A CRITICAL ANALYSIS OF THE IMPACT OF JOB INCENTIVES ON EMPLOYEE MOTIVATION IN PUBLIC SECTOR AGENCIES:

A
CASE STUDY OF UPPER BENUE RIVER BASIN DEVELOPMENT AUTHORITY, YOLA.

BY

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1998

DECLARATION

I MANNIR SHEHU, do here by declare that, I am wholly responsible for this study, the report of which is here in contained. Due acknowledgments have been made where the ideas of others have been directly used.



Signature.

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CERTIFICATION

This research work entitled "A CRITICAL ANALYSIS of THE IMPACT OF JOB INCENTIVES ON EMPLOYEE MOTIVATION ON PUBLIC SECTOR AGENCIES; A CASE STUDY OF UPPER BENUE RIVER BASIN DEVELOPMENT AUTHORITY, YOLA" has been certified as having met the partial requirements for the award of the masters of Business Administration (MBA) Degree of Ahmadu Bello University Zaria.

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KASHIM IBRA

DEDICATION

I Dedicate this piece of work to my Daughters

Hafsat and Aisha and my Wife Halima.

ACKNOWLEDGMENTS

My greatest gratitude goes to the Almighty Allah for giving me the strength, health, protection and mental capacity to come thus far. ALL PRAISE BE TO ALLAH.

I would like to thank my friend, Malam Sani Suleiman who infact hosted me through out my stay in Zaria and supported me in several ways. He was always available any time I needed him. Malam Suleiman, you are a great friend I acknowledge your contribution.

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ABSTRACT

This study is aimed at identifying what incentives are available and what impact these incentives have made on the motivation and performance of employees at Nigeria's Public Sector agencies with a specific reference to Upper Benue River Basin Development Authority Yola.

Against this backdrop, a review of relevant literature on the subject was conducted. We saw the motivation process as arising out of the needs of employees and ending only when these are satisfied after which other needs surface and the process will commence all over again. The relation between motivation and job satisfaction was also examined.

We found out during the study that incentive satisfy not only basic order things but also higher order ones. A very positive relationship was established between incentives and employee performance. A major boost of performance can be achieved even with an uncommensurate increase in incentives. A very disturbing finding of this study is that employees monthly package do not meet their needs. This is the bane of most pay systems in Nigeria if not all, especially their regard for the reality of living standards as determined by prices of goods and services. Indeed any employee motivation can never be high if they are left out in the open by the organisation to look for alternative means of satisfying their needs.

Having analysed our findings we felt that there is an urgent need for total review of the entire incentives of the economy. Due to variations in the exigencies of the tasks of various organisations in the public sector, incentive schemes should be decentralised and every organisation should be given much freedom to determine what incentives to provide for its employees in accordance with the nature of the job. We also felt that employees input should be considered in preparing their incentives.

Finally, for any incentive schemes to remain motivational they should be rewarded periodically as regular as the changes in the economy. The instability in the economy very often cancels any positive effect derived from increased incentives. Thus the need to provide incentives relative to the state of the economy at any particular time.

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GENERAL INTRODUCTION

1.1 Background of the Study

Every organisation set up has its purpose and objectivess to be achieved. In order to achieve these objectives, organisational structures are created in which roles are assigned to the employees. These employees also have their individual needs. It is the needs of people in every organisation that give rise to the motivation process.

To satisfy these needs, certain incentives will have to be present on the job. Infact it is only when job satisfaction is attained that the best performance of an individual is displayed, towards the objectives of an organization. Although this fact has come under scrutiny lately, the reasoning is that where as the organisation has its own objectives, so do the individuals in it too. Each individual comes into the organisation distinctive as human beings are, with different motives. These motives are not constant as they vary considerably with the environmental and other factors. Therefore the impact that job incentives do have on the motivation of employees shall form the crux of this study.

Motivation is a very complex area as any other that deals with human behaviour. Though alot has been written on the subject, conclusions are hard to come by. The various possible relationships that do exist between job incentives and employee motivation will be brought to light, using the available literature on the subject and findings from the organization in the case study. The critical analysis comes in terms of the constructive criticisms to be made and useful recommendations based purely on the objectively determined findings of the study. There are great many competing theories of motivation which purport to explain the behaviour of people in an organisation. The question is do they really fit to the reality of various organisations?

While certain needs are basic in people, an accurate generalisation can hardly be made on the point in time at which all people will express a desire for these basics as to cause a significant change in their behaviour in organisation. People may work for money sometimes but to our surprise, the may fail to respond positively to a new financial incentives. Perhaps the reason for some of these inconsistencies lies in the fact

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that human behaviour is complex and therefore variations are real and inevitable.

Human resources are the most vital of all resources at the disposal of an organization. It is the human resource that harnesses all other resources and puts them in the best combination towards achieving the objectives of an organisations. Thus the importance of employee motivation of the effective management organisation can not be over emphasised. In this study therefore, an examination of the various incentives available at Upper Benue River Basin Development Authority, Yola will be carried out with a view to ascertaining what impact they have made on the motivation of employees.

1.2 OBJECTIVES OF THE STUDY.

The efficiency of any organisation depends on the performance of its employees and this depends on the satisfaction derived by the employees on the job. Well motivated employees put in maximum to achieve the organisation's objectives.

The specific objectives of this study shall be to;

(1) Identify the various incentives for motivating employees available at Upper Benue Yola.

(2) Determine the suitability or otherwise of such incentives to the employees.

(3) Analyses the impact of these incentives on job attraction, job retention and employees turnover.

(4) Critically examine the impact of these incentives on employee motivation.

(5) Determine the relationship that exists between motivation and employee performance.

(6) Determine the adequacy of such incentives to the satisfaction of employees.

(7) Identify the most preferred category of incentives that motivate employees between the financial and non-financial incentives.

(8) Recommend measures for improving the motivation of employees and consequently their performance.

1.3 SIGNIFICANCE OF THE STUDY.

This study derive its importance primarily from the significance of research to the world at large. Research seeks to find answers to questions through the scientific method. Pure research has been the bedrock of the world's advancement. Since employees performance is sine quc non to the success of any organisation, this study is important as it will dwell extensively on the motivation of employees for higher performance. In the process, it will high light the critical motivational incentives required by employees. This is an important question that has for long been left unanswered conclusively. The study is significant as it seeks to put in a proper perspective the real meaning and nature of motivation. In Nigeria, this is largely misunderstood as a lot of people are of the erroneous view that the only motivator is money and that the higher the amount paid the higher the performance. In deed other factors such as good working environment, good supervision, freedom of initiative among others are also strong motivators.

Most of the available literature and theories of motivation were developed by people from developed countries, obviously this environment must have affected their conclusions. In developing economy like Nigeria, the environment is different and direct application of such theories may not easily yield the desired results. Therefore this study contributes to the increasing number of indigenous literature on this subject. Findings from this study will offer practicable solutions to the problem of employee motivation in order to attain the highest level of job satisfaction and performance in the organisation. This will take care of the problem of inefficiency in organisations.

1.4 STATEMENT OF THE PROBLEM.

Organisations have always been confronted with the problem of how to improve on employee motivation and performance in work places. Managements in organisations have attempted to do this through the introduction of various incentives, new equipments and new job designs. However of all the ways of setting a work situation that motivates employees, job incentives are the most result oriented. The problem begins by considering whether job incentives are the only motivator far high performance.

The answer to this has varied from the "YES" of the classical scientific Management school in the early 1900s to the "NO" of human relations theorists of the 1930s. The controversy still rages on and this study alone can not settle age old dispute.

The problem can be presented in the form of questions which the study will seek to find answers to;

- What is the most important incentive for work?
- Does the incentive system of an organisation contribute in attracting and retaining employees?
- To what extent do the incentives motivate employee?
- What are the kind of incentives desired by the employee?
- To what extent is the performance of the organisation related to its incentive system?
- In what ways can the incentive system be enhanced to make it more relevant to the needs of the employee?

These are just some of the questions at the centre of the problem of this study. The answer to this would be based on empirical evidence.

1.5 SCOPE OF THE STUDY.

The study will cover the analysis of the impact of job incentives on employee motivation in public sector organisation. The organisation chosen is Upper Benue River Basin Development Authority Yola. Public sector organisations are very broad from Ministries to Extra-Ministerial departments and include public corporations. It is hoped that this organisation. I.e. Upper Benue River Basin development authority, should be considered purely on its classification of being a public sectororganisation without prejudice of course to its primary functions.

1.6 LIMITATION OF THE STUDY.

This study is limited by time and finance. There isn't the sufficient time to go round and collect more data for comparison just as there isn't the sufficient funds to travel around.

1.7 STATEMENT OF HYPOTHESIS.

In this study the validity of the following hypothesis will be tested.

(1) That employees are attracted, retained and motivated to perform in the organization mainly because of the job incentives.

(2) That employees are motivated more by the financial incentives than the non financial incentives present.

(3) That poor motivation is as a result of the inadequacy of the present job incentives and the improper implementation of such incentives schemes.

(4) That employee motivation has a positive effect on the performance of employees.

1.8 RESEARCH METHODOLOGY.

SOURCES OF DATE.

In this study primary and secondary Data were used. The primary data covered data that were collected and analysed for the first time. They include information collected from employees of Upper Benue River Basin Yola.

The relevant secondary data had to do with documentary studies. Relevant literatures, mainly from published works and journals that relate to the problem of the study were reviewed. This also include literary research on the subjects.

METHODS OF DATA COLLECTION.

The method of data collection that was used is the;

A) QUESTIONNAIRE

The main instrument of the research is the questionnaire. The method was used because it enabled the researcher to cover a larger number of respondents. Questions were drawn bearing in the average level of education of the employees .These questions were therefore presented in the simple manner possible, respondents were selected across various departments.

SAMPLING PROCEDURE:

Random sampling was used for high level of representation and participation. A random sample size of 30 was selected. According to Nachmias and Nachias, (1981) a sample size of about five percent of a population over one thousand is good enough for making inference of the entire population. Since there are just about 200 employees at the U.B.R.B.D.A, yola, the researcher decided that this sample which represents about 10% will be good enough for the study, it will also bridge the gap that can be created by some unresponded questionnaires.

METHOD OF DATA ANALYSIS

This procedures for data analysis includes the collection of completed questionnaires from the respondents. These were checked to detect any errors in their completion and then fallowed the coding of raw data. The responses were classified and tabulated statistically in the chapter on data analysis. Result were presented in tabular frequencies of responses and percentages were obtained. Analysis of each table was made and their implications determined through analysis.

1.9 DEFINITION OF TERMS.

MOTIVATION

According to Berelson and Steiner (1964:240) motivation can be defined as an inner state that energises activates, moves (Hence motivation) and that directs or channels behaviour towards a goal. The term 'motivation' is derived from the Latin word 'Movere' which means 'to move'.

COMPENSATION

This is the activity by which organsation evaluate the contributions of employees in order to distribute fairly direct and indirect monetary and non-monetary rewards within the organisations ability to pay within legal regulations. Compensation is a major means by which organizations induce employees to contribute to goal attainments.

SALARY

This refers to a fixed weekly, monthly or annual rate of pay. This is usually based on the grade level an employee has attained and an increment accrues annually.

INCENTIVE SCHEMES

Additional compensation beyond the employees salary is provided by incentive schemes. The major objectives of these is to encourage and reward employees towards or for greater productivity.

ORGANISATION.

The planned - coordination of the activities of a number of people towards the accomplishment of some common exploit purposes or goal.

PUBLIC ORGANIZATIONS.

An organization owned by the government and geared towards providing services to the public. This shall include publicly owned corporations.

INCENTIVES

Inducements placed along the course of on going activities that keep the activities directed towards one goal rather than another. The reward of an employee for productivity.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents an in-depth review of a wide range of literature on motivation. Materials consulted include published and unpublished which include research materials, seminars and conference papers, and journals etc.

A lot of analysis shall be made on the real nature and meaning of the motivation process including its various approaches. Since the bulk of the literature concentrate on the theories of motivation, a careful review of these shall be made with a view to examining the extent to which they have practical application.

2.2 THE CONCEPTUAL FRAMEWORK OF THE MOTIVATION PROCESS.

2:2.1 THE MEANING OF MOTIVATION.

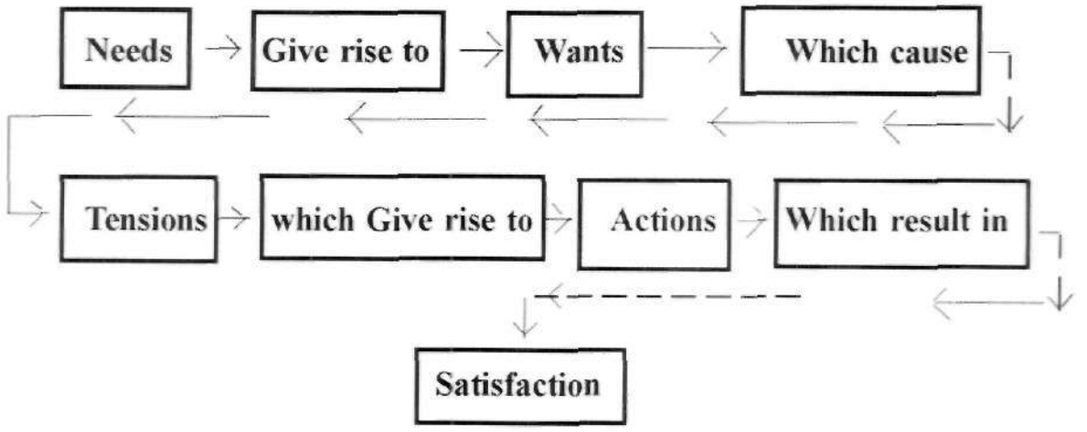
According to Berelson and Steiner (1961:240) the term motive "is an inner state that energises, activates or moves (hence motivation), and that directs or channel behaviour towards goals. Motivation then is general term applying to entire class of drives, desires, needs, wishes and similar forces. According to Macfarlend, (1977:542), Motivation refers to the way in which urges, drives, desires, aspirations or needs influence the choice of alternatives in the behaviour of human beings.

Having stated the meaning of motivation, it is important to give its background, that is from the managerial point of view. People participate in some organised enterprise to achieve some goal that they can not attain as individuals, people then come in to organisation with needs. But the organisation has its own goals and objectives to attain. Although some of the psychological and social needs of individual workers may be of variance with organisational goals and objectives, management can not dispense with the need to harmonise these by satisfying the needs of the workers and attaining organisational goals and objectives. That is effective management, running an organisation in such a way that what is good for this organisation is also good for the employee.

2: 2.22 THE NEED - WANT - SATISFACTION CHAIN

The motivation process is given rise to by needs which prevail until they are satisfied. We can look at it as a chain, starting out with felt needs, resulting in wants or goals sough, which gives rise to tensions (that is unfulfilled desires), then causing actions towards achieving goals, and finally satisfying wants.

NEEDS - WANTS - SATISFACTION CHAIN



Source: KRONTZ O. Donell and Weihrich, Management, McGraw hill inc. 1980 : 633

Though the chain is very simplified recent research has come up with some criticisms. Indeed needs cause behaviour, no doubt. But needs may also result from behaviour. Satisfying one need may lead to a desire to satisfy more needs. The chain then is made incomplete even by this assertion. Macfarland (1979: 544) added one more step after satisfaction and that is 'reevaluation of situation and the discovery of new needs' in his curricular view of motivation process. Also, the chain does not take into account what happens to "satisfaction", if there is a goal failure, that is if a person's action is not satisfying in any way. Despite this criticisms however, the chain is still very relevant and gives a very simple view of motivation process.

2.23 MOTIVATION AND JOB SATISFACTION

Motivation refers to the drive and effort to satisfy a want or a goal. On the other hand, satisfaction refers to the contentment experienced when a want is satisfied.

Motivation then implies a drive towards an outcome, while satisfaction involves outcomes already experienced.

Job satisfaction can be defined as the degree to which one's important needs are fulfilled on the job or as a results of the job. Vroom (1964 : 254) describes it as the "positive orientation of an individual towards the work role which he is presently occupying" .In other words, if we want to determine how satisfied an employee is with his job we should measure his attitude to or satisfaction with important job factor such as pay, promotion, content and context of the job, recognition and so on. We need to look at the individuals need in work and the extent to which these are being met.

The nature of job satisfaction is better understood if we view work relationship as a series of contract between management and employees. These contracts are implicit rather than explicit and indicate that if the employer will meet the needs of the employee, then the employee will be willing to further the employers interest. These contract include the knowledge of contract the psychological contact, the efficiency contract, the ethical are social value contract and the task contract. The importance of recognizing the relationship between job satisfaction and motivation stems from the fact that from a management point of view, a person might have high job satisfaction but a how level motivation far the job, or the reverse might be the case. It is highly probable that highly motivated persons with low job satisfaction is also important due to its relationship with work performance, which means that highly satisfied workers will perform better than dissatisfied workers. In extreme cases however, research has shown that this may not necessarily be the case. Another relationship between job satisfaction and work performance centres on rewards. The expectation of rewards is sufficient to instigate performance and then the actual rewards resulting from the performance is what generates satisfaction. Since job incentives aim at enhancing positively the motivation of employees the chain would only be complete if this leads to high performance, which is more likely to be exhibited by satisfied employees. Thus management must exhibit a commitment to meeting the job needs and expectations of employees in order to produce mutually beneficial relationship and job satisfaction.

2.3 THE CARROT AND STICK APPROACH TO MOTIVATION

The carrot and stick approach to motivation represents the use of rewards and penalties to induce desired behaviour and comes from the old story that the best way to make a donkey move is to put a carrot out in front of him or jab him with a stick from behind.

Every theory of motivation recognises the inducements brought about by some form of carrot which is mostly money in the form of pay or bonuses. Where as money is definitely not only the motivator, it is still very important one. The problem of this approach is that a lot of people get the carrot or more carrots through unofficial rewards sometimes in the form of promotions and bonuses for outstanding performances which may not have been provided for in the company's official reward system. Sometimes too, a person get the carrot regardless of performance. This logic is that if carrot or monetary rewards are already given to employees without regard to due process, the same carrot or the inducement of people by the addition of another one may fail.The "stick" is in the form of fear and punishment. Fear of loss of job , loss of income, reduction of bonuses, demotion or some other form of penalty. Though this is indeed a strong motivator, it is not the best. The fact remains that it can lead to defensive or retaliatory behaviours, in which case then the worker will barely put in his maximum or do some form of cover up to avoid stick.

It should be noted however that sometimes the definition of a reward or a punishment lies in the mind of the person being rewarded or punished. That not withstanding, it should be pointed out that both reward and punishment are indeed strong motivator and for centuries they were thought of as the only forces that could motivate people. Therefore recent findings from research on motivation should not make managers to forget the importance of these very strong motivators.

2.4 THEORIES OF MOTIVATION.

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There are several theories that have developed on the motivation of employees and broadly they can be divided into two. Content theories and process theories. Content theories are more or less concerned with the internal and external causes of behaviours.

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They focus on what motivates employees to work hard and become productive. A key questions with content theories is how incentives can be used to induce employees to put in additional effort towards the organisational objectives. Examples of content theories of motivation include Maslow's Hierachy of needs theories, Herzberg's two factors theories and McCellands needs theory of motivation.

Process theories of motivation focus on how employees become motivated to work. Two important types of process theories include equity theory and expectancy theory.

We shall now attempt to analyse some of these theories of motivation especially with a view to determining the extent of their application in practice.

2.41 MASLOW"S HIERARCHY OF NEEDS THEORY.

The hierarchy of needs theory is one of the most popular in the field propounded by psychologist Abraham Maslow (1954) who saw human needs in the form of hierarchy starting in ascending order from the lowest to the highest needs. He concluded that it is only when one set of needs are satisfied that they cease to motivate and the next set then manifest and become the motivators.

Although the question of whether these needs do really follow a hierarchy has been controversial and remains to be examined in this study. The needs identified in this theory have not been in much dispute.

The basic human needs identified by Maslow in an ascending order of importance are the following;

(1) PHYSIOLOGICAL NEEDS:

These are the basic needs for sustaining human life it self - food, water clothing, shelter and sleep.

Maslow postulated that until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people. An individual will then remain disturbed in the mind such that most of this thoughts, feelings and behaviour are geared towards achieving them.

(2) SECURITY OF SAFETY NEEDS:

These are the needs to be free from physical danger and the fear of loss of job, property, food, clothing or shelter. The general safety of an individual's life and property is the focus here and it is not until these are satisfied that the next set of needs will manifest.

(3) SOCIAL OR ACCEPTANCE NEEDs:

Since people are social in nature or they are being, they need to belong, to be accepted by others. This include love and affection.This is where the group theory comes in. Here the individual recognizes the importance of joining groups and to be liked or loved by all these informal groups.

(4) ESTEEM NEEDS:

Once people satisfy their needs to belong they tend to want to be held in esteem both by themselves and by others. This kind of needs produces such satisfaction as power, status and self confidence, if an individual is not allowed to fulfill these needs he becomes frustrated and does not exhibit extra - ordinary talents on his job.

(5) NEED FOR SELF ACTUALIZATION:

This is the highest order of needs in the hierarchy. It is the desire to become what one is capable of becoming to maximise one's potentials and to accomplish something. At this level, an individual wants his influence to be felt every where. He is preoccupied with the desire to aspire to a high position in the organization.

THE MANAGERIAL IMPLICATIONS:

There is no doubt that this theory derives its strength in drawing attention to the variety of needs and motives which operate. But these needs categories tend to be very genera, for example self actualization can be achieved in many different ways and the meaning of self actualization may change with developmental stages, so it may not be

helpful to know that every one is concerned about achieving it. Evidence for the hierarchical notion has indeed been very weak. The bulk of research conducted by scholars including Lawler and Suttle; Hall and Mongain; and Portter have all not found any strong evidence to believe that needs do follow in hierarchy. Even if these needs do follow is hierarchy, then the hierarchy may vary from person to person. For managers to get the desired performance that would mean they would have to determine the level of needs being currently satisfied by the employers so as to give right incentives that would motivate him. This study too has not found much contrary to aforementioned. Therefore the application of this theory should be done on the merits of each aspect there of.

2.24 HERZBERG'S MOTIVATOR HYGIENE THEORY:

This is also called the two factor theory motivation. It is a content theory advanced by Frederick Herzberg (1959). He based his theory on a study of need satisfaction and on the reported motivational effects of these satisfactions on 200 engineers and accountants. In this study Herzberg and his associates asked the subjects to think of times when they felt especially bad about their jobs. Each employee was then asked to describe the conditions that led to these particular feelings. It was found that the employees named different kinds of conditions as causes of each of the feelings. It was based on this study that Herzberg reached the following conclusions:-

In one group of needs are such conditions as company policy and administration, supervision, status, job security and personal life . These were found by Herzberg and his associates to be only dissatisfiers and not motivators. In other words, if they exist in a work environment in high quantity and quality. They yield no dissatisfaction. Their existence does not motivate in the sense of yielding satisfaction. Their lack of existence would however result in dissatisfaction. This first group Herzberg called maintenance or hygiene factors.

In the second group, Herzberg listed certain "satisfiers" and therefore "motivators" all related to job content. These included the factors of achievement, recognition, challenging work, advancement and growth on the job. Their existence will

yield feeling of satisfaction or no satisfaction. The later does not mean dissatisfaction.

An important finding of this theory is that where as the motivational factors are related directly to the job itself, maintenance factors are peripheral to the job itself and more related to the external environment to work.

When employees are highly motivated, they have a high tolerance for dissatisfaction arising from the pheripherial factors. However, the reverse may not be the case.

MANAGERIAL IMPLICATIONS:

Managers must realise that the individuals real motivation results from the challenges of work itself and not from the working conditions in the environment. Making the work more interesting for instance should have a very positive impact on motivations especially for employees whose lower level needs are fairly satisfied.

In contrast to the widely held views on the importance of money or pay to the worker, Herzberg sees it as maintenance or Hygiene factor only. Improvements in salary though desirable may only remove impediments to job satisfaction. The main value of money then is that it leads to both the avoidance of feelings of unfair treatment.

According to Donnelly et-al (1984 :315) the distinction between the motivational and maintenance factors is similar to what psychologists described as intrinsic and extrinsic motivators.

Intrinsic motivators are part of the job and occur when the employee performs the work. Extrinsic motivators are external rewards that have meaning or value after performing the work or away from the work place. Herzberg theory has been valuable in stimulating concern for making work itself more rewarding.

2.43 McCLELLANDS NEEDS THEORY OF MOTIVATION:

Another significant content theory of motivation is that propounded by David C. McClellands (1953) of Havard University. He identified three types of basic motivation needs and classified them as - the need for power (n/PWR), need for affiliation (n/AFF), and need for achievement, (n/ACH).

(A) NEED FOR POWER (n/PWR). People with a high need for power have a great concern for exercising influence and control such individuals generally are seeking position of leadership; they are forceful, outspoken, hard headed and demanding.

(B) NEED FOR AFFILIATION (n/AFF): People with a high need for affiliation usually derive pleasure from being loved and tend to avoid the pain of being rejected by a social group. As individuals, they are likely to be concerned with maintaining pleasant social relationship to enjoy a sense of intimacy and understanding, to be ready to console and help others in trouble and to enjoy friendly interaction with others.

(C) NEED FOR ACHIEVEMENT (n/ACH): People with high need for achievement have an intense desire for success and an equally intense fear of failure. They want to be challenged, set moderately difficult but achievable goals for themselves, take arealistic approach to risk, prefer to assume personal responsibility to get a job done, like specific and prompt feedback on how they are doing, tend to be restless and do not unduly worry about failure if it does occur.

THE MANAGERIAL IMPLICATIONS

Mc Clellands theory is probably most applicable to understanding the organizational careers of entrepreneurs and managers, Every individual sometimes acts out of a need for affiliation, or for power or achievement , and the intensity of our need and behaviour will vary according to the situation. An individual is likely to be biased toward one of these needs.

McClelland found out entrepreneurs share a very high need for achievement and a fairly high need for power drive, but were quite low in need for affiliation. On the other hand, high level managers generally showed high on achievement and power and low on affiliation but not as high or low as entrepreneurs. This McCleland and

Burnham (1976) call a "Socialised" way by trying to influence others toward the accomplishment of valid and accepted organizational goals not for personal self aggrandizement.

The most important point to note is that we have a theory of motivation which explicitly postulates that motivation is changeable even in adulthood. McClalland has argued that the economic, health of a society depends upon entrepreneurial activity and has shown that such activity has historically been closely associated with strong achievement motivation amongst its members.

2.44 VROOMS EXPENTANCY THEORY OF MOTIVATION:

This is a process theory of motivation by Victor Vroom (1964:258 - 260). He was the first to formulate an expectancy theory directly aimed at work motivation Vroom attacked Herzberg's two - factors theory as being too dependent on the content and context of the work roles of the people being question. Vroom then proposed his expectancy theory as an alternative to the content models which he felt were inadequate explanations to the complex and process of work motivation. Vroom suggested that a person's motivation towards an action at anytime would be determined by his or her anticipated values of all the outcomes (both negative and positive) of the action multiplied by the strength of that person's expectancy that the outcome would yield the desired goal. Simply put in another way, he argued that motivations was a product of the anticipated worth to a person of an action and the perceived probability that the person's goals will be achieved. The theory may there fore be stated as follows:-

Force = **Valance** x expectancy where force is the strength of a person's motivation, Valance is the strength of an individual's preference for an outcome, and expectancy is the probability that a particular action will lead to a desired outcome. From this model a valance of zero exists when an individual is indifferent about achieving a certain goal, and there is a negative valence when the person would rather not achieve the goal. The result would be no motivation. Similarly a person would have no motivation to achieve a goal if the expectancy were Zero or negative. The force exerted to do something will depend on both expectancy and valence. Moreover a

motive to accomplish some action might be determined by a desire to accomplish something else.

The primary variables of Vrooms expectancy theory are valence, instrumental and expectancy, because the theory focuses on these three variables. It is sometimes called **VIE** theory and sometimes the product of these variables is called the motivational force.

THE MANAGERIAL IMPLICATIONS:

This is a cognitive theory as it emphasize the importance of the ability to think in determining voluntary activity. The theory recognizes the various individual needs and avoids some of the simplistic features of the Maslow and Herzberg approaches. The theory then draws attention of the management on the need to examine the certainties with which various behaviour produce different outcomes.

The theory should be applied in work design studies, where rewards are being geared to intrinsic job factors such as variety and autonomy. Management must be able to apply the knowledge of human behaviour to real work situation in order to elicit acceptable performance from the workers. This is made so by the fact that there is no definite way of motivating people, and that the varying responses of employees are a function of the reward system and how they perceive the rewards as satisfying their needs.

The theory also has some implications in understanding how money functions in affecting behaviour. According to Vrooms interpretation, money acquires valence as a result of its perceived instrumentality for obtaining other desired outcomes. The theory also recognizes other factors like skills, ability, individuals role perception, opportunities to perform one's job as determinants of job performance outside motivation.

The Vrooms expectancy theory has its drawbacks just like other motivation theories. Much as it may be realistic and consistent with the theory of management by objectives, it does not attempt to describe what the content of motivation is or what the individual differences are. The theory only indicates the conceptual determinates of motivation and how they are related. It does not provide specific suggestions on what

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motivates organisational members as the Herzberg theory and others like Maslow have done.

There are also difficulties in measuring and studying the main variables in the model. How should performance be determined? How should expectancy be determined? Theoretically therefore, the expectancy theory seems to help managers appreciate the complexities of motivation but it does not give the much practical help in solving their motivational problems.

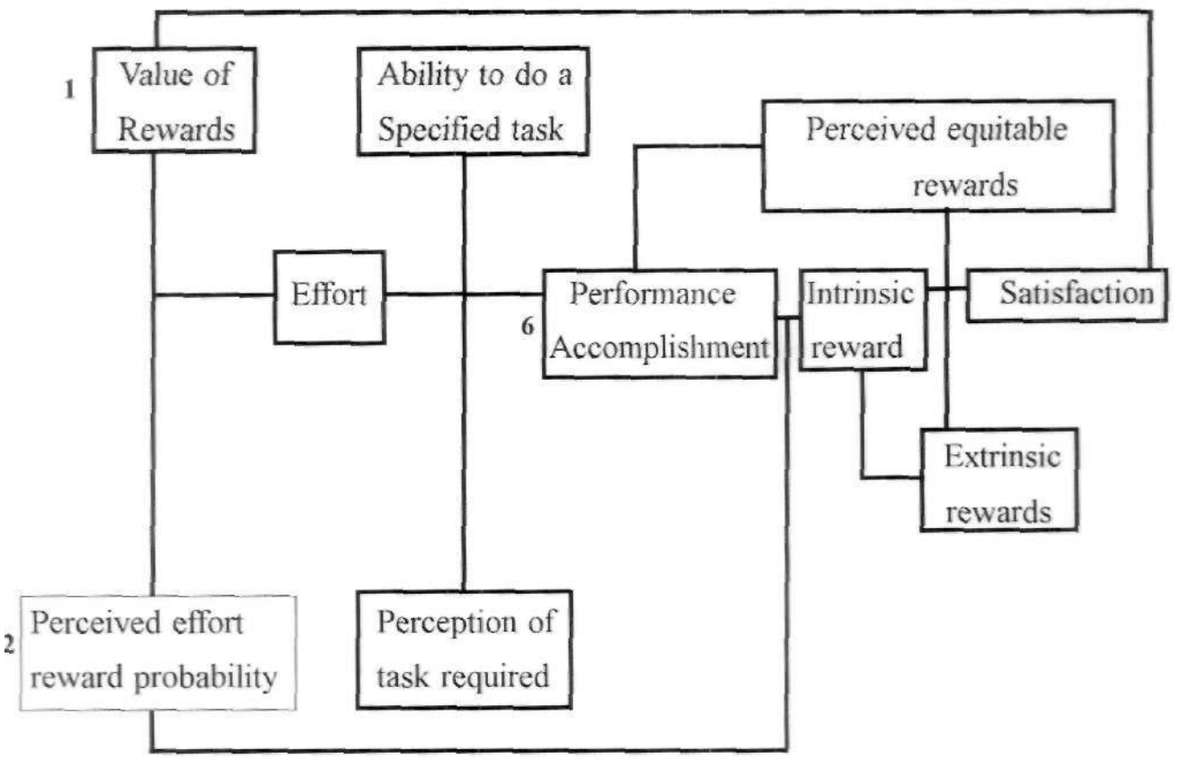
2.45 THE PORTER - Lawler MODEL:

Psychologists Lyman W. Poter and Edward E. Lawler offer a model that attempts to integrate ideas, variables and relationships presented in other motivational theories especially the expectancy theory. The model they came up with is substantially more complete a model of motivation.

Porter and Lawler propounded that motivation does not equal satisfaction and/ or performance. Motivation, satisfaction and performance are all separate variables and relate in ways different from what was traditionally assumed. It introduces the importance of having individuals performing jobs for which they have the proper skills, abilities and traits. This model relates motivational intensity to job performance. It contends that motivation depends on the sum of the perceived value of a reward, the characteristics of the person, what the individual understands, the conduct of the job, duties and the responsibility of actually receiving the reward.

Porter and Lawler are trying to point out if a person has previously done a particular job or believes that the he can do the job satisfactorily, he will receive an intrinsic motivation or satisfaction on doing the work if he has a high hope that he will be adequately rewarded when he finishes the work. When a person is performing a piece of work which he believe will earn him an equitable reward, the willing performance of the work it self in anticipation of an actual reward is an intrinsic reward. It gives the worker some satisfaction before he receives the extrinsic reward.

THE PORTER - LAWLER MOTIVATION MODEL



Source: **ADAPTED FROM L.W. PORTER AND E.E. LAWLER, MANAGERIAL ATTITUDES AND PERFORMANCE.**

THE PORTER - LAWLER MOTIVATION MODEL:

From the diagram, the boxes numbered 1,2, and 3, illustrate critical expectancy theory variables Motivational intensity (Box 3) depends on the attractiveness (Box 1) of the reward and the perception that effort will result in reward. Thus it can be seen from this that motivation alone does yield successful performance. Performance of employee is moderated by ability, role perception and trait. Performance is also affected by the perception of the reward attached to it by the employee. Also of significance in the model is what happens after performance. The rewards that follow and how these are perceived will determine satisfaction. The feedback loop between performance accomplishment (Box 6) and perceived effort reward probability (Box 2) and then to effort and back again to performance accomplishment. Thus the model suggests a

learning or a "history effect".

THE MANAGERIAL IMPLICATIONS:

In practice, this theory may be more complex than other theories of motivation and has proved to be a difficult way to the gap of actual management practice.Certainly, it is a very difficult task for management to start measuring values individual employees attach to the rewards they have for each of them as implied in the model for adequate motivation to occur in organization. But it is certainly an adequate portrayal of the system of human motivation. While the model may not be the final work in motivation theory, it has identified some of the important variable and relationships between job attitudes and performance.

PRACTICAL APPLICATION OF THE THEORIES OF MOTIVATION:

Most of the literature reviewed on the theories of motivation are from foreign authors. There is a dearth of indigenous literature on the subject. That makes the determination of the practical application of these theories in Nigeria, especially in the public sector very difficult. Never the less, that is not to say that these theories are not adaptable to the Nigerian situation.

The theories of motivation described in the foregoing sector vary in their applicability to practical situations. They show similarities in that they relate back to need concepts and to current understanding of personality theory. All these theories involve the necessity of training managers in such understanding so that they may more adequately govern the situations of which motivation is a part. Application of these theories require adopting the theoretical ideas to particular organizations.

Macfarland (1974) considered the Herzberg's two factor theory as one that has had the widest application because it provides highly visible and specific procedure that can be embodied in training programs and total organization approaches to leadership and managerial styles. Such as those of organization development.

The practical application of these theories require managers to recognise the fact that they should expect only a limited degree of success in motivating workers, highly

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skilled workers can be motivated more readily than unskilled ones because for them the intrinsic factors are greater. The chances of motivating managers to their peak performance are similarly greater than for rank and file workers, because the former have different definition and goal for occupational success and tend to have higher levels of aspiration.

2.51 SPECIAL MOTIVATIONAL TECHNIQUES:

To further aid our understanding of the practical application of theories of motivation, we might as well look at some special motivational techniques.Kontz etal (1980) identifies three techniques. These are money, possible reinforcement and participation.

MONEY

Money can never be overlooked as a motivator as it can be a reflection of other motivators too. Money as a motivator can be in the form of wages and salaries, bonuses, leave allowances etc.

Money is likely to be more important to younger people who are raising a family than to older ones who have passed that stage. It is an urgent means of achieving a standard of living, although this minimum has a way of expanding upwards as people become more affluent. To most organizations, money is used primarily as a means of keeping an organization adequately staffed and not as a motivator. Salaries and other benefits are made competitive between enterprises so as to attract and hold people. If money is to be an effective motivators, people in various positions at similar level, must be given salaries and benefits commensurate to their individual performance. Finally money can motivate only when the prospective payments is large relative to a person income. If such payments are not large enough, they succeed only in keeping the individual from being dissatisfied and from looking for other job.

POSITIVE REINFORCEMENT:

This is also called behaviour modification. This approach holds that individuals can be motivated by properly designing their work environment and praising their performance and that punishment for poor performance produces negative results.

Skinnar (1969) point out that the work situation need to be analyzed to determine what causes changes to eliminate trouble some areas and obstructions to performance. Specific goals are then set with workers participation and assistance, prompt and regular feedback of results is made available and performance improvements are rewarded with recognition and praise. Even when performance does not equal goal, ways are found to help people and praise them for the good things they do. It has also been found highly useful and motivating to give people full information on a company's problems, especially those in which they are involved.

Behavioral scientists and managers are skeptical about the effectiveness of this techniques due to its simplicity. The fact remains however that the strength of this approach is that it is akin to the requirements of good managing.

PARTICIPATION:

Participation motivates people and it requires that people be consulted on actions affecting them. There is no doubt that most people in the center of operations have knowledge of both problems and solutions to them. Consequently the right kind of participation yields both motivation and knowledge valuables for enterprises. Participation responds to a number of basic motivators, it is means of recognition. It appeals to the need for affiliation and acceptance and above all, it gives people a sense accomplishment.

Finally, it must be stated that encouraging participation does not mean that managers should abdicate their positions.

CHAPTER THREE

BACKGROUND AND HISTORICAL DEVELOPMENT OF THE NIGERIAN PUBLIC SERVICE.

The Nigerian Public institution is divided in to two main parts, the civil service and the public corporations.

CIVIL SERVICE

3.1 "Civil Service is a branch of public service in which non military employees of government are engaged through a system of appointment determined by merit instead of political patronage" - Lexicon Webster (1977: Vol. 1:184). It is made up of ministries and departments. The history of the Nigerian civil service dates back to 1860 when the British Colonial government first stationed their consul in Lokoja. After the annexation of Lagos in 1861, they further established small legislative council whose activities were to advise the governor on the British commercial interest within the territory. However, the structure of the Nigerian Civil Service as we know it today originated from the central secretariat in Lagos in 1921.

3.2 PUBLIC CORPORATIONS

These are extra-civil service government establishments, outside government ministries and departments in both the federal and state civil service: They are established by law, which confers on them varying degrees of autonomy in their relationships with their respective ministries and departments. Their powers, structures and relationships are usually defined by the laws which establish them.

One of the reasons for the establishment of public corporation is to allow government have control and supervision of strategic services such as water, electricity supply, posts and telegraphs, housing, air transport, railways and CBN among others. Other reasons for the establishment of public corporations are to free them from the

excessive formalities resulting from delays and difficulties which are characteristics of the regular civil service.This freedom from bureaucratic red tapism is to enable them improve their operational efficiency as commercial undertaking "Aromolaram Adekunle"(1977:127-8).

The origin of public corporation in Nigeria dates back to 1897 when the Lagos colonial administration by ordinance established the Lagos Race Course Management Board to run, regulate, manage and develop the race course of the Lagos Island.

In 1914, when the regions of Nigerian were amalgamated, public service positions were divided in to two classes; European and African posts. Under this scheme, the European filled all administrative, professional, managerial and technical posts while local, personal were restricted to clerical, semi - skilled and un-skilled grades.

In 1946, the racial bias in the service structure was abolished as a result of the Harragin salaries Commission which recommended the new categories of senior and junior "expatriation posts". In 1948, the Sir Hugh Foot Commission was further set up to work out the modalities for Nigerianising the public service. In 1954, the Gorusuch Commission was appointed and was given the task of recommending a new civil service structure suitable to an independent federal Nigeria, appropriate to the development of an efficient indigenised civil service structure. After a thorough study of the structure, the commission recommended among others, the introduction of an "executive class" with corresponding Higher Technical class that would provide the institution with an adequate middle level man power that would bridge the gap between the senior and junior cadres.

With the adoption of the Republican constitution in 1963, the need for training and recruitment of Nigerians for senior post in the civil service further became inevitable following the increasing desire for Nigerian to play a dominant role in the management of their own affairs. As a result of this development, the regionalisation of the public service of the country was approved along with this constitution development.

From the foregoing therefore, it could be observed that the Nigerian public service has witnessed various transformations ranging from the achievement of colonial economic objectives to the achievements of Nigerians social economic and political objectives after independence. However, its fundamental principles of political neutrality, anonymity and security of tenure had remained unchanged and had been responsible for the successful implementation of government policies and programmes over the years.

3.3 BACKGROUND AND STRUCTURE OF UPPER BENUE RIVER BASIN DEVELOPMENT AUTHORITY

In this chapter the organisation chosen as the case study is presented. The organisation is Upper Benue, River Basin Development authority Yola classified here as a public sector organisation. To analyse the impact of job incentives in an employee motivation at Upper Benue, it will be necessary to take a look at brief historical background objectives and functions, the organisational structure and the incentives available. That is the focus of this chapter.

3.4 HISTORICAL BACKGROUND

Following the devastating droughts of 1972 - 73 the then federal military government established River Basin development authorities covering the entire country and charged them with the responsibility of harnessing and developing the nations vast water resources potentials to increase food production through irrigated agriculture which would also provide gainful employment for rural families particularly during the dry season.

The upper Benue River Basin Development Authority (UBRBDA) is one of the eleven (11) River Basin Development authorities established under Decree 25 of 1976 (recently increased to 12 Authorities). It was split into upper Benue River Basin Development Authority and Gongola Jamaare River Basin and Rural Development Authority in August, 1984. The two basin authorities were again merged in 1986 to form the present Upper Benue River Basin Development Authority. The Authority covers the whole of Taraba State, about 80% of Adamawa State and 50% of Bauchi State.

KAD

From inception to date, the authority has established several large dams, water supply and irrigation schemes within her area of operation. In addition to these, the authority also commenced the development of Hydro electric power energy so as to enhance the socio economic transformation of rural and semi urban communities.

Since inception, the enabling decree establishing the RBDAS has been reviewed over six times. This coupled with the changing government of the times, with varying policies further complicated the functions of RBDA. At one stage, the authorities either through Act of commission or inadvertently got themselves entangled in direct agricultural production such as poultry, piggery, crops cultivation etc to the detriment of their premodial function of water resources development.

However, with recent governments policy on partial commercialisation of the authority's functions and operations, activities of all RBDA's have now been restricted towards water resources development.

The remaining authorities that came into existence along with the Upper Benue River Basin Development authority under Decree No. 25 of 15th June, 1976 are:

1. The Sokoto Rima River Basin Development Authority
2. The Hadejia Jamaare River Basin Development Authority
3. The Chad Basin Development Authority
4. The Lower Benue River Basin Development Authority
5. The Cross River Basin Development Authority
6. The Anambra-Imo River Basin Development Authority
7. The Niger River Basin Development Authority
8. The Ogun-Oshun River Basin Development Authority
9. The Benin River Basin Development Authority

3.5 FUNCTIONS AND OBJECTIVES OF RBDA

The functions of each of RBDA's under the enabling Decree establishing them are:

1. To undertake comprehensive development of both surface and under ground water resources for multi purpose use.

2. To undertake schemes for the control of floods and erosion and for water shed management.

3 To construct and maintain dams, dykes, polders, wells, boreholes - irrigation and drainage systems and other works necessary for the achievement of the authorities functions.

4. To develop irrigation schemes for the production of crops and livestock and to lease the irrigated land to farmers or recognised associations in the locality of the area concerned for a fee to be determined by the authority concerned with the approval of the commissioner.

5. To provide from reservoirs, wells and boreholes under the control of the authority concerned for urban and rural water supply schemes on request by the state government and when directed to do so by commissioner.

6. The control of pollution in rivers and lakes in the authority's area in accordance with nationally laid down standards.

7. To re-settle persons affected by the works and schemes sepecified in 3 & 4 above or under special resettlement schemes.

3.6 THE ORGANISATION STRUCTURE

The Authority is headed by the Managing Director and chief executive who is responsible to the Board and the Ministry. There are two functional departments named:

- Finance and Commerce
- Operations

Both Departments are headed by an executive Director. Under the office of the chief executive we also have corporate planning, legal, public relations and internal audit units.

The Corporate planning unit takes charge of revenue projection, preparation of annual reports and annual budgets. The public relations unit are the image makers of the organisation while the legal unit serve as secretary to the Board and the tender board. The audit unit are in charge of auditing the organisation. All these unit report are directly to the Managing Director.

3.7 THE STRUCTURE AND FUNCTIONS OF THE DEPARTMENTS FINANCE AND COMMERCIAL

The Department is headed by an executive director who report directly to the Managing Director. He has a director that also report to him. Under the Director there are three sections that report directly to him. These are finance, commercial and personal headed by chief finance officer, Assistant Director and another Assistant Director respectively.

The function of the finance officer include preparation and payment of salaries and wages, keeping of accounts books and records, generation and collection of revenue, maintenance of the authority's fixed assets and taking charge of stores.

The commercial Division takes charge of prospecting for revenue sources. They go out to prospect for drilling of boreholes for the purpose of obtaining revenue for the authority.

The personnel department on the other hand are in charge of the following:

- Processing of staff recruitment, appointment and promotions
- Advertising management and implementing its decision in respect of matters boardering staff discipline, transfer, resignation of appointment and terminals.

- Advicing management on matters of policy and federal governments labour regulation.
- Advising management on staff welfare matters in respect of health, training and development etc.
- Maintaining of staff data/records.
- Procurement and servicing of office equipment.

OPERATIONS

This is the second department of the authority. It is also headed by an executive director, who also report to the Managing Director. There is a director under the E.D. and he supervises three sections i.e. project division, rural development division and construction division each headed by a Assistant Director. They generally perform the main function of the project which is dams construction and maintanance. They also conduct hydro meteorological activities and borehole drilling activities.

DAM CONSTRUCTION

From inception, the authority identified eighteen suitable dam sites. In some sites pre feasibility studies have been conducted while on some, detailed studies have been completed. Already, construction work on four dams have been completed and the dams put into operations while contract for the fifth dam has recently been awarded. The completed dams are Dadin Kowa, Kiri Dam and Cham Dam.

DEVELOPMENT OF IRRIGATED AGRICULTURE

A total of about 15,000 hectares have been developed by the authority for crop production spread all over its area of jurisdiction covering Adamawa, Taraba and Bauchi States. About 12,000 farming families are participating in the schemes established by the organisation. A total of 150,855 tones of assorted grains have been produced by the farmers from inception to date. 6,200 hc out of the 15,000 hc developed have been fully provided with irrigation facilities. Some of the established schemes are Dadin Kowa Irrigation Scheme, Yola reclamation and irrigation project, lower Gongola

irrigation project and Dasin Hausa Dam and irrigation project.

HYDRO METEOROLOGICAL ACTIVITIES

The authority has established an elaborate and articulate net work of hydro meteorological stations within its areas of operations. The Network maintained are as below:

STATION	NUMBERS
Water Stage	68
Discharge Measurement	30
Rain gauge	15
Automatic water level recorder	7
Total	**120**

Data from these stations are collected, collated , analysed and published in usable forms. The authority has already issued seven (7) publications of hydro metrological year books (1981-87).

BORE HOLE ACTIVITIES

Boreholes ranging from 40 to 200mm depth have been drilled and developed in various locations of the authority's areas of operation. From inception the authority has drilled over 120 productive boreholes using her three drilling rigs and through contracts.

3.5 JOB INCENTIVES

In this section an examination of the incentives available to employees will be carried out. This shall include not only the salaries and other direct monetary benefits but also the non financial incentives schemes including promotions leave etc.

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SALARIES AND WAGES

The staff of Upper Benue like other counter part in River Basin and indeed the larger federal civil service staff are paid their salaries in accordance with the federal civil service conditions of service. Their scale of salaries ranges between 01-17. In Upper Benue Yola, their salaries are being promptly paid as and when due.

3.52 LOANS AND ADVANCES

An advance of one month salary is usually granted to a member of staff in deserving cases. Such advances if offered, are repayable within a period of three months effective from the following month. In addition to this, there is also provision for the following loans/advances.

1. Advance for housing
2. Advance for Insuring the purchase house
3 Land loan
4. Other sundry advances

All these loans/advances have their terms and conditions and eligibility stated clearly in the condition of service.

3.53 FRINGE BENEFITS

Accommodation is provided to all category of staff in the authority. These accommodation is however provided on the basis of seniority. The housing accommodation is divided into basically senior staff quarters and junior staff quarters. The junior staff consist of one bed room, one sitting room, a kitchen and a toilet while the senior quarters consist of two bedroom and three bedroom accordingly. Who ever occupies a flat will however forfeit what ever is his housing allowance.

MEDICAL CARE:

The authority provides free medical treatment to all members of its staff and their family members.

OTHER ALLOWANCES

In addition to various allowances outlined already other allowances obtainable include acting allowances, mileage allowance, incidental expenses allowances, allowance in lieu of hotel accommodation at govt. expenses, tools and equipment allowances and house rent allowance.

According to the condition of service however, "no member of staff shall have a right to any of the allowances so enumerated. The provisions of allowances in this chapter may be revoked or revisited at any time and at the discretion of the authority. Any claim by a member of staff for the payment of an allowance shall not normally be considered unless it is submitted within a period of 3 months from the date of which it first arose.

PROMOTION AND ADVANCEMENT

Promotions are made to fill a vacant posts and normally a vacancy in a higher post will be filled from within the category of officers concerned, if however no suitable candidate exist within the organisation. Such a post may be advertised in the media for appropriate candidate. Promotions are also made strictly on the basis of competitive merit by selection from among suitable candidates.

LEAVE AND LEAVE ALLOWANCES

All employees are entitled to an annual leave, the number of days for which is determined by the salary grade level of the employee.

The period for annual leave is as follows:

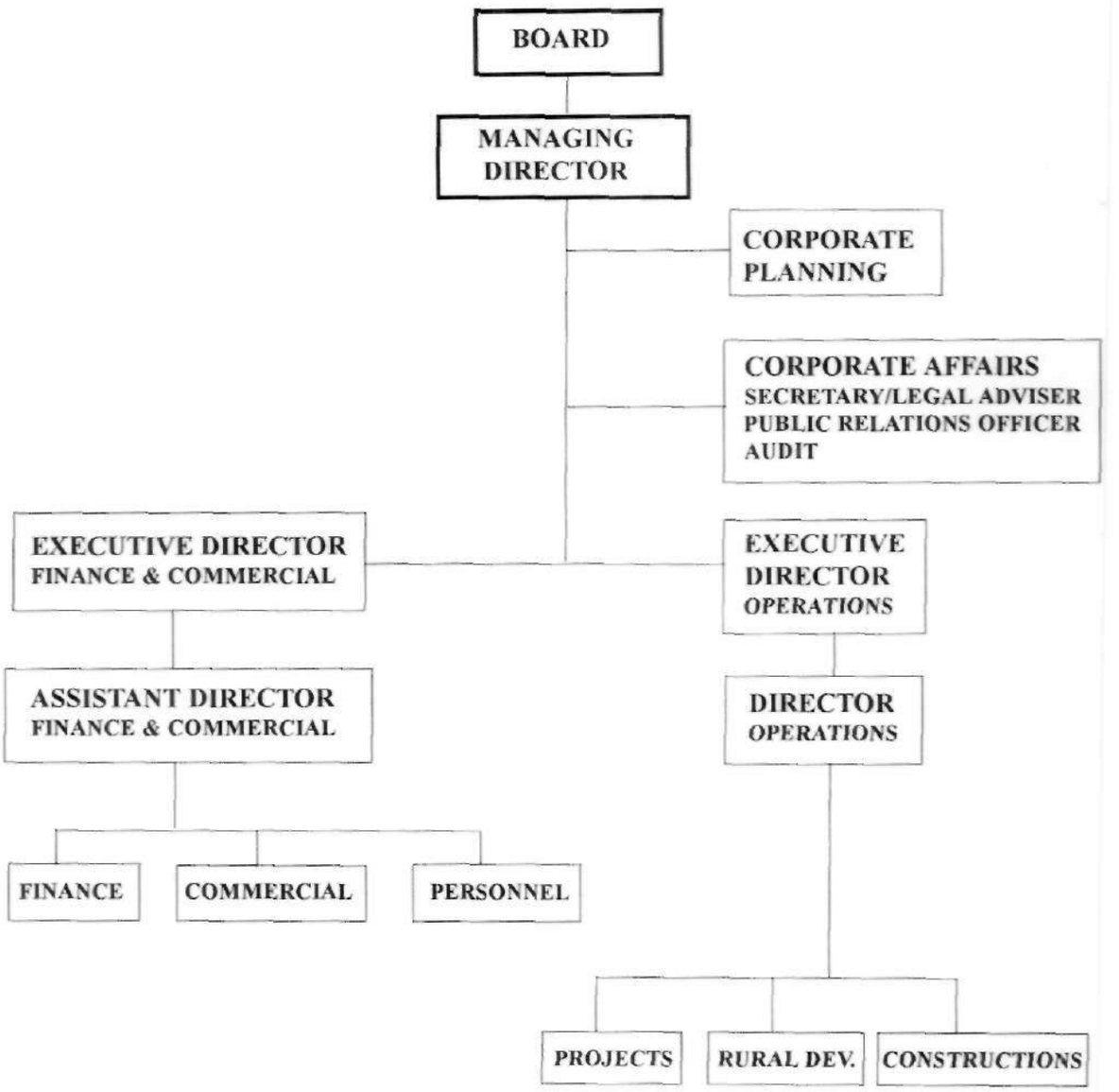
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GRADE	LEAVE PER ANNUM
Scale 08 and above	30 days
Scale 04 - 07	21 days
Scale 01 - 03	14 days

For period less than 12 months, the leave shall be on prorata basis. In addition to above, a casual leave may be granted to enable staff attend to personal problems. Other leaves that may be granted include examination leave, maternity leave and sick leave. These are however depended upon circumstances and at the descretion of authority's management.

FEDERAL GOVERNMENT OF NIGERIA
UPPER BENUE RIVER BASIN DEVELOPMENT AUTHORITY

ORGANISATION CHART



Reprint from Supplement to Official Gazette No. 33, Vol. 63, 24th June, 1976—Part A

RIVER BASINS DEVELOPMENT AUTHORITIES DECREE 1976

Decree No. 25

[15*th June* 1976]

Commencement.

THE FEDERAL MILITARY GOVERNMENT hereby decrees as follows :—

Establishment, etc. of River Basins Authorities.

1.—(1) There are hereby established ten bodies corporate to be known by the following names, that is to say—

(*a*) the Sokoto-Rima River Basin Development Authority ;

(*b*) the Hadejia-Jama'are River Basin Development Authority ;

(*c*) the Chad Basin Development Authority ;

(*d*) the Upper Benue River Basin Development Authority ;

(*e*) the Lower Benue River Basin Development Authority ;

(*f*) the Cross River Basin Development Authority ;

(*g*) the Anambra-Imo River Basin Development Authority ;

(*h*) the Niger River Basin Development Authority ;

(*i*) the Ogun-Oshun River Basin Development Authority ; and

(*j*) the Benin River Basin Development Authority ;

which shall in their respective areas have such powers and exercise such functions as are specified in this Decree.

( ) The provisions of the Schedule to this Decree shall have effect with respect to the composition of each Authority and the other matters therein mentioned.

Functions of each Authority.

—(1) The functions of each Authority shall be—

( ) to undertake comprehensive development of both surface and underground water resources for multi-purpose use ;

( ) to undertake schemes for the control of floods and erosion, and for water-shed management ;

( ) to construct and maintain dams, dykes, polders, wells, bore-holes, irrigation and drainage systems and other works necessary for the achievement of the Authority's functions under this section ;

(*d*) to develop irrigation schemes for the production of crops and livestock and to lease the irrigated land to farmers or recognised associations in the locality of the area concerned, for a fee to be determined by the Authority concerned with the approval of the Commissioner ;

(*e*) to provide water from reservoirs, wells and bore-holes, under the control of the Authority concerned for urban and rural water supply schemes on request by the State Governments and when directed to do so by the Commissioner ;

(*f*) the control of pollution in rivers and lakes in the Authority's area in accordance with nationally laid down standards ; and

(*g*) to resettle persons affected by the works and schemes specified in paragraphs (*c*) and (*d*) above or under special resettlement schemes.

(2) Nothing in this section shall preclude the Federal Government or its agencies or, as respects any area falling within a State, the Government of that State or its agencies, from undertaking schemes similar to those of any Authority within that Authority's area.

Power of the Authorities.

3.—(1) Subject to this section, each Authority shall have power to do anything which in its opinion is calculated to facilitate the carrying out of its functions.

(2) No Authority may acquire or lease land or take over any existing project without the agreement of the State Government concerned.

(3) No authority may borrow or lend money without the general or special approval of the Federal Executive Council.

(4) Each Authority may, with the agreement of the Governments of all the States having representation on that Authority, make by-laws for the management of irrigation schemes and regulating the use of water with respect to the functions specified in section 2 above, but no by-law made in pursuance of this section shall come into force unless it is confirmed by the Federal Executive Council.

(5) The Commissioner may give to any of the Authorities directions of a general character or relating generally to particular matters with regard to the exercise of the functions of the Authority concerned and it shall be the duty of that Authority to comply with the directions.

Area of each Authority.

4. The functions of each Authority under this Decree shall be exercised within its area which for the purpose of this Decree shall, in the case of—

(*a*) the Sokoto-Rima River Basin Development Authority, be the Sokoto-Rima Basin, being the area within Nigeria drained by the Sokoto and Rima Rivers and their tributaries and that part of the Niger River from the international boundary to its confluence with but excluding the Malendo River ;

(*b*) the Hadejia-Jama'are River Basin Development Authority, be the Hadejia-Jama'are River Basin, being the area drained by the Hadejia and Jama'are Rivers and their tributaries, including the Misau River ;

(*c*) the Chad Basin Development Authority, be the Chad Basin, being the area between the Lake Chad in the east and a line drawn from Matsena on the boundary with Niger Republic in the north, through Potiskum and Biu to Mubi on the boundary with Cameroun Republic in the south ;

(*d*) the Upper Benue River Basin Development Authority, be the Upper Benue River Basin, being the area drained by the Benue River and its tributaries from the international boundary down to and including the Pai River Basin on the northern bank and the Donga River Basin on the southern bank ;

(*e*) the Lower Benue River Basin Development Authority, be the lower Benue River Basin, being the area drained by the Benue River and its tributaries from its confluence with the Niger River up to, but excluding the Donga River on the southern bank and the Pai River Basin on the northern bank ;

(*f*) the Cross River Basin Development Authority, be the Cross River Basin, being the area within Nigeria drained by the Cross River and its tributaries, including the Kwa Iboe River Basin ;

(*g*) the Anambra-Imo River Basin Development Authority, be the Anambra-Imo River Basin, being the area on the east bank of the Niger River drained by the Anambra and Imo Rivers and their tributaries, excluding the lower Imo and its estuary ;

(*h*) the Niger River Basin Development Authority, be the Niger River Basin, being the area drained by the Niger River and its tributaries from its confluence with the Ubo River in the south up to its confluence with and including the Malendo River in the north ;

(*i*) the Ogun-Oshun River Basin Development Authority, be the Ogun-Oshun River Basin, being the area between the international boundary in the west and the Shasha River in the east, drained by the Ogun, Oshun and other rivers and their tributaries and the associated creeks and lagoons which flow into the sea ;

(*j*) the Benin River Basin Development Authority, be the Benin River Basin, being the area between the west bank of the Niger River in the east and the Oni River in the west, drained by the Forcados, Benin, Siluku and other rivers and their tributaries and the associated creeks and lagoons which flow into the sea.

Financial provisions.

5.—(1) Each Authority shall maintain a fund from which shall be defrayed all expenditure incurred by the Authority.

(2) There shall be paid or credited to the fund—

(*a*) such sums as may be provided by the Federal Military Government or by the Government of any State in the Federation for the purposes of this Decree either by way of loans or grants ; and

(*b*) such other assets as may from time to time accrue to the Authority.

(3) Each Authority shall keep proper accounts in respect of each financial year, and proper records in relation to those accounts and shall cause the accounts to be audited as soon as may be after the end of the financial year to which the accounts relate by a firm of auditors approved, as respects that year, by the Federal Commissioner for Finance.

Compulsory acquisition of land. Cap. 96.

6.—(1) For the purpose of this Decree, the land and Native Rights Act shall have effect as if references in section 13 to the Government of the Federation include references to each of the Authorities established by this Decree.

(2) Property vested in any Authority shall not be liable to be acquired compulsorily under any enactment.

10.—(1) There shall also be established a body to be called the National River Basins Development Co-ordinating Committee which shall consist of — Establishment of National River Basins Development Co-ordinating Committee.

(a) the Permanent Secretary in the Federal Ministry of Water Resources who shall be Chairman ;

(b) the General Manager of each of the Authorities established under section 1 of this Decree ;

(c) the General Manager of the National Electric Power Authority ;

(d) the General Managers of the National Grains and Root Crops Production Companies ;

(e) the Director of the Federal Department of Agriculture ;

(f) the Director of Fisheries ;

(g) the Director of Inland Waterways ;

(h) the Secretary of the Agricultural Research Council of Nigeria ;

(i) a representative of the Federal Ministry of Co-operatives and Supply ;

(j) a representative of the Federal Ministry of Economic Development ;

(k) a representative of the Federal Ministry of Housing, Urban Development and Environment ; and

(l) the Director of the Federal Department of Watet Resources.

(2) The Committee may co-opt other persons who in its opinion can make useful contributions to the work of the Committee.

(3) It shall be the function of the National River Basins Development Co-ordinating Committee to advise the Commissioner with respect to—

(a) the potential for integrated development of each River Basin ;

(b) the effects of the activities of each Authority on the other River Basins ;

(c) the co-ordination of the activities of the Authorities so as to ensure the even development of the different River Basins ; and

(d) such other matters as the Commissioner may from time to time determine.

11. In this Decree, unless the context otherwise requires— Interpretation.

"the Authorities" means the Authorities established by section 1 of this Decree and when used in the singular means any of those Authorities ;

"the Commissioner" means the Federal Commissioner charged with responsibility for water resources ;

"functions" include powers and duties.

12. This Decree may be cited as the River Basins Development Authorities Decree 1976. Citation.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

In this chapter, we shall present and analyse the data collected from survey questionnaire administered on the employees of the Upper Benue River Basin Development Authority, Yola. This analysis will be based on the hypothesis already formulated for the study as stated in chapter one.

We shall restate the hypothesis here:

Hypothesis one: That employees are attracted, retained and motivated to perform in the organisation mainly because of the job incentives given to them.

Hypothesis two: That employees are motivated more by the financial incentives than non financial incentives present on the jobs.

Hypothesis Three: That poor motivation is as a result of the inadequacy of the present job incentives and the improper implementation of such incentives schemes.

Hypothesis Four: That employees motivation has a positive effect on the performance of employee.

All the investigation was conducted at the authority's headquarters based at Yola. 30 questionnaire were administered and all were returned duly treated. The organisations population at the headquarter is about 180 employees.

4.2 PERSONAL CHARACTERISTICS

The questionnaire was designed also to collect information on personal characteristics such as age, marital status, educational qualification and job status. This is relevant because of the assumption that the degree of importance attached to job incentives depends on such personal characteristics. Like wise, the extent to which job incentives motivate such employees to work harder and derive satisfaction from the job are a function of some of these characteristics.

4.1 AGE DISTRIBUTION

AGE RANGE	FREQUENCY	%
20-25	-	0
26-30	2	7
31-35	10	33
Above 35	18	60
Total	**30**	**100**

Source: Survey questionnaire

Table 4.1 shows the age distribution of sample respondents. From the table, it could be seen that no respondent fell in the age range of 20-25. Only 2 fell in the range of 26-30 which represent 7%, 10 are within the range of 31-35 and 18 fell within the range of above 35 representing 33% and 66% respectively.

It can be seen that the greater percentage of the respondents fell in the range of 35 and above. The importance of age factor is simply in terms of added responsibilities that are added to a person. This will consequently make an impact on the amount of incentives required to motivate such a person.

4.22 MARITAL STATUS

Table 4.2

Marital Status	Frequency	%
Single	6	20
Married	24	80
Divorced	-	0
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.2 shows the marital status of the respondents. It can be seen that 6 or 20% are single and 24 or 80% are married. The majority of the employees are married. This means that they could have anything from more than one dependent. The consequence for the employee's motivation is that incentives schemes should take cognisance of the number of dependents if they are to be effective.

4.3 Educational Qualification

Table 4.3

Qualification	Frequency	%
School Certificate	3	10
Diploma	16	53
Degree	7	23
Masters	-	0
Ph.D	-	0
Professional	4	14
No formal Education.	-	-
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.3 shows the educational qualification of the respondents. The table shows that 3 or 10% are school certificate holders, 16 or 53% are Diploma holders, which is the highest and none posses either master or Ph.D. 4 of the respondents representing 14% hold professional certificate.

JOB STATUS

Table 4.4

Status	Frequency	%
Management Staff	3	10
Senior Staff	22	73
Junior Staff	5	17
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.4 shows the job status of the respondents. 3 or 10% are management staff, 22 or 73% are senior staff and 5 or 17% belong to the junior cadre.

4.3 TEST FOR HYPOTHESIS ONE
JOB ATTRACTION, RETENTION AND MOTIVATION

Some of the questions were designed in order to give effect to the test for hypothesis one. We shall now analyse all relevant information necessary to test the hypothesis.

LENGTH OF SERVICE

Table 4.5

No. of Years	Frequency	%
Less than one year	-	0
1-5 Years	6	20
6-10 Years	7	23
Above 10 Years	17	57
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.5 shows that 6 or 20% are between 1-5 years old in the authority. 7 of them representing 23% are between 6-10 yeas old and 17 out of the 30 respondents or 57% of them have spent more than 10 years in the organisation.

The category of employees who have worked for over 10 years is the largest followed by those that have spent between 6-10 years. Those that spent between 1-5 years are the third in that order while none of the respondents is less than 1 year in the organisation. This suggest a very good measure of stability as the lowest percentage fall within the 1-5 years range. This means that there is very low labour turnover. This also suggest to us that the incentives employed here have gone far in motivating the employees to retain their services with the organisation. Though of course, there could be other reasons as we shall examine subsequently.

4.32 REASON FOR LENGTH OF SERVICE

Table 4.6

REASON	FREQUENCY	%
No Alternative	10	33
Incentives	9	30
Loyalty	11	37
Total	**30**	**100**

Table 4.6 shows reasons why employees remain with the organisation for such a long time. Ten of the respondents representing 33% said that it is because they have no alternative, nine of them or about 30% said that they remained with the organisation this long because of the incentives they receive while eleven or 37% said because of the loyalty they have for the authority.

This has now shown us that the incentives have not motivated the employees as much as it is expected

That does not however remove the possibility of the incentives being the reason why the employees were attracted to work in the organisation. 37%, which is the highest said it was due to the loyalty they have for the organisation. It should be noted that loyalty does not stand in isolation. An employee can be loyal even if the incentives are not motivating enough. And to say loyalty first could easily suggest that the incentives are not enough.

In order to test the loyalty or accuracy of the responses in 4.6, we asked the respondants if they think colleagues in similar employment are paid more than they are and again if they would seek for other job opportunities out side the authority: These are their responses.

Do you think your colleagues in similar employment are paid more than you are?

Table 4.7

Status	Frequency	%
Yes	20	67
No	8	27
Total	**28**	**94**

Source: Survey Questionnaire

The table above shows that 20 of the rspondents or 67% believe that colleagues in similar employment are paid more than they are. 27% said no while the remaining 6% said they did not know. We then asked them if they could seek for other job opportunity outside the authority

Table 4.8

Status	Frequency	%
Yes	17	57
No	13	43
Total	**30**	**100**

Source: Survey Questionnaire

Seventeen out of the 30 respondents or 57% of them said yes, they will seek for other job opportunities outside the authority. Thirteen of them or 43% said no they won't. This shows some positive correlation in the respondents responses in our tables 4.7 and 4.8. The employees will seek for other job opportunities outside because they believed their colleagues outside are paid more.

We also asked the respondents to give a specific reasons for their responses in table 4.8. Out of the 17 that said yes, 11 or 64% of them stated their reason as for

better condition of service. The remaining six of them gave various reasons from lack of job satisfaction to contributing their own quota in other areas while others said to gain more experience elsewhere.

4.33 THE IMPACT OF INCENTIVES ON PERFORMANCE

The respondents were asked the following questions. Does your performance improve immediately you receive a new incentive? Their responses are reflected in the following table.

Table 4.44

Status	Frequency	%
Yes	25	83
No	5	17
Total	**30**	**100**

Source: *Survey Questionnaire*

The table shows that 25 of the respondents or 83% believed that their performance will improve immediately they receive a new incentive. Only 5 of them 17% think otherwise. These responses shows that there is a positive relationship between job incentives and employee performance.

Table 4.10 JOB SATISFACTION

Status	Frequency	%
Yes	21	70
No	9	30
Total	**30**	**100**

Source: Survey Questionnaire

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The above table shows that 21 respondents or 70% said they are satisfied with their jobs while 9 out of the 30 respondents or 30% of them said they are not satisfied with their jobs.

When asked to state the reason for their response, most of those that answered yes said it is because their salaries are being paid promptly. Some of them however, said because they enjoy performing their jobs. None of them mention incentives as a reason.

As for those who answered no, they are not satisfied with their jobs, their reasons range from none availability of tools to work with to no proper delegation of authority and no schedule of duty.

To further test the accuracy of the responses in table 4.10, we asked therespondents the following question: When do you feel satisfied most with your job. Their responses are as shown in table 4.11

Table 4.11

Reason	**Frequency**	**%**
Promotion	5	17
Special Responsibility	12	40
Increase in pay	4	13
Decision Making	8	27
Others	1	3
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.11 shows the response of the respondents when asked when are they satisfied most. Five or 17% of them said when they are promoted, 12 or 40% said when they are assigned special responsibility. Four of the respondents representing 13% said they feel satisfied most when their pay is increased. 8 out of the 30 respondents

representing 27% of them said when they are given the opportunity to participate in decisions. Only one of the respondents or 3% stated other reasons.

These responses highlight the importance attached to assignment of special responsibilities and participation in decision making to the employees. It would therefore be deduced that job incentives should include these elements for effective motivation. Information gathered shows that this exist at Upper Benue.

4.4 TEST FOR HYPOTHESIS TWO: IMPACT OF FINANCIAL AND NON FINANCIAL INCENTIVES ON EMPLOYEE MOTIVATION

Some of the questions were design to give effect to the test for hypothesis two. We shall now present and analyse all information relevant to the test for hypothesis two. We start by finding what form of incentives are preferred by the employee between the financial and the non financial.

Table 4.12

Preference	**Frequency**	**%**
Financial Incentives	19	63
Non Financial Incentives	11	37
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.12 shows the respondents preference for the financial incentives 19 or 63% prefer financial incentives while 11 or 37% went for non financial incentives.

4.41 OPINION ON INCENTIVES AND OTHER JOBS FACTORS

Table 4.13

Item	Good		Satisfactory		Poor	
	No.	%	No.	%	No.	%
Monetary	7	23	21	70	11	37
Housing	9	30	13	43	8	27
Medical Facility	18	60	10	33	2	7
Transportation	7	23	13	43	10	33
Working Facility	12	40	12	40	6	20
Supervision	7	23	17	57	6	20
Relationship with Superior officer	15	50	13	43	2	7
" " Surbordinate	18	60	12	40	-	-
Training	16	53	12	40	1	3
Staff School	14	47	11	37	5	17
Total	**123**		**134**		**51**	

Source : Survey Questionnaire

Table 4.13 collate the opinion of respondents on the broad classification of monetary and non- monetary benefits and other vital job factors. The over all cumulative frequency show that 123 consider the incentives at upper Benue good,134 are of the opinion that they are satisfactory while 51 believed they are poor.

4.5 TEST FOR HYPOTHESIS THREE: IMPACT OF JOB INCENTIVES AND IMPLEMENTATION OF INCENTIVES SCHEMES ON MOTIVATION

Some of the questions were design to give effect to the test for hypothesis three. We shall now present and analyse all information relevant to the test for hypothesis three. We start by finding out if the monthly pay package meets the needs of individual

employees. These are their responses.

Table 4.14

Responses	Frequencies	%
Yes	1	3
No	29	97
Total	**30**	**100**

Source: Survey Questionnaire

The table above shows that only one respondent said his monthly package meet his needs. 29 of the respondents or 97% of them said the monthly pay package does not meet their needs. This reveals clearly the poor state of motivation in the organisation and the main reason could not be far from the above. It does raise the question of how these employees cope with these inadequacy. May be the responses was so because the monthly pay package was considered in isolation.

4.51 PAY AND EMPLOYEE PERFORMANCE

We asked the respondents the following questions:

Do you think you are paid less than the contribution you make to this authority?

Table 4.15

Responses	Frequencies	%
Yes	19	63
No	11	37
Total	**30**	**100**

Source: Survey Questionnaire

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Table 4.15 shows that 19 or 63% of the respondents answered Yes while 11 or 37% answered No. This effectively confirms the responses obtained in table 4.14 on the adequacy of the monthly pay package. If the employee say the pay does not meet their needs, then that means that they believe their contributions are more valuable than that.

4.52 MANAGEMENT AND ADMINISTRATION OF INCENTIVE SCHEMES

We asked the respondents the following questions:

Is the management sensitive to your needs?

Table 4.16

Responses	Frequency	%
Yes	23	77
No	7	23
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.16 shows that 23 or 77% of the respondents answered Yes while 7 or 23% of the respondents answered No. The implications of this is that even though most of the respondents have expressed dissatisfaction with the incentives, they still believe that the management is sensible to their needs. This easily means that the absence or inadequacy of some incentives is believed to be above the powers of the management.

Furthermore, we sought to find out if the employees agreed that the present incentives schemes are well administered. The following were the responses.

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Table 4.17

Responses	Frequency	%
Agree	17	57
Disagree	13	43
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.17 shows that 17 or 57% of the respondents agreed that the present incentives schemes are well administered while 13 or 43% disagreed.

We asked the respondents to state specific reasons for their responses to 4.17. The 17 or 57% who agreed stated that they see no problem with the administration of the schemes. They argued as a government organisation the management gives a package as approved by the government. They believed that the government should provide more. Another reason is that all staff entitlements are paid as and when due and that management has generally been concern about staff welfare.

The 13 or 43% of the respondents who disagreed said that the incentives are negligible and that a lot of improvement is needed. Some of the respondents however claimed that there is no sincerity in the administration of the incentives schemes.

4.6 TEST FOR HYPOTHESIS FOUR
MOTIVATION AND EMPLOYEE PERFORMANCE

Some of the questions were designed to give effect to the test for hypothesis four. We shall now present and analyse the information relevant to the test for hypothesis four. We sought to find out the respondents view about the level of workers performance at Upper Benue. The following are their responses.

Table 4.18

Responses	Frequency	%
Good	9	30
Satisfactory	17	57
Fair	4	13
Poor	0	-
Total	**30**	**100**

Source: Survey Questionnaire

The table shows that 9 or 30% said workers performance is good. 17 or 57% said its satisfactory while only 4 or 13% said it is fair. None said it is poor. This means that more incentives is required to improve the performance of the workers to the maximum.

4.61 PROMOTION CRITERIA

Table 4.19

Responses	Frequency	%
Seniority	2	7
Performance	17	57
Qualification	3	10
Other Consideration.	8	26
Total	**30**	**100**

Source: Survey Questionnaire

Table 4.19 shows that 2 or 7% of the respondents said or think that seniority is the most important criteria used during promotion exercise. 17 or 57% think performance is the most important criteria that influenced promotion while 3 out of the

respondents or 10% of them think qualification plays the most important role in promotion. 8 or 26% of them think promotion are based on other consideration.

These responses are of course without prejudice to the already existing guidelines for promotion at Upper Benue. The majority, that is 17 or 57% said performance is the most important criteria. This is indeed good for the organisation as it serves to motivate the employees for increased performance as they know that their reward could come in the form of promotion.

We concluded the survey by collating the respondents view about areas ofimprovements at Upper Benue. From the results obtained about 40% of the respondents wanted improvements in the general welfare of the employee. About 20% of them wanted transportation for those leaving outside staff quarters and certain percentage of rent supplement to be paid to staff occupying quarters. About 12% of them simply wanted an increase in pay. The remaining 28% suggested improvements in various aspects such as better provision of working facility, well defined job placement, improved staff supervision and relationship and opportunity to contribute their own quota in decision making.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

This study has critically analysed the impact of job incentives on employee motivation at the Upper Benue River Basin Development Authority, Yola.

The study derived its basis from the fact that organisations have to be staffed with people in order to carry out their objectives, thus the need to keep employees well motivated with incentives in order to carry out these functions. Therefore, the need to have adequate incentives on the job can not be over emphasised.

This study aimed not only to identify what incentives are available but also analysing what impact these have on the motivation and performance of employees. It is significant in that it will offer practicable solutions to the problems of employee motivation in the organisation.

A review of relevant literature on the subject was conducted. We saw the motivation process as arising out of the need of employees and ending only when these are satisfied, after which other needs surface and the process will commence all over again. The relation between motivation and job satisfaction was also examined. The carrot and the stick approach to motivation was highlighted as a classical theory of rewards and punishments.

In examining the theories of motivation, we classified them into content theories and process theories. The contents theories examined include Abraham's Maslow's Hierachy of needs, Herzberg's motivator Hygiene theory and McClelands Needs theory of motivation. The process theories examined include, the Porter - Lawler model and the Vrooms expectancy theory of motivation. To put those theories in proper perspective we analysed their various managerial implications summing up the review of literature, we analysed the practical applicability of the theories of motivation seeking to draw a

line between theory and practice.

We also highlighted the organisation chosen as the case study in chapter three. We stated that the organisation, Upper Benue River Basin Development Authority, Yola was chosen in its capacity as a public sector organisation. We traced its historical background, objectives, organisational structure including the structure and functions of its departments and then highlighted the nature of incentives available.

In chapter four, we tried systematically to analyse all relevant primary data collected while testing the four hypothesis formulated for the study. Data was presented in simple frequency table and analysed exhaustively to bring an accurate result to our hypothesis.

5.2 CONCLUSIONS

While we can not conclude on the specific factors that attracts employees to work at the Upper Benue River Basin Development Authority, Yola we can however conclude that there is a reasonable low level of labour turn over. This itself is not due to an ideal situation. Some employees have expressed their desire to leave the services of Upper Benue especially because they felt that their colleagues in similar employment are paid more, but more importantly their desire for more incentives that could motivate. Obviously, it is these incentives that satisfy a persons needs for not only basic order things but also far the higher order ones. It is not surprising therefore that a very positive relationship has been established between incentives and employee performance.

A major boost of performance can be achieved even with an uncommensurate increase in incentives. Despite all these however, a very positive relationship between incentives and job satisfaction was found. Although a majority of the employees expressed their dissatisfaction with the job, it was only marginal and not commensurate to the level of incentives available.

It is very obvious from the findings that employees are motivated more by the financial incentives than the array of welfare schemes and incentives that are largely non

financial though bringing a lot of relief to them. The fact remains that no amount of money is too much for the employees. This is because our system is based on the values and behavioural patterns of the developed market economics and our socio- culture makes employee to be responsible for the welfare of a lot of people from his extended family.

A very disturbing finding of this study is that employee monthly pay package do not meet their needs. This is the bane of most pay systems in Nigeria if not all especially there regard for the reality of living standards as determined by process of goods and services. In deed employee motivation can never be high if they are left out in the open by the organisation to look for alternative means of satisfying their needs.

Employees level of performance was found to be reasonably high. This begates the traditionally known positive relationships that exists between incentives, motivation and performance. It seems more likely however from all information available, to the good functional organisational structure and management of Upper Benue.

Finally, the organisation should note that increased motivation produces anxiety that can be functional for solving problems up to a point, beyond that level it becomes a hindrance to performance. Over motivated workers may feel so pre-occupied with a limited set of valued outcomes or goals that they over look the importance of other human behaviours in the organisation.

5.3 RECOMMENDATIONS

Every organisation that seeks to achieve its purposes should view seriously the importance which job incentives have especially their positive impact on employee motivation and consequently their performance. Low level of motivation translates into the failure of organisation.

There is no gain saying the fact that incentives available for employees in the public sector leaves much to be desired. To this effect therefore, there is an urgent need for total review of the entire incentives to make them more relevant to the present day realities of the economy. In deed the practice of deliberately keeping public sector

employees always a step behind their counter parts at the private sector in terms of remuneration should be stopped. Due to the variations in the exigencies of the tasks of various organisations in the public sector, incentive schemes should be decentralised and every organisation should be given much freedom to determined what incentives to provide for its employees in accordance with the nature of the job.

The imput of employees is always necessary in preparing incentives if they are to be relevant to their needs. This should be done by the organization while trying to keep it in balance not only with available resources but also without necessary attempting to solve all imagined needs of employees which are sometimes endless and insatiable. This participation by employees alone has proved to be a high motivator.. The most meaningful incentive system that is motivational in outlook is that in which incentives are tied to performance. Employees should be rewarded more on performance than on any other factor. Equating employees simply on the motion of similar functions is erroneous. Performance is more important in jobs that require special abilities and talents. Employees can be motivated by the mere knowledge that they are rewarded based on their abilities. Obviously this does give them a lot of job satisfaction especially because it give them the chance to fulfil their high order need of self actualization.

For incentives schemes to remain motivational they should be reviewed periodically as regular as the changes in the economy. The instability in the economy very often cancels any positive effect derived from increased incentives. Thus the need to provide incentives relative to the state of the economy at any particular time.

The provision of incentives by management should give preference to the direct financial benefits. This is because of the preference expressed by the employees for such. This is not surprising or unreasonable as the nature of the responsibility of working people in our society goes beyond what the organisational welfare schemes can provide. Furthermore, receiving financial benefits has been known to come with more psychologically induced satisfaction.

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