation and high level of performance and productivity "among staff" in Jaba and Jema'a Local Government Council of Kaduna State.

4.12 Table Fifteen

Salary adequate compare with kind of Job perform in the Local Government Councils

Respondent Grading	Frequency	Frequency	Total frequency	Percentage frequency (%)	Percentage Frequency (%)	Total percentage%

	Jaba	Jema'a		Jaba	Jema'a	
Yes	10	13	23	7	8.4	8
No	125	140	265	93	90.3	91
Undecided	-	2	2	-	1.3	1
Total	135	155	290	100	100	100

From the table 4.12 above shows that Twenty three (23) respondent representing Eight percent agreed that their salaries is adequate compare to the kinds of job they do in Jaba and Jema'a Local Government Council of Kaduna State while Ninety three (93) respondent representing Ninety one percent (91%) disagreed that their salaries is not adequate compare to the kind of job they do in these Local GovernmentCouncils. And Two (2) respondent representing one percent (1%) were indifferent about the issue.

4.13 Table Sixteen

Increment of workers salary enhances better performance

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage%
Yes	130	140	270	96	90	93
No	5	10	15	4	7	5
Undecided	-	5	5	-	3	2
Total	135	155	290	100	100	100

Source: Research survey 2010.

The table 4.13 above deduced that Two Hundred and seventy (270) respondent representing Ninety three percent (93%) said yes, that their performance can be enhance if Jaba and Jema'a Local Government Councils increases their salary,

while Fifteen (15) respondents representing five percent (5%) said No, that increment in salary can not enhance their performance in these Local Government Councils, and Five (5) respondent representing Two percent (2%) were in difference.

4.14 Table Seventeen

Satisfy with promotion/advancement criteria in the Local Government service

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage%
Yes	50	53	103	37	34	36
No	80	100	180	59	65	62
Undecided	5	2	7	4	1	2
Total	135	155	290	100	100	100

Source: Research 2010.

From the table 4.14 above, one Hundred and three (103) respondent representing Thirty six percent (36%) said Yes, that they are satisfied with the criteria for promotion and advancement in the Local Government service, while one and Eighty (180) respondents representing sixty two percent (62%) said No, that they are not satisfied with the promotion and advancement criteria in the Local Government of Kaduna State, while seven (7) respondents representing two percent (2%) do not answer the question.

4.15 Table Eighteen

Promoted as at when due

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage%
Yes	45	70	115	33	45	40
No	90	85	175	67	55	60
Undecided	-	-	-	-	-	-

Total	135	155	290	100	100	100

Source: Research 2010.

From table 4.15 above deduced that one Hundred and Fifteen (115) respondents representing Forty percent (40%) said, Yes that the workers got their promotion as at when due for, while one Hundred and seventy five (175) respondents representing sixty percent (69%) said No, that they workers do not get promoted as at when due in Jaba and Jema'a Local Government Councils of Kaduna State

4.16 Table Nineteen

Satisfied with incentives such as Housing, Transport, meal-subsidy excetera allowances provided in the Local Government service

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage%
Yes	40	5	45	30	3	16
No	80	150	230	59	97	79
Undecided	15	-	15	11	-	5
Total	135	155	290	100	100	100

Source: Research survey 2010.

From the table 4.16 above shows that Forty five (45) respondents representing sixteen percent (16%) said Yes, that they are satisfied with the Housing, Transportation and meal subsidy allowances provided in Jaba and Jema'a Local Government Council of Kaduna State, while Two Hundred and Thirty (230) respondent representing seventy nine percent (79%) said No, that they are not satisfy with the incentives such as Housing, Transportation and meal subsidy allowances provided to the workers in these Local Government Council of Kaduna State. And Fifteen (15) respondent representing Five percent (5%) were indifference about the issue in these Local Government Councils of the State.

4.17 Table Twenty

Workers performance depends on motivational incentives provided by the management of these Local Government Councils.

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage%
Yes	85	135	220	63	87	76
No	35	12	47	26	8	16
Undecided	15	8	23	11	5	8
Total	135	155	290	100	100	100

Source: Research survey 2010

From the table 4.17 above it is clear that Two Hundred and twenty (220) respondent representing seventy six percent (76%) said Yes, that workers performance in Jaba and Jema'a Local Government Councils depends on the motivational incentives provided by the management's of these Local Government Councils, while, Forty seven (47) respondent representing sixteen percent (16%) said No, that worker performance in Jaba and Jema'a Local Government Council does not depends on the incentives provided by the management's of these Local Government Councils. And twenty three (23) respondents representing Eight percent (8%) were indifference about the question

4.18 Test of Hypothesis Two (2)

The null hypothesis to be tested that motivational incentives provide by Jaba and Jema'a Local Government Councils do not commensurate with workers high performance (Ho)

That "the motivational incentives provide by Jaba and Jema'a Local Government Council commensurate with workers high performance" (H1).

This in effect to see the relationship between the motivational incentives provided with the staff performance and productivity, with the ideas that motivational incentive is the independent variable and workers high performance is the dependable variable.

A chi-square statistical tool was used to test the hypothesis.

Chi-square

$$X^2 \quad \frac{(O - E)^2}{E}$$

Where **o** = Observe frequency

E = Expected frequency

Decision Rule

1. Accept null Hypothesis (Ho) if X^2 calculated is less than X^2 critical or table value
2. Reject null Hypothesis (Ho) if X^2 calculated value is greater than X^2 critical value or table

4.19 Table Twenty One

Observation Frequencies

Motivational incentives and performance.	Yes	No	Undecided	Total
Salary adequate compared with the kind of job staff does in these Local Government Council	23	265	2	290
Satisfy with promotion and advancement criteria in the Local Government service	103	180	7	290
Satisfy with provision of Housing, Transport and meal subsidy allowance provided in the Local Government service	45	230	15	290
Promoted as at when due	115	175	-	290
Total	286	850	24	1160

4.20 Table Twenty Two

Expected frequencies

Motivational incentive and performance.	Yes	No	Undecided	Total
Salary adequate compared with the kind of job staff does in these Local Government Council	71.5	212.5	6	290
Satisfy with promotion and advancement criteria in the Local Government service	71.5	212.5	6	290
Satisfy with provision of Housing, Transport and meal subsidy allowance provided in the Local Government service	71.5	212.5	6	290
Promoted as at when due	71.5	212.5	6	290
Total	286	850	24	1160

Formula for expected frequencies = $\frac{Rx \quad C}{G}$

1. $\frac{286 \times 290}{1160} = 71.5$ (Yes)

$\frac{2.850 \times 290}{1160} = 212.5$ (No)

$\frac{3.24 \times 290}{1160} = 6$ (Undecided)

4.21 Table Twenty Two

Computation of Chi- square value

O E	E.	O- E	$(O-E)^2$	$(O-E)^2/E$
23	72	49	2401	33
65	213	-52	2704	13
2	6	4	16	3
103	72	-31	961	13
180	213	33	1089	5
7	6	-1	1	0
45	72	27	729	10
230	213	-17	289	1
15	6	-9	81	14
115	72	-43	1849	26
175	123	-52	2704	22
-	6	6	36	6

Total Calculated value. 146

In computing the degree of freedom, using 0.05 or 5% level of significance, therefore:

V= (Row -1) (C-1)

= (3-1) (4-1)

(2) (3)

2x3

6

The value of the cut off point X^2 for six (6) degree of freedom from Chi- square ($X^{2)}$ table at 0.05 or 5% level of significance is 12.592

Therefore, from the computation in table 4.21 above, X^2 statistical calculated value is **146** and is greater than critical (tabulated) value of 12.592

To this end also, the null hypothesis (Ho) is "rejected" and the alternate hypothesis (H1) is hereby "Accepted" and this has also proven that, the motivational incentives such as salary, promotions, and other fringe benefits and allowances provided by Jaba and Jema'a Local Government Council of Kaduna State commensurate with workers performance and productivity.

4.22 Table Twenty three

Workers feeling about their Job

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Satisfy	50	70	120	37	45	41
Dissatisfy	82	75	157	61	48	54
Undecided	3	10	13	2	7	5

Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.22 above, shows that One Hundred and twenty (120) respondents representing Forty one percent (41%) said the felt satisfied with their jobs in Jaba and Jema'a Local Government Councils of Kaduna State, while, one Hundred and fifty seven (157) respondents representing fifty four percent (54%) said the felt dissatisfied about their jobs in Jaba and Jema'a Local Government Councils while, Thirteen (13) respondents representing five percent (5%) said nothing about the issue in both Jaba and Jema'a Local Government Councils of Kaduna State.

4.23 Table Twenty four

Monetary reward the most effective factor for Job satisfaction.

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	63	76	139	47	49	48
No	60	65	125	44	42	43
Undecided	12	14	26	9	9	9
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.23 above deduced that, One Hundred and thirty nine (139) respondents representing Forty Eight percent (48%) said Yes that monetary reward is the most effective factors for Job satisfaction in Jaba and Jema'a Local Government Councils of Kaduna State, while one Hundred and twenty five (125) respondents representing Forty three percent (43%) were with the view that monetary reward is not the most effective factor for job satisfaction in these Local Government Councils, while twenty six (26) respondents representing nine percent (9%) could not response to the question.

4.24 Table Twenty five
Staff absenteeism at work is attributed to lack of job satisfaction in the Local Government Council

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	100	95	215	74	61	74
No	14	25	39	10	16	14
Undecided	21	35	36	16	23	12
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.24 above indicates that two Hundred and fifteen (215) respondents representing seventy four percent (74%) said Yes that staff absenteeism in Jaba and Jema'a Local Government Council can be attributed to lack of job satisfaction by the workers in these Local Government Councils, while Thirty nine (39) respondents representing Fourteen percent (14%) held a different view that staff absenteeism in Jaba and Jema'a Local Government Council is not attributed to lack of job satisfaction in these Local Government Councils, and Thirty six (36) respondents representing twelve percent (12%) were undecided about the issue in both the Local Government Councils.

4.25 Table Twenty six

Taking up new job that has better incentives than present job.

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	125	88	213	93	57	74
No	10	43	53	7	28	18
Undecided	-	24	24	-	15	8
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.25 above it indicates that Two Hundred and thirteen (213) respondents representing seventy four percent (74%) said Yes that they were willing to take new jobs that has more better incentives than their present job in Jaba and Jema'a Local Government Councils of Kaduna State, while Fifty three (53) respondents representing Eighteen percent (18%) held a different view that the would not quickly take up new job that has more better incentives than their present jobs, and twenty four (24) respondents representing Eight percent (8%) could not make any comment about the issue.

4.26 Table Twenty seven

Poor conditions of service, welfare, and remuneration led to high rate of workers turnover in the Local Government Councils

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	120	90	210	89	58	72
No	10	45	55	7	29	19
Undecided	5	20	25	4	13	9
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.26 above its deduced that two Hundred and Ten (210) respondents representing seventy two percent (72%) agreed that those that had left their work in Jaba and Jema'a Local Government Councils did that because of poor staff welfare, conditions of service and remuneration in the Local Government service, while Fifty five (55) respondents representing nineteen percent (19%) disagreed with the assertion, and twenty five (25) respondents representing Nine percent (9%) were undecided about the issue in both the Local Government Councils of Kaduna State.

4.27 Table Twenty eight

Better pay package and improve conditions of service in the Local Government Councils

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	60	87	147	44	56	51
No	47	34	81	35	22	28
Undecided	28	34	62	21	22	21
Total	135	155	290	100	100	100

Source: Research survey 2010

The table 4.27 above deduced that One Hundred and forty seven (147) respondents representing fifty one percent (51%) agreed that if there is better pay package and conditions of service improved in Jaba and Jema'a Local Government Councils it will reduce the high rate of labour turnover in the Local Government service, while Eighty one (81) respondents representing twenty Eight percent (28%) held different opinion, that even there is better pay package and conditions of service improved it would not reduced the high rate of labour turnover in these Local Government councils of Kaduna State, and Sixty two (62) respondents representing twenty one percent (21%) do not make their position known about the issue in these Local Government Councils.

4.28 Table Twenty nine

Satisfied with the level of responsibility/ Authority attached to staff schedules duties.

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	50	53	103	37	34	35.5
No	79	85	164	59	55	56.6
Undecided	6	17	23	4	11	7.9
Total	135	155	290	100	100	100

Source: Research survey 2010

From the table 4.28 above shows that one Hundred and three (103) respondents representing thirty five point five percent (35.5%) said that they are satisfied with the level of responsibilities/Authority attached to their schedules of duties in Jaba and Jema'a Local Government Councils of Kaduna State, while one Hundred and sixty four (164) respondents representing Fifty six point six percent (56.6%) said, that they are dissatisfied with the level of responsibilities/authority attached to their schedule of duty in these Local Government Councils, and twenty three (23) respondents representing seven point nine percent (7.9%) make no comment about the issue in these Local Government Councils.

4.29 Table Thirty

Management allows staff's self initiative at duty post.

Respondent Grading	Frequency Jaba	Frequency Jema'a	Total frequency	Percentage frequency (%) Jaba	Percentage Frequency (%) Jema'a	Total percentage %
Yes	76	82	158	56.3	53	54
No	53	57	110	39.3	37	38
Undecided	6	16	22	4.4	10	8
Total	135	155	290	100	100	100

Source: Research survey 2010

From table 4.29 above, show those one Hundred and fifty eight (158) respondents representing fifty four percent (54%) agreed that the management of Jaba and Jema'a Local Government Councils of Kaduna State allowed their staff to contribute or come up with their personal initiative at their duty post. While one Hundred and ten (110) respondents constituting thirty eight percent (38%) disagreed that the management of these Local Government Councils does not allow staff to contribute or come up with their personal initiatives at their duty post. And the remaining twenty two (22) respondent representing Eight percent (8%) could not express their opinion regarding the issue in both Jaba and Jema'a Local Government Council of Kaduna State.

4.30. Test of Hypothesis Three (3)

The null hypothesis to be tested is that "Job satisfaction does not reduce staff absenteeism and labour turnover problems in Jaba and Jema'a Local Government Councils of Kaduna State" (Ho)

That "Job satisfaction reduces staff absenteeism and labour turnover problems in Jaba and Jema'a Local Government Councils of Kaduna State" (Hi)

This in effect to see the relationship between job satisfaction and workers absenteeism and labour turnover with the ideas that Job satisfaction is the independent variable and workers absenteeism and turnover is the dependent variable.

Chi-square statistical tools was equally used to test the hypothesis

Chi-square

$$\mathbf{X^2 = \frac{(O-E)2}{E}}$$

Where **O** = Observe frequency

E = Expected frequency

Decision Rule

1. Accept null Hypothesis (Ho) if X^2 calculated is less than X^2 critical or table value.
2. Reject null Hypothesis (Ho) if X^2 calculated value is greater than X^2 critical or table value

4.31 Table Thirty one

Observation frequencies

Job satisfaction/workers absenteeism and turnover	Yes	No	Undecided	Total
Workers feelings about their job	120	157	13	290
Monetary reward the most effective factor for job satisfaction	139	125	26	290
Staff absenteeism is attributed to lack of job satisfaction	215	39	36	290
Taking up new job with better incentive than present job	213	53	24	290
Poor conditions of service welfare and remunerations led to high rate of workers turnover.	210	55	25	290
Management allows staff's personal contribution or initiative at duty post	110	158	22	290
Total	1007	587	146	1740

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Expected frequencies

Job satisfaction/workers absenteeism and turnover	Yes	No	Undecided	Total
Workers feelings about their job	167.83	97.83	24.33	290
Monetary reward the most effective factor for job satisfaction	167.83	97.83	24.33	290
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Total	1007	587	146	1740

Formula for expected frequencies = $\frac{Rx\ C}{G}$

Yes. $\frac{1007 \times 290}{1740} = 167.83$

No. $\frac{587 \times 290}{1740} = 97.83$

Undecided $\frac{146 \times 290}{1740} = 24.33$

4.32 Table Thirty Three

Computation of Chi-square

O E	E.	(O-E)	(O-E)2	(O-E)2/E
120	168	48	2304	14
157	98	-59	3481	36
13	24	11	121	5
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158	98	60	3600	37
22	24	-2	4	0

Total calculated value 187

In computing the degree of freedom, using 0.05 or 5% level of significance, therefore

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The value of the cut off point X^2 for Ten (10) degree of freedom from chi-square (X^2) table at 0.05 or 5% level of significance is **18.307**.

To this end also, the null hypothesis (Ho) is "rejected" and the alternative hypothesis (H1) is hereby "Accepted" and this has proven that, Job satisfaction would reduce high rate of workers absenteeism and labour turnover in Jaba and Jema'a Local Government Councils of Kaduna State.

4.3 General Discussion of Findings

(i.) From the general analyses of the data, the major research findings can be deduced and concluded that, the managements of Jaba and Jema'a and other Local Government Councils of Kaduna State need to improve their attitude toward workers needs and aspiration in order to have a higher performance and productivity in the Local Government system. For example, in table six (6) above deduced that the significant number (180%) of the respondents said that their matters or welfares are not been adequately taking care of in these Local Government Councils. This attitude tends to discourage them and kills their morale in the service.

(ii.) That, the workers performance and productivity is not in relation with the motivational strategies employed in these Local Government Councils. From the respondents grading it indicated that 185% of the staff said their performance at work is not associated with the strategies of workers motivation available in the Local Government Councils as seen in table seven (7) above. The highest respondent in table Eight (260%) expressed that if they are well motivated they could perform much far better on their Jobs. And 217 respondents equally said that their capacity to perform higher and to be more productive in their organization depends on the kinds of stimulation (Motivation) the management provides to them. This is a clear indication that the workers in these Local Government Councils

need to be motivated more for higher performance and productivity so that these organizations can maximally achieves its goals and objectives in Kaduna State.

(iii). Interesting discovery of the study, the research confirmed that, workers take home salary is not adequate compare with the kind of job they do. Most respondent (265%) agreed that the remuneration is inadequate compare with their kind of work and commitment they put in on their Job. From the respondent views in table sixteen, significant number (270%) agreed that if there is an increment on their salary it will enhances them for better performance because their present remuneration tends to discourage them and reduces their overall desire for higher performance in these Local Government Councils. The research confirmed salary as a major source of motivating the staff for higher performance and productivity especially in developing nations like Nigeria. For example, in the United State of America (U.S.A.) virtually everybody has welfare services; salary plays an insignificant role to the workers as a motivating factor. However, in Nigeria, where goods produce a limited welfare service, good salary package acts strongly as a motivator.

(iv). That, the promotion/advancement criteria in the Local Government service is not base on merit but depends on spoil system. And irregular promotion and advancement of the workers has negatively affected workers performance and productivity in these Local Government Councils. Promotion is a very important instrument of motivation. When a worker is promoted/advanced as when due or after a credible performance his/her morale increase and his/her ego is also boosted and by extension improves his/her performance and productivity. Despite all these, the management of Jaba and Jema'a local government councils as while as the Local Government in Kaduna state had fail in area of promotion. As significant number (180) in table (17) respondents were not satisfied with the promotion criteria in the Local Government system, and equally in table (18) indicated that (103) respondents said that promotion is given to the

meritorious workers as at when due in these Local Government Councils of the state. A lot of the workers have not been promoted because of the new system of promotion through passing written examination introduced in Kaduna State as part of the criteria. The study revealed that the system of promotion by examinations and not by performance at work is not favourable to majority of the workers in Jaba and Jama'a Local Government Councils of the state.

(v) That the level of incentive provided by the managements of these Local Government Councils is not satisfied by the workers. Incentives and other fringed benefits such as leave bonus, transport, housing and meal subsidy exetera provided by Jaba and Jama'a Local Government Council is not adequate compare with what other workers are enjoying in other Government Sector within the State. The study revealed that (230%) of the respondents expressed that, they were not satisfy with what the State Government provides to them as motivational incentives in the Local Government service. As (220%) of the respondents responded that there performance depends on the kind of motivational incentives provided by the managements of these Local Government Councils.

(vi) That the workers do not felt satisfy with their jobs in the Local Government service of Kaduna State; they expressed their dissatisfaction to lack of promotions regularly, and delayed in payment of monthly salary, leave bonuses and other entitlement like staff claims, no overtime allowances, poor salary and God fatherism in terms of promotion and transfers, no modern working materials, injustice, tribalism and religious sentiment in terms of sharing and appointment of managerial positions in the system, political office holders distorting the administrative ethics in the Local Government service ecetera. As indicated in table (23) (157) respondents constituting the highest respondents said they are never satisfy with the kind of job they do in Jaba and Jama'a Local Government Councils of Kaduna State.

(vii) Job satisfaction was considered highly important that, the respondents' sees monetary and other rewards as the most effective factors for job satisfaction. The study found out that workers in Local Government service particularly in Jaba and Jama'a Local Government Areas need reward in monetary form to be satisfy on their jobs; as most respondent (139) stated, that they need monetary rewards for to attain job satisfaction in the service. And conversely, more money can be used to develop self and attain greater height in life; as McGregor said, purchase the derived or thwarted higher level needs.

However, the respondents mostly indicated that the basis for improving their job satisfaction and enhancing performance and productivity is through adequate salary and other allowances increment. A better package to sustain self and meet family socio-economic demands. And within the context of this research, the study equally found out that issue of staff absenteeism and high labour turnover in the Local Government system all boil out to lack of job satisfaction, as a result of poor condition of service, renumination and poor welfarism in Jaba and Jama'a Local Government Councils of Kaduna State.

Furthermore, the study revealed that better condition of service will equally reduce drastically the level of absenteeism, tardiness, and indeed, labour turnover in the Local Government Service. This is because it will not only enhance morale and love for achievement, but increase quest for recognition and commitment on the staff in the Local Government Service.

(viii) That, when the dominant needs and value expectation of the workers are in place or taken care of, in these Local Government Councils, the job satisfaction can be ensured, it will spur up commitment, industriousness (hard-work) and dedication can be enhanced and will increase level of workers' performance and optimum productivity since the significance number of respondents (147) in table (28) indicated with improvement in condition of service, adequate provision of staff welfare and better pay

package, in the Local Government Service, they will remain and be enthusiastically for Local Government service than other sector of the state or Nigeria economy and of course believing that they will not only qualify but also be competent to deliver the goods in the state.

(ix) That, management staff do not encourages staff's personal contribution in decision making process on issue(s) concerning them and personal initiatives at work is not highly encourage in Jaba and Jama'a Local Government councils. Respondents stated that, their potentials have been under utilized and their opportunity for growth and development, and the desires to develop their potentials for greater height and challenges in service had being hampered due to bureaucratic nature of public service.

(x) Finally, the study revealed that, the level of responsibility and authority attached to staff schedules of duties need to be improve, so that staff can feely perform his/her duty without fear nor favour in Jaba and Jama'a Local Government Councils and also in other Local Government Councils in Kaduna State. Responsibility without a commensurate authority can be a source of frustration, cause friction and dissatisfaction. It goes to make some workers in organization a figure-head, rubber stamp and non-issue in discharging organization objective in decision making and molding the character and operational pattern of the organization. In table (29) above, most of the respondent (164) the result shows that significant number of the staff in Jaba and Jama'a Local Government Councils are dissatisfied with the administrative responsibility and also the authority necessary for efficient and effective discharge of their assigned schedules.

4.3 Interviews Observations And Discussions.

1. Remuneration.

Findings relating to financial reward enjoyed by the workers, revealed that most of the workers agreed that they considered their salary adequate compare with the kind of job they do i.e. (70) respondent indicated that, these workers are mostly those that work in the health department and some top management staff whose enjoy some monetary incentives because of the office they occupied in the Local

Government service in Kaduna State. While the significant number of the respondents who considered their salary inadequate i.e. (180) are mostly the junior and middle class worker e.g. the security, messengers and others, due to the difficult task they perform, they considered their remuneration as inadequate.

The researcher equally observed at discussion with some of these staff, and those staff that are satisfied with the salary and other incentives available in the Local Government system and are not willing to take up new job that has more and better incentives and conditions service than their present job, this suggest that they are motivated at the level they are in the service and that has equally prove that incentive, better condition of service and monetary reward play an important role in motivating employees in an organization.

2. Fringe Benefits.

Fringe benefits are extra benefit given to a worker in addition to salary or wages. The fringe benefit available to workers in the Local Government service include, leave bonus, Annual leave, housing, transport, meal subsidy e.t.c The responses during interview with some of the Local Government staffs shows that those allowances are not much especially to those working in other department apart from the primary health care unity of the Local Government some of these fringe benefits like leave grantee and medical allowance are not be often payed to the staff in this Local Government councils. The Housing or rent subsidy (allowance) provided to the workers in their pay roll can not afford these staff with decent accommodation, that was why majority of the staff said in table nineteen (230) respondents expressed that they are not satisfy with these incentives.

3. Inducers for Higher Performance.

During the cause of investigation, workers where asked of the factors that motivate them for higher performance. Significant numbers of the respondents made bulk choice on i.e. (ranking as number (1. **provision of the workers welfarism and training of and development)**. From the average responses significant proportion of the respondents (73) and (30) stated that provision of workers welfarism and training and development are the greatest motivating factors that induce them for higher performance and productivity others (52)

respondent **ranked close supervision** as motivating factor for there high performance in Jaba and Jama'a Local Government Councils. This has further proven that workers need to be effectively stimulated (motivated) to get them effective and efficiently perform for achievement of organizational set goal and objectives.

4. Reasons For staff absenteeism And Turnover

The researcher further interviewed some staff in these Local Government Councils about the reasons for staff absenteeism in the organization; the question was asked to further understand why staffs are not committed to their career, and majority of the respondent said, they feel threatened by socio- political administration displays by the political office holder in the system, others complaint of lack of schedules of duty, their schedules of duties has been distorted by the political office holder in the Local Government, while some said that inadequate office accommodation, lack of necessary operational tools or equipment for efficient discharge of responsibility has been very depressing especially to those who really cares and desire to perform both for self-development and realized the Local Government objectives. While some sizeable number of the staff stated poor leadership displayed by some superior officer, poor motivation by the management, these entire aforementioned scenarios affects their morale, increase absenteeism and indeed labour turnover in these organizations. When the operational atmosphere is no conducive, and threatening, they feel unwanted, unacceptable and unsafe both for their job and life they then withdraw or also abscond from their duty posts.

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Yes	50	53	103	37	34	35.5
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Total calculated value 187

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The researcher equally observed at discussion with some of these staff, and those staff that are satisfied with the salary and other incentives available in the Local Government system and are not willing to take up new job that has more and better incentives and conditions service than their present job, this suggest that they are motivated at the level they are in the service and that has equally prove that incentive, better condition of service and monetary reward play an important role in motivating employees in an organization.

5. Fringe Benefits.

Fringe benefits are extra benefit given to a worker in addition to salary or wages. The fringe benefit available to workers in the Local Government service include, leave bonus, Annual leave, housing, transport, meal subsidy e.t.c The responses during interview with some of the Local Government staffs shows that those allowances are not much especially to those working in other department apart from the primary health care unity of the Local Government some of these fringe benefits like leave grantee and medical allowance are not be often payed to the staff in this Local Government councils. The Housing or rent subsidy (allowance) provided to the workers in their pay roll can not afford these staff with decent accommodation, that was why majority of the staff said in table nineteen (230) respondents expressed that they are not satisfy with these incentives.

6. Inducers for Higher Performance.

During the cause of investigation, workers where asked of the factors that motivate them for higher performance. Significant numbers of the respondents made bulk choice on i.e. (ranking as number (1. **provision of the workers welfarism and training of and development)**. From the average responses significant proportion of the respondents (73) and (30) stated that provision of

workers welfarism and training and development are the greatest motivating factors that induce them for higher performance and productivity others (52) respondent **ranked close supervision** as motivating factor for there high performance in Jaba and Jama'a Local Government Councils. This has further proven that workers need to be effectively stimulated (motivated) to get them effective and efficiently perform for achievement of organizational set goal and objectives.

7. Reasons For staff absenteeism And Turnover

The researcher further interviewed some staff in these Local Government Councils about the reasons for staff absenteeism in the organization; the question was asked to further understand why staffs are not committed to their career, and majority of the respondent said, they feel threatened by socio- political administration displays by the political office holder in the system, others complaint of lack of schedules of duty, their schedules of duties has been distorted by the political office holder in the Local Government, while some said that inadequate office accommodation, lack of necessary operational tools or equipment for efficient discharge of responsibility has been very depressing especially to those who really cares and desire to perform both for self-development and realized the Local Government objectives. While some sizeable number of the staff stated poor leadership displayed by some superior officer, poor motivation by the management, the entire aforementioned scenario affects their morale, increase absenteeism and indeed labour turnover in these organizations. When the operational atmosphere is no conducive, and threatening, they feel unwanted, unacceptable and unsafe both for their job and life they then withdraw or also abscond from their duty posts.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.0 **Introduction.**

The subject matter of this research is the impacts of motivation on workers performance and productivity in Kaduna State. A study of Jaba and Jema'a Local Government Councils. It is not a debatable fact that no organization can progress without adequately motivating its workers. Motivation plays a vital role in human Endeavour's in both private and public organization. The importance of motivation in the overall development of the Local Government Councils in Nigeria can not be over emphasized. Many methods are used to encourage workers to put in their best, from relating pay to performance, better conditions of service, improve in provisions of motivational incentives and allowing personal initiatives at work and creating conducive atmosphere for attaining growth and development for job satisfaction in an organization.

5.1 Summary.

In summary, **chapter one** of the research discusses the background of the study, where general concepts of the subjects matter was analyses. And statement of the research problem discussed the core value dimension of the research (i.e. motivation). Its effect on workers behaviour disposition, workers attitudes towards their work. Others include aims and objectives of the study, the significance of the study, scope and limitation, the research hypothesis, research methodology, definition of the relevant concepts and the plan of the study.

Chapter two consist of the literature Review and theoretical frame work, the chapter reviewed and analyzed some related literature presented by various scholars, importance of motivation in an organization, the motivational and hygiene tools, leadership, compensation and motivation, the concept of performance, factors that enhance performance, the concept of productivity, money as a motivation for performance and productivity. Approaches to motivation was also discussed, theories of motivation and the theoretical frame work and the relevance of these theories to the study.

Chapter three discusses the evolution of Local Government system in Nigeria, Historical background of Jaba and Jama'a Local Government Councils of Kaduna State, the organizational chart of Jaba and Jema'a Local Government Councils, the function of Jaba and Local Government Council and staff welfare packages available in Jaba and Jema'a Local Government Councils.

Chapter four entails the data presentation, analysis, the research questionnaire administration, to test the hypotheses postulated, and discussed the research findings was also presented.

Chapter five. Conclude the study. It gives the research summary, conclusions and recommendations towards effective personnel management through motivation to ensure efficient and high performance and productivity capacity among staff of Jaba and Jema'a Local Government Councils of Kaduna State.

5.3 Conclusions

Essentially the need to perform exists in all places, but then it is important to perform for the purpose of achieving set goals. Not only set goals of just any kind but that which is related to the specific goals of the organization.

The management of Jaba and Jema'a Local Government Councils from the findings of the research has not been able to meet the motivational demands of the workers in the sense that, it does not give cognizance to staff welfare in these Local Government Councils.

From observation the researcher found out that motivation boosts worker's morale and enhance productivity and performance in any organization. However, the motivational strategies employed in Jaba and Jema'a Local Governemnet Council have not achieved any great success in these Local Government Councils.

Generally, it was clearly discovered in the course of the research that the dominant needs deprivation of the workers in Jaba and Jema'a Local Government Councils, this include the needs for salary increment, prompt promotions, provision of motivational incentives for job satisfaction, better conditions of service, involvement of personal initiatives at work for growth and development of the workers in these organizations, and payment of other fringe benefits, these

needs not only become basic and fundamental but also paramount to facing the prevailing socio- economic reality in Kaduna State and Nigeria at large.

It can therefore, be concluded that, for a positive change toward staff attitudes, it is paramount for these Local Government Councils to address staff dominant needs for better condition of service achievement, growth and development to ensure high performance and optimum productivity.

It is also concluded that, an organization with good Motivation schemes will experience tremendous success in increasing organizational productivity and at the same time boost the morale its employees who in turn affect the level of productivity.

5.4 Recommendations

Based on the findings of the study, the followings recommendations are offered.

1. Jaba and Jema'a Local Government Councils should try and improve in their attitude towards meeting the welfares of the staff, which would boost the morale of the staff in their area of responsibility.
2. The Local Government service Board of Kaduna State, and the Local Government councils, should amend the criteria for staff promotion/advancement as significant number of the respondents said the present criteria is unfavourable to them. And promotion/advancement is the Local Government Councils should strictly be on merits and not on spoils system. Staff should be promoted or advanced as at when due, because lack of prompt promotion of these staff in the Local Government has negatively affected their performance and productivity.
3. The research recommend that, Kaduna State Government should increase the salary and other allowances of the Local Government Council to commensurate with the kind of job they do, that would move them for high performance and productivity in the service.

   It was discovered during investigation that, the dominant needs and the major source of motivation for higher performance to the Local Governments' staff is salary increment. This is not only basic but fundamental, going by the prevailing socio- economic reality in the

country. The staffs are unpaid compare with their job value. The salary can neither meet basic physiological needs, nor cushion the socio-economics ends and pressures by dependents and extended family. The capacity of the Local Government staff to meet their socio- economic ends has damaging effects, not only to their psychological (as they cannot buy the goods and services) necessary to survive or advance in status and be respected by their fellow men in other public sector. If their salary and other allowances are increase, the staff will not lack the finance, to procure or fulfill deprived needs necessary to meet their value expectation. And that will not move them to divert their value, energy, time, and commitment to such ventures that can provide them with additional income elsewhere to meet the socio-economic shortcoming of their present employers. This of course is to the detriment of the workers primary responsibility, the job attitude of the workers will be negative as morale will be affected, absenteeism will increase, and tardiness, self withdrawal and labour turnover will be the order if this recommendation is turndown by the Local Government service Board and these Local Government Councils in the State.

4. The research recommends that Kaduna State Government and the management of these need, to improve the staff incentive and allowances, such as leave grants, transport, Housing, meal subsidye.t.c, provided to the staff of these Local Government Councils. Since the study proved that ,staff performance and productivity in these Local Government depends on the kind of motivational incentive provided by the Local Government Councils
5. Local Government needs to improve the staff incentives, and allowances, such as leave grants, transport, Housing, meal subsidy etc, provided to the staff of these Local Government Councils. Since the study prove that, staff performance and productivity in these Local Governments depends on the kind of motivational incentives provided by the Local Government Councils.

6. The study recommends that the political office holders in the Local Government Councils should not interfere with the personnel functions in these Local Governments, i.e. all political leaders in the Local Government Councils (non career civil servant) should not interfere with civil servants functions, because the politicization of the Local system will bastardize the effectiveness of the personnel functions.
7. The Local Government Service Board or Commission should encourage the Local Government councils in the state, to adopt socio-technical system, in that both the humans and materials resources should be effectively harnessed, efficiently integrated and adequately developed for productive purpose to ensure workers and organizational self-growth and development. The management of these Local Government councils should provide the staff with necessary operational tools, up-to date office or working implements, materials and other facilities to ensure effective potentials development. This is the surest way to job satisfaction, enhance motivation for higher performance, and optimum productivity.
8. The research further recommends Kaduna State Government and the management of Jaba and Jema'a Local Government to strive and meets the workers needs, expectation and also determines the capacity to express their potentials to achieve, ensure self growth and development. As the research findings indicated that, these factors are not only highly importance sources of job satisfaction but also as the major inhibiting factors to the staff efficient performance and productivity. When the right/qualified staff is put in place, the job intrinsically enriched to fit and ensure job satisfaction and cover with beautiful incentives package, but when the necessary operational tools to discharge the assigned responsibility is not there, of course the organization can neither realized it set goals nor can the individual staff achieve, grow or develop his potential. The staff will be ideal to point of frustration or think and act contrary to the interest of the organization.

9. The research recommends Jaba and Jema'a Local Government Councils to device more sources of funds to the Local Government councils and not to depend solidly on the Federal Government and State Government monthly grants or subversions. As the study observed that the inability of these Local Government to meets the welfare of the staff as they ought to have is due to poor funding. Funding has served as the major problem affecting the smooth running and successful achievement these Local Government Councils. Therefore, these councils should look inward, device effective means of raising revenue and enhance it financial accrual and lessen its reliance on grants from the State and Federal Government but should create avenues to self-sustain and fund it operations and consequently meet the yearning desire of the workers that would spur them for optimum performance and productivity.
10. The study recommends the management of these Local Councils to delegate administrative responsibility with commensurate authority to the staff to enable them to perform these organizations. This will in effect eliminates workers frustration as a result of frictions and dissatisfaction at work
11. The research further recommends the management of Jaba and Jema'a Local Government Councils to vigorously implement it present training and retraining policy, through workshops, seminars and in house training of the staff. As the research findings revealed that majority of the respondent said, that continuous training and development of the staff will induces them for higher performance in the Local Government service
12. Finally, the research recommends Kaduna State Government through the Ministry for Local Government service commission and the Local Government councils to constantly re-enforce research on workers motivation, performance and productivity. That it is proper, maximization of the relationship between motivation and performance that should often be investigated. This is to ensure effective motivation, for higher

performance and optimum productivity in the Local Government service, to safe guard against the effects of negative job attitude

Therefore, if all the above recommendations are adequately adopted or implemented, the issue of workers low performance, absenteeism and labour turnover will not only be surmounted but would greatly reduce to some extent, and that will not only gives the staff in Jaba and Jema'a Local Government Councils the sense of dedication, commitment and industrious, but would also ensure their job satisfaction and motivation for higher performance and productivity in the Local Government service of Kaduna State.

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