THE APPLICATION OF MOTIVATION THEORIES IN MANAGING NIGERIAN BUSINESS ENTERPRISES A CASE STUDY OF TARAKU MILLS LIMITED, TARAKU. BENUE STATE

BY

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D E D I C A T I O N

This work is dedicated to my beloved father, MR. HUR-YAGBA CHILE whose vision for academics as a Legacy for a son still romances my imagination.

DECLARATION

I Ayangeadoo A. Hur-Yagba do solemnly declare that this Thesis has been written by me, and that it has never been copied in any form from the past Thesis. To the best of my knowledge, the works of other scholars cited in this thesis have been sufficiently acknowledged.

AYANGEADOO A. HUR-YAGBA.

CERTIFICATION

This Thesis entitled 'The Application of Motivation Theories in Managing Nigerian Business Enterprises - A Case Study of Taraku Mills Limited by Ayangeadoo A. Hur-Yagba meets the regulations governing the award of the degree of Master of Business Administration (M.B.A.) of Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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ABSTRACT

Action is the starting point in business and every human activity, what an individual accomplishes depends to a large extent on how much, and on why, he wants to act.

At the early years of this century, most theories about the motivation of workers were dominated by the human relations view point. It is today's best known most widely practiced and malpractice theory of why beople behave the way they do and how they ought to be treated by management.

Several years ago, C. Agyris (1964) outlined the basic conflict between the demands of the healthy human personality and the requirements of the organisation. His emphasis was on personality versus organisation; and except for a few scientists and top decision makers, it was clearly in the nature of the organisation to stunt the personality of those it employed and self-fulfilment.

Today, employee motivation is a major concern of most managers. Heavy regards is paid on how employees can be induced to see organisational goals as part of their goals set, and work hard to achieve them. Motivation is a cyclical process affecting the inner needs or drives that energise, channel, and maintain behaviour.

The motivation process begins with inner drives and needs that motivate the individual to work toward certain goals, which the individual has chosen in the belief that they will satisfy the inner drives and needs. After attaining this goals, the individual consciously or unconsciously judges whether the effort has been worthwhile. To the extent that the individual percieves the effort as rewarding, the behaviour of making the effort is re-inforced and the individual will continue or repeat that kind of behaviour. Re-lnforcement or what happens as a result of behaviours, affects other needs and drives as the process is repeated, hence its cyclical nature.

It is against this background that the topic "The application of motivation theories in managing Nigerian Business Enterprises (A Case study of Taraku Mills Limited)" is considered very important for our research purpose. In order to address this issue, we have explored the various concepts and theories of motivation in detailed including the Needs theory, the Two-Factor theory, the Expectancy theory, the Equity theory, the Carrot and Stick theory and Theories X and Y. The applicability of these theories as they affect the Nigerian business enterprises was tested using Taraku Mills Limited in Benue state as an analytical base. A conclusion has been reached having regards to the degree of coverage of the application of motivation theories in Nigerian business enterprises.

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CHAPTER ONE

THE STUDY, ITS OBJECTIVE, LIMITATION AND METHODOLOGY.

1.1 INTRODUCTION

Action is the beginning of everything. In business as in every other human activity, nothing of any consequence happens until an individual wants to act. What he accomplishes depends to a considerable extent on how much, and on why, he wants to act. That much is obvious; beyond that point, the nature of human motivation becomes complex and subtle.

All men have purposes, and these purposes affect the way they work. This is why there has been such a growing volume of research by social scientists on the motives of people at work.

At the early years of this century most theories about the motivation of workers were dominated by what was loosely called, the human relations view point. It is today's best-known, most widely practiced and malpractice theory of why people behave as they do and how they ought to be treated by management.

Contemporary human relations practice, as distinguished from the theory, is suffering from a bad case of superficiality. It probably deserves much of the barbed comment that has been

heaped upon it by professional iconoclasts in the business press and by some hard shelled managers who feel that any form of 'coddling' workers is a serious mistake. On the other hand, human relations theory has respectable scientific underpinnings and important implications for both management and society.

The problems of job expectation and satisfaction are important to even the most hard-boiled managers because management pays a heavy price for dissatisfying work-friction on the job, substandard output and quality, high turnover, absenteeism and tardiness among others. The positive side of the motivation coin is of equal significance. The motivated worker is also the most productive worker, the worker who sometimes equals or excels any standards his bosses set or would contemplate setting for him.

Several years ago, Professor C. Agyris (1964) outlined the basic conflict between the demands of the healthy human personality and the requirements of the organization.[1] His emphasis was on Personality versus Organisation; and except for a few scientists and top decision makers, it was clearly in the nature of the organization to stunt the personality of those it employed and frustrate their desires for self-expression and self-fulfilment.

At about 1920s, Scientific Management, the then, dominant mode of business thinking concentrated on the method, not man. The aim was simple: Divide each job

into a large number of small, easy-to-learn tasks and devise the one best way for achieving each one of these tasks.

As for the worker, to quote Frederick Winslow Taylor (1947), the founder of Scientific Management: "Each man must learn how to give up his own particular way of doing things, adopt his methods to the many new standards, and grow accustomed to receiving and obeying directions, covering details, large and small, which in the past have been left to his individual judgement".[2]

Taylor's thinking was eminently pragmatic. He based his conclusions on a series of experiments he had conducted at the Midvale Steel Company, a predecessor of Bethlehen Steel, where his approach had resulted in dramatic increases in productivity.

The human relations school of employee motivation, which pretty much has vanguished scientific management, got most of its impetus from the studies conducted at the Hawthorne Works of Western Electric Company under the guidance of Elton Mayo (1945)[3] an Australian psychiatrist turned Harvard Business School Professor and practising sociologist. The studies conducted roughly over the five-year period (1927 - 1932), attempted to determine what made employees productive- Hawthorne management been convinced that its workers were far from realizing their potential.

The emphasis on human relations in management stems from Hawthorne including the major themes in most of the supervisory training classes attended by the past generation and a half supervisors. Interpretations of Hawthorne varied with the interpreters. But one message everyone got was that: It is difficult after Hawthorne, to view the rank-and-file employee as a pure economic being; to maintain that optimum output was a function of and appropriate wage scale with a minor assistance from good physical working conditions.

Not long after Hawthorne, Chester Barnard (1938), the president of the New Jersey Bell Telephone Company, wrote a book, The Functions of the Executives, which still make rewarding it difficult reading. In it, Barnard argued that any organization secures the services of its employees by the incentives it offers them. Material inducements - Salaries, Bonuses, fringe benefits and similar advantages, headed the list, not because he thought they were the most important but because they had been the incentives that had received the greatest emphasis - "relative to other incentives it is the material things which have been progressively easier to produce and therefore, to offer. Hence, there has been a forced cultivation of the love of material things among those above the level of subsistence".[4]

The other incentives to which Barnard gave at

least equal billing were the following: Personal, non-material opportunities for distinction; desirable physical conditions; ideal benefactors - what we more commonly think of as pride of craftmanship or aesthetic satisfaction derived from work; social compatibility or associational attractiveness, particularly with the members of a particular work group, including its boss; conformity to habitual practices and attitudes, feeling of enlarged participation, condition of communion, which Barnard understood to mean the opportunity for comradeship and mutual re-inforcement of personal attitudes.

Barnard himself perharps influenced by the Hawthorne research but more likely reflecting his own experiences as a successful manager, emphasised the role of social compatibility. "Men often will not work at all and will rarely work well under other incentives if the social situation from their point of view is satisfactory." Money, thus, becomes a secondary incentive, one that only gets a chance to function once the employee views the social situation as satisfactory.

1.2 THE STATEMENT OF THE PROBLEM

Foundamental to every organization is the question of survival. The basic objective of every organization among others, therefore, is to remain in existence for an unforeseeable future; and this can only be achieved through efficient and effective management of the organization's resources (human and material). Efficient utilization of these resources enhances the over all organizational performance with regards to goal attainment. Emphasis here, is however, placed on human resources (people), the implementers of organizational policies.

Studies have revealed that people can be stimulated (motivated) to put up necessary efforts towards the attainment of specific goals. In what ever way this is done, is the point of our concern. Basic questions to be addressed here include the following: What is a business enterprise? Is there any specific environment for business enterprises? What is motivation? How do motivation theories fit into the business enterprise? Does motivation have any impact on productivity, and in what way? Do Nigerian business enterprises motivate their workers and in what way?

1.3 HYPOTHESIS

Ho: Motivation theories do not receive wide application in Nigerian Business Enterprises.

H1: Motivation theories are widely applied in Nigerian Business Enterprises.

1.4 THE OBJECTIVE OF THE STUDY

Organizations are being established for profit reasons among many other reasons save non-profit oriented organisations. These organisations are been financed by various interested groups, such as the equity shareholders, creditors etc. They will thus, want to maximise returns on their investment as well as achieve other organisational goals. Since their funds are being trusted in the hands of other people to manage, it is then, expected that, a conducive environment has to be created for the handlers of this funds to ensure maximum performance for increased returns. It is in this light petinent to study the ways by which people (employees) can be made to put up maximum efforts towards achievement of organizational objectives including the maximization of equity shareholders returns. Needs and motivation factors such as Maslow's hierarchy of needs, Herzberg's hygiene factors - the satisfiers and dissatisfiers, Vroom's expectancy theory, the

equity theory and individual needs among others need to be identified for inclusion where necessary in the organization's policy while setting goals or objectives. This will give room for formal recognition of individual needs in the organization and solutions sort appropriately.

1.5 SCOPE, LIMITATIONS AND DELIMITATIONS OF THE STUDY

Our study shall cover three performance years beginning from 1991 to 1993. The organization of study is TARAKU MILLS LIMITED, kilometre 70, Makurdi - Otukpo road, Taraku, Benue State. Some of the basic information earmarked for consideration include - the company's reward system (both financial and non-financial), personnel policy on recruitment, training and development as they affect motivation, other general incentive packets and the entire performance records vis-a-vis organizational goal.

We shall examine all the motivation theories ranging from Abraham Maslow's theory of Need hierarchy, Hergberg's hygiene factors - the satisfiers and dissatisfiers, theories X and Y, the Carrot and Stick theory, Vroom's expectancy theory, the equity theory among others, and their workability in Nigerian Business Enterprises in general and Taraku Mills Limited in particular.

A potential significant limitation which is most crucial but naturally associated with this kind of research is the genuinness of the data which shall be released by the organization. It will be remarked that most organizations nowadays try to entertain researchers with cosmetic information (data) instead of the orginal, for fear of a potential leakage of their formula to the competitors who will surely check them out of the market.

DILIMITATION: Facts which have been overlooked deliberately here include the cost of obtaining the required data considering the distance from Zaria to Benue State with the present transportation cost borne out of today's economic dislocation (courtesy of General Ibrahim Babangida's Military administration).

On the same train is the delay in time requirement for the completion of this work which was caused, due largely by the forces of the environment (the Academic Staff Union of Universities) in their genuine course to compel the former Military administration (Babangida's regime) to honour her September, 1992 agreement. This has resulted into most of the academic programmes been prolonged but crashed executed (ours inclusive).

1.6 RESEARCH METHODOLOGY

Three methods of research have been employed in the collection and analysis of data. These methods include historical, descriptive and survey techniques.

Under the historical method (the method which reveals the past activities with regards to the present development for a better future projection), documentary evidence is used. These documents include test books (which treat motivation theories and business enterprises extensively) and other related materials for our literature review, our organization of study's official records, minutes of meetings, committee reports, reward systems, legal documents (for analysis of data) and other related materials.

Under descriptive technique, use is made of both direct and indirect observation (where necessary) at the factory and appropriate analysis made based on the observation and existing records.

Survey technique which utilises personal interview, questionnaire, telephone and Panel techniques is also used. We have in particular, made use of only the personal interview and questionnaire aspects of this technique. Our questionnaire is both structured and unstructured:

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 THE MEANING OF BUSINESS ENTERPRISE

Business is a word that has been viewed differently at different times. At times it has meant any establishment manufacturing, marketing or rendering services. And at other times it has meant a transaction involving buying and selling. At yet other times, it has been taken to mean a task or duty to be accomplished.

Generally, however, business can be defined as a means of satisfying human wants[1]. It is that vital organ of society that is responsible for providing, the society with goods and services. A 'Business Enterprise' as a business unit, thus, exists to meet the needs of a segment of society. As the needs of society increases, so the varieties of business enterprise increase (Oliver U. Ibekwe, 1984).

A business enterprise can exist only in an expanding economy, or at least in one which considers change both natural and acceptable. And business is the specific organ of growth, expansion and change.

A serious function of a business is therefore innovation-the provision of different economic satisfactions. Innovation is defined as the task of endowing human and material resources with new and greater wealth - producing capacity[2]. Innovation is particularly important for developing countries. These countries have the resources but they are poor because, they lack the capacity to make these resources wealth - producing. They can import technology, but they have to produce their own social innovations to make imported technology work (Peter F. Drucker, 1974) P.67.

2.2 MOTIVATION DEFINED

According to Berelson and Steiner (1964), the term a motive "is an inner state that energizes activates or moves (hence "Motivation"), and directs or channels behaviour toward goals.[3] In other words, "Motivation" is a general term applying to the entire class of drives, needs, wishes and similar forces. In this regards, to say that Managers motivate their subordinates, is to say that, managers do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

Megginson and Chung (1978) however, defined motivation as "a goal-directed behaviour".[4] To them, motivation concerns the level of efforts one exerts in pursuing a goal. Managers are therefore, concerned with this concept because it is closely related to employee satisfaction and job performance.

To William F. Glueck (1982), "Motivation is a person's inner state which energises, channels, and sustains behaviour to achieve the person's needs".[5] Glueck's position stems from the fact that, in all enterprises, people or employees are the most significant influence on personnel. He holds the following postulations to be true about individual human beings:

1. The human being is both rational and intiutive-emotional in make up and behaviour. Therefore, human choices and behaviour are a consequence of rational (conscious) and emotional (unconstious) influences. A few choices and some behaviour are entirely influenced by one or other, but most behaviour is influenced by both.

2. A person acts in response to internal inclinations and choices and environmental influences. Kurt Lewin (1935), explained it this way: Behaviour = (P,E), where P stands for Person and E for Environment; that is Behaviour is a function of that person and the environment.

At times one or the other predominates, but most behaviour is influenced by both.[6]

3. Each individual is unique. Individuals act and think in a certain way because of: Individual differences in abilities, individual differences in needs and motivation to work, and individual differences in work attitudes.

Glueck concluded that, basically, employees expect the organisation to satisfy their work-related needs through work-oriented motivation which focuses on work-related behaviour and achievement.

To sum it up from the foregoing, Motivation refers to the drive and effort to satisfy a want or goal. Motivators in this regards include all those things which induce an individual to perform. Among some of these inducements may be, higher pay; a prestigious title; a name on the office door; the claim of colleagues and a host of many other things that give people a reason to perform. Thus, while motivators reflect wants, they are the percieved rewards or incentives that sharpen the drive to satisfy these wants.

2.3 THE NEED FOR RECOGNISING MOTIVATION FACTORS

It is true that people participate in an organized enterprise and indeed, in all kinds of groups in order to achieve some goal that they cannot attain as individuals, But this does not mean that they will necessarily work and contribute all they can do to be sure that these goals are accomplished. As Chester Barnard (1938) saw so perfectly many years ago:

> "If all those who may be considered potential contributors to an organization are arranged in order of willingness to serve it, the scale gradually descends from possibly intense willingness through neutral or zero willingness to intense unwillingness or opposition or hatred. The preponderance of persons in a modern society always lies on the negative side with reference to any existing or potential organization".[7]

This startling observation contains more truth than most of us are willing to admit. But a moment's reflection will show how true it is. All we need to do is to think of the various organizations we belong to, whether church, club, company, professional society, to mention but a few and ask ourselves how intensely we are willing to serve them without some inducement other than the fact of our membership.

This means, of course, that all those who are responsible for the management of any organization must build into the entire system, factors that will induce people to contribute as effectively and efficiently as possible. A Manager does this by building into every possible aspect of the organizational climate those things which will cause people to act in desired ways.

2.4 MOTIVATION THEORIES AND THEIR APPLICABILITY IN BUSINESS ENTERPRISES

Koontz and O'Donnel (1980), Mandell, Cowen and Miller (1981), Ricky W. Griffin (1984), Megginson and Chung (1978) and many other Management and Pyschology authors have identify the following motivation theories: The Needs Theory, The Two-Factor Theory, The Expectancy Theory, The Equity Theory, The Carrot and Stick Theory, Theory X and Theory Y.

2.4.1 THE NEEDS THEORY

There are several ways of classifying human needs. Abraham H. Maslow (1954) classified them into five basic categories in ascending order of importance.[8]

1. Physiological Needs - These are the basic needs for sustaining human life itself. They include food, water, clothing, shelter, sleep and sexual satisfaction. Maslow took the position that until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people.

2. Security or Safety Needs - These are the needs to be free from physical danger and the fear of loss of a job, property, food, clothing or shelter.

3. Affiliation or Acceptance Needs - Since people are social beings, they need to belong and to be accepted by others.

4. Esteem Needs - According to Maslow, once people begin to satisfy their need to belong, they tend to want to be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige, status and self-confidence.

5. Need for Self-Actualization - Maslow regards this as the highest need in his hierarchy. It is the desire to become what one is capable of becoming (to maximise one's potential and to accomplish something).

According to Maslow, Lower-order needs (such as hunger and thirst) must be satisfied before higher order needs (like autonomy and growth) emerge as a motivator of behaviour. Lower-order needs can be easily satisfied and thus, their motivational importance is easily reduced, but higher-order needs are insatiable and the task of satisfying them can increase their motivational importance. An implication of this theory is that management should appeal to these higher-order needs for continuous work motivation.

Although, Maslow's need hierarchy theory is popular in management literature, it has not been empirically supported. Several studies that sought to validate the theory found no support. For instance, Lawler and Suttle (1972)[9] found little evidence in their research to support Maslow's theory that human needs conform to a hierarchy. They did, however, find that there were two levels of needs-biological and other needs; and that the other needs would emerge only when biological needs were reasonably satisfied. They found further, that at the higher level, the strength needs varied with individuals; some individuals social needs predominated and in others self-actualization needs were strongest.

In another study of Maslow's need hierarchy involving a group of managers over a period of five years, Hall and Nougaim (1968)[10] did not find strong evidence of a hierarchy. They found that as managers advance in an organization, their physiological and safety needs tend to decrease in importance, and their needs for affiliation, esteem and self-actualization tend to increase. They insisted however, that the up-ward movement of need prominence resulted from upward career changes and not from the satisfaction of lower-order needs.

Alderfer and Chung (1981)[11] however, classify human needs into three major categories: (1) Existence, (2) Relatedness and (3) Growth. This three-level theory is called the ERG Theory. Maslow's five basic needs and Mc Clellaud's three motives (affliation, power and achievement)12 can all be incorporated into this three-level classification.

There are several reasons for this three-level classification:

1. Although, it is possible that socialization, self-esteem and self-actualization needs all become important once lower-order needs are gratified, the satisfaction of socialization needs (relatedness) is more critical to most

people than that of growth needs (authonomy, competence and self-actualization).

2. The satisfaction of relatedness needs seems to be a pre-requisite for satisfying the growth needs in organizational settings. Managerial programmes designed to satisfy growth needs (for example, employee participation, job enrichment and Management-By-objective) often fail to produce positive results when people are not satisfied with relatedness needs. These programmes require a high level of trust and openness, and positive emotional ties among organizational members. The absence of related-ness need satisfaction hinders the development of such an organizational climate.

3. The ERG Theory does not assert that one group of needs must be satisfied before another group emerges as motivators. Although most people may satisfy their needs in the order of existence, relatedness and growth needs, other people may not follow such a progression. Differences in education, family upbringing and cultural backgrounds can cause people to put varying emphases on different needs. For example, individualistic people who place a heavy emphases on success in life may have never considered the importance of socialization need satisfaction.

AN EXAMINATION OF THE MAJOR CONTENTS OF ERG THEORY

EXISTENCE NEEDS:

At the lowest level of the hierarchy are the existence needs (those that are necessary for our survival). Satisfying these needs is vital to the continuous function of the human organism and consequently, to the organization. The deprivation of these needs means poor health and a threat to existence. The needs are universal because all people have to satisfy them to survive. They can be sub-classified as (1) physiological (2) Safety and (3) Security needs.

Physiological Needs - Physiological needs are biological stimuli: respiration, elimination, hunger, thirst, fatigue, sex and other biological disequilibriums. When one or more of these needs is unsatisfied, an internal stimulus causes our system to pursue certain courses of action in an effort to regain the state of equilibrium. The organism operates on the homeastatic principle; that is, it activates behaviour in response to a state of disequilibruim and ceases to act when a state of equilibrium is reached. Since most people in industrial societies are reasonably able to satisfy these needs, they are less important as motivators in organizations.

Safety Needs - Safety Needs result from the desire to protect ourselves from physical dangers and threats such as accidents, fire and assault. People are afraid of unsafe environments and tend to avoid physical danger or threat. Like biological needs, safety needs are vital to the preservation of our physical and mental well-being.

Security Needs - While the safety needs are an immediate response to the physical presence of external threat, security needs are aroused as people fear possible dangerous conditions in the future. People do not feel secure in a fast-moving technological society where nothing seems to remain constant- thus, security is our major concerns. Our apprehensions manifest themselves in monetary savings, insurance programmes, pension programmes and seeking secure jobs.

RELATEDNESS NEEDS:

Relation-oriented needs reflect our desire to interact with others for the purpose of socializing, affiliating or influencing. We satisfy these needs by interacting with other people, for they are our primary means of doing so. We exchange feelings and emotions, which are the basic units of interation. There are two kinds of relatedness needs:
(1) Socialization needs and (2) Self-esteem or egotistic needs.

Socialization Needs - Socialization needs include affiliation and affectionate needs which can be satisfied by sharing feelings and emotions with others. Affiliation needs derive from our gregarious nature. We are social creatures who need to be with other people and who feel more secure in the presence of others. Some form of social contact is necessary for the general physical and psychological development and maintenance. We also have a tendency to seek out others to relieve the stress and anxiety generated by uncertainty. Furthermore, socialization is a means of achieving personal and group goals that would otherwise be difficult or impossible to achieve effectively.

Affection Needs - These involve more intensive socialization than affiliation needs. While affiliation needs are met by being with others, affectionate needs can be satisfied only by an exchange of love, affection and/or friendship. Affectionate needs are derived from the desire to be accepted, liked, and love by others. As we better satisfy our existence needs, satisfying relation-oriented needs become increasingly important. Yet we find it increasingly difficult to satisfy affectionate needs in modern societies where interpersonal relationships are becoming legalistic,

impersonal and even antagonistic. As we become more concerned with the quality of life in organizations, satisfying our affectional needs takes on added importance in the study of organizational behaviour.

Self-Esteem Needs - The self-esteem needs include power and competitive motives, which involve our ego-satisfaction. Power motives involve our desire to have an influence on other people. According to Mc Clelland, there are two kinds of power: (1) Negative, personalised power and (2) Positive, socialized power.[13] The negative power motive is the desire to gain and use power for personal benefits, while the positive power is the desire to gain and use power for the benefit of other people. One's personal interest is secondary to the interest of other people in exercising the positive power.

Competitive motives are deeply embedded in our lives and are a leading force in our striving for high performance. We compete with others for scarce resources and limited power position; winners get more at the expense of losers. We compare our economic and power possessions with others as a basis for determining self-esteem and status. There are three kind of competitive motive: (1) Competing against other people, (2) Striving against performance standards

and (3) Contending with our own past performance. Competing with other people is a part of our relatedness needs, while competing against certain performance standards is part of our growth-oriented needs.

GROWTH-ORIENTED NEEDS:

Growth-oriented needs reflect the desire to be competent, achieving, independent, and self-actualizing While the satisfaction of existence and relatedness needs is achieved through materials or people outside of the individual, the satisfaction of growth can be achieved through working. Thus, the work system or task design has great potential for increasing work-motivation (appealing to higher-order needs).

Competence Needs - Competence refers to the ability to manipulate one's own environment and get what one wants. Its energy source lies in the central nervous system, which motivated the organism to search for an optional level of stimulus and to conquer it. Behaviour aroused to satisfy the competence or mastery need is called effectance motivation. Effectance is the capacity to generate satisfaction internally with no need for an extrinsic source of need satisfaction. For example, ordinary people enjoying playing games and sports because these activities are intrinsically stimulating. They do not play for monetary reward as professionals do. By engaging in challenging activities

such as ski jumping, parachuting, research projects, and political campaigns, they can experience a sense of excitement and a feeling of mastery over their environment.

Achievement Needs - The desire to achieve what one wants to accomplish is one of the strongest motivators of high performance. According to Mc Chelland, the need for achievement plays an important role in individual success, particularly in enterpreneurial settings.[14] Mc Clelland found that successful executives in countries as diverse as the United States, Italy, India and Mexico when tested on their need for achievement, generally scored higher than comparably educated people in other professions. A person with a high achievement need tends to seek a high degree of personal responsibility, set realistic goals, take moderate risks, use performance feedback and actively search for achievement opportunities.

Independence Needs - The desire to be independent is a sign of maturity of liberation from our childhood dependency on other people, such as our family or peer group. People who have the ability to 'stand on their own two feet' and yet acknowledge their need to depend on@thers have reach human maturity. Independent individuals are psychologically healthy, in the sense that they are free of need deprivation, are usually

economically and emotionally secure, and are able to make independent judgements. Harrell and Alpert asserted that some MBA (Master in Business Administration) candidates have a high need for autonomy, and for some managerial positions, having the anatonomy needs is essential in getting the job done.[15]

The Self-Actualizing Need - The highest-order need that stimulates us to excel is probably the desire to realise our potential and become what we are capable of becoming. This need is situated at the pinacle of the needs hierarchy and becomes important when other needs are reasonably well-satisfied. People who are motivated by their need are in general economically, psychologically and professionally secure and independent, so they are able to pursue self-actualization as their life goal. As with the behaviour of satisfying any growth need, self-actualizing behaviour is intrinsically motivated. People work for the sheer enjoyment of doing and accomplishing something worthwhile.

It is pertinent to note that, if our existence needs are not satisfied, the result is obvious; our physical health deteriorates. If relatedness needs are not satisfied, we become psychologically allienated and depressed. If our growth needs are not satisfied, assuming that we have them, we may feel

stagnated and become apathetic. Although reaction to need deprivation may vary with different individuals and differents types of needs, there is a general progression of behaviours that accompanies the problem of dissatisfaction. Prolonged need dissatisfaction leads to a number of undesirable behaviours. This involves stress and anxiety, frustration, invigoration withdrawal, coping behaviours, low morale and low productivity. People however, differ in how they deal with these problems.

THE ENTERPRISES'S EXPERIENCE

Knowing what employees want is one thing, but satisfying them is another. Management may know that employees want better pay, but it may lack the capacity or the desire to improve pay. Managers may want to improve their relationships with employees, but they may not know how. Managers may know that employees want to have more autonomy and control in the work environment, but they may be afraid to share their power because they fear losing control.

In describing a model of man, Agyris (1960) pointed out that human beings move from an immature to a mature state.[16] As infants, we depend on others for survival, but we become increasingly independent of others as maturity develops and we become more

active in satisfying our own needs. However, organizations impose various constraints that prevent their members from expressing and satisfying their personal needs. Organizations are interested in order and predictability; thus, they structure the jobs and control the behaviour of enterprises members. These enterprises demands are at odds with the needs of maturing individuals for autonomy, creativity and self-actualization.

The usual enterprises model, which emphasizes control, predictability, and structure, encourages immature behavioural responses from employees such as passivity, dependence, and subordination. When employees are encouraged to be immature, the enterprise can not expect them to be creative and develop their fullest capacities. Conflict exists between enterprises and their members in that, while the former need control and reliability, the latter need the opportunity to be creative and independent.

If enterprises are to develop their human resources to the fullest possible extent, enterprise members must be given the opportunity to satisfy their needs and to grow psychologically. Various organizational and job enrichment programmes are suggested as remedies.

Most employees have reasonably satisfied their existence needs. Many socioeconomic programmes such as social security, the minimum wage, workers compensation, unemployment compensation and 'Welfare' help people to satisfy their existence needs. Concern for the energy shortage (such as fuel), inflation and crime in our society increases their importance, but they are not the prime movers of our behaviour in organizations. Most adults in the work force have secure jobs and enjoy good retirement prospects.

However, satisfying the highest - order (growth) needs is a difficult task. Since the satisfaction of other needs, they become the most difficult needs to satisfy. In order to satisfy higher-order needs, people should be reasonably well satisfied with existence and relatedness needs and have the opportunity to engage in challenging and interesting tasks. Yet many people seem to find it difficult to meet such requirements. Thus, only a small proportion of people are reasonably well satisfied with growth needs.

2.4.2 THE TWO-FACTOR THEORY

Sparked by research of Brayfield and Crocket (1955)[17] and of Herzberg and Associates (1959),[18] but closely related to Maslow's theory, the need approach has been modified. Herzberg's research purports to find a two-factor explanation of motivation. In one group of needs are such things as company policy and administration, supervision, working conditions, interpersonal relations, salary, 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 will yield no satisfaction. Their existence does not motivate in the sense of yielding satisfaction; and lack of their existence would, however, result in dissatisfaction.

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 in the job. Their existence will yield feelings of satisfaction else no satisfaction.

The first group of factors Herzberg called "Maintenance" or "hygiene" factors. Their presence will not motivate people in an organization; yet they must be present or dissatisfaction will arise. Also, as Herzberg has made clear, motivation will not be effective if hygiene factors are missing. The second group or the "job content" factors are found to be real motivators because they have the potentials of yielding a sense of satisfaction. Clearly, if this theory of motivation is sound, it does mean that Managers must give considerable attention to upgrading job contents.

The Herzberg research has not gone unchallenged. Some question Herzberg methods.[19] It is charged that his questioning methods tended to prejudice his results. For example, the well-known tendency of people to attribute good results to their own efforts and to blame others for poor results is thought to have prejudiced Herzberg's findings. Other researchers not following Herzberg's methods have found that the so-called hygiene factors were actually potent in yielding satisfaction or dissatisfaction.[20]

An interesting application of Herzberg's methods was made in the research at Texas Instruments by Myers (1964).[21] In a study of 282 employees of this firm, including scientists,

engineers, supervisors, technicians and assembly workers, his findings only practically supported Herzberg's theory. He found that those persons who sought opportunities for achievement and responsibility, whom he characterised as "growth seekers", did indeed fit Herzberg's model, in that they were concerned with satisfiers and relatively little concerned with environmental factors (that is, "maintenance seekers," were greatly concerned with maintenance conditions. In other words, what motivates individuals was found to be largely a matter of personality.

Moreover, Myers found that if growth seekers were treated like maintenance seekers, they soon developed the characteristics and concern for this latter group. In other words, if opportunities for advancement and achievement were not given to growth seekers, they soon became maintainance seekers. Thus according to Myers, the effective motivation system depends on the ability of supervisors to (i) provide conditions of motivation (mainly through careful planning and organizing of work) and (ii) satisfy maintenance needs (especially through such actions as being fair and friendly and dispensing adequate information).

2.4.3 THE EXPECTANCY THEORY

According to Victor H. Vroom (1964),[22] the expectancy theory starts with the assumption that people are rational beings who want to maximize their gains in their goal-oriented endeavours. Therefore, when they are faced with a number of behavioural options leading to need satisfaction, they will evaluate the potential outcomes of these options and select the one that promises an optimal result. In evaluating these behavioural options, a rational person will analyse (1) the value of the rewards that the organization offers (valence), (2) the relationship between performance and rewards (instrumentality) and (3) the percieved chance of accomplishing the required task (expectancy). The tendency to act (motivation) is said to be a function of the Valence (V), the instrumentality (I) and the expectancy (E), Using the initials of these three variables, expectancy theory is often called the VIE theory.

Valence of Rewards: Valence is a subjective value attached to an incentive or reward. People attach a valence to an incentive because they believe it satisfies some of their needs. Since it is subjective, people differ in the value they attach to a given incentive. For example, one person may attach a high value to promotion, while another person may avoid it. The former may like it because it brings money power, while the latter dislikes it because it means more responsibility or the headaches of dealing with other people's problems.

Also, since it is subjective, managers have little control over the valences their employees attach to organizational incentives. However, managers can influence the valence of incentives by matching rewards to employee needs. Valence usually increases when (1) an employee has strong needs, (2) the incentive matches one or more needs and (3) the size of the incentive is large enough to satisfy the aroused needs. For example, an employee will probably attach a high valence to money if (1) he or she has a strong economic need, (2) money is used as an incentive and (3) the size of the monetary incentive is sufficiently attractive.

Performance - Reward Instrumentality: Instrumentality refers to the relationship between performance and reward. People ask "Will I be, rewarded if I perform the job well?" If the answer is affirmative, they will be motivated to exert an effort and increase the level of task performance. If the answer is negative, their motivational efforts will be reduced. As with Valence, the measures of instrumentality can be positive or negative. If people percieve that their performance is generally rewarded, the perceived instrumentality will be positive. If they perceive that performance does not make any difference to their rewards, or if poor performers are rewarded as much as or more than high performers, the instrumentality will be low.

Since perceived instrumentality is a subjective judgement, managers do not have direct control over it. But they can positively influence their subordinate's perception of instrumental relationship by matching rewards to performance and by communicating this fact effectively to the subordinates. For example, managers can improve instrumentality by using performance - contingent pay systems such as piece rates, merit rates, or performance bonuses and by managing such systems fairly.

Effort - Performance Expectancy: Expectancy is the belief that effort leads to performance. It is a subjective feeling that people attach to the likelihood of accomplishing a task. They may ask "How much effort would the task require?" If they feel there is a close relationship between their effort and task accomplishment, expectancy will be favourable. However, if the task is too simple or too complex relative to their ability, then they may feel that their effort is not related to task performance.

Like other motivational concepts, expectancy is subjective; people attach varying expectancies to an outcome. A task may seem simple to some but not to others. A person's ability and personality influence his or her effort-performance expectancy. Competent and secure individuals tend to perceive expectancy more positively than incompetent and pessimistic individuals.

Managers have no direct control over how their employees perceive the chance of achieving an out come or task, but they can influence the employee's expectancies positively by matching people to jobs. When people are matched with jobs, employees can utilize their job skills and energies effectively. Consequently, effort-performance expectancy will be increased.

EVALUATION OF EXPECTANCY THEORY

Expectancy theory is one of the most ambitious theories ever developed in the area of organizational behaviour. Unlike content theories of behaviour, which focus on one dimension of motivation, the expectancy theory accommodates a number of motivational determinants in its theoritical frame work. It considers employee needs, organizational rewards and task performance, as well as their contingency relationships in particular work situations.

Now, is the theory valid? Although it emerges as an important theory of motivation, it has not been fully tested empirically. It is complex and thus its validity is difficult to test in its entirety. Most studies that have attempted to test its validity have been marginally successful. Some critics even argue that the theory has only limited use because it tends to be valid only in situations where the effort-performance and the performance-reward linkages are clearly perceived by the employees. Since many individuals in organizations are rewarded on the bases of seniority, education, job requirements, and positions rather than on their actual performance - the theory tends to be idealistic. However, this criticism does not invalidate the theory; rather, it supports it by explaining why people in many organizations are

not well motivated in performing their jobs.

The expectancy theory is intended as a predictive theory of motivation, but it cannot be used as a predictive measurement because of the problem of test validity. However, it can be used as a heuristic decision tool to guide managers in dealing with the complexity of employee motivations in organizations. Motivational principles can be drawn from the theory, and these principles can be used to guide managers in designing organizational reward and work systems.

2.4.4 THE EQUITY THEORY

After inner drives, needs and motives have stimulated the motivation process and the individual has chosen an action that he or she expects will lead to attainment of a certain goal, the individual assesses the fairness, or equity of that goal in light of the effort that will be expended to reach it and the presumed reward. Much of our current thinking on equity has been shaped by the 'Equity Theory' developed by J. Stacy Adams (1963),[23] who contends that people are motivated to seek social equity in the

rewards they receive for performance. To Adams, equity can be defined as the belief that one is being treated fairly relative to the treatment of others.

According to equity, the outcomes from the job include pay, recognition, promotions, social relationships and intrinsic rewards. To get these rewards, the individual contributes various inputs to the job, such as time, experience, effort, education and loyalty. Equity theory suggests that people tend to view their outcomes and inputs as a ratio of someone else. This other 'person' may be someone in the work group or some sort of group average or composite. The process according to Adams look like this:

$$\frac{\text{Outcomes (self)}}{\text{Inputs (self)}} = \frac{\text{Outcomes (other)}}{\text{Inputs (other)}}$$

After arriving at these ratios in what is probably a non-quantitative and subjective way, the individual compares them. Comparing the two ratios is likewise imprecise, but the individual's attitudes are affected nonetheless. Three alternatives are possible: the individual may feel equitably rewarded, under-rewarded or over-rewarded.

The individual will experience a state of equity if the two ratios are equal. This condition may also exist when the other person's outcomes

are greater than the individual's own outcomes, provided that the other's inputs are also proportionately greater.

People who feel under-rewarded compared to someone else try to reduce the inequity. Ways of reducing inequity include (i) decreasing one's inputs by exerting less efforts, (ii) increasing one's outcomes by asking for a raise, (iii) distorting the original ratios by rationalizing, (iv) trying to get the other person to change his or her outcomes or inputs (v) leaving the situation and (vi) changing the object of comparison.

Individual may also feel over-rewarded relative to the other person. This is not likely to be terribly disturbing to most people, but research suggests that some-experience inequity under these conditions and are motivated to reduce it.[24] Methods for reducing this kind of inequity include (i) increasing one's inputs by exerting more effort, (ii) reducing one's outcomes by producing fewer units, if paid on a per-unit basis, (iii) distorting the original ratios by rationalizing and (iv) trying to reduce the inputs or increase the outcomes of the other person (Ricky W. Griffin, 1984) pp 398-399.

IMPLICATIONS FOR MANAGERS

The single most important idea for managers to remember in this context is that, for rewards to motivate employees, the employees must receive them as being equitable and fair. If the individual achieves various intrinsic and extrinsic rewards as a result of performance, and regards these rewards as equitable, satisfaction will result.

A second implication of equity theory is that managers need to consider the nature of the "other" to whom the employee is comparing herself or himself. During the early 1980s, many engineering schools were having a hard time attracting and retaining qualified faculty members.[25] The reason was that engineers could make more money by working in industry. If a University administrator assumed that the engineering professor compared his or her situation to that of an English professor, the University would not know how to respond. But administrators who saw that the engineering professor's "comparison other" was an industry counterpart realized that higher salaries were needed (Griffin, 1984) P.399.

On balance, the research supported for equity theory is mixed. The concept of equity and comparisons with others are certainly important for the manager to consider, but it is also apparent that managers should not rely only on this frame work in attempting to manage employee motivation.[26]

2.4.5 THE CARROT AND THE STICK THEORY

This is the use of rewards and penalties in order to induce desired behaviour. It comes from the old story that the best way to make a donkey move, is to put a carrot out infront of him or jab him with a stick from behind.

Despite all the researches and theories of motivation that have come to the fore in recent years, it should not be forgotten that reward and punishment are still strong motivators.

In all theories of motivation, the inducements brought by some kind of 'carrot' are recognised. Often, this is money in the form of pay or bonuses, even though it is somewhat fashionable for writers to say that

money is no longer a strong motivator. To be sure, it is not the only motivating force, but it has been and will continue to be an important one. The trouble with the money 'carrot' approach is that too often everyone gets a carrot regardless of performance, through such practices as salary increases and promotion by seniority, automatic 'merit' increases, and executive bonuses not based on individual manager performance. Simply put: if a person put a donkey in a pen full of carrots and then stood outside with a carrot in his hand, would the donkey be induced to come out of the pen?

The 'stick' in the form of fear-fear of loss of job, loss of income, reduction of bonus, demotion, or some other penalty has been and continues to be a strong motivator. Yet it is admittedly not the best kind. It often gives rise to defensive or retaliatory behaviour, such as union organization, poor-quality workmanship, executive indifference, failure of a manager to take any risks in decision making, or even dishonesty. But fear of penalty cannot be over looked. And most of the managers never fully comprehend the power of their position. Whether they are first-level supervisors or chief executives, the power of their position to give or withhold rewards or impose penalties of various

kinds gives them an ability to control, to a very great extent, the economic and social well being of their subordinates. It is hardly a wonder that a substantial number of managers have 'yes-sayers' reporting to them and seldom realise it.[27] (Koontz and O'donnel, 1980) P.635.

2.4.6 THEORY 'X' AND THEORY 'Y'

Douglas Mc Gregor (1960) explicitly dramatised the question of the human factor through his use of the two sets of assumptions, Theory X and Theory Y.[28] Managing he suggested, must start with the basic question of how managers see themselves in relation to others. This requires some thought on the perception of human nature. Mc Gregor identified two sets of assumptions (two theoritical constructs) about the nature of people. He called one "Theory X" and the other "Theory Y".

THEORY 'X' ASSUMPTIONS

The traditional assumptions, according to Mc Gregor, about the nature of people are included in theory X as follows:

1. Average human beings have an inherent dislike of work and will avoid it if

they can.

2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

3. Average human beings prefer to be directed, wish to avoid responsibility, have relatively little ambition and want security above all.

THEORY 'Y' ASSUMPTIONS

The assumptions under theory 'Y' are seen by Mc Gregor as follows:

1. The expenditure of physical effort and mental effort in work is as natural as play or rest.

2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed.

3. Commitment to objectives is a function of the rewards associated with their achievement.
4. Average human beings learn, under proper conditions, not only to accept but also to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problem is widely, not narrowly, distributed in the population.
6. Under conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

That these two sets of assumptions are fundamentally different is evident. Clearly, Theory 'X' is pessimistic, static and rigid. Control is primarily external, that is, imposed on the subordinate by the superior. In contrast, Theory 'Y' is optimistic, dynamic and flexible with an emphasis on self direction and the integration of individual needs with organizational demands. There is little doubt that each set of assumptions will affect the way managers carry out their managerial functions and activities.

MANAGERIAL IMPLICATION OF THEORY 'X' AND THEORY 'Y'

From the two set of theories, the managerial process involves:

1. Setting objectives and developing plans to achieve them.
2. Implementing the plans through leadership.
3. Controlling and appraising performance against previously set standards.

In "Theory X" the superior **assumes** that people' dislike work and must be forced to put efforts. Consequently, the superior tends to take a directive, authoritarian role in the goal-setting process. Such a manager sets objectives for subordinates with little opportunity for their participation. Similarly, plans originate on the upper levels of the organization and are transmitted downward. The enterprise atmosphere, then, is not conducive to exploring alternative objectives or plans. Because of limited opportunities for subordinates to participate in goal setting and action planning, there is low commitment to objectives and plans.

Leadership, because of the limited view of employees, tends to be autocratic in Theory 'X'. In leading subordinates, authority is seen as the hidden resistance and suspicion are frequent. Superiors issue orders, but may neglect coaching subordinates. The communication flow is one-way

from top down with little feedback. Moreover, subordinates have only limited information regarding factors bearing on their jobs.

The control and appraisal functions are carried out rigidly, with standards imposed externally that allow little opportunity for individual self-direction. The superior assumes a domineering role in the appraisal, acting as a judge rather than as a coach. The appraisal meeting may be marked by low trust between the superior and subordinate, with the focus on fault finding rather than on finding ways to prevent undesirable deviations in the future. With Theory X assumptions actuating the appraisal meeting, there is little opportunity for self-control and self development.

"Theory Y" is based on assumptions that people want to work, are capable of exercising self-direction, and like to assume responsibility. These assumptions affect the setting of objectives and development of plans. For example, subordinates, after thinking about their jobs, set their own objectives and reach agreement about them with their superiors. In fact, there is a great deal of subordinate participation in setting goals and developing plans for their achievement. Moreover, alternative plans are also explored and evaluated.

Because of their active involvement in the managerial process, people are committed to challenging, yet realistic goals.

Leadership with Theory Y assumption is participative, flexible, and adaptive to the needs of the particular enterprise. The emphasis is on team work, utilizing the talents of group members. People seek responsibility and feel accountable for results. Because of their involvement, people are committed to high performance. Communication flows several ways: from the top of the organization down to individual members, from the bottom toward the top of the organization hierarchy, and even cross-wise from department to department whenever necessary. Moreover, frequent feedback provides for accuracy of the transmitted information. People in such an environment have the data necessary to make effective decisions.

Control according to Theory Y, is internal and primarily self-control. Subordinates, setting their standards jointly with superiors, are committed to working forward their goals. Although, standard are not changed slightly, they are adjusted if environmental changes demand it; it would be absurd to pursue standards that are obsolete or inappropriate in light of change realities. The superior assumes the role of a coach who assists subordinates to

achieve their goals, which, of course, are congrument with the team's objectives. The appraisal meeting is characterised by trust. Both superiors and subordinates learn from past mistakes, but the focus is on future improvement. The accent is on feed-forward control that prevents deviations before they occur. Consequently, the environment in which Theory Y assumptions prevails is conducive to self-development, with an emphasis on problem solving rather than on faultfinding.

2.5 APPLICATION OF MOTIVATION THEORIES: THE NIGERIAN BUSINESS ENTERPRISES EXPERIENCE

Nigerian Enterprises here refer to those, enterprises controlled either by equity or managed by Nigerians - be it private individuals or government. The Nigerian Enterprises Promotion Decree promulgated in 1972 changed the outlook of the ownership and management of the Nigerian Enterprises. The Enterprises Promotion Decree (of 1972) which also established the Nigerian Enterprises Promotion Board (NEPB) was the first positive step at encouraging Nigerians to participate fully in the ownership and control of vital sectors of the economy.

The Decree divided Business enterprises into three schedules, with those classified under schedule Schedule I being exclusively reserved for Nigerians; While Nigerians were expected to acquire atleast 60% and 40% in those classified under Schedules II and III respectively.

It was thought that those business exclusively reserved for Nigerians would provide the training ground for the skills and capabilities needed to venture into the management of the more complex enterprises listed under Schedules II and III. Thus, like the pre - 1972 period when Nigerians were at the periphery of the business sector, the NEPB made it possible for Nigerians, with or without previous experience to find themselves as owners or managers of the bulk of the business in this country (O. Olashore on Management of Nigerian Enterprises in Business Times of Monday, April 22, 1985) P.8.

THE NIGERIAN WORK ENVIRONMENT AND MOTIVATION THEORIES

The Nigerian work environment is very different from what obtains in the developed industrialised countries. It is characterised by the following: A large virile potential work force; a large proportion of illiterate work force; a very large unemployment levels; absence of social/unemployment benefits instituted or enforced by government; large disparity in earnings between the lesser paid and

the highly paid; large disparity in wealth between the poor and the rich; a high proportion of people living at starvation level; frequent mobility of labour; concentration of work in urban areas; shortage of shelter especially in the urban areas; shortage and poor communication facilities; lack of appreciation for merit, among others.

Any attempt to recommend a theory of motivation for the Nigerian workers must take the above mentioned environments and certain facts about the Nigerian situation into consideration. One of such facts is the level of sophistication or experience of Nigerian workers in industrial context.

This relates to the fact that the present crop of Nigerian workers are more or less the first generation of industrial workers in this country. It is also worthy to note that the uniqueness of individual preferences with respect to needs is something worth considering if any theory of motivation is to work in the Nigerian context. Added to this is the implication, which different type of technology have on the issue of motivation. That is, workers who work in the highly automated industry where the incidence of alienation is greatest can hardly be expected to place much premium on certain needs which may be upper most in the minds of those who work in labour-intensive industry where the incidence of alienation is relatively low.

Again caution should be exercised in postulating the same kind of needs for all workers alike. The needs of those in higher hierarchy of organization, that is, management staff, may not be the same as the needs of workers in the lower rung of the organizational ladder. And it is no gain saying to point out that the needs of white-collar workers may be dissimilar to the needs of blue-collar workers.

Bearing these points in mind, it is necessary to say that, there is no one perfect theory of motivation for the Nigerian workers. But given the different theories of motivation that have been postulated, it is possible to choose the relevant theories which seem to be appropriate and perhaps more adequate, at least, relative to other theories.

The effect of the above problems found in our work environment (Business enterprises) is devastating to both the workers psyche and our national economy. With the unemployment of some proportion of our potential work force, many of the Nigerian workers are operating at the lowest levels of Maslow's needs hierarchy (physiological and security needs); Lawler and Suttle's biological needs and Aldefer and Chung's existence needs (physiological, safety and security needs). The illiterate population in the rural areas, the semi-educated school leavers, school drop outs and the unemployed

graduates lack one square meal a day and often have no shelter. They cannot aspire to the higher goals of Aldefer and Chung's growth needs and nation building until their existence needs are met. The African extended family system syndrome has heightened matters such that what (has been discovered) motivates them to any action at all is what "holds out the promise for food and shelter." Nigerian business enterprises thus, pay more attention to existence needs as an inducement tool to make workers perform.

They have usually attempted to satisfy these needs through the provision of high wages, fringe benefits, canteen services, medical services, housing and transportation. Non-beneficiaries of housing and transportation facilities are usually given housing and transportation allowances respectively.

With respect to safety needs - such as freedom from fear of dismissal, demotion etc, most Nigerian business enterprises have attempted to satisfy these needs by providing such things as pension schemes, gratuities, sick leave allowances, insurance cover among others. Trade Union membership is another way of satisfying security needs.

The problem with this type of motivation is that, it is usually short-lived and not sustained by an inner drive which belongs to the growth needs and to Herzberg's intrinsic motivators. Over emphasis

on the existence needs and not growth needs by the Nigerian business enterprises has given support to Chris Agyris claim that organizations impose various constraints that prevent their members from expressing and satisfying their personal needs. Organizations are interested in order and predictability; thus, they structure the jobs and control the behaviour of the enterprises members. These enterprises demands are at odds with the needs of maturing individual workers for autonomy, creativity and self-actualization.

The usual enterprises model which emphasises control, predictability and structure, encourages immature behavioural responses from employees such as passivity, dependence and subordination. This feature is prominent in most if not all Nigerian business enterprises. And when employees are encouraged to be immature, the enterprise cannot expect them to be creative and develop their fullest capacities. Conflict exists between enterprises and their members, in that, while the former needs absolute control and reliability, the latter needs the opportunity to be creative and independent (one of the reasons for functional trade unionism in Nigerian business enterprises).

The above claim has become a national problem. Its presence makes people perceive the Nigerian work environment as uncaring - a perception which is heightened by such other negative factors as the disparity in pay between the lowly paid and highly paid; between the rich and the poor; and the god fatherism syndrome or connections.

There are, however, a few areas where Nigerian business enterprises have attempted to address some aspects of the relatedness/social needs. These they have attempted to do by providing favourable working conditions, recreational facilities, company club-house, annual get-together parties among others. Trade Union is another avenue of satisfying related-ness needs.

There are also some elements of the satisfaction of esteem needs with a few enterprises. This include things like needs status, recognition, nice job-title, bigger office space and even promotion or elavation either through the company structure or the union hierarchy.

Self-actualization need is rarely satisfied in Nigerian business enterprises. There is restruc-tion with respect to the provision of means of satisfying self-actualization which may be due to the constraints of automation and type of work.

As Blauner (1964)[29] pointed out, assembly line technology is most alienating because it denies the workers the opportunity to exercise their initiative since machine dictates the pace of work. Hence workers become "mere pressers of button" in the production process. More importantly, is that we do not even have this technology, we only import it.

The Carrot and Stick theory is also in use in Nigerian business enterprises. The problem with the money Carrot in Nigerian enterprises is that, too often, every worker gets a Carrot regardless of performance, through such practices as salary increases and promotion by seniority, automatic merit increases and executive bonuses not based on individual manager performance. This has almost become a regular trend in Nigeria for both the public and private enterprises.

The stick (punishment) aspect of the theory is however, ineffective in Nigeria enterprises because of workers reputation for having executive connections and powerful links to the powers that be. Panels could be set but white papers will never be released. An enterprise's offence which may attract punishment for one person (because he is not well-connected) may be waived off for another worker who commits such similar offence (because he is well-connected)

Expectancy theory is mostly practiced in the developed countries where the environment is conducive for it and commitment to work (and organizational goal) superceed all other interests. Most Nigerian workers are not committed to their organizational calls; they put self interest first before the organizational goal.

Equity theory is about the worse abused theory in Nigerian business enterprises. In the first place there are no standard measurements and yardsticks for performance comparison between one enterprice and another and at times even within the same enterprises in Nigeria. Each enterprise does what it feels like doing, ranging from wage compensation to imput and output. Employees, thus, hardly know what goes on in a similar or sister enterprise relative to where they work. Moreover, in the same organization, there are usually many cases of favouritism interms of promotion and financial compensation; yet the authority would know and will not care to address such development with seriousness, even if the affected individual complained.

In Nigerian enterprises, theory X is administered on any worker who has no God father but not on workers with well-connection grid. Of course, there could be some exceptional cases where it may be judiciously applied due to the complex behaviour of human nature.

From the foregoing, it is pertinent to understand that, there are many motivation theories, but their applicability can not be universely upheld. While some theories may work better in one country, others may not work well; moreso, as it will again depend largely on the individual preference in various business enterprises. Nigerian enterprises are still operating at the existence needs of motivation theories (Abiodun T. Raufu on "A theory of motivation for the Nigerian Works" in Business Times of Monday, December 29, 1986 P.14. Also, Dr. E.J. Amana, "Leading and Motivating people to perform" N.I.M. quarterly Journal MANAGEMENT IN NIGERIA, Vol.28, No.2 April - June 1992, pp.16-19).

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CHAPTER THREE

METHODOLOGY

3.1 DATA COLLECTION AND ANALYSIS

As earlier indicated in Chapter one, three methods of research have been employed in the collection and analysis of our data. These methods include - historical, descriptive and survey techniques.

Under the historical method (the method which reveals the past activities with regards to the present development for a better future projection), documentary evidence is used. These documents include text-books, journals, newspapers among others which treat motivation theories and business enterprises extensively and other related materials for our literature review; our organization of study's manuals, official records, minutes of meetings; committee reports; reward systems; Annual manpower training and development schedules; employee's progress reports, and other related documents for analysis of our data.

Under descriptive technique, use is made of both direct and indirect observation (where necessary) at the factory and appropriate analysis is made base on the observation and the existing records.

Survey technique which utilises personal interview, questionnaire, telephone and panel techniques is used. We have in particular, made use of only the personal interview and questionnaire aspects of this techniques. Our questionnaire is both structured and unstructured.

We have also adopted statistical approach by converting our qualitative data into quantitative form through the means of table presentations to summarise responses of the data collected.

3.2 HISTORICAL BACKGROUND OF THE ORGANIZATION OF STUDY

Taraku Mills Limited is the leading soyabean and maize processing company in Nigeria and indeed, Africa. The factory remains one of the most integrated and is designed to process other kinds of oilseeds like groundnuts, sun flower, beniseed, rapeseed etc.

The idea of establishing the company was muted in 1980 by the Civilian Administration of the late Mr. Aper Aku. A feasibility study was later conducted and it confirmed the viability of a soyabean/maize processing complex in the state. The choice of an agro-allied industry, the size of Taraku Mills Limited was predicated on the abundance of soyabeans, maize and other raw materials in Benue State.

Therefore, in 1982, the Benue State Government awarded the contract for the construction of the factory to Simon Foods Engineers Limited of Stock-Port, United Kingdom. It took about five years for construction work to be completed. By 1987, however, all civil works, together with electrical and mechanical installations had been completed.

The factory started production immediately after the installation of machinery. It was, however, commissioned by the then President and Commander-in-Chief of the Federal Republic of Nigeria, General Ibrahim Badamasi Babangida (Rtd) on December, 20th, 1989.

STRUCTURE

Shareholders - The share capital structure of the company is as follows - Benue State Government 30%, IBN 12%, and private investors 58%.

Taraku Mills Limited has seven members Board headed by Dr (Mrs) Helen Jekele Mohammed, a human resource expert based in Lagos. Other members include: Mr. Adzenda Sombo (Managing Director), Mr. Benjamin Achiatar, Mr. Augustine Abah, Mr. Orsaa Tyowua, Alhaji Yakubu Bello and Mr. Knut Baehr.

The management of the company is wholly indigenous and is headed by Mr. Adzenda Sombo, who is the Managing Director and Chief Executive. At the moment, the company has a division and eleven Departments.

These departments are: Corporate Services, Finance and Personnel division, Personnel, Finance, Procurement, Marketing, Technical, Maintainance, Production, Quality Control, Raw Materials Development.

RAW MATERIALS: Soyabeans and maize are the major raw materials required for manufacturing the company's wide range of products. These, in addition to groundnuts, are available locally. Others like sun-flower and rape seeds could be imported should there be any need for them.

CAPACITY: The Taraku Factory is an integrated factor with two main production lines. These are the soyabean and maize lines. The soya-plant has an installed capacity of processing 72,000 metric tonnes of soyabeans annually into edible oil and soya meat - a highly nutritious ingredient in the manufacture of animal feeds. The maize plant has capacity to process 120,000 metric tonnes of maize into flour, brewers and feed grits. The plant also has capacity of processing other locally sourced seeds into vegetable oil and composite products. These are groundnuts and occasionally imported seeds like sunflower and rape seeds.

PRODUCTS:

Taraku Mills Limited with its ultra modern equipment and highly competent staff produces a wide range of products. These products can be divided into finished products and industrial products.

FINISHED PRODUCTS: The major finished products of the company are Golden Soya (Vegetable oil), Benolina (Semolina) and Beno feeds (Livestock feeds). These products are reputed to be the best locally and internationally.

Golden Soya: The factory has capacity for producing 12,850 tonnes of refined, unblended Golden Soya vegetable oil per annum. Golden Soya is the best quality unblended vegetable oil produced directly from highly nutritious soyabeans. The process of producing golden soya involves the processing of the soya into crude oil which is sent to the refinery all integrated into the factory where it is purified. Golden Soya which entered the market on March 10th, 1989 is of such rich quality and delicious taste that makes its use a rare experience in cooking. Because it contains little or no cholesterol, it remains a very safe product for consumption. It has also been found to be suitable for oil paint manufacturers and confectionaries.

Taraku Groundnut Oil: This refined and unblended groundnut oil with the Taraku Mills tradition of excellence.

Benolina: Maize flour (finest Semolina) is a popular food among Nigerians. It is produced from good quality maize. The company offers a variety with the trade mark BENOLINA that differs from pounded yam by only a thin margin when prepared for the dinning table. Benolina is produced by first extracting the gem. The maize is thus further processed into Benolina, Feed Grits and Brewers Grits. The Taraku Factory has an installed capacity for producing 12,000 tonnes of Benolina per annum.

Beno Feeds: The Taraku Mill Factory is such an integrated complex that nothing from its production lines is allowed to waste. Industrial products from the production of vegetable oil and maize flour along with the additives are blended together to produce rich brand of livestock feeds. Benofeeds is the richest animal feeds in the market today and yet remains one of the cheapest. This is because most of the raw materials are sourced with the factory.

INDUSTRIAL PRODUCTS

Soya Meal: Taraku Mills is the major producer of Soya meal in Nigeria. Soya Meal is the richest vegetable protein source. It has an upwards of 50% protein content. The Soya meal from Taraku Mills Limited remains the best in the country.

Benoogrits (Brewers Grits): Benogrits is used by the Brewery industries for Beer production as well as for human consumption. It has less than 1% oil content.

MARKET OUTLETS

Taraku Mills Limited has established distribution channels through appointed distributors nation-wide. The company's products are also available in leading departmental stores, markets as well as factory site on kilometre 70, Makurdi - Enugu Road, Taraku, Benue State.

PROSPECTS:

Taraku Mills Limited provides a new dimension in the general industrial pursuit of the Benue State Government. Also the concept and implementation of the project is in line with the Federal Government's policy that industries should promote backward integration sourcing for local raw materials locally. It is in this regard that a new unit, Raw Materials Development, has been established.

The factory also provides farmers a steady market for their produce and it is expected that more farmers will be involved in growing soyabeans, groundnut and maize for the complex.

The company has very high prospects for growth and contribution to the socio-economic development of Benue State and Nigeria as a whole. Some of the company's products provide valuable raw materials for other industries. The Brewery industry for instance, has a ready raw materials in maize grits. Soyameal from Taraku is now sustaining industries and livestock accross the nation. Golden Soya oil is also a good raw material for the paint industry. Taraku Mills Limited is thus providing important linkages to other manufacturing industries accross the nation.

EXPORT POTENTIALS

Taraku Mills products have been acclaimed even on the international market. Analysis of Golden Soya, for instance, shows that the product is one of the best on the international market. The present management is determined to launch the product on the international market. This will earn foreign exchange for the country.

CHAPTER FOUR

ANALYSIS OF DATA

4.0 PREAMBLE

Taraku Mills Nigeria Limited has a total number of three hundred and twenty six (326) employees distributed across eleven (11) Departments, ranging from Management staff down to junior and casual employees. Out of these, thirty one (31) of these employees are Management/Senior staff (that is, eleven (11) Management staff and twenty (20) Senior staff), while two hundred and ninety five (295) are categorised as Junior staff (that is seventy (70) Supervisors and two hundred and twenty five (225) Junior staff). Thirteen (13) are casual employees (See Appendix 'A').

Taraku Vegetable Oil and Animal Feeds Mill Company Limited believes that a capable and contented employee is an asset in attaining the objectives and goals of the Company. Indeed, advancement of employees can only come if the Company is successful, and the success of the Company is dependent upon hard work, honesty, Initiatives, drive, efficiency, loyalty, dedication and devotion to duty by each employee. The Company is in this way confident that all employees are genuinely concerned with the efficient operation of the Company. In other words, the employees

are willing to cooperate in exerting every effort to ensure the success and prosperity of the Company. The Company on the other hand is willing and concerned with the well-being and security of all its staff. This entails adequate and necessary motivation of employees in all spheres of their endeavour. But is this case true with Taraku Mills Limited?

A Sample size of one hundred and nineteen (119) employees of Taraku Mills Limited drawn from both Junior and Senior/Management staff has been tested to measure the efficacy of the Company's application of various motivation theories. Nineteen (19) of these employees are drawn from the Senior/Management staff while one hundred (100) employees are drawn from Supervisors/Junior staff categorised under the heading Junior Staff (for the purpose of our research).

Below is the outcome of the test:

4.1 REASONS FOR TAKING UP WAGE EMPLOYMENT

The reasons for taking up wage employment at all with Taraku Mills Limited according to the employees (both junior and Senior/Management) interviewed include among others the following: (i) To earn salary and provide for dependant relatives; (ii) To earn a living and gain working experience by puting their acquired skills into use;

(iii) To contribute to the development of the area, the state and the nation as a whole; (iv) To raise the basic capital to be able to set up business on their own; (v) The attraction of the perceived gains accruing from salary employment; (vi) To gain recognition for societal status and (vii) To work and save money for educational advancement.

Considering their diverse reasons for taking up wage employment, it become necessary to know if they had worked else where before coming to this organization, 6 Senior/Management staff representing 31% accepted joining Taraku Mills Limited from the Public Sector. 8 of them representing 42.1% came from the Private sector while 5 employees said they had never worked elsewhere before (See Table 1A below).

20 Junior staff representing 19.6% had worked with the Public sector before joining this organization while 24 of them represention 23.5% worked with the Private sector. 56 representing 56.9% however, had this organization as their first place of work (See Table 1B below).

TABLE IA: INFORMATION SHOWING THE PREVIOUS WORKING SECTORS OF SENIOR/MANAGEMENT STAFF OF TARAKU MILLS LIMITED

Previous Place of Work	Number of Employees	Percentage %
Public Sector	6	31.6%
Private Sector	8	42.1%
Not Worked Before	5	26.3%
TOTAL	19	100%

TABLE IB: INFORMATION SHOWING THE PREVIOUS WORKING SECTORS OF JUNIOR STAFF OF TARAKU MILLS LIMITED

Previous Place of Work	Number of Employees	Percentage %
Public Sector	20	19.6%
Private Sector	24	23.5%
Not Worked Before	56	56.9%
TOTAL	100	100%

REASONS FOR LEAVING THEIR PREVIOUS ORGANIZATIONS

The reasons given by employees who left other organizations for Taraku Mills were: (i) They wanted job satisfaction which was lacking in their previous organization; (ii) The wages offered to them by Taraku Mills Limited was relatively higher than what they were earning in their previous place of work; (iii) Some said they were not properly placed skills wise and as such they would want to pursue and practice their professional skills. Taraku Mills Limited gave them such right placement; (iv) Some of these workers who came from the Public sector said that, they have to quit the public sector because of the excessive bureaucratic bottle necks involved in their style of administration; (v) A few of them said, they had lost their previous job and as such, Taraku Mills Limited offered an ideal alternative; (vi) Some said that, they had spent a great deal of their life working at far places and wanted to come closer home; (vii) Taraku Mills offered a better condition of service that is not comparable to what was obtainable in their previous organization; (viii) Some employees actually wanted a change in work environment; (ix) Some said, they wanted to diversify their experience; and (x) Others maintained that their previous work was not challenging and as such they wanted more challenging assignments.

4.2 SATISFACTION/DISSATISFACTION

Of the 19 Senior/Management staff interviewed 13 or 68.4% agreed been satisfied with their present job while 6 or 31.6% claimed that they were not satisfied.

Out of 100 Junior staff interviewed, 71 representing 70.6% said that they are satisfied with their present job while 29 employees representing 29.4% asserted that they were not satisfied.

The reasons given for satisfaction or dissatisfaction by both the Senior/Management and the Junior staff do not really differ much irrespective of their marked distinction in their cadre. Below is a summary of their reasons:

SATISFACTION

Those who were satisfied with their present job contended that (i) They have now gotten challenging job; (ii) They have job satisfaction; (iii) They have attractive conditions of service (iv) They also have job tittle and clear job description which makes performance easier; (v) Some said their skills are now been put properly into practice; (vi) To others, they are comfortable with their present wages most especially as it is based on performance. And that more over,

they enjoy bonuses and other incentive schemes which they had not enjoyed in their previous organizations; (vii) and lastly, they have the hope that with the viability which the organization has, expansion looks obvious and their job security is in this way guaranteed.

DISSATISFACTION

Those who are not satisfied complained that (i) They are not properly rewarded; (ii) They are stagnated; (iii) There is misapplication of disciplinary actions; (iv) There is lack of motivation; (v) There is disequilibruim in the pay system (that is, others are unreasonably earning higher than their mates); (vi) The incessant production short-down due to power failures or inadequate supply of raw materials makes the job boring; (viii) Their promotion is been over-delayed; (ix) The Management itself is poor and needs a complete overhaul (i.e. there is misapplication of Management principles) The effect is however, more on the Junior staff; (x) Some junior staff complained of excessive strict supervision by their Supervisors; (xi) There is favouritism in the management of the company adding that this has giving room for intra-organizational politics which makes the factory operations very difficult, and (xii) Lastly that the Wages are not all that impressive considering the present economic realities.

4.3 NEEDS HIERARCHY AND ERG (EXISTENCE, RELATEDNESS AND GROWTH).

Needs were arranged following Douglas Mc Gregor's needs hierarchy yet acknowledging the ERG Needs theory and Mc Clelland's three motives (affiliation, power and achievement) theory. These needs were lettered (a) to (e) agreeing with Mc Gregor's physiological, security, social, esteem and self-actualization needs thus:

(a) Accommodation/Housing loan, Transport facilities/Vehicle loan, Meal subsidy/Canteen services, Furniture loan, higher wages.

(b) Pension schemes, no dismisals, no demotion, Public security, gratuities, sick leave allowances, insurance cover.

(c) Recreational facilities, company club house, annual parties, favourable working conditions, Trade union activities.

(d) Nice job title, recognition, bigger office space, promotion.

(e) Self direction, independence, self-exercise of inginuity and creativity, display of skills and intelligent, self-accomplishment and fulfilment.

The 19 Senior/Management staff interviewed favoured this arrangement as shown in Table 2A while the 100 junior staff interviewed had their own opinion as shown in Table 2B. These arrangements are in order of importance.

TABLE 2A: ARRANGEMENT OF NEEDS IN ORDER OF PRIORITY BY THE SENIOR/MANAGEMENT STAFF OF TARAKU MILLS LIMITED.

	RANKING ORDER	NUMBER OF EMPLOYEE	PERCENTAGE %
1.	a c b e d	8	42.0%
2.	a c e b d	5	26.3%
3.	a c e d b	2	10.5%
4.	a e d b c	1	5.3%
5.	e d a b c	1	5.3%
6.	d e a c b	1	5.3%
7.	a e c d b	1	5.3%
	TOTAL	19	100%

TABLE 2B: ARRANGEMENT OF NEEDS IN ORDER OF PRIORITY BY JUNIOR STAFF OF TARAKU MILLS LIMITED.

	RANKING ORDER	NUMBER OF EMPLOYEES	PERCENTAGE %
1.	a c b e d	51	50.9%
2.	a c e b d	25	25.4%
3.	a c e d b	4	3.9%
4.	a b e c d	4	3.9%
5.	a b c e d	4	3.9%
6.	a c b d e	2	2.0%
7.	a b e d c	2	2.0%
8.	a b - - -	2	2.0%
9.	a b c - -	2	2.0%
10.	a b d e c	2	2.0%
11.	e d a c b	2	2.0%
	TOTAL	100	100%

One thing is clear from the above Tables. That is, Needs do not follow a hierarchy. It greatly depends on the individual. However, few things happen to be common with both the Senior/ Management and Junior staff. The frequency for order a, c, b, e, d is highest for both the Senior/ Management and Junior staff seconded by the order a, c, e, b, d. It is also true with the third order of arrangement. Again physiological needs seemed to attract their attention to a reasonable recognition (letter (a)), meaning that the employee needs are still at the physiological level.

4.4 PROMOTION

On whether or not the staff promotions are regular, 13 or 68.4% of the senior/management staff confirmed that it is regular, 4 or 21.1% however, disagreed while 2 or 10.5% have never earned a promotion yet and as such they have no basis for measuring its regularity and cannot even predict (See Table 3A below)

47 junior staff representing 47% of the 100 interviewed opined that promotion is regular, 29 employees representing 29% vehemently opposed this assertion while 24 represting 24% are yet to benefit from promotion. To them, they are yet to know (See Table 3B below).

TABLE 3A: INFORMATION RELATING TO REGULAR PROMOTION OR OTHERWISE OF SENIOR/MANAGEMENT OF TARAKU MILLS LIMITED

NATURE OF PROMOTION	EMPLOYEES	PERCENTAGE (%)
Regular	13	68.4%
Not Regular	4	21.5%
Not yet Promoted	2	10.5%
TOTAL	19	100%

TABLE 3B: INFORMATION RELATING TO REGULAR PROMOTION OR OTHERWISE OF JUNIOR STAFF OF TARAKU MILLS LIMITED

NATURE OF PROMOTION	EMPLOYEES	PERCENTAGE (%)
Regular	47	47%
Not Regular	29	29%
Not yet Promoted	24	24%
TOTAL	100	100%

Asked if the employees know the basis for which they were promoted, 9 or 47.3% of the 19 senior/ management staff interviewed said that, promotions were mainly based on individual performance or results, while 5 employees or 26.3% claimed it was a combination of both the performance and the number of years spent on one grade. 1 or 5.3% said he has never enjoyed promotion

yet as such he can not say. 4 or 21.1% saw no reason to even comment.

41 or 41.1% of the 100 junior staff interviewed also maintained that it was based on performance (results) while 16 or 15.7% said it was dependent on both performance and the number of years spent on one grade. 1 employee (2.8%) said it was only based on the number of years spent on one grade while 41 or 41% could not comment.

Both the Senior/Management staff the junior staff confirmed that, they usually enjoy their bonuses at the end of the year.

4.5 GENERAL WAGE INCREASE

On the frequency of general wage increases, 13 or 68.4% of the 19 Senior/Management staff interviewed said they have enjoyed wage increase for more than three times, 2 or 10.5% said they have enjoyed it twice. 3 or 15.8% enjoyed it only once. 1 representing 5.3% is yet to benefit from wage increase (See Table 4A).

54 of the 100 junior staff representing 54.9% interviewed benefited from wage increase for more than three times, 20 or 19.6% befited twice and another 20 or 19.6% benefited only once while 6 representing 5.9 are yet to benefit (See Table 4B).

It is important to note that the frequency of salary or wage increases is seriously dependent on the number of years one has put in an organization. This explains why there is this kind of variations.

TABLE 4A: FREQUENCY OF GENERAL WAGE INCREASES OF SENIOR/MANAGEMENT STAFF OF TARAKU MILLS LIMITED

FREQUENCY	EMPLOYEES	PERCENTAGE (%)
More than 3 times	13	68.4%
Twice	2	10.5%
Once	3	15.8%
Not yet	1	5.3%
TOTAL	19	100%

TABLE 4B: FREQUENCY OF GENERAL WAGE INCREASES OF JUNIOR STAFF OF TARAKU MILLS LIMITED.

FREQUENCY	EMPLOYEES	PERCENTAGE (%)
More than 3 times	54	54.9%
Twice	20	19.6%
Once	20	19.6%
Not yet	6	5.9%
TOTAL	100	100%

4.6 DISSMISAL/TERMINATION

14 (73.7%) Senior/Management staff interviewed had known cases of termination/dissmisal affecting a minimum of 5 employees while 5 (26.3%) knew between 2 - 4 employees who were either dismissed or terminated.

69 (68.6%) of the 100 junior staff interviewed said at least 5 employees lost their job through dismissal or termination while 31 (31.4%) claimed knowledge of between 2 to 4 employees who lost their job through dismissal or termination.

It is worthy of note that Taraku Mills Limited is a very young organization that has not yet began any general retirement exercise. A bulk of the employees who lost their job thus, got dismissal or termination either because of one offence or the other.

TABLE 5A: INFORMATION RELATING TO DISMISSAL OR TERMINATION BY SENIOR/MANAGEMENT STAFF OF TARAKU MILLS LIMITED

FREQUENCEY OF DISMISSALS/TERMINATION	EMPLOYEES	PERCENTAGE (%)
5 and above	14	73.7%
2 to 4	5	26.3%
TOTAL	19	100%

TABLE 5B: INFORMATION RELATING TO DISMISSAL OR TERMINATION BY JUNIOR STAFF OF TARAKU MILLS LIMITED.

FREQUENCY OF DISMISSAL/TERMINATION	EMPLOYEES	PERCENTAGE (%)
5 and above	69	68.6%
2 to 4	31	31.4%
TOTAL	100	100%

RATIONALITY OR OTHERWISE OF SUCH DISMISSAL/TERMINATION

On whether such terminations or dismissals or retirements were necessary or justifiable, 16 (84.2%) Senior/Management staff out of the 19 interviewed confirmed that it was justifiable. Only one person (5.3%) contested the necessity of such termination or dismissals. 2 employees representing 10.5% declined to comment.

68 or 68.7% of the Junior staff interviewed also accepted that such terminations or dismissals were necessary. 8 or 7.8% however objected that it was not necessary. 24 employees representing 23.5% claimed they do not know.

Those who objected that such terminations and dismissals were not necessary gave the following reasons: (i) The only one Senior/Management staff who condemned such dismissals or terminations said that they were mainly based on hatred. That moreover, some of these

affected staff were trained somewhere else, but the training was relevant and therefore, an asset to the company. They were not therefore, supposed to have left the organization at this point in time.

To most junior staff interviewed, they said such terminations were unnecessary because:

(i) The affected staff were not given reasonable fair hearing and justice.

(ii) That if long service can attract promotion, their long experience should equally have been seen as assets and therefore, paramount to the company.

(iii) Also, hatred was seen as playing a serious role in such terminations or dismissals.

4.7 THE COMPANY GOALS/OBJECTIVES

Out of the 19 Senior/Management staff interviewed, 1 employee representing 5.3% identified the goals of Taraku Mills Limited as the production of vegetable oil, Benolina and Animal feeds. 8 employees representing 42.1% said it was basically profit making to the company, while according to 9 employees (47.3%) the goals are mainly to make profit for Shareholders, provide services to customers and satisfaction of employees. 1 employee representing 5.3% said

the goals of this company are to produce standard quality products, to make the company economically vibrant and to keep a high motivated workforce. (See Table 6A).

To the 100 junior staff interviewed, 51 representing 50.9% said that the goals of Taraku Mills Limited are simply to make profit and provide services to the customers. 37 employees representing 37.3% do not have the idea of what is really the goals of this company. 6 or 5.9% said the objective is higher productivity while 4 or 3.9% said it is capacity utilization and 2 or 2% said it is to attain high quality product and the attainment of staff efficiency. (See Table 6B).

TABLE 6A: THE GOALS/OBJECTIVES OF TARAKU MILLS LIMITED ACCORDING TO SENIOR/MANAGEMENT STAFF

GOAL/OBJECTIVES	EMPLOYEES	PERCENTAGE (%)
Production of Vegetable Oil, Benolina and Animal feeds	1	5.3%
Profit for the company	8	42.1%
Profit to the Shareholders Service to customers Satisfaction of employees	9	47.3.
Standard Quality products, Economically vibrant Organi-zation and highly motivated workforce	1	5.3%
TOTAL	19	100%

TABLE 6B: GOALS/OBJECTIVES OF TARAKU MILLS LIMITED ACCORDING TO JUNIOR STAFF.

GOALS/OBJECTIVES	EMPLOYEES	PERCENTAGE (%)
Profit making and Service to Customers	51	50.9%
No idea	37	37.3%
Higher productivity	6	5.9%
Capacity Utilization	4	3.9%
High Quality and Attainment of staff efficiency	2	2.0%
TOTAL	100	100%

To almost all the senior/management staff interviewed all the goals are feasible, while to the junior staff, a significant number interviewed claimed no idea or knowledge.

PERCULIAR CASES OF INEQUITY IN ADVANCEMENT

14 out of the 19 senior/management staff interviewed representing 73.7% maintained that there was equity in advancement while 5 employees representing 26.3% felt they were relatively unreasonably over stagnated.

31 or 31.4% of the 100 junior staff interviewed also believed that there was inequity or social imbalance in advancement. 69 or 68.6% however,

objected to the notion that there is social imbalance in advancement.

4.8 REWARD SYSTEM

On the issue of reward system, 11 or 57.9% senior/management staff interviewed out of 19 agreed that the company's reward system is favourable while 7 or 36.8% felt it is unfavourable. 1 or 5.3% however, declined to comment (See Table 7A).

65 or 64.7% of the junior staff interviewed confirmed that it was favourable while 33 or 33.3% felt it was not favourable. 2 employees or 2% did not know (See Table 7B).

TABLE 7A: THE COMPANY'S REWARD SYSTEM AS VIEWED BY SENIOR/MANAGEMENT STAFF

REWARD SYSTEM	EMPLOYEES	PERCENTAGE (%)
Favourable	11	57.9%
Unfavourable	7	36.8%
Nuetral	1	5.3%
	19	100%

TABLE 7B: THE COMPANY'S REWARD SYSTEM AS VIEWED BY JUNIOR STAFF

REWARD SYSTEM	EMPLOYEES	PERCENTAGE (%)
Favourable	65	64.7%
Unfavourable	33	33.3%
Nuetral	2	2.0%
	100	100%

The issue of favourable or unfavourable here relates to relative performance among colleagues who were supposed to be advancing at equal space at work.

Of the 19 senior/management staff interviewed, 1 or 5.2% accepted that the performance of his colleagues was relatively higher than his; while 9 or 47.4% opposed it. 9 or 47.4% remained nuetral (See Table 8A below).

While 4 or 3.9% of the junior staff interviewed accepted their relative deficiency, 26 (or 25.5%) said it was mere victimization while 70 (or 70.6%) remained nuetral (See Table 8B).

TABLE 8A: PERFORMANCE RATING BY SENIOR/MANAGEMENT STAFF OF TARAKU MILLS LIMITED.

PERFORMANCE LEVEL	EMPLOYEES	PERCENTAGE (%)
Relatively higher	1	5.2%
Not Relatively higher	9	47.4%
Nuetral	9	47.4%
TOTAL	19	100%

TABLE 8B: PERFORMANCE RATING BY JUNIOR STAFF OF TARAKU MILLS LIMITED.

PERFORMANCE LEVEL	EMPLOYEES	PERCENTAGE (%)
Relatively higher	4	3.9%
Not relatively higher	26	25.5%
Nuetral	70	70.6%
TOTAL	100	100%

4.9 PERFORMANCE YARDSTICK

The 19 Senior/Management staff interviewed presented the following as the yardstick for performance evaluation: (i) Appraisal scores, (ii) Performance on the job (iii) Productivity measure (iv) Job knowledge, discipline and dedication and (v) the over all output of the unit one is in charge.

Of the 100 junior staff interviewed 82 representing 82.2% accepted having no idea of the yarstick for performance evaluation. The remaining 18 staff were guessing anc could not even show some air of confidence in their guess.

INDIVIDUAL PERFORMANCE EVALUATION COMPARED TO COLLEAGUES IN SISTER COMPANIES.

From the 19 Senior/Management staff interviewed, 4 staff representing 21.1% were able to compare their worth with those of their colleagues in other sister companies, 13 employees representing 68.4%

felt it was not necessary to do so, and therefore, could not bother to do it. 2 representing 10.5% remained indifference.

Also from the 100 junior staff interviewed, 6 representing 5.9% admitted comparing their performance with their colleagues in other sister companies. 78 staff representing 78.4% did not do it. 16 employees representing 15.7% said that they were not aware that this could be possible and as such, do not have any idea.

TABLE 9A: COMPARISON OF INDIVIDUAL PERFORMANCE BETWEEN COMPANIES (SENIOR/MANAGEMENT STAFF VIEW).

	EMPLOYEE	PERCENTAGE (%)
Did carry out the comparison	4	21.1%
Did not do the comparison	13	68.4%
Have no idea	2	10.5%
	19	100%

TABLE 9B: COMPARISON OF INDIVIDUAL PERFORMANCE BETWEEN COMPANIES (JUNIOR STAFF VIEW).

	EMPLOYEE	PERCENTAGE (%)
Did carry out the comparison	6	5.9%
Did not do the comparison	78	78.4%
Have no idea	16	15.7%
	100	100%

It will be observed that the number or percentage (%) of those who did not do the comparison is greatest from both Senior/ Management and Junior staff. Further inquiries were made. The summary is that, they had not gotten the proper knowledge and education to do so, moreover as there is no defined yard stick for this purpose.

QUERY

On how often 'query' has been administered, 9 Senior/Management staff (about 47.4%) accepted been queried while 10 or 52.6% of the 19 staff had not yet received any query.

14 junior staff (about 13.7%) out of the 100 staff interviewed also admitted getting queries, 86 or 86.3% of the employees have not yet gotten any.

4.9.1 OTHER DISCIPLINARY MEASURES

One employee representing 5.3% confirmed missing his promotion for non-compliance to official duties. 17 (or 89.4%) of the 19 Senior/ Management staff interviewed did not miss such promotion, while the remaining one employee (about 5.3%) decided to be indifference.

For the 100 Junior staff interviewed, non testified missing any promotion on the bases of

non-compliance to official duties. 2 staff representing

2 staff representing 2% failed to comment.

TABLE 10A: INFORMATION ON OTHER DISCIPLINARY MEASURES BY SENIOR/MANAGEMENT STAFF OF TARAKU MILLS LIMITED

	EMPLOYEES	PERCENTAGE (%)
Missed promotion for non-compliance to official duty	1	5.3%
Did not missed promotion for non-compliance to official duty	17	89.4%
Nuetral	1	5.3%
	19	100%

TABLE 10B: INFORMATION ON OTHER DISCIPLINARY MEASURES BY JUNIOR STAFF OF TARAKU MILS LIMITED

	EMPLOYEES	PERCENTAGE (%)
Missed promotion for non-compliance to official duties	0	0.0%
Did not missed promotion for non-compliance to official duties	98	98.0%
Nuetral	2	2.0%
	100	100%

REWARDS FOR CARRYING OUT OFFICIAL DUTY

The effect of positive performance of one's official duties is a positive reward. This fact was substantiated by 13 of the 19 Senior/Management staff interviewed representing 58.4% while 5 or (26.3%) did not accept this view. 1 employee (about 5.3%) remaind nuetral (See Table 11A)

61 Junior staff representing 60.8% also accepted been rewarded for carrying out their offical duties properly. 37 or 37.2% of the 100 interviewed denied getting any benefit for proper performance of official duties. 2 or 2% could not comment (See Table 11B).

TABLE 11A: SENIOR/MANAGEMENT STAND ON THE REWARD STYLE

	EMPLOYEES	PERCENTAGE (%)
Rewarded for proper performance	13	68.4%
No reward for proper performance	5	26.3%
No comment	1	5.3%
	19	100%

TABLE 11B: JUNIOR STAFF STAND ON THE REWARD STYLE

	EMPLOYEES	PERCENTAGE (%)
Rewarded for proper performance	61	60.8%
No reward for proper performance	37	37.2%
No comment	2	2.0%
	100	100%

4.9.2 SUPERVISORY STYLE

An inquiry into the supervisory styles reviewed that 7 or 36.8% of the 19 Senior/ Management staff interviewed prefer closed supervision while 12 or 63.2% of the employee prefer non-closed supervison.

69 (about 68.6%) junior staff out of a 100 interviewed also were in support of closed supervision while 31 employees representing 31.4% opted for non-closed supervision.

TABLE 12A: THE OPINION OF SENIOR/MANAGEMENT STAFF ON SUPERVISORY STYLE

	EMPLOYEES	PERCENTAGE (%)
Closed Supervision	7	36.8%
Non-Closed Supervision	12	63.2%
	19	100%

TABLE 12B: THE OPNION OF JUNIOR STAFF ON SUPERVISORY STYLE.

	EMPLOYEES	PERCENTAGE (%)
Closed Supervision	69	68.6%
Non-Closed Supervision	31	31.4%
	100	100%

WORK LOAD

A greater proportion of both the Senior/Management and the junior staff interviewed are satisfied with their work load. A few who are not satisfied complained of either been overloaded or under loaded (See the Tables Below).

TABLE 13A: OPINION OF SENIOR/MANAGEMENT STAFF ON WORK LOAD

	EMPLOYEES	PERCENTAGE (%)
Over Loaded	0	0.0%
Under Loaded	3	15.8%
Satisfied	16	84.2%
	19	100%

TABLE 13B: OPINION OF JUNIOR STAFF ON WORK LOAD

	EMPLOYEES	PERCENTAGE (%)
Over Loaded	8	7.8%
Under Loaded	4	3.9%
Satisfied	88	88.3%
	100	100%

In the case of senior staff interviewed non is overloaded. 3 or 15.8% of them are under loaded while 16 representing 84.2% felt satisfied.

For the junior staff (about 7.8%) are over loaded. 88 employees representing 88.3% are satisfied.

Majority of both the Senior/Management staff said that they were all satisfied with their performance except for a few who either felt over-loaded or underloaded.

4.9.3 AN EVALUATION OF THESE ANALYSIS WITH RESPECT TO MOTIVATION THEORIES

As it is earlier stated at the beginning of this research work, action is the beginning of everything. In business as in every other human activity, nothing of any consequence happens until an individual wants to act. What he accomplishes depends to a considerable extent on how much, and on why, he wants to act. All human beings have purposes, and these purposes affect the way they work. This is why there has been such a growing volume of research by social scientists on the motives of people at work.

Workers of the Taraku Mills Limited interviewed gave the following motives for

taking up wage employment:

(i) To earn salary and provide for dependant relatives

(ii) To earn a living and gain working experience

(iii) To contribute to the development of the area, the State and the nation as a whole.

(iv) To raise the basic capital to be able to set up businesses on their own

(v) The atraction of the percieved gains accruing from wage employment

(vi) To gain recognition for societal status and

(vii) To work and save money for educational advancement.

It is against this background that some of the company's employees left their previous organizations (be them public or private) for Taraku Mills Limited in pursuit of their foundamental motives (See Tables 1A and 1B). In table 1A, out of the 19 senior/management staff, 6 staff to this company from the public sector while 8 staff came from the private sector (that is, about 73.7% of the senior/management staff). Out of a 100 junior staff, 44 (about 43.1%), that is 20 staff from the public sector and 24 staff from the private sector respectively cqme to Taraku Mills Limited.

In addition to the pursuit of their foundamental motives generally, those who left their previous organization for Taraku Mills Limited gave the following excuses:

(i) That they wanted job satisfaction which was

lacking in their previous organization

(ii) That the wages offered to them by Taraku Mills Limited is higher relatively

(iii) Some said that they were not properly placed so as to be able to use their skills when in real since they were more interested in practising their professionalism

(iv) Some who came from the public sector complained of getting tired with excessive bureaucritization

(v) Some actually said they had lost their previous job

(vi) To others Taraku Mills Limited offered a better conditions of service

(vii) Some Employees wanted environmental change (work environment).

(viii) Other said, they wanted to acquire more experience

(ix) Yet others said their previous work was not challenging.

From the foregoing it is clear that employee needs were not properly addressed. But did Taraku Mills Limited address this needs issue?

THE NEEDS THEORY

Taraku Mills Limited actually made considerable attempt in providing the basic needs to its employees That is, Abraham Maslow's physiological and security needs or Alderfer and Chung's Existence needs.

The company offers a good pay package to take care of food, clothing, shelter and so on. In addition to a good pay package, there are other basic incentives like Housing Allowance, Transport Allowance or Bus services for the employees.

Safety or security needs also receive some reasonable degree of attention in the company. For instance, the company provides medical facilities for its staff who are either sick or sustains injuries in the course of their operations. The company has gratuities and pension schemes for its staff or employees after retirement, there is also industrial accident and insurance scheme for its staff to cover accidents, illness or diseases associated with the industry.

Beyond this, it becomes difficult to actually assertain how well the company is addressing the other needs such as social, esteem and self-actualisation. Infact, it may be disinteresting to note that the company has no Housing Estate and company clubs to take care of part of the employees social needs. Incidentally a great number of the employees (interviewed) want their physiological needs and social needs satisfied (See Table 2A and 2B). It is however, clear from the two Tables that needs do not follow a hierarchy as postulated by Abraham Maslow. It is purely dependent on the requirements of the individual employees.

To sum it up, the company applies the existence

needs in the main thus having a care free attitudes towards other needs such ~~a~~relatedness and growth needs.

THE CARROT AND STICK

This is the use of rewards (Carrot) and penalties (Stick) in order to induce desired behaviour. Rewards here include promotions, bonuses and other incentives. Taraku Mills Limited has a bulk of this rewards. (They are contained in the company's Booklet on (Condition of Employment), promotion for one, has been proved to be very regular and as such remains an effective reward by the company (See Table 3A and 3B). At least a greater percentage of the employees have testified to this fact.

Salary or wage increase is another effective reward which the company has put into use reasonably. A greater percentage of the sample size tested proved the efficiency with which the company has applied its reward system (See Table 4A and 4B).

The aspect of penalty is also properly applied by the company. Majority of the employees interviewed gave the dismissal/termination rate at 5 and above employees (See Tables 5A and 5B).

EXPECTANCY THEORY

Expectancy theory considers employee needs, organizational rewards and task performance, as well as their contingency relationships in particular work situations. It tends to be valid only in situations where the effort-performance and the performance-

reward linkages are clearly percieved by the employees.

In the case of Taraku Mills Limited, employees are not even sure of what the company objectives or goals are. Some do not even have an idea of what the goals are, such that different people said different things when interviewed. Now if an employee is not sure of what the goals are, then how would he/she measure his/her performance to determine the adequate rewards? Moreover, most employees interviewed confessed that they do not have any knowledge on how performance is measured be it individual or company performance (See Tables 6A and 6B on company goals).

This theory is in earnest not applicable in Taraku Mills Limited.

EQUITY THEORY

This is a theory of social imbalance. T. Stacy Adams (1963) saw 'equity as a situation whereby one can be treated fairly relative to the treatment of others. According to equity, the outcomes from the job include pay, recognition, promotions, social relationships and intrinsic rewards.

A significant population of the employees interviewed confirmed that there is fareness in the reward system of the company. Indeed, the ratio# is highest in favour of 'equity'. This is manifested in Table 7A and 7B of the analysis and also in Tables 3A and 3B. The company is in this way confirmed to be utilizing reasonably the Equity Theory of motivation. However,

there are some elements of show of inequity among employees as shown in Tables 8A and 8B.

The problem still remains a standard yard-stick to measure performance, and relate it properly to output both within the comapany and inter-companies. Tables 9A and 9B reveal that only few employees could measure their performance effectively. Others did not know that it can be done, some totally have no idea.

THEORY 'X' and THEORY 'Y'

THEORY 'X'

Theory 'X' has been visibly applied and religously too by Taraku Mills Limited. Queries have been served effectively on erring staff as protraid in the analysis.

Other disciplinary measures such as missing of promotions for non-compliance to official duties have been put into use. Although only one senior staff of the 19 interviewed falls a victim of this theory (See Tables 10A and 10B). There are also confirmed cases of dismissals and terminations of appointments for those who violates the staff regulations as shown in Tables 5A and 5B.

THEORY 'Y'

Theory 'Y' also has been taken care of in this company. Employees who are dedicated and have performed creditably well have been rewarded adequately. This is seen in the responses shown in Tables 11A and 11B by the respondents.

Further application of Theories X and Y has been examined by the use of supervisory styles. For the Senior/Management staff, only 7 of the 19 staff interviewed felt closed supervision (the element of Theory X) was the best, and for sure they have been applying it deligently to their subordinates. 12 staff under this cadre prefer non-closed supervision (an appostle of Theory Y) and have been applying it to their subordinates (See Table 12A).

69 Junior staff out of the 100 interviewed also are in support of closed supervision while 31 opted for non-closed supervision (See Table 12B).

THE VALIDATION OF OUR HYPOTHESIS

It will be observed from the foregoing that, although there has been much literature on the usefulness of the theories of motivation for increased productivity, the concept has not yet gotten its absolute base in most Nigerian Business Enterprises.

In some situations where some enterprises may choose to apply some of these theories only a fraction of such theories will be put in use. For instance, physiological and safety (Existence) Needs are the only needs that are utilised mostly living out Relatedness and Growth needs at a significant level of non-utilization in Taraku Mills Limited.

The Expectancy theory has been loosely absolved and indeed, in principle by Taraku Mills Limited. Loosely in the sense that, there is no standard yard-

stick developed by the company to measure performance as it relates to rewards (at least to the knowledge of the employees).

The Carrot and Stick theory/theories X and Y are in use, but you will discover that there is inconsistency in its application. The same offence which Mr. A will commit and will not be punished, will attract a high degree of punishment if committed by Mr. B. Reasons for such differential treatment include God Fatherism, executive connection or links etc which violates the decency in the application of these theories. Of course there are genuine exceptions.

Equity theory is also not effective for the same reasons given above. In the same enterprise except for few cases, employees may not receive the same rewards at times and in most cases for no fault of theirs (the victims). This too preclude the clean application of this theory.

Other theories like Herzberg's maintenance factors are completely ignored. Most offices are poorly equipt in terms of conducive facilities to work, Nigerian Enterprises paid little or no attention to the dissatisfiers, failing to acknowledged that long disregards for maintenance factors can degenerate into satisfiers (motivators). Most comforting facilities found in the factory premises like good office

facilities, company club etc (that is, where such facilities exist at all) were created by the expatraite contractors in recognition of the necessity of such facilities (some of these facilities like the company club house were at least not seen at the Taraku Mills Factory Site). Such facilities after installation deteriorate fastest within the first few years of assumption of office by the indigeneous managers or employees.

In the light of the above, we will accept our NULL Hypothesis (H_o:) which state that, 'Motivation theories do not receive wide application in Nigerian Business Enterprises' and reject the Alternate Hypothesis (H_1:) which states that "Motivation theories are widely applied in Nigerian Business Enterprises.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

We started this research work with the introduction of the subject matter 'Motivation' (a general term applying to the entire class of drives, needs, wishes and similar forces which channel or direct behaviours toward goals). A brief origin of motivation is given in this Chapter (Chapter One) with emphases on its study, its object, limitation and methodology,

In Chapter Two, we reviewed the related literature on motivation in general and as it is related to the Nigerian Business Enterprises. We started with the meaning of Business Enterprises down to the definition of motivation as examined by various authors including Berelson and Stainer (1964), Megginson and Chung (1978), William F. Glueck (1982) among others. The need for recognising motivation factors is also identified here.

Motivation theories have been examined in this chapter and the viability of their application in the Business Enterprises. Among the motivation theories identified are: The Needs Theory, the Two-Factor Theory, the Expectancy Theory, the

Equity Theory, the Carrot and Stick Theory, and theories X and Y.

We observed that, there is no one best theory that can be recommended for any one country. Under the Needs theory, we saw that needs vary with the individual and indeed does not even follow a hierarchy as postulated by Abraham Maslow.

Expectancy theory is mostly practiced in the developed countries where the environment is conducive for it and commitment to work superceeds all other interests. Most Nigerian employees are not committed to organizational calls.

Equity theory has been discovered to be about the worse abused theory in Nigerian Business Enterprises To start with, there are no standard measurements and yard sticks for performance comparison between one enterprise and another and at times even within the same enterprise. Employees thus hardly know what goes on in a similar or sister enterprise relative to where they work.

The Carrot and Stick theory also has some problems. Too often every worker gets a money Carrot regardless of performance, through salary increases, and promotion by seniority etc. The Stick (punishment) aspect of the theory is not even effective in Nigerian Business Enterprises because of workers reputation for having

executive connections and powerful links to the powers that be.

In Nigerian enterprises, theory X is effectively administered on any worker who has no God Father but not on workers with well-connected grid. Of course, there could be some exceptions.

Chapter Three addresses the research methodology adopted in the collection and analysis of our data. This include Historical, Descriptive and Survey techniques. Also included in this Chapter is the historical background of the organization of study - The Taraku Mills Limited, Taraku, Benue State.

Chapter Four deals with the analysis of the data collected in relation to the motivation theories identified, and the validity of our hypothesis. NULL hypothesis (Ho:) has been accepted in the light of our findings. That is, 'Motivation theories do not receive wide application in Nigerian Business Enterprises. We in this regards reject the alternate hypothesis (H_1:) which says that 'Motivation theories are widely applied in Nigerian Business Enterprises.

5.2 CONCLUSION

From the foregoing it is pertinent to understand that, there are many motivation theories, but their applicability cannot be universely upheld. While some theories may work better in one country, others may not work well; moreso, as it will again depend largely on the individual preference in various business enterprises. As it is seen from our analysis, Nigerian enterprises are still operating at the existence needs of our motivation theories, and even then, the theories are not widely applied judiciously in Nigerian Business Enterprises.

5.3 RECOMMENDATIONS

Taraku Mills Limited is a young organization that has a lot of potentials for development. Areas that requires urgent attention for now, in the company include:

(i) More training and development of the employees so as to have a sound work-force that will pilot the affairs and operations of the company effectively and efficiently.

(ii) There should be a regular flow of production inputs so as to avoid raw materials stock-out This if done can ensure a steady supply of the company's products in the market.

(iii) There should be a well-planned and designed maintenance culture of the plant facilities so as to avoid unnecessary break-down of the machineries.

(iv) There should be a re-orientation in the management of the company. Employees would want to work better under an environment that is free from threats and other negative vices.

(v) Staff Quarters should be built within the Factory site as this will go along way in reducing the cost of transporting these staff on the part of the company. It will be recalled that the company had no option but to close down temporary when there was no diesel for the fuelling of the staff buses.

(vi) The company should also make every effort to get the factory connected to National grid to ensure consistency in power supply. This will ensure a steady supply of its products in the market.

(vii) There should be adequate funding of the company to pave way for a sound capital base.

(viii) There should be periodical or regular meetings of the superiors and subordinates to evaluate performance and review standards earlier set, all geared towards improving the output of the organization.

(ix) There should be improvement in the security system of the company to avoid unnecessary disappearance of the company's properties.

(x) Attention should be paid to the proper application of motivation theories to enhance employee motivation and improved productivity.

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TARAKA MILLS LIMITED

DEPARTMENTAL DISTRIBUTION OF EMPLOYEES AT AT 29/09/94....
(FOR INTERNAL CIRCULATION ONLY)

S/NO.	DEPARTMENT	MGT.. STAFF	SUPERIN-TENDENTS	SUPERVISORS	JUNIOR STAFF	CASUAL EMPLOYEES	TOTAL PERMANENT	PERCENTAGE (PERMANENT STAFF)	REMARKS
01	CORPORATE SERVICES	3	3	8	23	-	37	11.35%	
02	FINANCE & PER. DIV.	1	-	-	-	-	1	0.31%	
03	PERSONNEL	1	2	10	70	9	83	25.46%	
04	FINANCE	-	3	10	32	-	45	13.80%	
05	PROCUREMENT	1	1	2	3	-	7	2.15%	
06	MARKETING	1	-	6	9	-	16	4.91%	
07.	TECHNICAL DIVISION	1	-	6	1	-	8	2.45%	
08	MAINTENANCE	1	3	14	26	3	44	13.50%	
09	PRODUCTION	1	6	14	51	-	73	22.39%	
10	QUALITY CONTROL	-	1	-	5	-	6	1.84%	
11	RAW MATERIAL DEV.	1	1	-	4	1	6	1.84%	
GRAND TOTAL	TOTAL	11	20	70	225	13	326	100 %	

PREPARED BY: ISAAC I. IOSUA SIGN: APPROVED BY:

APPENDIX B

QUESTIONNAIRE

Please provide the information requested in the space below by ticking all that apply to you and/or filling the blank space.

A. Your Gender or Sex: Male ☐

Female ☐

B. Marital Status: Married ☐

Single ☐

C. Age: Less than 25 Years 36 - 40 Years

Between 26 - 30 Years 41 - 45 "

31 - 35 " 46 and above.

D. Your highest level of Education

(a) Secondary School and below

(b) OND/NCE

(c) Bachelor's Degree

(d) Master's Degree

(e) Doctorate Degree

(f) Others.

E. Your Cadre and Designation (Rank)

Management or Junior Staff

☐ ☐

Rank: .....

F. Nationality .....

State of Origin:.....

1. Why did you decide to take up Wage (Salary) employment?

   (a) .....

   (b) .....

   (c) .....

   (d) .....

2. Where were you working before?

   Public Sector ▱

   Private Sector ▱

3. Why did you decide to change your employment?

   (a) .....

   (b) .....

   (c) .....

   (d) .....

4. Are you presently satisfied with your present job?

   Yes ▱ No ▱

5. What are the reasons for your satisfaction or dissatisfaction?

   (a) .....

   (b) .....

   (c) .....

   (d) .....

6. Arrange the following letters (a) to (e) in order of importance with respect to the set(s) of desires that would make you put in your maximum efforts in terms of performance (Note: write only the letters):

(a) Accommodation/Housing Loan, Transportation Facilities/Vehicle Loan, Meal Subsidy/ Canteen Services, Furniture Loan, higher Wages.

(b) Pension Schemes, no dismissal, no demotion, public security, gratuities, sick leave allowances, insurance cover.

(c) Recreational facilities, company club house, annual parties, favourable working conditions Trade Union activities.

(d) Nice job title, recognition, bigger office space, promotion.

(d) Self-direction, independence, self-exercise of ingenuity and creativity, display of skills and intelligent, self accomplishment and fulfilment.

7. Has your promotion been regular?

   Yes ☐ No ☐

8. Is your promotion based on:

   (a) Performance (results)

   (b) Number of years spent on one grade

   (c) Both (a) and (b)

   (d) None of the above

9. How often do you enjoy bonuses?

   (a) Annually (Yearly)

   (b) Half-yearly

   (c) Quarterly

   (d) Not at all.

10. How often, have you enjoyed a general salary increase since employed?

    (a) More than three times

    (b) Twice

    (c) Once

    (d) Not yet

11. How many of your colleagues have been dismissed or retired because of old age or inefficiency or one offence or the other

    (a) Five and above

    (b) Between 2 - 4 persons

    (c) Only one person

    (d) No body

12. In your opinion, can you say that such termination(or dismissal(s) or retirements were necessary?

    Yes ☐ No ☐

13. If your answer to (12) above is 'No', what are some of your reasons:

    .....

    .....

    .....

14. What foal(s) does your organisation seek to achieve

    .....

    .....

    .....

15. Do you think these goals are realistic?

    Yes ☐ No ☐

16. Do you think you have stayed too long on one grade without promotion?

Yes ☐ No ☐

17. Have your mates been promoted or rewarded more than you?

Yes ☐ No ☐

18. Are you convinced that their performance is relatively higher than yours?

Yes ☐ No ☐

19. What yard stick have you used in comparing your performance with that of your mates.

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.....

.....

20. Have you been able to compare your worth with that of your colleagues in sister enterprises?

Yes ☐ No ☐

21. If 'No' what has been your difficulty in such comparison?

.....

.....

.....

22. Have you ever received a query since employed?

Yes ☐ No ☐

23. Have you ever missed your promotion for reasons relating to non-compliance to official duties?

Yes ☐ No ☐

24. Have you ever been reward for performing your official duties properly?

Yes ☐ No ☐

25. What kind of supervision do you enjoy best?

(a) Close Supervision ☐

(b) Non-close supervision ☐

26. Are you presently satisfied with your work load?

Yes ☐ No ☐

27. If your answer in question (26) above is 'NO' do you feel you are:

(a) Over loaded ☐

(b) Under loaded ☐

28. Are you satisfied with your current performance?

Yes ☐ No ☐

29. What do you think if done, can improve your level of Performance?

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.....

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30. Suggest what you think if done, the company will perform better.

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