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MOTIVATIONAL EFFECT OF THE NATIONAL PRODUCTIVITY ORDER OF MERIT AWARD ON OF INDIVIDUAL RECIPIENTS' PRODUCTIVITY AT WORK PLACE.

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Abstract
Motivation is an important Managerial factor which encourages persons to give their best performance and help in reaching enterprise goals. The type of reward practices used by an organisation plays an important role in motivating employees 'productivity at the workplace. Nigeria, like any other country has a system o) recognising out standing achievements of its citizens through the National Productivity Order of Merit (NPOM) Award. This study examined the motivational effect of the NPOM award on the productivity of individual recipients. It also looked at the significance of the NPOM award to National Productivity. The study adopted a survey research method where primary data were collected with the aid of a structured questionnaire. 1 'he data collected were analysed using the Chi square statistical tool. The findings revealed that the award motivates increased productivity in the recipients of the award. The recommendations include that the NPOM award should expand its scope and coverage to cover more Nigerians for its intended purpose to be widely impactful
Keywords: NPOM Award, Motivation and Productivity.

1.1 Introduction

The role of motivation and recognition of individuals and organizations for their achievements can never be overemphasized. Many organizations put different systems in place to motivate their employees. This is because it is generally believed that only positively motivated employees can give their best for improved productivity. It is so important that countries all over the world have designed different types of awards to recognize and motivate citizens who have contributed in one way or another the social economic development of the country.

Nigeria, like any other country also has a system of recognizing outstanding achievements of its citizens. Such rewards show the nation's appreciation for the contributions of those who have distinguished themselves in their services to the nation. This is because awards are instruments for motivating others to strive for greater heights and to contribute more to the nation, it is a kind of a reward system.

In Nigeria, over the years, government has instituted several categories of awards for conferment on Nigerians who have distinguished themselves in their various fields and endeavours. Such awards include; the National Honors Awards (NHA), the National Productivity Order of Merit (NPOM) Award, the Nigerian National Merit Award (NNMA), the Nigeria National Quality Award (NiNQA), the National Creativity Award (NCA) etc.

The main objective of these awards is to recognize individuals with good performance and award them so as to motivate them to do better.
The National Productivity Order of Merit (NPOM) Award is an order of honour and dignity instituted by the Federal Government of Nigeria through the National Productivity Centre (NPC) in order to recognize and honour at the national level, productive individuals and organizations in Nigeria.

The overall objective of the National Productivity Centre is to ingrain productivity consciousness into the the psyche of Nigerians, in the public and private sectors of the economy, in other to generate visible improvement in the quantity and quality of goods and services with the aim of enhancing the living standards of the citizenry.

According to Sharpe (2002), "the issue of productivity and the related issue of innovation continue to be high on the public policy agenda and there is especially strong interest among policy-makers in the social aspects of productivity." This is because productivity growth is the most important source of long-term economic growth. On the long term, increasing productivity is the only way to increase the standard of living, defined as real GDP per capita. Thus, trends in productivity are the key determinants of long-term trends in both absolute and relative living standards.

At the individual level, negative and deviant behaviours like truancy, carelessness, tardiness, improper use of time, indolence, in-efficiency, insubordination, dishonesty, bribery and corruption can neither give rise to productivity nor yield a buoyant economy. Rather, great nations emerge through committed and noble attributes of citizens' expertise, job performance, dedication, hard work, initiative, creativity, honesty, reliability, self-discipline, moral leadership, responsibility, punctuality, teamwork, contribution to the building of communities, organizations, good human relations etc.

At the corporate level, are those organizations that are self-reliant in their adaptation and application of technology in order to guarantee for themselves cost effective operations and productive efficiency. What are the trends of sustained increases over the years in Nigerian companies in such vital areas as local sourcing of raw materials, capacity utilization, sales turnover, profitability, facilities? An economy that generates good employment opportunities and respectable quality of life for its citizens is what productivity is all about. Service organizations are assessed on their ability to render cost effective services, which do not inflict pain on their consumers (NPC, 2012).

It is against this back-drop that the Federal Government of Nigeria put in place the National Productivity Order of Merit (NPOM) Award to identify those individuals and corporate organizations that excel in performance for recognition and award with the certificate of merit. It is presupposed that the NPOM would lead to improved productivity in the both the public and private sectors of the economy as well as serve as motivation for individual and corporate awardees to do better.

Thus this study's research questions is, does the National Productivity Order of Merit (NPOM) Award have any motivational effect on individual awardees? How has the NPOM

Award affect individual recipient's performance? Has the NPOM Award spurred individual award recipients to continually improve their productivity?

The main objective of this study is examine the motivational effect of National Productivity Order of Merit Award (NPOMA) on individual award recipients. And the specific objectives include, determining the motivational effect of the NPOM Award on individual awardees; examine the importance of the award to the individual awardees; identify ways by which the award can spur individuals to continually improve their productivity.
Based on the above therefore this Null Hypothesis was tested;

i. Ho:- There is no significant difference in the respondents' opinion on the motivational effects of the NPOM Award on the individual beneficiaries;

Literature Review

Motivation

Several management scholars have given different definitions of motivation. According to Middle and Hit (1981) in Blog Archive (2008) "motivation is the willful desire to direct one's behaviour towards goals" the key elements in this definition are willful desire, which is a person's choice of behaviour, and a goal directed purpose. Furthermore, in another related development Wallace and Andrew (1994) in Blog Archive (2008) opined that motivation is a dynamic process that motivates, engineers, directs and determines change in behaviours. It is important to note that motivation is not only rewards and punishment; it includes ideas, expectation and experience. When it comes to motivation, people mostly act on perception and not reality. According to yourarticlelibrary.com, (2019) motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance. Likert, sees it as "the core of management which shows that every human being gives himself a sense of worth in face-to face groups which are most important to him.... A supervisor should strive to treat individuals with dignity and a recognition of their personal worth."

It is "a willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organization." Memoria in yourarticlelibrary.com, 2019.

In the opinion of yourarticlelibrary.com, 2019, it can be inferred from the various definitions that motivation encompasses the following;
"Motivation is an inner feeling which energizes a person to work more;

The emotions or desires of a person prompt him for doing a particular work; There are unsatisfied needs of a person which disturb his equilibrium;
A person moves to fulfill his unsatisfied needs by conditioning his energies; &

There are dormant energies in a person which are activated by channelizing them into actions."

Motivation and Employee Productivity

The type of reward practices used by an organization plays an important role in motivating employees to perform. (Beer and Walton, 2014). This ultimately affects the performance of the organization. Smith (2012) also opined that if rewards are effectively utilized, they can motivate individuals to perform at higher levels, and the use of proper rewards can culminate in higher performance at the organizational level (Giancola, 2011).

Many organizations have formal recognition and rewards programmes and these recognition programmes usually include rewards because good performances are recognized. According to Tessema, Ready and Embaye, 2013 "No resource is more critical to an organization's success than its human resources are; people are the only strategic weapon a company has that cannot be copied by its competition. Employees who are competent, motivated and satisfied lead to more productive organizations overall. Satisfied employees are more likely to be committed to their organizations and exhibit higher levels of performance and productivity. Employee's job satisfaction offers important clues concerning the health and performance of an organization and provides information on where improvements can be made to the organization." This explains why the National Productivity Order of Merit award places a high premium on individuals. Though companies and organizations are also recognized, the idea is, without individuals can there be companies and organizations? Tessema, e tal, 2013, posit, "…. previous research has given little attention to employee recognition as a factor that affects job satisfaction."

At the individual level, Irvine, 2012 wrote that the Economic Times recently reported, based on a poll on employee productivity from TJinsite, the research arm of TimeJobs.com, revealing: "More than 35 percent of the employees consider lack of recognition of work as the biggest hindrance to their productivity. According to them, rewards and recognition for achievements at workplace act as morale booster, which in turn increase their productivity." "Simply put, the importance of rewarding employees in an organization is that it spurs people to work harder and be more productive. There is a saying that "people will always work harder when they know they are appreciated," and research backs it up. According to one survey, 79 percent of employees say that recognition makes them work harder, and 78 percent are more productive after being rewarded. In fact, as more Millennials and Generation Z workers enter the workforce, the importance of a reward system to increase motivation is becoming even greater. Although these younger workers want fair compensation and benefits, they also want meaningful and fulfilling work. Part of what makes work more meaningful is recognition for a job well done, or more specifically, frequent praise and awards for their efforts. In fact, Millennials consider rewards as essential to their happiness at work, meaning that employers have a responsibility to incorporate reward and recognition programs into their companies if they want to attract and retain younger workers. (Hamlin, K, 2019).

2.2 Theoretical Framework

2.2.1 Expectancy Theory (Victor Vroom)

The Expectancy Theory (Victor Vroom) is based on assumption that the employee effort will lead to performance and the performance will lead to getting rewards either positive or negative (Vroom, 1964). The more positive the reward the more likely the employee will be highly motivated. And a motivated employee puts on more performance. Conversely,

the more negative the reward the less likely the employee will be motivated thereby putting on less performance.

The theory is hinged on three basic variables of *Attractiveness*; *Performance-reward linkage* and *Effort-performance linkage*. This study is anchored on *Effort-performance linkage* that is the perceived probability by the individual that exerting a given amount of effort that eventually attracts reward which is a motivator that will lead to more performance.
In the context of this study, the employee's performance attracts reward in the form of the National Productivity Order of Merit Award, which is a motivator that propels the employee to put more effort at the work place. Nigerian National Productivity Order of Merit Award is based on government Policy which is aimed at recognizing and motivating both individuals and corporate organizations in both the public and private sectors of the Nigerian economy.

The focus of the award in this study is Nigeria's National Productivity Order of Merit (NPOM) Award, whose main objectives are as follows:

i. To institutionalize productivity consciousness and excellence in service among workers and organizations in both public and private sectors in Nigeria, emphasizing hard work, high performance, efficiency, discipline, dedication, humility and patriotism;
ii. To accord workers and organizations proper and due recognition for hard work, high productivity and research achievements;
iii. To identify and reward productive workers and organizations in both the public and private sectors of the economy (National Productivity Centre, NPC 2012).

The launching of Operation Excellence in Service (OPEX) in Lagos, on 21 February 1990 by the Federal Government of Nigeria marked the origin of NPOMA. The then Military Head of State, General Ibrahim Badamasi Babangida declared that 21 February every year be observed in Nigeria as a National Productivity Day (NPD) having the National Productivity Order of Merit Award (NPOMA) as the focus.

Following the declaration, the first National Productivity Day (NPD) was observed successfully on 21 February 1991 both at the national, state and local government levels throughout the country.

The major component of the National Productivity Day (NPD) is the National Productivity Order of Merit Award (NPOMA). This is an award of honour and dignity conferred on the most productive organizations and individuals in Nigeria. As a confirmation of the Federal Government's commitment to Productivity improvement in the economy and the ideals of excellence in service, the award is conferred on worthy individuals and corporate organizations annually
Government also instituted the National Productivity Order of Merit (NPOM) Award to accord workers and organizations proper and due recognition as a way of motivating them.

The process for the conferment of the first National Productivity Order of Merit Award (NPOMA) in Nigeria started on 10 September 1990. The then Honourable Minister of Employment and Productivity, Engineer Bunu Sheriff Musa inaugurated a twelve (12)

Member high-powered Panel drawn from both the public and private sectors of the economy to coordinate the process of selecting worthy Nigerians.

Over the years, the name of the NPOMAP has changed to the National Productivity Order of Merit Award Committee (NPOMAC).

To underscore the importance government attaches to the Award, the observance of the NPD/NPOMA celebration is usually presided over by the President of the Federal Republic or his representative.

In instituting the National Productivity Order of Merit Award (NPOMA), government is fully aware of the social, political and economic implications of a nation without visible improvement in its level of productivity. In such a nation, employment generation opportunity is impossible. Essentially, productivity is no doubt the most important determinant of real economic growth, social progress and improved standards of living. In other words, changes in productivity have a major influence on many social and economic issues, such as rapid economic growth, better standard of living, improvement in a nation's balance of payment and inflation control. These changes are a function of wage levels, cost/price relationships, capital investment needs and employment.

The need to consolidate the achievements made by the various sectors has made the quest for higher productivity more urgent than ever before. Without any doubt, higher productivity helps to alleviate a nation's economic balance of trade, poor growth rate and unemployment. It also stimulates higher quality of goods and services, price stability, higher standard of living and capacity utilization. At the levels of both individual and corporate organizations, the National Productivity Order of Merit Award is a thoughtful incentive scheme designed to affect productivity positively as it is believed that it will motivate winners and spur them to improve their productivity. This is particularly so at the individual level. Human resource is seen by many as the most important resource of any nation. As Tessema, Ready and Embaye, 2013 succinctly put it "no resource is more critical to an organization's success than its human resources are; people are the only strategic weapon a company has that cannot be copied by its competition" Without the people therefore, there can be no productivity.

At the individual level, negative and deviant behaviours like truancy, carelessness, tardiness, improper use of time, indolence, inefficiency, insubordination, dishonesty, bribery and corruption cannot give rise to productivity nor yield a buoyant economy. Rather, great nations emerge through the sweat of their citizenry who are committed to noble attributes such as expertise, job performance, dedication, hard work, initiative, creativity, honesty, reliability etc.

Research Methodology

The study examined the motivational effect of the National Productivity Order of Merit (NPOM) Award. The population of this study comprised all the living NPOM Award winners from 2005 to 2015 and some selected staff of the National Productivity Centre who usually handle the Award process at different stages, from the distribution of NPOM nomination forms to the final stage.

Survey research design was adopted for this study after searching the literature for an appropriate methodology and considering the nature of our study environment. According to Oche (2008) survey research is one in which a group of people or items are studied by collecting and analysing data from only a few people considered to be representative sample of the entire population. The survey design specifies how such data will be collected and analysed.

Survey method therefore, is a process of extracting information from a target population through the use of observations, questionnaires or interviews and subjecting the data obtained to statistical analysis for the purpose of drawing conclusions. This research design was chosen because the study is aimed at examining the motivational effect of the National Productivity Order of Merit Award from 2005 to 2015 on past individual award recipients; determine how important the NPOM Award is to past individual recipients and determine if the NPOM Award has spurred individual award recipients to improve their productivity. A combination of primary and secondary sources of data collection was adopted. Prominent among the primary sources are questionnaires, observations and oral interview.

The population in this context is the aggregate number of persons from whom data for the study were collected. This study focused on Nigeria's National Productivity Order of Merit (NPOM) Award: A critical Assessment, 2005 – 2015. The total number of awardees (individuals and organizations) was 175 for the period covered. Since it was impossible and impracticable to reach all the past awardees in the period under study, science was used to provide the techniques of selecting the respondents systematically.
The sample size includes the total Number of Nigerian National Productivity Order of Merit Award past winners:

1. Individuals Awardees	133
2. Organizational Awardees	42
3. Selected NPC Staff	25
Total	200

Results and Discussion

After arriving at the population for this study, Nigerian National Productivity Order of Merit Award past winners, questionnaire were distributed to the various respondents as can be seen below in Table 4.1 Types of Respondents

Table 4.1 Type of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Past Individual Awardee	102	66.7	66.7	66.7
	Past Organizational Awardee	32	20.9	20.9	87.6
	NPC Staff	19	12.4	12.4	100.0
	Total	153	100.0	100.0	

Source: Research Data, 2021

Analysis: From the table above, we have a total of 102 Past Individual Awardees out of 153 or 66.7%, 32 or 20.9% from the Past Organisational Awardees and 19 or 12.4% from NPC Staff.

Table 4.2 Year of Award

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2005	13	8.5	9.7	9.7
	2006	12	7.8	9.0	18.7
	2007	10	6.5	7.5	26.1
	2008	13	8.5	9.7	35.8
	2009	13	8.5	9.7	45.5
	2010	13	8.5	9.7	55.2
	2011	12	7.8	9.0	64.2
	2012	11	7.2	8.2	72.4
	2013	12	7.8	9.0	81.3
	2014	11	7.2	8.2	89.6
	2015	14	9.2	10.4	100.0
	Total	134	87.6	100.0	
Missing	System	19	12.4		
Total		153	100.0		

Source: Research Data, 2021

Analysis: From the table above, out of the 153 respondents we have: 13 or 9.7% for 2005; 12 or 9.0% for 2006; 10 or7.5% for 2007, 13 or 9.7% for 2008, 13 or 9.7% for 2009, 13 or 9.7%
for 2010, 12 or 9.0% for 2011, 11 or 8.2% for 2012, 12 or 9.0% for 2013, 11 or 8.2% for 2014,
14 or 10.4% for 2015.

Table 4.3 NPOMA Reward System

		Frequency	Percent	Valid Percent	Cumulative Percent
	Very effective	85	55.6	55.6	55.6
Valid	Effective	43	28.1	28.1	83.7
	Average	25	16.3	16.3	100.0
	Total	153	100.0	100.0	

Source: Research Data, 2020

Analysis: From the table above, NPOMA as an effective motivational reward system for achieving higher performance, out of the 153 respondents, 85 or 55.6% answered Very Effective, 43 or 28.1 answered Effective. This implies that 128 or 83.7% support the opinion that NPOM Award is an effective motivational reward system for higher performance. 25 or 16.3% answered average, while no one answered Ineffective or Very Ineffective.

Table 4.4 Improve productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly agree	70	45.8	45.8	45.8
	Agree	35	22.9	22.9	68.6
Valid	Indifferent	30	19.6	19.6	88.2
	Disagree	18	11.8	11.8	100.0
	Total	153	100.0	100.0	

Source: Research Data, 2020

Analysis: From the table above, out of the 153 respondents, 70 or 45.8% Strongly Agreed that the award is motivating recipients from the public sector to work better to improve productivity, 35 or 22.9% Agreed, 30 or 19.6% were Indifferent. This implies that 105 or 68.6% generally agreed that the award is motivating recipients from the public sector to work better and improve productivity, 30 or 19.6% were in indifferent while only 11.8% disagreed.

Table 4.5 Few for Productivity of Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly agree	20	13.1	13.1	13.1
	Agree	20	13.1	13.1	26.1
Valid	Indifferent	25	16.3	16.3	42.5
	Disagree	30	19.6	19.6	62.1
	Strongly disagree	58	37.9	37.9	100.0
	Total	153	100.0	100.0	

Source: Research Data, 2020

Analysis: From the table above, out of the 153 respondents, only 20 or 13.1% respectively Strongly Agreed and Agreed that considering the importance of the NPOM Award, the

number of individuals and organizations receiving the award yearly are too few to make notable impact on productivity of Nigeria, another 25 or 16.3% were Indifferent, 30 or 19.6% Disagreed while 58 or 37.9% Strongly Disagreed. It can be inferred that 88 or 57.5% Disagreed with the notion of increasing the number of individual and organizational awardees, while 40 or 26.1% would want the number increased, 25 or 16.3% were indifferent.

Table 4.6 Massive Awareness

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly agree	95	62.1	62.1	62.1
	Agree	40	26.1	26.1	88.2
Valid	Indifferent	18	11.8	11.8	100.0
	Total	153	100.0	100.0	

Source: Research Data, 2020

Analysis: From the table above, out of the 153 respondents, 95 or 62.1% responded Strongly Agreed to the question "Massive awareness needs to be created for all Nigerians to know about the award as well as its importance to the economy", 40 or 26.1% Agreed, only 18 or 11.8% were Indifferent while nobody Disagreed or Strongly Disagreed. By implication, 88.2% of respondents want massive awareness creation for all Nigerians on the importance of the award and as well as its importance to the economy.

Table 4.7 Motivational Impact

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	70	45.8	68.6	68.6
	Agree	30	19.6	29.4	98.0
	Disagree	2	1.3	2.0	100.0
	Total	102	66.7	100.0	
Missing	System	51	33.3		
Total		153	100.0		

Source: Research Data, 2020

Analysis: Individual awardees were 102 respondents. From the above table, out of the 102 respondents, 70 or 68.6% Strongly Agreed to the question "Conferment of NPOMA has some motivational impact on individual recipients/awardees", 30 or 29.4% Agreed, while only 2 or 2.0% Disagreed. A whooping 98.0% agreed that the NPOM Award has some motivational impact on them.

Table 4.8 | Morale Boaster

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly agree	65	42.5	63.7	63.7
Valid	Agree	37	24.2	36.3	100.0
	Total	102	66.7	100.0	
Missing	System	51	33.3		
Total		153	100.0		

Source: Research Data, 2020

Analysis: To the question "The award is assisting in boosting of the morale of individual recipients" which was for only individual awardees, out of the 102 respondents, 65 or 63.7% Strongly Agreed, while 37 or 36.3% Agreed, no respondent was Indifferent, none Disagreed or Strongly Disagreed. All of the 102 respondents or 100% agreed that the award is assisting to boost the morals of individual awardees.

Table 4.9 Improve Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly agree	55	35.9	53.9	53.9
Valid	Agree	30	19.6	29.4	83.3
	Indifferent	17	11.1	16.7	100.0
	Total	102	66.7	100.0	
Missing	System	51	33.3		

Source: Research Data, 2020

Analysis: To the question "Conferment of the award has contributed to improve the performance of individual award winners", 55 or 53.9% Strongly Agreed, 30 or 29.4% Agreed, 17 or 16.7% were Indifferent while no single respondent disagreed. In all, 85 of the 102 respondents or 83.3% agreed that the award has contributed to improve the performance of individual award winners.

Chi-Square (X^2) statistical tool was adopted for testing the Hypotheses. Ho:- There is no significant difference in the respondents' opinion on the motivational effects of the NPOM Award on the individual beneficiaries.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.272[a]	4	.000
Likelihood Ratio	39.958	4	.000
Linear-by-Linear Association	23.469	1	.000
N of Valid Cases	102		

5 cells (55.6%) have expected count less than 5. The minimum expected count is .27.

The result of the chi-square test showed that the difference was significant ((X^2) value is 39.958, degree of freedom (df) is 8, p-value is 0.000). Since the p-value of 0.000 was less than 0.05, the null hypothesis was therefore rejected. That means "there is a significant difference in the respondents' opinion on the motivational effects of the NPOM Award on the individual beneficiaries".

Most of the individual awardees were of the opinion that the NPOM Award impacted positively on them and motivated them to do better knowing they could one day be recognized by their country.

The findings of the study showed that the award had positive motivational effect on individual award winners who believed they were spurred and motivated to do more than before because the award was national and a great morale booster for them. Some believed that their colleagues were also motivated to improve on their performance since they too could be recognized one day:

Moreover, the study revealed that many Nigerians are not aware of the National Productivity Order of Merit Award and its importance to national development and productivity. They would want more publicity and awareness creation on the NPOM Award. It is therefore important to create massive awareness about the award to provoke more competition and increased productivity;

Many respondents were of the opinion that the criteria being currently used for the selection of individual and organizational award winners were adequate. They believed that rather than changing the criteria, more awareness creation should be embarked upon to get more people to participate.

5.0 Conclusion and Recommendations

5.1 Conclusion

Based on the findings of the study which were based on the objectives of the study and the null hypothesis tested, the study arrived at some conclusions that the respondents believed that they have been significantly and positively motivated to continue to improve on their performance. They believed strongly that it was a great morale booster to be recognized by their national government. Various studies have been conducted on the factors that have an impact on employees' motivation. One of such studies revealed that employee motivation can be enhanced by creating a fostering culture and that the most important factors that affect employee motivation are recognition and feedback, because just offering more money does not necessarily increase productivity.

It can be safely concluded that motivation has great and positive effects on individuals' performance and productivity improvement. An individual that is recognized and rewarded has a tendency to be motivated to put in more efforts and energy for higher productivity.

5.2 Recommendations

As a result of the findings and conclusions above, the study made the following recommendations, which if implemented will go a long way in improving the impact of the

National Productivity Order of Merit Award on national productivity and development in Nigeria;

i. The National Productivity Centre should embark on massive nation wide awareness campaign on what the the NPOMA represents in Nigeria to improve on the number and quality of participation. Many of the respondents were fortunate to know about the award because of their work place, which should not be the case.

ii. Past awardees complained that after the day of the award giving ceremony, nobody follows up to see if they continue to improve or slack back. The Centre should put a mechanism in place to monitor the progress of awardees. There could even be something like an association or network created for them to share thoughts and ideas that not only improve them but the nation at large. The Centre could also motivate awardees by widely publishing the achievements of awardees periodically to enrich research and seminal interrogations as part of their efforts at creating a national productivity culture;

iii. The award should be given the same weight as other important national awards as Member of the Order of the Niger (MON), Member of the Order of the Federal Republic (MFR), Officer of the Order of the Niger (OON) and so on; and

iv. The impact of NPOM award in motivating individual award winners cannot be over emphasized. It is indeed a positive step in the right direction which must not be allowed to perish therefore organizations should imbibe the culture of putting in place a feasible award system for their outstanding employees. Human capital should be taken as very, if not the most important resource of any nation or organization.

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