

**A STUDY OF**

**MOTIVATION AND PRODUCTIVITY**  
**IN MEANS COMPANY LTD.**  
**MINNA.**

**BY**

**ABDULKADIR TSWASHAKO GINYA**  
**MBA/ADM/16991/98-99**

**OCTOBER, 1999**

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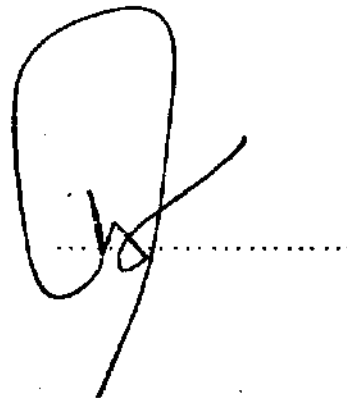
## DECLARATION

I, ABDULKADIR TSWASHAKO GINYA, here by declare that this project entitled (MOTIVATION AS A CATALYST FOR IMPROVED PRODUCTIVITY IN A NIGERIAN ORGANISATION).

A case study of MEANS COMPANY LIMITED, MINNA in my original work. All data and works submitted have been duly acknowledge in the references.

A.T.GINYA

SIGN.....

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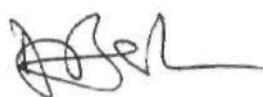
## APPROVAL PAGE

This research work entitled "MOTIVATION AS A CATALYST FOR IMPROVED PRODUCTIVITY IN A NIGERIAN ORGANISATION".

A case study of MEANS COMPANY LIMITED, MINNA by ABDULKADIR TWSASHAKO GINYA meets the regulation governing the award of the DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

MAC. DALIYATU BASHIR

INTERNAL SUPERVISOR



8/11/99

DATE

Dr. A. D. Sheidu

EXTERNAL SUPERVISOR

DATE

[Signature]

HEAD OF DEPARTMENT

DATE

7/9/00

[Signature]

DEAN OF POST GRADUATE SCHOOL

DATE

07/05/04

## **DEDICATION**

This study is dedicated to my affectionate wife, Mariam, and Children, A'isha, A. Sadiq, Hajara and Adama.

## **ACKNOWLEDGEMENT**

I am first and foremost grateful to Allah for giving me the glorious opportunity in carrying out a research of this nature successfully.

Much of the materials in this study were drawn from sources too numerous to mention even if could identify all of them, I am grateful.

I sincerely appreciate the invaluable contributions by the supervisor of this study in person of Dr. Dalhat Bashir Imam, A salute to him and the entire members of his family too.

If special relationship had not existed between my wife, children and myself, this research would not have been carried out. I am therefore indebted them and I say thank you for their understanding and bearing the burden of separation from time to time during the course work period.

It remains to express sentiments of deep friendship to it. Col. (Dr) A.Y Shehu of NDA medical center for the necessary complementary accorded. Also to other close associates during the course : Alhaji D. M Shehu, Alhaji Umar Burimah, Bello Emmanuel and several others for their companionship. I love you all and may Allah's be unto you. Amin .

**GINYA, ABDULKADIR TSWASHAKO**

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## ABSTRACT

Employees constitute the living systems that make up an organisation. The success of an establishment whether private or public is largely dependent on the quality of people in existence, their level of motivation and the extent to which organizational objectives are attainable.

This work is an attempt to lay emphasis on the consideration that should be given to the human element ( by way of motivation ) ,since it serves as the central force in determining the well being of an organisation. If performance and productivity is to be achieved in the private sector, it is of necessity to know the factor that would influence behaviour.

An organization's ability to provide most of these incentives would have a better chance of moving it along with the work force towards the attainment of the organization's objectives, the study has shown that the problem faced by the staff of means Company ltd. Ranges from uncertainty regarding promotion insufficient training opportunities, low level of relationship between employees and the management and also the participatory attitude of the top management.

Further, the study revealed that most of the problems arose due to the non-importance the management attaches to motivating employees. The factors of motivation are seen more as favour granted to individuals rather than factors to be employed in enhancing efficiency and productivity of employees.

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Recommendations are offered include the needs to have qualitative and responsive leadership, which will carry the staff along so as to obtain consistently higher performance leading to a better management of productivity. Others are the need for management to take interest in the work force, their needs and aspirations, increment in compensation package and finally the need to enrich employees job from time to time to ensure job satisfaction.

It is important to mention that issues may not be peculiar to the means company Ltd. But also to many organizations in the private sector.

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## CHAPTER ONE

### 1.1 BACKGROUND OF THE STUDY

Every organisation has its purpose that is the objectives for which it was set up to achieve. In order that these may be reached, organisation structures are created in which roles are assigned to people and these people have needs. It is these needs of people in organization that gives rise to the motivation process. To satisfy them, certain incentives will have to be present on the job. Indeed it is only when job satisfaction is attained that the best performance of an individual is displayed towards the objectives of an organisation. Although this fact has come under scrutiny lately, the reasoning is that where as the organisation has it own objectives, so do the individuals in it. Each comes in to the organisation distinctive as human beings are, with different motives. These motives are not constant as they very considerably with the environment and other factors. There fore, the infact that job incentive do have on the motivation of employees shall form the crux of this study.

Motivation is a very complex area as any other that deals with human behaviour. Though a lot has been written on the subject. Conclusion are hard to come by, the various possible relationship that do exist between job incentives and employee motivation will be brought to light using the available literature on the subject and

the findings from the organisation in the case study. The critical analysis comes in terms of the constructive criticisms to be made and useful recommendation based purely on the objectively determined finding of the study. There are grates many competing theories of motivation which purport to explain the behaviour of people in organisation. Question is to do they fit perfectly to the reality of various organizations?, whereas certain needs are basic in people, an accurate generalization can hardly be made on the point in time at which all people will express a desire for these basic s to cause a significant change in their behaviour in organisation. People may work for money sometimes but to our surprise, they may fail to respond positively to new financial incentives. Perhaps the reason for some of these inconsistency lies in the fact that human behaviour is complex and therefore variation are real and inevitable. Indeed, the public sector in Nigeria is one area where this study will be useful. In recent years the sector has been bedeviled with many problems inclusive of the spate of industrial unrest and high labour turn over to the private sector, seen to be more lucrative in terms of incentives, however it will be pre-emptive of the findings of this study to say that no motivation exist in the sector or that the job incentives are not adequate. Every organisation must of necessity possess some incentives for motivating employees. However

regardless of the volume of such incentives, employee satisfaction on the job may vary. An organisation with moderate incentives scheme may have a higher crop of motivated employees than one with higher incentives due to the nature of the individuals and the technique through which is applied, among other factors.

Human resources are the most vital of all resources at the disposal of an organisation. It is the human resource that harnesses all other resource and puts them in the best combination toward the achieving the objectives of an organisation. Thus the importance of employee motivation to the effective management of organisation cannot be over emphasized.

## **1.2 STATEMENT OF PROBLEM**

It is an acknowledged fact that one of the major problems facing Nigeria today is lack of devotion and loyalty to work in both the public and private sector. This is partly because the workers are not properly motivated.

There is also a misconception by many organizations in Nigeria, including government (at Federal, State and local levels) that financial motivation is the most important method that can be adopted by management to ensure high productivity.

### **1.3 OBJECTIVE OF THE RESEARCH**

The main objective of this research work is to bring to light the important role that proper and positive motivation will play in transforming the negative attitude to work currently prevalent among Nigerian workers both in the public and private sectors.

### **1.4 SIGNIFICANCE OF THE STUDY**

The main task of management is the effective and efficient utilization of both the human and material resources of the organisation in order to achieve the pre-determined objectives.

Today, the human resources of the organisation are becoming more and more complex. The magic key to an efficient management of human resources is motivation, the relationship between the organisation and its members is governed by what motivates them to work and the fulfillment they derive from it.

Nigeria is blessed with abundant human resources and a large percentage of them are engaged in one type of productive pursuit or the other. Also we have a lot of qualified personnel both in the private and public sector. It is a known fact that the performance of Nigerian in work situations is below average compared to their counterpart in say South Korea, South Africa, Malaysia, etc. the main problem identified by many researchers is lack of adequate

motivation. If the abundant human resource available in Nigerian organisation is positively motivated, the pace of development would have transformed the country.

Motivation, therefore, becomes an important area which much attention should be focused so as to move the country forward.

### **1.5SCOPE OF THE STUDY**

This research work will focus on a private company- Means COMPANY LIMITED situated at Minna, Niger state. It will concentrate on the various effort made by management to motivate its workers toward higher productivity.

### **1.6LIMITATIONS**

This research work has the met with some constraints which limit the researcher to only one state in Nigeria, some of the limitations are:

1. **TIME** - there wasn't enough time to cover more organisation in different part of the country.
2. **FINANCE** - Also because a constraint because it involves a lot of financial commitment to be able to travel from one place to another for data collection.



3. **CO-OPERATION** - Another area of difficulty is that some staff were uneasy in giving information because they fear that management may get to know the source and victimize them.

However, despite these constraints reasonable data was collected on the research work.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

The most important part of a manager's task is to get things done through people. It becomes necessary, therefore, for him to understand how people are motivated. This is because the way some people are motivated will be quite different from the way others will be. Money, conditions of working, job security etc. will have some effect on some people while others will prefer recognition, achievement and responsibility.

Therefore, understanding motivation and its application in any organisation is very important, because goals and objectives can only be achieved through better and positive motivation.

The term motivation is a very important concept in management science. Psychologist and other researchers have been working on the use of the term 'MOTIVATION' in a variety of ways. Because of the variety in the use of the term, these researchers have not always agreed to exactly which type of behaviour should be classified as motivated behaviour. At the present time, there seem

to be some agreement that the distinguishing characteristics of motivated behaviour is that 'it is goal directed'.

Mr. Benefice C. madu (1983") in his article "Motivation the fuel for increased job performance" previewed some definition given by three prominent psychologist researchers in field of motivation i.e. Bindra , Atkinson, and M.R. Jones. Bindra (1959) said that " the core of what is usually called the problem of motivation lies in the purposive" or goal directed aspect of behaviour. Atkinson (1964) maintains that " the study of motivation has to do with the analysis of various factors which insight and direct an individual action" Jones (1955) states that " Motivation is concern with how behaviour get started, is energized, is sustained, directed, is stopped and that kind of subjective reaction is present in the cognism while all this is going on".

Madu continued by saying that the definition given by Jones is more detailed and inclusive than Bindra's or Atkinson's. he further stated, that the research on motivation in organisation has in fact touched all the issues raised by Jones definition and suggested that they must all be considered if we are to understand motivation in organization.

Similarly, c.c. Okogulu (1983) in his article " How to motivate the workers" tried to define the term motivation. He said "

motivation is concerned with the way's rather, than the how's what of human behaviour.

Therefore, the primary focus of motivation is to explain why people do what they do. It is an emotion or desire operating on the person's will and causing that person to act. He concluded, "motivation refers to the way in which urges, drives, aspirations, striving or needs, direct control or explain the behaviour of human being" also Castisle (1976) stated that:

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

From the above definitions one can understand or see how difficult it is to define the term motivation. This is due to the fact that motivation is a complex process and people have different needs and the various perceptions about them by many organizations.

It will be of importance if we conclude our discussion on the definition of motivation as given by some researchers by making reference to the words of Robert C. Appleby, where he said " All aspects of motivation of employees can not be provided by management as other influences occur out side the working environment in which he continued, the environment in which we find our selves at any given time has great influence on our

that they will satisfy those drives and desired and consequently induce a person to act in a desired manner.

Stanton et al (1987:273) testified that motivation is the force that activates the goal oriented behaviour. They want further to state that the only way to get people to do what you want them to do is to motivate them and that is the only tool management will use to make workers exert the efforts needed to reach expected performance level.

According to Kontz (1980: 632), motivation innovates a reactions which give rise to wants or goals sought that results into tension (i.e. unfulfilled desires) than causing creation towards achieving goals and finally satisfying wants. This means that motivation originated from within the inner most recessed of the individual mind. Nevertheless, the needs of individuals are not entirely independent of person's environment. And satisfying certain needs may rise to desire, to satisfy some other needs. This is in view of the fact that needs may be contingent or certain behaviours. In reality as held by Adrey (1966), it has been found that the needs are not always the cause of human behaviour, but as a result of it.

**A motivating force may originate within a person or may be initiated by somebody or something external.**

people are motivated will not be the same other set will be motivated or what motivate this set will not equally motivate that set.

It is because of these motivational problems many organizations face from one time to another, that many psychologist and researchers have devoted their time, energy and resources in conducting several researches in order to find out the cause of these problems and also to offer necessary solutions. The outcome of their researches is developed theories in which they listed the various needs of people and suggested the motivational techniques to be followed in accomplishing organizational goals and objectives. These psychologist include Abraham Maslow who developed the hierarchy of needs theory, Stacy Adams, the equity theory, Vroom, the expectancy theory, Macgregor, theory x and y etc.

## 2.2 MOTIVATION DEFINED

Motivation in essence can be viewed as a general term which applies to the entire class or drives, desires, wishes and similarly forces.

This is in with the fact that a motive is an inner state that energizes activities, or move (hence motivation) that direct or channels behaviors toward goals. Berelson and Stener (1964: 240) to move therefore, means that certain things are done with the hope

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A motivating force may originate within a person or may be initiated by somebody or something external.

Appleby (1987), argues, that motivation refers to the way urges, aspirations, and drives and needs of human beings that direct or

control or explain their behaviour. He stated that a large part of a manager's task is getting things done through people and their managers must therefore try and understand people's motivation. He is of the opinion that management element of directions is concerned with in devising ability and he asserted that all aspects of motivation of employee cannot be provided by management as other influences occur out side the working environment.

Willingham (1987), is of the opinion that while motivating force may originates within a performance setting or releasing achievement drives, is setting motivational goals for one self. He explained that a motivation goal is some thing you want to have, do become, or enjoy. He stated further that "The trick to achievement is to set motivational goals that one will overcome the fear in them.

Further more, there are other types which are neither impulsive or goal directed, but they are perfected by our habits, since it is generally recognized that there are different individuals with different behaviours, there should be different ways of explaining these behaviours. Motivation involves all types of behaviour as is therefore difficult to find one theory that would give sufficient explanation to all these types. However, if one examines the various definitions



given by various authors one will see that they all share the same view about motivation. For organisation to survive, motivation seems to be very important, because managers by definition work with people to get the best from an organization's sales force. Therefore management must recognize and reward its workers for further achievement of set goals and objectives of the organisation

### 2.3 THEORIES OF MOTIVATION

There are many theoretical views of work motivation. In this study, theories will be limited only to five major perspective they are Need theory, Equity theory, Valence instrumentally expectancy theory, theory x and y and motivation hygiene

#### 2.3.1 NEED THEORY

Abraham Maslow generally has propounded the best known theory of human needs

Which has been popularly applied to understanding human motivation in organizations. To maslow, needs are the key to understanding behaviour and thus understanding the concept of motivation. In this ever-popular hierarchy of needs, Maslow said, the satisfaction of one needs motivate the needs for another want. And he arrange them as this:

- a) Physiological needs:- which include the needs for foods drinks, sex, shelter, clothing and host of other basic needs of life.
- b) Safety or security needs: - are those for protection against dangerous attack, job security e.t.c.
- c) Needs for belonging or social needs, which involve association and interacting with others in groups love of affection and acceptance e.t.c.
- d) Esteem, status or ego needs are related to self-respect, the respect of others, prestige, recognition and ego satisfaction.
- e) Self-actualization or realization needs motivate human to seek self-development, self-expression, creativity and self fulfillment through becoming what are capable of becoming.

The first two are primary needs, which require human survival, and the subsequent three are secondary needs, which motivate people to achieve higher goals. The principles of the hierarchy of needs imply that the first and most important needs of any individual which will motivate that individual to action are the physiological needs which are typified by the need for food and water. Once this need is satisfied, it ceases to be a motivating factor priority switches to safety needs which includes the need for shelter from weather, clothing, physical security, job security and so on.

When this is satisfied, priority against switches to affection need, the need for friendship, wife and husband children, colleagues' e.t.c. and so the cycle continues with esteem need for status, appreciation, respect, e.t.c., and then self actualization needs, the needs to feel fulfilled, the need to do what one loves most, to achieve one's potentials. In practice, each need does not have to be satisfied 100 percent before focus switches to the next. The degree to which a need is satisfied before emphasis change to the next in the hierarchy, with vary from individual to individual. However, most individuals operate in a state in which the needs are satisfied to varying degrees.

### 2.3.2 EQUITY NEEDS

This theory views motivation from the perspective of the social comparisons workers make between themselves and others, J.S Adams, the originator of equity theory asserted that workers are motivated to maintain fair or "Equitable" relationship that are unfair or inequitable.

Equitable theory proposes that workers make social comparisons between themselves and other people in two areas: outcome of what workers believe they and other get out of their jobs and input the contributions they believe they and other make to their jobs. A worker's outcome may include such benefit as pay, fringe benefits, or the prestige. one receive on the job, input on the other hand may

include such contributions as the amount of time worked, the amount of effort expended, the number of units produce or the qualifications one brings to the job.

It is important to note that equity theory is concerned with outcomes and inputs as they are perceived by the people involved, not necessarily how they actually are.

Therefore, the Theory State that people compare their outcomes inputs to those of others in the form of a ratio. Specifically, they compare the ratio of their own outcome/inputs to the ratio of others people outcome/inputs.

### 2.3.3 EXPECTANCY THEORY

This refers to overleaf, tend to focus attention on motives or needs the development of the expectancy theory is mainly the result of the worker of victor H. Vroom. who claims that motivation is the product of expectancy x valence (motivation = expectancy x Valence), where expectancy is the believe that act will be rewarded and valence is the are effectiveness of the reward.

The core of the theory relates as to how a person perceives the relationships between three things: effort, performance, and reward e.g. the prospect of promotion could be low, if a worker perceives that promotion is attained primarily on length of service. In such situation,

performance does not lead to reward. So effort in that sense not seen as worth while.

The theory has significance to management because it suggests that managers should communicate clearly how goals such as money, promotion and enhanced status are earned. In addition, the theory should applies in work designed studies where reward are being geared to intrinsic job factor such as variety and autonomy.

#### 2.3.4 Macgregor: theory x and y

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

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

#### ASSUMPTION FOR THEORY X

1. The average human being has an inherent dislike for work and will avoid it is he can.
2. Because of human characteristics of disliking work, most people must be coerced, controlled, directed or threatened with punishment to get them to put forth adequate effort toward the achievement of the organizational objectives.

3. The average human being prefer to be directed, wishes to avoid responsibility has relatively little ambition, wants security above.

From the a fore mentioned assumption one could degree that the traditional managerial or theory x emphasis upon filling the worker on the job rather than adopting the job to the man:

People are induced to produce, through “ carrot and stick” i.e. monetary incentives on one hand and threats, fear and discharge on the other.

Theory x is common in military forces, private business and in Government bureaucracy.

on the other side of the coin is the modern (human resource) philosophy of management other wise known as theory y, which is based upon an optimistic view of the nature of man and holds the following assumptions:

1. “The expenditure of physical and mental effort in work is s natural as play and rest.
2. External control and the threat of punishment are not the only means for bring about effort toward organizational objectives; man will exercise self direction and self control in service of objectives to which he is committed.

3. Commitment to objectives is a function of the rewards associated with their achievement;
4. The average human being learns under proper conditions not only to accept but also to seek responsibility.
5. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized”.

### 2.3.5 HERZBERG'S MOTIVATION HYGINE THEORY

In the late 1950's F. Herzberg and his associates interviewed over 200 engineering in Pittsburgh and carried out intense studies in industries to find out why people find some events in their working places highly satisfying and some highly dissatisfying. From the result of the studies, they developed the theory that in a work environment job satisfaction and dissatisfaction are not simply opposite. They may have different causes, their result supported the theory that feeling of strong job satisfaction which seemed to be effective in motivating the individual to superior and performance come principally from the task itself.

The motivating factors which derived from the task itself called “intrinsic factors” and are classified under five headings:

1. “The actual achievement of the employees as seen by the employee himself and not seen by the employer.

2. Recognition associated with achievement,
3. Increased responsibility as a result of the performance.
4. Opportunity to grow in knowledge and capacity.
5. Chance for advancement and self fulfillment”

Apart from these real motivations there is another set of factors, which may be considered “ conditions precedent” to motivation. These factors usually termed “ Hygiene factors” or extrinsic factors, do not themselves motivate but they create the environment which makes motivation possible. Their absence is responsible for feelings of dissatisfaction but their presence may not necessarily make for job satisfaction.

The extrinsic Hygiene factors are

1. improved pay and other benefits
2. improved supervision and leadership
3. good company policies and administration.
4. Good physical working surroundings.
5. Job security.

## **2.4 MOTIVATION AND PRODUCTIVITY**



Lawal (1993) state that performance of employees is contingent on a number of factors such as the skill (Abilities appropriate for assigned jobs) motivation and productivity and a role clarity (A clear understanding of assigned job  $P = F( S \times M \times R )$ ).

Motivation is a pervasive function that can across all aspects of employee's development. The need for motivation can be viewed from the following perspectives.

1. Qualified man power must be attached and maintained in an organization.
2. Once employed, workers must be motivated to extend their time and energy in achieving the predetermined goals of the organizations.
3. Human resource is the most important factor of production in an organisation and must be maintained and developed.

The reasons highlighted above suggested that the creation of conducive working environment is a pre-requisite for achievement of organisation success. Hence t is necessary for manager to understand what motivates works and how motivation influences performance.

Motivation therefore is a general term to denote relationship between needs and the fulfillment of needs it is a dynamic process that has five parts.

1. Deprivation, presence of needs (NEEDS).
2. Tension or drives to fulfil the needs (DRIVES).
3. Needs crystallised as wants (WANTS).
4. Actions goal oriented behaviour (ACTION)
5. Satisfaction of needs that reduces the drives and thus create the need for re-evaluation (SATISFACTION).

The above steps clearly show the distinction between needs and wants. Needs are those thing individual wishes to satisfy, the means of satisfying the needs are wants. E.g. an individual may needs security and to fulfil this, he may want to associate himself check with undertaking arbitral dismissal. Needs create tension that result to culture oriented wants. E.g. .the needs for foods create tension for hunger, and an hungry person demand for food that suit his culture.

## 2.5 INCENTIVE PAY

LAWAL (1993) out to improved motivation and reduced alienation, through the following:

1. some managers hold the view that employees can be motivated to improve productivity by means of monetary schemes may take a variety of different forms e.g.
  1. piece rate
  2. individual bonus scheme
  3. a team or group bonus scheme

4. a high day rate system
5. A profit sharing plan.

Lawal stressed that the general problem of monetary incentives is that they are effective on the individual needs for money. Money is not an end itself but a means of satisfying needs.

The author describes recent development that money mean a lot to every employee. However, rank and file workers often have various to protect their earnings and job security. This help a long way in creating a systematic wage administration. In Nigerian environment, the only thing that can motivate a worker is his/her wages and salary, no matter what policy an organisation could adopt, would never be motivated.

## 2.6 JOB SATISFACTION AND PERFORMANCE

Lawler (1971) in his Book “ model of pay satisfaction” emphasized on the belief of the neo-classical theories that a cause effect relationship existed between employee satisfaction and productivity. The theorist therefore recommended external motivational strategies that could lead to increased productivity.

In the model, reward are linked indirectly to satisfaction through perceive equitable reward which include the actual reward equally perceived.

Egiogon (1992) studied the theories of job satisfaction and job performance and anchor his work on the assumption that a satisfied worker is invariably an efficient and effective employee. He further stated that, job satisfaction is not simply a matter of need fulfillment but feelings of satisfaction depend largely on whether he compare his job favorably with that of the other people. Equity, according to him, should therefore be an important element in the definition of job satisfaction if it is to be meaningful.

Egiogon further stressed that money is very important in the life of employees of all sort (categories), especially in the developing countries of the world like Nigeria. With money essential goods and service are ascertained. And apart from its economic values, as a means of exchange for the allocation of economic resources, money has a social value in addition.

According to expectancy theorist, Victor Vroom, (1964), money is a motivator if employee want more of it as Nigerians do and believe that better performance will bring more of it.

## 2.7 TRENDS IN MOTIVATIONAL EFFORTS IN NIGERIA

In view of the many problems that bedeviled the public service in Nigeria, such as growth of bureaucracy , negative attitude to work by many workers, under utilization of man power and labour unrest, many attempts had been made to respond to these problems. These

attempts culminated in the setting up of various administrative reform commissions with the sole aim and objectives of proposing various reform measures.

Different government to advice set up them these investigator bodies them respectively on one aspect of public service or the other. These bodies in different times took the form of a grading team or review commissions charged with the responsibility for recommending wages and salaries structure considered suitable to the needs of the Nigerian public service.

Whether limited or wide spread in their term of reference and coverage these review commissions have one things in common. They seek to boost workers morale and there by hopefully bring about greater results and better performance in the achievement of the objectives of the public service. Of all the commissions the one that made the greatest impact on the public service is the UDOJI REPORT in 1974.

The term of reference of the commission is to have regard to the need to secure adequate development and optimum utilization of man power and to increase the efficiency and effectiveness of the service in meeting the challenges of a development oriented society.

The major thrust of the UDOJI report are:-

- a) The need for each development and agency to pursue a co-ordinate overall corporate objectives with as much harmony and impact as possible.
- b) Choosing the most cost effective of all the alternatives approaches available must pursue rational decision making i.e. objectives.
- c) Concern for productivity economy and efficiency in the performance of the public service. The commission recommended the application of the latest management tools and techniques as management by objectives project mgt. and that of planning, programming and budgeting system of mgt.
- d) In addition to all, the commission also recommended and the government accepted the board, salary increase for all public workers.

## CHAPTER THREE

### 3.1 BRIEF BACKGROUND OF THE COMPANY

Means coy ltd. is a private ltd. liability coy duly registered to operate basically as a purchasing, supplying and general contracting company.

It came into inception in November, 1968 with its first office at sokoto, the than H./Q of the defunct North western state comprising of Niger and sokoto provinces.

In 1976, the Murtala administration carved Niger state out of the North western state which led to the coy's headquarter moved to Minna, the state capital. The reasons for the h/Q movement was that the proprietor of the coy are indigenes of Niger state and therefore made it a point of advantage to shift to a new and more lucrative based. More lucrative in the sense that more commercial activity were expected to come up as newly created state. The sokoto office was left as a branch office for the fact that it had gained ground commercially there.

The company today has achieved a tremendous effort with reasonable number of workers offices in some parts of the Northern Nigeria.

These include office at Minna that is the H/Q sokoto, Yola, B/Kebbi and Abia.

### **3.2 THE COMPANY'S OBJECTIVES:**

The objectives of the coy include building construction for both public and private purposes, sales of building materials, distribution of sales consumable items of all sort, sales of stationary mats, whole and retails publication of books, distribution of petroleum products etc.

### **3.3 MOTIVATIONAL ACTIVITIES IN THE COMPANY**

In consonance with its strong belief that a healthy organisation is a wealthy organisation, means coy level no stone unturned in ensuring that all the employees of the company are well focused interm of welfare and all the motivational activities.

The coy also belief that “ no nerve is a sensitive as the pocket nerve” with a sound policy on motivational administration, incentives are based on systematic procedure and established structure. The wage and salary part of the company’s policy Manuel contain the following subdivisions.



- a) The company wages & salary philosophy
- b) Performance rating new employees.
- c) Evaluating jobs and moving expenses to other location.
- d) Discharge lay off etc.

Salaries and wages are paid once every month in accordance with employees appropriate grades and position. Full pay is made on completion of the standard hours of work throughout the month and over time is also paid along with salary.

Fringe benefits of monthly basis are paid along with salaries for permanent staff and all employees are entitled to the following benefits at the prevailing rates.

1. Transport allowance
2. Housing
3. Food subsidy
4. Utility allowance etc.

The company operates vehicle loan scheme for employees who put in at least five years of service. These include bicycle, motor cycle loans for junior workers, car loans and refurbishing of Car loans to senior and management staff. Housing and furniture loans are not part of the loan scheme of means coy.

Promotion policies are based on these:-

- 1) Performance of individual through hard work and dedication to duty and the level of productivity achieved.
- 2) Promotion may arise where there is an urgent or existence of vacancies within the company.
- 3) Obtaining a higher qualification than the previous ones also warrant promotion.
- 4) Bonus policy is based on negotiation between the management of the coy and an individual staff at top level, while
- 5) The company provides medical facilities to staff at a selected medical center. There is a fixed rate at which a staff can undergo medical treatment. The rate is according to the employee's levels.
- 6) Retirement policy is that an employee can retire any time he/she wishes, but will be expected to give three months notice to the management of the company

#### **3.4 METHODOLOGY OF THE STUDY**

This researched work was conducted between the months of August and October, 1999 which brought the awareness of things and serve as a guide for further investigations on the subject matter.

This methodology of the part of the study described ways and means by which the necessary data to enable him to know those

existing problems so as to be able to offer possible solutions. Many methods can be used to acquire these information's. The primary ones among them is that through knowledge of the basic method of research that are generally used. Time is very important in research and so, it is being used in classifying research methods as follow:

a) **HISTORICAL RESEARCH METHOD**

This is an attempt to study past trend of events in order to relate them to the present situation for better appreciation and maximizing the benefits there of. It is the interpretation of these events and fact yielded that can be used as sources of historical research method including document and relics: documents are written information's of the past while relics are generally archeological or geologist remains such as tools, utensil and other antiquities.

b) **DESCRIPTIVE RESEARCH METHOD**

This is an attempt to describe a given phenomenon. It categories the nature of the event being researched in to, which also gives the picture of a situation. This kind of study generally begins with full understanding (description) of the phenomena. Accurate description are imperative for making a wide range of policy decision. Usually, every research effort is supposed to start with explanatory and descriptive research so as to make the problem area very clear and understandable.

Descriptive research deals with factual and accurate data relating to actual situation and event which gives actually how things are as at the time of study. It also uses survey method of data collection- because it is descriptive.

c) **SURVEY RESEARCH METHOD**

This deals with the studies of both large and small sample of a selected population: it aims at discovering the relative distribution, inter relations etc. its techniques include personal interview, Telephone calls, mails questionnaire and the panel.

D) **EXPERIMENTAL RESEARCH METHOD**

This method is mainly to establish a relationship among variables. It can be used to identified those conditions under which such relationship exist. It is a kind of process that provide a systematic and logical procedure for identifying and evaluating them between variables that create a particular state of affairs under controlled conditions.

In view of the above and the topic under study which is entitled “ motivation as a catalyst for improved productivity in a Nigerian organisation. A case study of means company ltd. Minna”.

A combination of the historical descriptive and survey methods ere used in acquiring the relevant information’s and I am convinced

that the only way desired objective, in any organisation can be achieved is through commitment and determination of the labour force. This is possible if the welfare of the employees are well taken care of by the organisation.

The questionnaire method is used as the major source of gathering information during the period of this research. It was carried out in sections. Section A specifically deal with the personal data of the respondent in terms of their age, sex, marital status, rank, qualification and department. Others include local government area and state of origin of respective respondents.

While section B carried out the general conditions of the job, which ranges from pay package and other welfare facilities, training programmes available to staff and criteria use in promotions. Others include join security, the number of years spent in the service, the level of social interaction among the staff and their participation in the decision making process of the organisation. Lastly, the issue of leadership style of the management and how the workers perceived it.

The questions asked ranges from personnel policies, training programmes finances, welfare programmes and other operations.

Reference is also made to other documents such as tex books, journals, magazines, newspapers and a host of others. These all together enabled me to undertake a literature review, which together

with my observations and personal knowledge of the company helped  
greatly in this research work.

## CHAPTER FOUR

### PRESENTATION ANALYSIS AND DISCUSSION OF DATA

#### 4.1 PRESENTATION

The total number of question air's administrated 20out of which 14 responded representing 70%. This guaranteed a meaningful analysis to be carried out and conclusion to be made out of this number only four (4) were females while the rest were a male. The ages of respondents ranges between 25 and 40 years, about six (6) of them serve the organisation for less than five years while the remaining serve between eleven (11) and twenty (20) years the respondents constitute the management, senior and junior cadre of staff and cut beyond the 24 local government areas of Niger state.

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

**TABLE 4.1.1 EDUCATIONAL LEVEL OF RESPONDENTS**

<u>QUALIFICATION OF PERCENTAGE RESPONDENTS.</u>	<u>FREQUENCY</u>	
Graduates	9	64
Undergraduates	5	36

The above table shows the educational level of respondents. While 9 or 64% were graduates, 5 or 36% were undergraduates.

TABLE 4.1.2

**476172****BASIS FOR PROMOTION**

<b><u>PROMOTION CRITERIA</u></b>	<b><u>FREQUENCY</u></b>	
<b><u>PERCENTAGE</u></b>		
Qualification	1	7
Years of service	4	28.5
Performance	4	28.5
Other criteria	5	36
	<hr/> 14	<hr/> 100

Promotion brings along with it not only money but a work of recognition of the individual performance. Consequently, in order to justify this recognition, the employee so promoted puts new life in the individual and activates his knowledge, skills etc. and be in consequence strive harder to be effective in his new job.

The above table indicates the promotion criteria used in promoting the staff of means company ltd. The respondents with the opinion that promotion is based on qualification is one (1) or 7% 4 or 29% based



their own on years of performance while 5 or 36% believe it is done on other criteria.

TABLE 4.1.3

<b>RESPONSE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
Overseas	0	0
Within Nigeria	All	100

Money spent on training and development of the employee is worth while investment. Employees who have not received adequate training before being assigning with responsibility will lack the necessary confidence and job skill which to carry out their jobs.

Therefore in its continued effort to constantly maintain a high level of skilled man power of all times, means company nominates staff to relevant courses in and around the country. He slim staff structure of the company does not warrant the establishment of a training school.

As can be seen from the table above all the respondents were trained locally. Due to the size of its operations and financial constraints, no staff enjoyed overseas course.

TABLE 4.1.4

**RELATIONSHIP BETWEEN WORKERS AND**

**MANAGEMENT**

<b><u>RESPONSE</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
------------------------	-------------------------	--------------------------

Satisfactory	7	50
Fairly satisfactory	6	43
Unsatisfactory	1	7
	<u>14</u>	<u>100</u>

The success of any organization is not only measured or determined by the amount of achievement but by the degree of industrial peace that could be maintained in the organisation.

The out come of any investigation as can be seen above shows that 7 or 50% of the respondents regarded the relationship between the workers and top management as satisfactory, 6 or 43% as fairly satisfactory and 1 or 7% regarded it as unsatisfactory.

TABLE 4.1.5

**PAY PACKAGE**

<u>RESPONSE</u>	<u>FREQUENCY</u>	<u>PERCENTAGE</u>
Adequate	0	0
Fairly adequate	12	86
Inadequate	2	14
	<u>14</u>	<u>100</u>

Money is an important reward for most people even though it does not directly satisfy their needs. It is a secondary reinforcement or

reward, which induces appropriate behavioral responses, so long as it can be used at some future time to satisfy more basic human motives.

The importance of money as an instrument of motivation is some times undervalued. Money has a universal appeal as it embodies the means for satisfying almost every human motive. As such motivational problems are greatly simplified by monetary terms.

From the table above , it can be seen that the greater part of the respondents ie. 12 or 86% categorically made it clear that their pay package vis a vis the present inflationary trend is fairly adequate while the rest 2 or 14% believe that it is inadequate.

TABLE 4.1.6

**PARTICIPATION/DECISION PROCESS**

<b><u>RESPONSE</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
Participatory	9	64
Non participatory	<u>5</u>	<u>36</u>
	<u>14</u>	<u>100</u>

participatory improves morale and communication subordinate participation on the decision making process can be a double advantage to the organisation.

First, it will serve s a recognition of their effort on the organisation and consequently makes them to be more committed to their work.

Secondly, it will reduce the level of friction between the management

and subordinates in the implementation of the policies of the organisation.

This is because subordinates are now a party to the decision making process and can not therefore cry against any decision being made.

When the respondents were asked on whether the management solicits for their inputs towards the decision making, majority of them maintained that they do participate. This can be seen from the table where 9 or 64% responded that they do participate while the remaining 5 or 36% considered themselves non-participatory.

TABLE 4.1.7

**GENERAL SUPERVISION**

<b><u>RESPONSEU</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
Supervisor	0	0
Non supervision	14	100

Majorities of people or employees do not wants to be constantly supervised and instructed all the time. To them, despite their qualification and experience no respondent agreed that he needs supervision in the discharge of his/her duties while all said they needed no supervision.

TABLE 4.1.8

**EMPLOYEE WELFARE FACILITIES**

<b><u>RESPONSE</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
Advantage	0	0
Fairly adequate	0	0
Inadequate	14	100

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

The staff of means company facilities as can loan, furniture loan, housing loan are which even though they exist are hardly granted. Also no sports facilities of staff club or the likes of staff bus.

TABLE 4.1.9

**JOB SECURITY**

<b><u>RESPONSE</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
Secured	7	50
Unsecured	7	50
	<u>14</u>	<u>100</u>

job security is the desired to be free from fear of such things as job less, demonisms and less of income.

Apart from salary and wages, there are usually other monetary attractions, which gives security for the employee.

Therefore, as far as security is concerned, 7 or 50% of the staff have sense of security of their jobs, while 7 or 50% have not.

TABLE 4.1.10

**LEADERSHIP STYLE**

<b><u>RESPONSE</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
Satisfactory	5	36
Fairly satisfactory	7	50
Unsatisfactory	2	14
	<hr/> 14 <hr/>	<hr/> 100 <hr/>

in designing the questionnaire for this research, the respondents were deliberately requested to freely describe how they feel about the leadership style of the management.

This was done with the sole intention that the quality of leadership style in any organisation will definitely boost the morale of the employees and make them more committed toward the achievement of organizational objectives.

Personality of the leader also determines the human behaviour and a good understanding of the personality must be known before choosing a leader. In essence, the style of the leadership can make or stop the success of any organisation. From the table above 5 or 36%

of respondents assessed the leadership style as satisfactory, 7 or 50% fairly satisfactory while 2 or 145 felt it as unsatisfactory.

TABLE 4.1.11

**SOCIAL INTERACTION**

<b><u>RESPONSE</u></b>	<b><u>FREQUENCY</u></b>	<b><u>PERCENTAGE</u></b>
Excellent	14	100
Good	0	0
Poor	0	0
	<hr/> 14 <hr/>	<hr/> 100 <hr/>

Good social interaction among the employees of any organisation creates the necessary atmosphere for the achievement of organizational objectives. There must be mutual understanding and trust, exchange of ideas and sharing of experiences among the various workers in the organization. This good working condition or atmosphere will bring about enthusiasm in the mind of the employees and will consequently present negative attitude between the workers, which in the end will affect the performance of the organisation. The creation of a good social atmosphere is a pre-condition for the achievement of organizational objectives as no organisation can succeed in as chaotic atmosphere. Luckily the degree of social

interaction among the staff of the means company is good. This is attributable largely to the slim staff strength which makes interaction on a daily basis constant. All the respondents agreed that the social interaction is excellent.

#### 4.2 ANALYSIS AND DISCUSSION OF DATA

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

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

The unavailability of training outside the local environment indicate that staff are more or less not exposed to modern management practices as local courses hardly provide the needed interaction with new techniques.

However, given the high cost of outside training its quite experience for any organisation to sponsor its staff overseas.

The relationship between workers and management is not exactly an ideal situation going by the division in the response on the issue. This implies that productivity could be hampered, as



disenchanted staff will not put in their best in the discharge of their duties. The situation is same with the participatory level of employees where there is a sharp division also exist in the feeling of staff about welfare facilities not available in the company and through welfare related allowances have been introduced, they are low in volume.

A remarkable response is that on the level of job security of the employees most respondents felt that they have job security. This is an important determinant of productivity. The response on the leadership style of top management is not exactly ideal. While some felt that it is satisfactory. The majority felt that it is either fair or unsatisfactory. This is also a very important determinant of employees' productivity.

The social harmonies that exist among the respondent is typified by the high level of social interaction that every body agreed exists. There indicates the lack of internal squabble and wrangling, which will encourage productivity.

## CHAPTER FIVE

### SUMMARY CONCLUSION AND

### RECOMMENDATIONS

#### 5.1 SUMMARY

The success of any society in achieving maximum productivity (which will ensure an optimum standard of living) will depend on the skills, efficiency, attitudes and commitment of the labour force. There is, thus a clear practical need today for studies, which are aimed at understanding the problem which affect the organization and efficiency of labour.

The purpose of undertaking this research therefore is to assess the role of motivational factors like higher pay, real opportunities for promotion, considerate and participate. Supervision, training to acquire skills and experience etc. pay in the management of productivity with particularly reference to the northern Nigerian investment limited.

The research was necessitated because of the importance of the company in the development effort of the 19 northern state in particular and the nation in general.

The researcher, therefore, focused his attention on some of the personal needs of the workers. These needs include recognition, security of job, pay package, working condition, training

opportunities open to staff the working relationship between the employees and the management.

In view of the frequent motivational problems faced at one time or the other by many organizations, researchers and psychologist devoted most of their time, energy and money in conducting researches in order to find out the causes of those problems and to offer the necessary solutions.

The out come of their researches are developed theories in which they listed the various needs of the people and suggested the motivational techniques to be followed in accomplishing organizational goals and objectives. All in all, the various theories summarized the following:

Need theory focused on the nature of human needs and the extent to which to which workers needs are fulfilled on their jobs e.g. Hierarchy of needs theory propounded by psychologist Abraham Maslow.

A broader theoretical conceptualization of work motivation was taken by equity theory.

It asserts that workers are motivated to maintain fare relationship between themselves and others in their organisation.

Valence instrumentality and expectancy theory proposes that individuality are motivated by their belief concerning the extent to

which the organisation can offer meaningful rewards for the effort they put forth. It also recognized that motivation is just one the general determinant of jobs performance.

Macgregor in his theory x and y identified two styles of managing needs based on theory, which is termed to be pessimistic view of man and theory x the optimistic view of man. According to him each style involves certain assumptions concerning human nature in organisation.

Heizberg in his motivation hygiene approach to motivation explains the distinction between those factors that lead to real satisfaction. He labels the former motivation and the latter "Hygiene factors". The motivators include achievement, recognition, challenging work, advancement and growth in the job while hygiene factors include company policy and administration supervision, working condition, salary, status, job security, e.t.c.

The further explains how jobs can be redesigned to provide the greater array of motivating factors and this generates improved performance.

From the investigation so far conducted in the cause of this study, it has been discovered that the problems faced by the staff of northern Nigeria investment limited ranges from uncertainty regarding promotions, insufficiency training inadequate welfare

facilities, insufficiency pay package, insufficient level of relationship between employees and the management. Finally, there is degree of non participatory attitude of management which culminate in the lack commitment on the part of a section of employees and the resultant low performance of the organisation in terms of the generating of maximum returns to its share holders.

It is also discovered that most of these problems arose due to the non importance attitude of the top management towards motivating the employees.

Little care is given to whether employees are motivated as the motivational factors are seen more as favours rather than things which ginger up employees to better performance.

## 5.2 CONCLUSIONS

The greatest asset of any organisation is the people work for it. A loyal and efficiency workforce improve the change for good, effective organisation. A poor workforce is generally a consequence of poor management because poor management not only causes inefficiency in the running of the organisation but also result in the lowering of morale.

The effective of lower morale be poor quality of service and poor developmental relationship between the workforce and the

management. There are a time when the management although good is unable to guaranteed high morale. This may be due to policies of restrictions imposed on it by the share holders or possibly by financial constraints as discovered in this research work. In this case, management must show solidarity with the workforce and demonstrate that it is doing its best to bring matters to the attention of those who can rectify the problems.

It must also demonstrate that it is doing the best it can under the circumstance. This in itself improves morale. From the point so far discussed throughout this research work, one can conclude that the function of management is to marry goals of its employees with organisation goals for harmonious co-existence.

To accomplish this, management has to communicate with the employees in order to encourage goals. Consequence so that the correct goals can be achieved. The employees have to be motivated to ensure that the goals of the organisation are achieved. The management is therefore, the moving force behind organizational performance, although certain factors outside its control also affect the performance of the organisation.

### 5.3 RECOMMENDATIONS

Member of an organization contributes to the organisation in return for the inducements that the organisation offers them. The task of the organization is to analyse its own circumstances and the particular needs of its employees to determine the needs of extrinsic and intrinsic motivating factors needed to attract and retain good quality staff and obtain consistently higher standards of performance from them. The following are, therefore, some possible suggestions which the management of Northern Nigeria Investment Limited may consider to improve on the use of motivation in its productivity management efforts.

#### 5.3.1 RECOGNITION

The key to high morale is concern and involvement. Management must look after each individual worker and make him/her feel important in the scheme of things, and that he/she is needed and is contributing to the organisation. Many of our organizations treat their workforce as members with no concern for them and in some cases even in senior management, discrimination abounds, this may reflect on wages, working conditions and social welfare facilities. Management should take interest in the workforce, their needs and aspirations, give recognition and praise for a job well done.

### 5.3.2 LEADERSHIP

Quality leadership is an important factor to determining result and good morale in any organization. Thus, the qualities of leadership needed to turn around the organisation should be one that understand the human perspectives, why people behave in a particular ways, what they are capable of achieving and how to handle them get the best from them. The leadership must also be capable of getting his subordinates to want to do what he want to do, for if they want to do some thing, they will put more effort into it and produce better results. And above all he must be fair to all treating every one without favour or bias and must be personally of good leadership, which determines human behaviour and good understanding. A good leadership on the part of management will greatly present majority of our industrial conflict and inter personal relationship within the rank and file in the organisation.

As mentioned earlier a leader is one who can be looked up to whose personal judgement is inspire and warm the heart of those he leads, gaining their type and confidence and explaining what is needed in the language that can be under stood.

### 5.3.3 COMMUNICATION



One of the main causes of problems within the organisation is communication. This creates problems in achieving the aims of the organisation and affects the morale of the workforce.

Every one must be kept informed of what is going on. This does away with rumors. If communication is going down the line, it should come up as well. The management must therefore know what is going on within the work place and the under rents can be accumulate and affect the functioning of an organisation with consequent implications for its morale.

#### 5.3.4 PAY PACKAGE

The payment of good wages and salaries is fundamental to the productivity effort of those employed. Therefore, the management of the organisation must take into consideration the large family responsibility, which attached to most of the staff and pay them enhance salaries.

Money has a large motivating element in it. In order to buttress his point on the discussion of money as a motivator. Saul Calleman summed up the situation aptly: to say that monetary importance is myth and not that money is important money can motivate, i.e. it can influence action and encourage extra efforts, creativity and other kind of non routine performance. But it can do this when the increment or gain for the employee is large enough.

### **5.3.5 JOB ENRICHMENT**

People get most satisfaction from the job itself. Therefore, efforts should be made to enrich the job if satisfaction is to be achieved. This satisfaction is not likely to be achieved unless the basic needs are first satisfied and this varies from one individual to another.

A job can be enriched by:

- a) encouraging participation of subordinate and interaction between workers.
- b) Giving workers a teaching of personal responsibility for their tasks.
- c) Giving workers more latitude in deciding about such things as work methods, sequence and pace or by letting them make decisions about accepting or rejecting materials.
- d) Giving people feedback on their job performance. It is only by these that the staff will feel comfortable and have confidence in themselves.

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## QUESTIONNAIRE

### SECTION A: PERSONAL DATA.

1. Department: -----
2. Qualification: -----
3. Rank: -----
4. Marital status: -----
5. Age: (a) 25 years (b) 26 – 36 years  
c) 36 – 46 years (d) 47 – 57 years.
6. State of Origin: -----
7. Local Government area: -----

### SECTION B: GENERAL CONDITIONS

8. How old are you in the service of Means Coy?  
(a) Less than 5 years. (b) 6 – 10 yrs. (c) 11 – 20 yrs.  
(d) 21 yrs. And above.
9. Do you enjoy working for Means Coy ?
10. If the above answer is yes or No, Briefly explain why?  
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-----
11. Have you been promoted since you started working with the coy ?

(a) yes (b) NO.

12. what do you think are the criteria used by the company in promoting its employees ?

- (a) Qualifications
- (b) Years of service.
- (c) Performance
- (d) Other considerations

13. Do you consider the coy's working condition attractive?

(a) Yes (b) NO

14. If the above answer is Yes or no, please give some reasons and examples of your reasons.

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15. Have you benefited from any training programme or seminar related to your own field of specialization during the period of your employment?

(a) Yes (b) No

16. What type of training programme is available to the staff of the company?

- (a) -----
- (b) -----

(c) -----

(d) -----

17. How do you consider the relationship between the workers and management?

(a) Satisfactory

(b) Fairly satisfactory

(c) Unsatisfactory

18. Are the workers free to interact among themselves?

(a) Yes (b) No

19. Do you have recreational facilities like Canteen, Club for staff?

(a) Yes (b) No

20. Why do you work for Means Coy and not any other organisation?

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21. How do you consider your pay package?

(a) Adequate

(b) Fair adequate

(c) Inadequate



22. Are you satisfied with the duties assigned to you?  
(a) Yes (b) No.
23. Would you want more responsibilities?  
(a) Yes (b) No
24. Does the management solicit for your input towards decision process?  
(a) Yes (b) No
25. Do you need constant supervision and instructions all the time?  
(a) Yes (b) No
26. Do you fell secured in your Job?  
(a) Yes (b) No
27. If your answer to the above is Yes/No what measures do you consider?  
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28. Are you provided.by transport facility to and from the place of work?  
(a) Yes (b) No
29. If your answer is Yes/No what do you suggest against or in favour?

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30. Are other facilities like Housing, Car etc. loans provided to staff?

(a) Yes (b) no

31. When do you usually get your monthly salary? please indicate date below.

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32. What other fringe benefits do you enjoy?

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

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