

THE EFFECTS OF MOTIVATION ON JOB PERFORMANCE IN THE PUBLIC
SECTOR: A CASE OF NATIONAL ELECTRIC POWER AUTHORITY (NEPA)
KADUNA DISTRIBUTION ZONE

BY

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MBA/ADMIN/41523/2004-2005
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BEING A PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
DEGREE OF MASTER IN BUSINESS ADMINISTRATION, FACULTY OF
ADMINISTRATION AHMADU BELLO UNIVERSITY, ZARIA.

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OCTOBER, 2005.

CERTIFICATION

This is to certify that this project titled: “ The Effects of Motivation on Job Performance in the Public Sector: A Case of National Electric Power Authority (NEPA) Kaduna Distribution Zone” by AMBI, Amina meets the regulations governing the award of degree of Master in Business Administration (MBA) of Ahmadu Bello University, Zaria and it is therefore approved for its contributions to knowledge and literary presentation.

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DECLARATION

I hereby declare that this research has been conducted by me, under the supervision of Mr. John Yere of the Department of Business Administration, A.B.U., Zaria.

I have neither copied someone's work nor has someone done it for me. All authors whose works I used, in this project have been duly acknowledged.

Ambi, Amina

Date

Mr. John Yere
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DEDICATION

It is an honour to dedicate this project to my father Mr. A.W Ambi (of blessed memory). Continue to rest in the bosom of the Lord.

ACKNOWLEDGEMENT

I am most grateful to my family, to the most wonderful mum on earth and my four brothers- Ambi, Tony, Stanley and Aku. for being there always.

Thanks a millions times.

Special thanks to my bosses Mr. I. Omoya, Mr. Y. Karik and Mrs. Balami without whom I wouldn't have been able to continue with my studies. May God bless you a hundred fold.

How can I forget Mrs Shekarau my colleague for standing for me any time I'm not around. Aisha God bless you for being there always. Mr. Dave, Justina and Mr. Alabi thanks a lot.

To my classmates: Omo, Raiyanu, Mary, Aunty Nancy and class chairman- I can't thank you enough for your help and support. My God reward you abundantly.

I also appreciate my uncle and aunty Mr. & Mrs. Bezard for accommodating me. Anna thanks for always preparing my meals.

To mama-Mrs. S. Ambi and Linda for their care. God bless you real good.

To all the lecturers who took time to impart knowledge on us.

A special thank you to Mal. S. Bello the MBA coordinator.

I am also grateful to my patient supervisor Mr. J. Yere for painstakingly going through this work and making corrections where necessary. May God reward you for your labour.

Thank you all out there that time and space will not permit me to mention all your names. Cheers.

Above all I appreciate the one in whom I live, move and have my being.

Without whom I couldn't have done anything. My father I appreciate you for being my help and strength from the beginning of the course to the very end.

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ABTRACT

Human beings being the most valuable asset an organisation can possess should not be taken for granted. Without them in the organisation all other resources put together will not be useful. For effective and efficient utilisation of resources and improved job performance, workers need to be motivated.

There are things that make workers perform maximally and improve their performance on the job.

Managers need to know what motivates and encourage workers to work harder and improve their performance.

It is in view of this that the study of the Effects of Motivation on Job Performance in the Public Sector, with emphasis on National Electric Power Authority (NEPA) Kaduna Distribution Zone is being carried out.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The human being is a complex creature. He needs to be moved to do something. The term motivation is derived from the Latin word “movere”, that is, to move. It is very difficult to determine a person’s motivation until the persons literally moves. What is that thing that moves the employee to work, as he/she should? In other words, what makes the employee to like to do his job well and accurate. For one to understand the term motivation, one must understand human nature itself. Human nature as simple as it can be can be very complex and difficult to understand too. An understanding and appreciation of it (human nature) is necessary for effective motivation in the workplace and therefore effective management and leadership.

The first management task of any organization is to set goals, but how can these goals be achieved? Employees need to be moved to achieve these goals. Motivation is a complex subject, one that every manager should not only appreciate but also do all he can to exploit if the organisation is to be effective and move forward.

In addition the best strategy may be put in place by an organisation and a beautiful organisational structure, the organisation will only be effective if its employees are motivated to perform at high level. The over all job performance of the organisation's employee will help the organisation achieve its goals.

Furthermore, in any organisation public or private, when managers are effective the result of the leading process is a highly motivated workforce. A challenging task for managers of public sector organisations both large and small is to encourage employees to perform at high level. Once more, motivation has been defined by Jones, G.R., George, J.M and Hill, C.W. (2000) as the psychological forces that determine the direction of a person's behaviour in an organisation, a person's level of effort and a person's level of persistence in the face of obstacles. The direction of a person's behaviour refers to which of the many possible behaviours that people could engage in. Effort is how hard people work and persistence refers to whether, when faced with obstacles and roadblocks people keep trying or give up. Motivation is central to management because it explains why and how people behave in an organisation; both public and private.

However, performance is an evaluation of the result of a person's behaviour. It involves determining how well or poorly a person has accomplish his task or done his job. No manager wants an unproductive employee. Every manager wants employees to be motivated to contribute input because the quality of input influences job performance and overall organisational performance. If a person is motivated, it can make him perform higher, hence the need for it. But motivation alone does not improve job performance. For the sake of our study we shall look at motivation alone.

Generally speaking, motivation has lots and lost of effect on job performance in any organisation. Management owes it a duty to understand what motivates people towards better and improved performance and to take steps towards creating an environment, which induces positive and strong motivation. The motivation of employees in any organisation helps them to make great contribution to their jobs and this can have tremendous effect on job performance. This should be a central management issue in an organisation. Excellence can only be achieved through excellent performance of every employee, rather than by high-pitched performance of few individuals. And motivation is, undoubtedly the crux.

No simple answer to the question of how to motivate people. Can money motivate? Of course yes, but money alone is not sufficient, though it helps. The working environment should be conducive and comfortable. If leaders in an organisation can create and sustain an environment in which all employees are motivated, the overall performance is bound to be great.

1.2 Statement of the Problem

The importance of motivation in any organisation cannot be over emphasised. Managers should not overlook motivation being a force that gives an individual behaviour purpose and direction.

Without motivation employees will surely perform poorly. Certain things move individuals to improve their job performance. What are the things that move them to do their job well? It is therefore, very important to establish a relationship between motivation and job performance in any organisation.

Over the years, motivation has been receiving considerable attention from both behavioural scientists and individual psychologists, because they know that human beings are the most important resources to an organisation. It is a force that moves employees to behave in a particular way. This force can be compared with stimulus and response. That is people naturally react to situations. Therefore, it is necessary to know what will rightly motivate

employees, thereby inducing them to perform effectively and efficiently. For any well-done job motivation is essential.

All motives are goal directed. No organisation can be productive without employee's inputs.

The Nigerian Public sector has not lived up to the expectation of its workers; there is still a large gap between expectation and performance. Because of this position the study attempts to state the problems as follows:

- i. Is money a motivational factor in the public sector?
- ii. Are workers of NEPA adequately rewarded for the services they render to the organisation?
- iii. Are the workers satisfied with their jobs?
- iv. What interest them most about their job?
- iv. What really motivates workers in the organisation?

1.3 Hypothesis

- i The level of job performance of employees is directly related to the rewards they receive.
- ii Lack of job satisfaction is generally responsible for poor job performance in an organisation.

1.4 Purpose of the Study

The goal of the study is to:

- i Identify and assess the effects of motivation on job performance in the public sector.
- ii State the relationship between motivation and job performance
- iii Make managers know the importance of motivation in the work place.
- iv Improve employee performance in their organisation.
- v Define our current understanding of the concept of motivation
- vi Understand what makes employees behave the way they do in organisations.

1.5 Significance of the Study

This study identifies the problem associated with employee motivation in the public sector and how the problems can be solved to improve job performance.

It is very important for managers and employees as well because it gives information on how to motivate their employees to improve their job performance. Every organisation wants to achieve its goals and objectives.

There is always the need to measure performance in an organisation, therefore, the need for the study. Management will always want to know

how employees are performing. Are they performing according to the standard set or not.

The organisation will be in a position to know what motivates its employees and the effect of it on the employee performance.

1.6 Scope and Limitation of the Study

This study is focused primarily on the effects of motivation on job performance in the public sector with particular attention on National Electric Power Authority (NEPA).

Time was a constraint in the course of carrying out this research. There was no adequate time to carryout more research on the study.

The attitudes of the respondents were very uncooperative; many refused to respond to some of the questions.

There was also financial constraint. A large number of sample population would have been used but because of the minimal finance available, the researcher only used a small percentage of the total population.

1.7 Definition of Terms

Motivation: This is psychological force that determines how a person behaves in an organisation. It can be internally or externally influenced.

b. Performance: It is how well something is done.

- c. Job Enrichment: Kreitner, Robert (1995) defined job enrichment as redesigning a job to increase its motivating potential.
- d. Job Enlargement: According to Jones, G.R., George, J.M and Hill, C.W. (2000) is increasing the number of different task in a job by changing the division of labour. The increase in task in theory makes the job more interesting and challenging.
- i. Performance Appraisal- Kreitner, Robert (1995) defined it as a process of evaluating job performance as a basis for personal decision.
- j. Performance Evaluation – A technique which focuses on the extend to which employees have achieved expected level of work during a specified period of time.
- h. Goal – A level of productivity that is expected.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The human nature can be very simple, yet very complex too. An understanding and appreciation of the human nature is a necessity to effective motivation in any work place. What is it that drives and moves an employee to do his job, as he/her should? It is therefore, very important to know what motivates a worker.

The first management task of any organisation is to set goals, but how can these goals be achieved. To achieve any stated goal in an organisation, the employees need to be motivated. Motivation is a complex subject, one that every manager should not only appreciate but also do all he can to exploit, if the organisation is to be effective and productive.

The human motive is based on needs, consciously or unconsciously. No matter how organised an organisation is, how beautiful the setting is, the organisation will only be effective if its members are motivated to perform at high level. The over all performance of the organisation will help the organisation achieve its goals. This can only be done when employee's needs are met.

In addition, there is no simple answer to the question of how to motivate people. What motivates one employee may not be what will motivate another. People have different needs at different times. Most employee needs in most organisation in Nigeria is financial motivation because of the economic situations. Workers need money to get basic necessities of life. Performance on the other hand, is an evaluation of the results of employee behaviour. It involves determining how well or poorly an employee has accomplish his task or done his job. Every manager wants employees to be motivated to contribute input because input influences job performance and overall organisational performance. The motivation of employees to make great contributions to their jobs and organisation can have tremendous effect on job performance.

2.2 The Concept of Motivation.

The concept of motivation is as old as history. Motivation is a powerful mainspring driving all human actions. To examine the concept of motivation, it is important to note that the term is one aspect of management function in an organisation.

It is so central to management because it explains why people behave the way they do in an organisation. It explains why a worker is rude or polite

and why some workers put twice as much the effort of others. As a result many scholars have tried over the years to explain what motivate employees in the work place.

The carrot and the stick, is a metaphor that relates to the use of rewards and penalties to induce desired behaviour. It comes from the old story, that to make a donkey move, one must put carrot in front of him or jab him with a stick from behind. In human history, two things have been the major motivators of workers: fear and money. For example slaves build pyramids from daybreak to nightfall; motivated by the sheer fear from their masters that doing otherwise meant instant execution or starvation for themselves and their families. Money on the other hand became a motivator. If you work hard, employers will pay you the money to buy food and other necessities of life.

Because of the changes in society, fear and pay are no longer the main or sure motivators they used to be. As a result many researches have been conducted to prove that there are many motivators. There are many theories of motivator notably by Douglas McGregor, (Theory X and Y), Frederick Herzberg, Abraham Maslow, Elton Mayo, Chris Agyris, Rensrs Likert and David McClelland, but for the sake of our study few shall be discussed.

Harold Kontz (1980) states that motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces.

For Robertson Smith and Cooper (1992) -psychologist see motivation as a psychological concept related to the strength and direction of human behaviour. Thus, they hold that management needs to align the motivation of employees with the needs of the organisation. They viewed motivation as the process of recognising and providing for the needs of the employees in such a way that high level of performance are encouraged. That is to say, providing the needs, which individuals bring to the place of work. They believe that plans to motivate employees will never be successful without a comprehensive, integrated and thoroughly up to date scheme of work plans.

Luthans,(1995) defines motivation as a process that starts with a psychological or physiological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive. He explains that the key to understanding the process of motivation lies in the meaning of, and the relationship between needs, drives and incentives.

In addition Hackman (1975) contends that an employee will work because the work interest and challenges him and when he performs well he will be rewarded. The idea is that no worker will continue to put his very best when the chances for earning a commensurate reward are slim.

2.3 Theories of Motivation

Many researches have been conducted over the years. These researches were conducted by a number of psychologist and scholars on the subject of motivation.

MASLOW HIERARCHY OF NEEDS THEORY

A psychologist Abraham Maslow in 1943 proposed that a five-step hierarchy of needs motivates people. He saw human needs in the form of a hierarchy ascending from the lowest to the highest, and he concluded that when one set of need is satisfied, it ceases to be a motivator. These needs are classified into primary and secondary needs. The primary needs are man's basic physical and physiological needs such as food, water, air, health and safety from dangers of all kinds. These needs are gene-deep in all animals essential for survival. The secondary needs are social activities, rest, recreation, love, recognition praise, accomplishment and self-actualisation. These needs priorities are relative, varying with different individuals in different situations and indeed, even reversed in rare individual cases.

According to him most individuals are consciously aware of these needs, yet people supposedly proceed up the hierarchy of needs, one level at a time.

He argued that the lowest needs must be met before a person will strive to satisfy needs higher up the hierarchy.

These needs are:

- i. **Physiological Needs:** These are basic needs for sustaining human life itself, such as water, food, shelter etc. He stated that until these needs are satisfied to a certain level necessary to maintain life, other needs would not motivate people.
- ii. **Security or Safety Needs:** these are needs to be free of any physical danger and fear of losing a job, property etc.
- iii. **Affiliation:** since people are social beings, they need to belong and be accepted by others.
- iv. **Esteem Needs:** 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, stations and self-confidence.
- v. **Self- Actualisation Need:** It is the highest need in Maslow's hierarchy. It is a desire to become what one is capable of becoming – to maximise ones potential and to accomplish something.

However, this theory identifies needs that are likely to be important sources of motivation for many people, but research does not support his contention

that there is a need hierarchy. Edward Lawler (1973) a leading motivation researcher has observed that the order in which needs came into play cannot be predicted. He said that people are simultaneously motivated by several of the same level of needs.

Nevertheless, a conclusion can be drawn that people differ in what need, they are trying to satisfy at work. To have a motivated workforce managers must know what motivates each worker per time.

ALDERFER'S ERG THEORY

Clayton Alderfer's ERG theory collapses the five categories of Maslow's Needs theory into three universal categories. He agreed with Maslow that as lower level needs become satisfied, a person seeks to satisfy higher level needs. Unlike Maslow, he believes that a person can be motivated by more than one need at the same time. He categories needs into:

- i. **Existence Needs:** - These are all forms of material and physiological factors necessary to sustain human existence. These needs include all what Maslow referred to as physiological needs as well as relating to material safety.
- ii. **Relatedness Needs:** - This incorporate all socially oriented needs i.e. Maslow's safety, social and esteem needs.

iii. **Growth Needs:** - These are needs relating to the development of human potential.

MCCLELLAND THREE NEEDS THEORY

He built a theory of work motivation solely upon the secondary needs of Maslow hierarchy of needs. Power, achievement and affiliation.

i. **The Need for power:** - This need can be defined as the need to control other persons, to influence their behaviour and to be responsible for other people. Persons who are high in the need for power may attempt to satisfy this need in either of two ways i.e. according to Berthold, A.C. J. (1982). Personalised power seekers attempts to dominate others for the sake of it these give them satisfaction. Socialised power seekers, these satisfy power needs through concern for group goals, for finding goals which will motivate others, for working with a group to formulate and achieve goals.

ii. **The Need for Achievement:** - a person with a high achievement need takes moderate risk by pursuing goals which are difficult, but not impossible. According to him individual level of need for achievement has a significant impact on job performance.

iii. **The Need for Affiliation:-** some are motivated by their need companionship and love. A person high in this need seeks approval and

reassurance from others. A situation in which there is social pressure for performance enhances the level of performance of a person of a person high in the need for affiliation.

HERZBERG MOTIVATION- HYGIENE THEORY

Frederick Herzberg in the 1950s proposed a theory of employee motivation based on satisfaction. According to him people have two sets of needs.

Motivator needs and hygiene needs. Motivator needs are related to the work itself and how challenging it is. Hygiene needs are related to the physical and psychological context in which the job is performed.

He implied that a satisfied employee is motivated from within to work harder and a dissatisfied employee is not self motivated. His research brought to light two classes of factors associated with employee satisfaction and dissatisfaction.

EXPECTANCY THEORY

This theory is based on Victor H. Vroom's 1964 classic work on motivation.

The expectancy theory is a motivation model based on the assumption that motivational strength is determined by perceived probabilities of success.

The term expectancy refers to the subjective probability that one thing will lead to another.

This theory is concerned with how workers make choices among alternative behaviour and levels of efforts. It seeks to explain how workers go about making various decisions. These determine how workers do on the job and how hard they work. This theory identifies three major factors that determine a workers motivation.

- i. **Valence :-** it refers to the desirability of an outcome to an individual workers. It can be positive or negative. It can vary in size and magnitude A worker will always prefer a positive valence to a negative one.
- ii. **Instrumentally:-** it is a workers perception about the extent to which performing at a certain level will lead to the attainment of a particular outcome. A worker is motivated to perform at high level only if he perceives that high performance and desired behaviour will lead to a positively valent outcome.
- iii. **Expectancy:-** it is a workers perception about to which extent his effort will result in a certain level of job performance.

GOAL SETTING THEORY

This theory was proposed by leading researchers: Edwin Lock and Gary Lathan (1984). The theory suggest that the goals organisational members strive to attain are prime determines of their focuses on identifying the goals

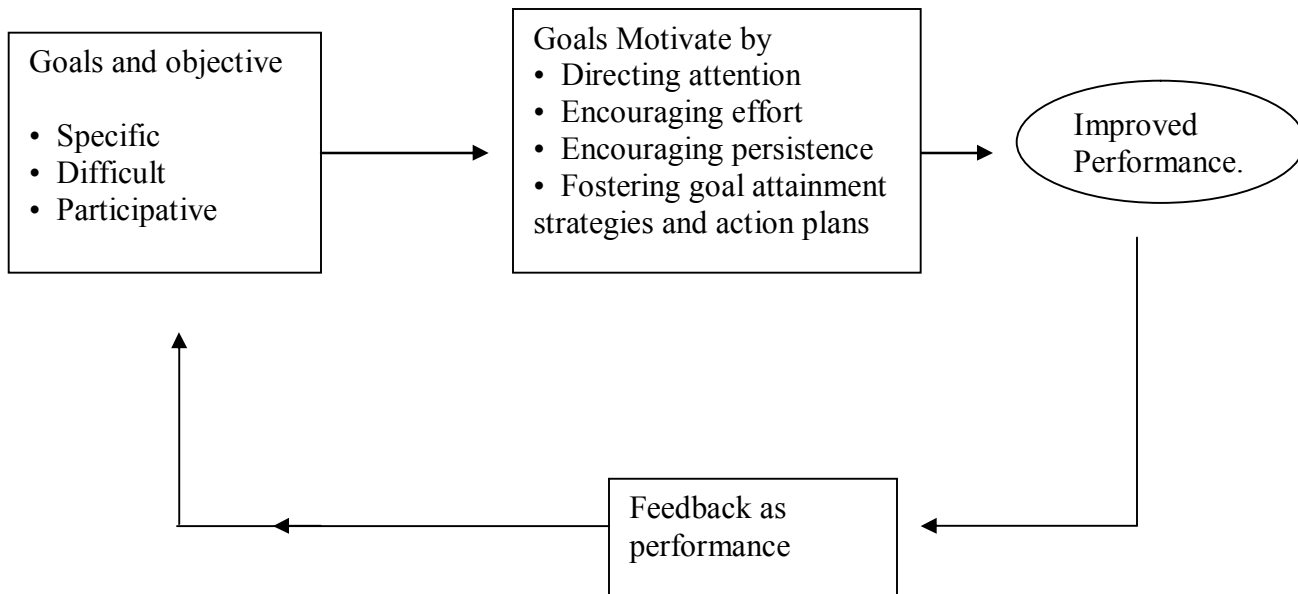
that are most effective in producing high levels of motivation and performance and explaining why goals have these effects.

In order to result in high motivation and performance goals must be specific, difficult and participatively set. Goals that are difficult and hard but not impossible to attain, easy and moderate goals are what almost everybody can attain.

Specific difficult goals affect motivation in two ways. Jones, G.R, George, J.M. and Hill, C.W.L. (2000).

- i. They motivate people to contribute more inputs to their jobs
- ii. Help people focus their inputs in the right direction.

According to Kreitner, R. (1995), there is a model for important lessons from goal setting theory as set out in the figure below. This model shows how properly conceived goals trigger a motivational process that improves performance. Goals motivate by doing four things stated in the diagram below.



Source: Keitner R. (1995). Management, 6th Edition.

Goals perform a motivational function by doing four things stated in the centre of figure 2.1

- a. A goal is an exercise in selective perception because it directs ones attention to a specific target.
- b. A goal encourages one to exert effort toward achieving something specific
- c. Because a challenging goal requires sustained or repeated effort it encourages persistence.
- d. Because a goal creates the problem of bridging the gap between actual and desired performance, it fosters the creation of strategies and action plans.

Goals that are measurable and challenging encourage one to stretch while trying to attain progressively more difficult levels of achievement.

Participation in the goal setting process gives the individual personal ownership.

When goals are motivated it result in improved performance. It is important for organisational members to receive feedback about how they are faring at work; this can be provided by performance appraisal and feedback component of organisation's human resource management system.

2.4 Motivation in the Work Place

The job of every manager is to get things done through employees. For any manager to do this he should be able to motivate employees. Employees are either intrinsically or extrinsically motivated. To understand what motivates workers one must understand human nature itself. Once a manager understands his employees, it will be easier to motivate them in the work place.

There is an old saying that, "you can take a horse to the river but you cannot force it to drink;" It will drink only if it's thirsty, so it is with people. People will only do what they want to do or motivated to do. They must be

motivated or driven, either by themselves or through external stimulus to do something.

Motivation is a skill that can be learnt and must be learnt. This is essential for any organisation to succeed and survive.

Motivation is the key to performance improvement in the work place.

Often times, performance is considered to be a function of ability and motivation. In addition, ability depends on education, experience and training and its improvement is slow and it takes a long process. Contrary, motivation can be improved quickly.

There are seven broad strategies for motivation. These are:

- i. Positive reinforcement / high expectation
- ii. Effective discipline and punishment
- iii. Treating people fairly
- iv. Satisfying employee needs
- v. Setting work related goals
- vi. Restructuring goals
- vii. Restructuring Jobs
- viii. Base rewards on job performance

But the mix of these strategies varies from organisation to organisation.

2.5 Relationship between Motivation and Job Performance

Motivating people requires knowing each individual well, his here- and – now needs priorities i.e. what the individual really wants here and now.

Managers should be able to match each individual's needs with the organisational goal he seeks to achieve, these work as effective motivation.

For managers who are trying to motivate workers to high performance you can only motivated by satisfying your employee needs. One can be motivated through both the primary and secondary needs.

Kreitner, R (1995) proposes that effective managers try to anticipate each employee personal need profile and to provide opportunities to fulfill each emerging needed because challenging and worthwhile jobs and meaningful recognition tend to enhance self esteem, the self esteem level present managers with the greatest opportunity to motivate better job performance.

The assumption that job performance improves as satisfaction increases has been criticised for its weak empirical basis. This was criticised by Victor H. Vroom (1964.) for managers needing genuine motivation and productivity, there should be distinction between “ hygiene factors” and “motivation” in the motivation of workers to high performance. A manager cannot ignore inadequate working conditions and other hygiene factors and expect the best from his employees.

Managers of successful companies often strive to ensure that employees level of expectancy, instrumentally and valence are so high that they will be highly motivated because employees tend to work harder when they believe they have a good chance of getting personally meaningful reward.

THE RELATIONSHIP OF GOAL SETTING THEORY TO PERFORMANCE

Goal setting is the process of improving individual or group performance with formally stated objectives, deadliness or quality standard. According to researcher- Edwin A. Locke and Gary Latham (1984) goals motivate in four ways these are:

- i. It directs attention to a specific target
- ii. It encourages one to exert effort toward achieving something specific
- iii. It encourages persistence because a challenging goal requires sustained or repeated effort.
- vi. It fosters the creation of strategies and action plans because it bridges the gap between actual and desired performance.

Motivating Through Job Design

A part from enhancing motivation by setting goals another popular approach to motivation involves designing and redesigning jobs so as to make it more

appealing to workers. The root of this idea can be traced back to Fredrick W. Taylor who attempted to stimulate productivity by analysing specific motions involved in work task to discover the most efficient ways of performing them and rewarded employee for working in those ways.

An organisation examined the total work to be performed and divided it into smallest possible pieces. This task greatly reduced the amount of training time required to reach adequate performance levels.

Job Enlargement

It attempts to make a job more varied by reviewing the duties associated with repetitive operation. It means enlarging the scope of the job by adding similar task without enlarging responsibility. Enlarge jobs often times increase job satisfaction.

Job Enrichment

Job Enrichment according to Heinz Weihreich and Harold Koontz (1993) is related to Herzberg's theory. Jobs may be enriched by variety. It is focused on providing opportunity for employee growth through "vertical job loading". Job can be enriched in the following ways:

- i. Giving workers freedom in deciding about such things as work methods, sequence and pace or the acceptance or rejection of materials.

- ii. Encouraging participation of subordinates and interaction between workers.
- iii. Giving workers personal responsibility for their task.
- iv. Taking steps to make sure that workers can see how their task contribute to a finished product and welfare of the enterprise.
- v. Giving people feedback on their work performance, preferably before supervisors get it and;
- vi. Involving workers in the analysis and change of physical aspect of the work environment, such as the layout of the office or plant, temperature, lighting and cleanliness.

2.6 Employee Rewards / Incentives

Every individual, whether charity or not expect a reward in some way for his contributions. Managers have found that job performance and satisfaction can be improved by properly administered rewards. Rewards can act as ‘catalyst’ for improved performance and better productivity. Certain things are essential for rewards to be effective. These include.

- Reward should be quick
- Reward should be significant
- The goals and rewards must be known, understandable and attainable.

- Reward must be distinctly and directly related to performance.
- Rewards should be irrevocable
- Reward should be compatible with job measurement.

For extrinsic reward to motivate job performance effectively, they are to be administered in four ways according to Kreitner (1995).

- i. Satisfy operative needs – rewards have no motivational impact unless it meets a need. Money is a powerful motivator for those who need material prosperity and wealth.
- ii. Foster positive expectation – according to expectancy theory a person may not strive for something unless he knows it is attainable.
- iii. Ensures equitable distribution.
- iv. Rewards lead to performance.

For Peter Drucker (1974) there is no one shred of evidence for the alleged turning away from material rewards. No matter how much antimaterialism is extolled, is it not true. Every individual wants one reward or the other for a job done. When taken for granted and denied, they often times act as demotivator. People's demands for economic incentives are becoming rights rather than rewards. It is a well-known fact that we live in a money-motivated society. No amount of good rapport can be compensated for a

lack of monetary rewards. If reward is right, good human relations will give that extra zest to a team motivating them to give their best efforts.

In sufficient monetary reward cannot be compensated by good human relations.

Even dedicated footballers do not think of playing for their country without financial reward.

Despite the claim of psychologist that security is the prime need of a person, strikes are being embarked upon now and then in organisations for better salary and rewards.

Self-motivation can only go as far as being constantly reinforced by financial reward. Merit must be measured and rewarded regularly if it is to be encouraged and esteemed.

2.7 Problem of Staff Motivation

There are some problems involved in staff motivation

- a. Work setting and job satisfaction – the environment in which work is being carried out should be conducive for work, this fosters job satisfaction.
- b. When rewards are not given as at when due, even if it is what the employee need, it will not motivate. Staff are motivated when they view the reward system as fair and reasonable.

- c. Worker should be appreciated to be motivated. Be specific let the employer know what you appreciate him for.

2.8 The Effects of Motivation on Job Performance

From our study we discovered that motivation has effects on job performance in the following ways:

- i. When employee's needs are met, they are satisfied with their jobs, which results in improved performance. What effectively motivate people at any given time is contingent upon each one's individual needs and circumstances.
- ii. Employees often times want to work harder when they perceived that they have a chance of receiving meaningful reward.
- iii. As a result of the goals set by organisations employees strive to fulfill those goals and not to see themselves as failures. The process improves job performance.
- iv. By being personally and meaningfully involved, above and beyond doing assigned tasks, employees are said to be more motivated and productive.

THEORETICAL FRAMEWORK OF MOTIVATION USING MASLOW'S THEORY

The fact that this theory proposes that needs are arranged in a hierarchical order has some very interesting implications for managers on how to go about motivating their employees. The most important thing for them to do is that organisation should attempt to meet the needs of its employees per time. You cannot expect a hungry man to be productive. His basic pay cannot meet his primary needs not to talk of the secondary needs up the ladder.

Having this in mind, let us consider some things to be done in organisations to help satisfy and meet the needs of employees. The issue of providing adequate salary should not be overlooked. What they need for their shelter should be provided at the right time.

Social needs, often times satisfies when companies organise social gatherings like end of year party, games etc.

Recognition and awards for job well done may help satisfy employee esteem needs.

Once these needs are satisfied it becomes possible for the workers to be motivated and therefore perform at high level.

2.9 The Need for Training

Training is the process of changing employee behaviour and or attitudes through some type of guarded experience i.e. Kreitner, R. (1995).

Training schemes for all categories of employees are vital in any organisation that wants its staff to be productive. Machinery is becoming more complex by the day. Apart from machinery employees need constant training to acquire new skills for the job they are performing because we live in a dynamic world. Therefore, there must be constant training and retraining of employees.

Some organisations regard training as too expensive, so often times they do little or nothing about it.

Training can be done in two ways:

- i. **In house** – this means that courses, workshops, seminar etc are conducted in the organisation's premise. The organisation may employ officers from within or consultants outside the organisation.
- ii. **External** – This means organising for employees to take full-time or part-time courses at school.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the methods and procedures used in data collection for the study. It also dealt with the statistical package used in analysing the data. For the purpose of the study data were obtained from both primary and secondary sources.

3.2 Preliminary Investigation

For effective collation of data the researcher used and administered questionnaire on the sample population who are fully employed staff of NEPA. Most of the data collected centred on their current reactions to the motivational packages provided in the organisation, if there is any at all and what motivational factors will improve their job performance. The information generated will be the basis for analysis.

After the administration of the questionnaire, the researcher verified the information supplied in order to be sure that the facts are contained in the project.

3.3 Population

The total populations consist of all the members of staff of NEPA Kaduna Distribution Zone. The total numbers of staff are 1,408.

3.4 Sampling

This is taking any portion of a population as a representative of the entire population. A 100 people were taken from the total population of the employers as sample for the study.

The random stratified sampling technique was employed in the selection of staff to be questioned. This was done by selecting 20 staff from each of the 4 major departments in the organisation. There is no doubt that the entire research population is too large to constitute the research sample because the number is so large. Therefore, the random sampling technique was used because of the large number of population to eliminate and reduce the incidence of bias, so that a better and credible research result will be found.

3.5 Description of Instruments

Two major instruments were used in conducting the study.

Questionnaires: A questionnaire was drafted and written. Both open and close-ended questions were given. This was done to ensure uniformity and

consistency so that each respondent was asked the same set of questions, making it easier for comparison.

Personal Interview: The interview conducted was unstructured. It was done to compare with the answers given in the questionnaire. This method was very fast and data obtained within a short time.

3.6 Administration Of Instruments.

The questionnaires were administered through personal contact with the staff of the four departments used for the period of two days. On the whole 100 questionnaires were administered.

3.7 Methods of Data Collection and Analysis

The method used for data collection was the interview method and questionnaire. The simple percentage method was used for the analysis of the data got from the research. This method was used to establish observable trends in the research population by collecting the total number of respondents who were in affirmative regarding any factor under examination and expressing a percentage of the total number of respondents.

It was simply done to establish the degree of occurrence of certain factors in the overall research sample. This method was chosen because of its simplicity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

4.1 A Brief History of the Selected Case Study

The National Electric Power Authority (NEPA) was established by decree No. 24 of 1st April 1972, with the amalgamation of Electricity Corporation of Nigeria (ECN) and Niger Dams Authority (NDA). It was empowered to maintain an efficient coordinated economic system of electricity supply to all nook and crannies of the nation.

It started with four power stations – Ijora, Delta and Afam thermal stations and Kainji Hydro Power station serving more than two million customers nation wide. Today NEPA is the only electricity provider with a workforce of about twenty eight thousand (28,000).

Since the past three decades after its establishment, NEPA has not been very effective and efficient in meeting its mandate. As a result, it was partially commercialized in 1990. It was broken into four autonomous divisions, namely:

- Generation and transmission
- Distribution and Marketing
- Engineering

- Administration and Finance.

In March 2000 the nation witnessed two system failures for about seventy-two hours (72). This led to the sacking of some staff and the inauguration of a new board with nine- man member, to ensure that 4000mv of electricity was provided by December 2001. The committees' mandate of 4000mv was achieved and this suggested a gradual privatisation of the organisation. In 1999 when the Obasanjo administration came into power, a reform was set for the power sector.

In April 2001, Electricity Power Policy was adopted, this led to the unbundling of NEPA to 18 new business units as follows:-

- Generation Companies - six
- Distribution Companies - eleven
- Transmission Company - one

This was done to achieve the following objectives:

- Greater decentralisations
- Increased autonomy
- Enhanced efficiency
- Improved revenue base
- Encourage private participation in the Electricity Industry in the country.

The Electricity Power Reform was enacted in March 2005. This law among other things provide for the formation of an initial Holding Company and successive companies to take over the functions of NEPA.

The Power Holding Company of Nigeria PLC (PHCN) was incorporate on 5th May, 2005 to take over the affairs of NEPA.

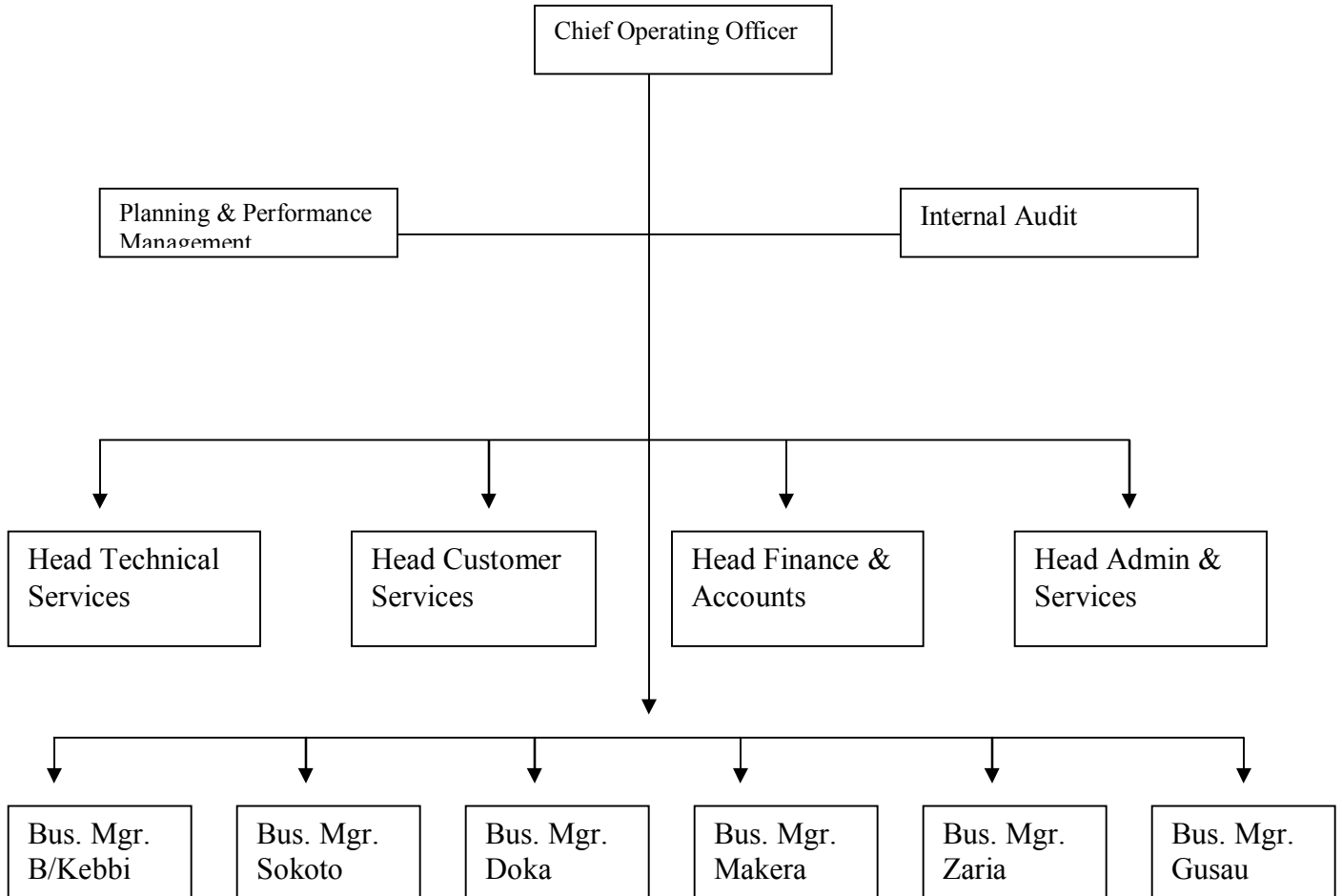
Kaduna Distribution Company has the following Business Units:-

1. Doka
2. Makera
3. Sokoto
4. Gusau
5. Zaria
6. Birnin kebbi

A Business Manager heads each of this Unit and all report to the Chief Operating Officer at the Zonal Headquarters.

ORGANISATIONAL CHART FOR KADUNA DISTRIBUTION

ZONE



4.2 Data Presentation

This chapter presents and makes analysis of the data acquired for the project. The data collated were based on the questionnaires administered. The questionnaires distributed were a hundred but only seventy-five were filled and returned by the respondents.

4.3 Data Analysis

The basic characteristic of the sample of the study was derived from the responses as given by the respondents. Below are analyses of the result of the collated presented in tables based on the information gather from the questionnaire.

TABLE 4.3.1

Which category of staff you belong to?

CATEGORY OF STAFF	TOTAL NUMBER	PERCENTAGE
Junior Staff	31	41.30%
Senior Staff	44	58.70%
Total	75	100%

Source: The questionnaire

Table 4.1 states the categories of staff in the organisation. Here, we have more senior staff as respondents than the junior staff. 41.3% that is 31

numbers constitute the sample size of the junior staff while 58.7% of the samples were from the senior staff category i.e. 44 number.

TABLE 4.3.2

For how long have you been serving the organisation?

NUMBER OF YEARS	TOTAL NUMBER	PERCENTAGE
0 – 5 years	25	33.3
6 – 10 years	17	22.7
11 – 15 years	23	30.7
16 years and above	10	13.3
Total	75	100

Source: The questionnaire

The result of this analysis indicates that the highest proportion of the employees fall into the bracket of 0 to 5 years i.e. 33.3% of the population.

This is followed by 11 to 15 years with 30.7% while 22.7% have spent between 6 to 10 years in the organisation. About 13.35 have spent over 16 years in the organisation.

TABLE 4.3.3

Here the researcher sought to find out if the employees have received any long service award since they joined the Organisation.

OPTIONS	TOTAL NUMBER	PERCENTAGE
Yes	50	66.7
No	25	33.3
Total	75	100

Source: The questionnaire

This shows that 66.7% of the respondents i.e. 50 have received award for serving the organization for some period of years. The remaining 33.3% have not received any award.

TABLE 4.3.4

The researcher wanted to find out if increase in salary affects an employee's job performance.

OPTIONS	TOTAL NUMBER	PERCENTAGE
Yes	67	89.4
No	4	5.3
Indifferent	4	5.3
Total	75	100

Source: The questionnaire

The result from the table above indicates that 67% of the respondents said that increase in salary has a great impact on their job performance i.e. 89.4% of the population sample. However, 5.3% said it does not affect their job

performance in any way and the remaining 5.3% also said they were indifferent i.e. they do not know whether it has any effect on their job performance.

TABLE 4.3.5

What really motivates you to work very hard and put in your best?

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Good pay	8	10.7
Conducive working environment	0	0
Recognition for doing a good job	5	6.7
Promotion when due	0	0
All of the above	62	82.6
Total	74	100

Source: The questionnaire

From the above responses 10.7% of the sample population said pay alone motivates them to work hard while 6.7% of the population said the only thing that motivates them is recognition for doing a good job. The result of the analysis above shows that 82.6% of the population said that all the

options provided make them to work harder. That is to say pay or recognition alone does not motivate.

TABLE 4.3.6

If you get a better-paid job will you leave the organisation?

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	63	64
No	3	4
Indifferent	9	12
Total	75	100

Source: The questionnaire

The analysis in the table above shows that a good percentage of the respondents said, if they get a better-paid job, they would leave the organisation i.e. 84%. A total of 9 respondents were indifferent i.e. 12% of the population while the remaining 45 said they are not leaving the organisation even if they get a better paid job.

TABLE 4.3.7

The researcher got the following responses when they were asked, how is their job like.

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Interesting	7	9.3
Boring	5	6.7
Challenging	59	78.7
Secured	4	5.3
Total	75	100

Source: The questionnaire

The result from the analysis indicates that 9.3% said that their jobs are interesting, 6.75% said the job is boring while 5.3% said the job is secured.

The largest percentage of the sample said the job is challenging which is 78.7% of the total population sample.

TABLE 4.3.8

When asked are they satisfied with their current jobs the followings answers were got, as shown in the table below.

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	45	60
No	30	40
Total	75	100

Source: The questionnaire

From the responses above we can see that most of the people questioned said they are satisfied with their job i.e. 60% while the remaining 40% were not satisfied with their job.

TABLE 4.3.9

This question was asked, how satisfied are you with your job the following response were got.

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Very satisfied	10	13.3
Satisfied	35	46.7
Not satisfied	30	40
Indifferent	0	0
Total	75	100

Source: The questionnaire.

This shows that 13.35% of the population are very satisfied with their job, 46.7% are satisfied with their job while the remaining 30% are not satisfied with their job his indicates that a good number of the respondents are satisfied with their job.

TABLE 4.3.10

The respondents were asked, does satisfaction have anything to do with their performance on the job? The following answers were given as shown in the table below.

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	70	93.3
No	5	6.7
Total	75	100

Source: the questionnaire

The analysis above indicates that almost all the respondents said that satisfaction has a lot to do with their job performance i.e. 93.3% of the sample while the remaining 6.7% said it does not have anything to do with their job performance.

TABLE 4.3.11

The following responses were got when asked if they have ever participated in any training since they joined the organisation.

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	43	57.3
No	32	42.7
Total	75	100

Source: The questionnaire

The result of the analysis above shows that 57.3% of the sample size have attended training programmes at one time or the other and the remaining 42.7% have never attended any training programme

TABLE 4.3.12

How many times have you attended training?

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE
Once	13	17.3
Twice	15	20
Several Times	15	20
Not at all	32	42.7
Total	75	100

Source: The questionnaire

The analysis above shows how many times the respondents attended training. 17.3% said they attended training once, 20% attended twice and another twenty went for training several times. The remaining 42.75 have never attended any training since they joined the organisation.

The question when last were you promoted gave the following results. 50% said they were promoted last in the past five years, 30% said there were promoted two years back while the remaining 20% said they cannot remember when last they were promoted.

In addition, when asked how will the staff assess motivation in the organisation, 100% of the respondents said it has not been satisfactory.

Some of the benefits the staff suppose to enjoy are not being given to them.

CHAPTER FIVE.

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Summary

All organisations want their goals and objectives achieved, human beings are the main channels in which these goals can be achieved. Hence, the need to motivate them to high performance.

The term motivation is an aspect of management function in an organisation that should not be taken for granted. It explains why people behave the way they do in their places of work.

Various researches have been carried out on the subject and it has been discovered that every single person needs to be moved to do something.

Some work hard only when they are motivated. People are motivated everyday by something that raises the mind or emotions to take action in pursuit of a goal or fulfilled need.

Often times, high level of motivation leads to improved job performance as well as quality of work.

For the study, various theories of motivation were discussed and their implication on job performance. How can these employees be motivated to perform maximally on their job were looked into.

Data were collected from a sample population by way of oral interview and questionnaire and the results of the findings were analysed

It is in view of the above that the researcher studied “The Effects of Motivation on Job Performance in the Public Sector” with particular emphasis on NEPA.

5.2 Conclusion

An average employee desires to be motivated by any means, therefore it is paramount that the issue of motivation in the work place should not be taken for granted. Every individual wants a commensurate reward for a job done. No amount of lip service or talk can make employees improve their performance unless something is done to encourage them.

The ability of the manager to utilize motivation effectively has made a difference between success and failure. Human beings are the greatest assets for any organisation. Hence, the need to motivate them. An organisation can have all the resources to function properly but without human resources those other resources will be useless.

If the employees are in shattered and demoralised state, they cannot be productive.

5.3 Recommendation

The importance of motivation in the work place makes it imperative for organisations to correct inefficiencies in their system.

The following recommendations can be drawn from the study.

- a. . Adequate wages should be paid to workers, most of which are underpaid. The respondents said that the job they do cannot be compared with the salary they receive.
- b. Good and conducive environment should be provided because it helps in motivating employees. An environment that is safe and healthy free of any danger should be provided.
- c. Since satisfaction has a lot to do with the employees' job performance, there is the need for management to make sure that workers are satisfied with their jobs, which in turn improve their job performance.
- d. There is the need for constant training and retraining of employees to improve the skills and knowledge of the work they are doing. Knowledge increases a person's performance level.
- e. The need for promotion, as at when due should not be overlooked, so that workers morale will not be dampen.

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APPENDIX

QUESTIONNAIRE

This questionnaire is in response to the research being carried on “The Effects of Motivation on Job Performance in the Public Sector: A Study of National Electric Power Authority (NEPA)” in partial fulfillment for the award of MBA.

The data collected will be kept strictly confidential and for academic purpose only.

QUESTIONNAIRE

Please tick the box (s) that is most appropriate and comment where applicable.

1. Which category of staff do you belong to?
 - a. Junior staff []
 - b. Senior Staff []

2. For how long have been serving the organisation?
 - a. 0-5 years []
 - b. 6-10 years []
 - c. 11-15 years []
 - d. 16 years and above []

3. Have you ever received any long service award?

a. Yes []

b. No []

4. Does increase in salary affect your job performance in any way?

a. Yes []

b. No []

c. Indifferent []

5. What really motivates you to work very hard and put in your best?

a. Good pay []

b. Conducive working environment []

c. Recognition for doing a good job []

d. Promotion when due []

e. All of the above []

6. If you get a better-paid job, will you leave the organisation?

a. Yes []

b. No []

c. Indifferent []

7. How is your job like?

a. Interesting []

b. Boring []

c. Challenging []

d. Secured []

8. Are you satisfied with your current job?

a. Yes []

b. No []

9. How satisfied are you?

a. Very satisfied []

b. Satisfied []

c. Not satisfied []

d. Indifferent []

10. Does your satisfaction have anything to do with your performance on the job?

a. Yes []

b. No []

11. Have you ever participated in any training since you joined the organisation?

a. Yes []

b. No []

12. How many times have you attended training?

a. Once []

b. Twice []

c. Several times []

d. Not at all []

13. When last were you promoted?

14. How would assess staff motivation in the organisation?

.....
.....

15. Comment generally on your job.

