

**IMPACT ASSESSMENT OF EMPLOYEE MOTIVATION
ON WORKERS PERFORMANCE IN NIGERIA
COMMUNICATIONS COMMISSION, ABUJA, NIGERIA**

BY

**NWOGU TOCHI MAURICE
M.Sc/ADMIN/3248/2010-2011**

**A THESIS SUBMITTED TO THE POSTGRADUATE
SCHOOL, IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF
SCIENCE (M.Sc) DEGREE IN PUBLIC
ADMINISTRATION, AHMADU BELLO UNIVERSITY,
ZARIA**

JULY, 2014

DECLARATION

I hereby declare that this thesis has been written by me and that it is the report of my research work. It has not been presented to any institution for the award of any degree or certificate. All quotations are indicated and the sources acknowledged by means of bibliography.

NWOGU TOCHI MAURICE

DATE

CERTIFICATION

This thesis titled: **“Impact Assessment of Employee Motivation on Workers Performance in Nigeria Communications Commission, Abuja, Nigeria,”** by Nwogu Tochi Maurice, meets the regulation governing the award of M.Sc degree in Public Administration, Ahmadu Bello University, Zaria and is approved for its contribution to Knowledge and literary presentation.

Dr S.B. Abdulkarim
Chairman Supervisory Committee

Date

Dr Musa Idris
Member Supervisory Committee

Date

Dr S.B. Abdulkarim
Head of Department

Date

Prof. J. Adebayo
Dean, Postgraduate School

Date

DEDICATION

This thesis is dedicated to God almighty and to all victims of industrial action.

ACKNOWLEDGEMENT

In every successful scholarly work, institutions and people deserve to be acknowledged for their tangible and intangible contributions. In making acknowledgement, I should begin by thanking Ahmadu Bello University, Zaria, for creating an enabling environment, which has continued to encourage creativity among its staff and students. Supervising a thesis work like this is not always an easy task and this is why it is more expedient to appreciate the rare, untiring and motivating efforts of my supervisor, and head of Department, Public Administration, Dr. S.B. Abdulkarim, in going through this work meticulously to ensure that it meets the set standard. Also Dr John Ndan and Dr Idris Musa deserve special commendation for their inputs in this study. May God continue to use and bless them.

May the almighty Allah continue to strengthen you and bless your effort. Also special thanks go to my course mate; Chigozie Otta, Fred, Faith Duniya and Grace for their assistance.

Lastly, my appreciation goes to my lovely wife Mrs. Joy Abraham Mgbede, for her encouragement and moral support throughout the duration of the programme.

ABSTRACT

This study assessed the impact of employee motivation on workers performance in Nigeria Communications Commission. The objectives of the study were to examine the relationship between training and increased competence for staff of Nigeria Communications Commission, examine the relationship between financial incentives and work habits for staff of Nigeria Communications Commission and determine the effects of recognition on successful completion of task. The survey research design was used as the methodology. The sample size of the study consisted of one hundred (100) respondents representing 64% of the population of the study. Data for the study were obtained with the aid of self designed questionnaires. Simple percentage was used in the analyses of data obtained. The hypotheses were tested with the aid of chi – square (χ^2) statistic. The results obtained revealed that there is a significant relationship between training and increased competence for staff of Nigeria Communications Commission, there is a significant relationship between financial incentives and work habit for staff of Nigeria Communications Commission and recognition of employee performance helps to induce greater performance. In line with these findings, it was recommended that the Nigeria Communications Commission should expand its training programmes and career development opportunities to enable the workers acquire greater skills and perform more effectively, financial incentives should be provided to the staff of Nigeria Communications Commission on regular basis to enhance positive work behaviour and better performance and the management of the Nigeria Communications Commission should always ensure the recognition of good performance through praises, appreciation letters, merit awards and other means to boost the morale of staff and enhance performance.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human resource is the livewire of any organization. Its effective management is therefore very crucial and central in the achievement of organizational objective. One of the important responsibilities of every organization is making great use of every facility in disposal in order to gain the planned purposes and meanwhile the human resources play an important role (Schll, 2006). In today's competitive world, human resources guarantee the maintenance and survival every organization (Honari, 2006).

Managers fulfil their organizational goals through the work of employees. Thus, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of four variables: ability, understanding of the task, environment, and motivation (Mitchell, 2008). Accordingly, in order to perform well employees need to have the knowledge and tools that are required for the job as well as the will to do what is required from them. Over the years the Nigerian public sector has continued to render poor quality services to the citizens mainly as a result of low performance of workers in the sector. Poor performance in the Nigeria public sector

manifest in poor planning, ineffective implementation of policies, poor public service delivery, abandoned projects, delays in plan implementation, shortage of basic amenities, and lack of accountability (Unanka, 2009). A walk into any government office on any typical day will reveal a largely lethargically slothful public service where workers are lazy, hawk wares, chatter about or sleep and snore on desks (Davidson, 2008)

To curb the problems, various Nigerian governments at different periods introduced different measures including reform programmes aimed at motivating and improving the performance of workers in the public sector. Most of these reforms dwelt on motivational factors such as salary reviews, training, participative management, democratic leadership styles, and clinical approach to supervision and welfare facilities (Ogunna, 1999). Motivation is a by-product of many factors. These factors could either be internally or externally galvanized, depending on the disposition of the individual and prevailing circumstances at any given time. In the present Nigerian situation, the economic rate of activities and the subsequent high inflation rate have made money a relatively high motivating factor (Ubong, 2009).

The limited number of salary reviews in the Nigerian public sector, the inappropriateness of training programmes, as well as the inadequate access to housing and medical facilities cum low prospects of promotion

has brought about a situation where there have been persistent expressions of dissatisfaction among public sector workers. These workers include staffs of the Nigeria communications commission who are also part of the public sector. Low performance in most cases is a by-product of dissatisfaction, which could manifest itself in various ways. Some of these ways include indiscipline and general apathy. To contain these traits it is important to assess the impact of motivation on workers' performance as what constitute needs and satisfaction varies across individuals and organizations.

1.2 Statement of the Problem

In a bid to motivate and improve the performance of workers in the Nigerian public sector, various Nigerian governments at different periods introduced different measures. Some of these measures include public service reforms, review of salaries and wages, creation of training institutes, housing and health insurance schemes and minimum wage act. These measures notwithstanding, the performance of public sector workers has been very poor and remains a major concern to the Nigerian government and its citizens. The prevailing situation at the work place has been one of low work performance and poor service delivery. It is estimated that Nigeria losses over 44 million US dollars annually due to poor public service delivery (World Bank Report, 2009).

Poor performance in the Nigerian public sector in most cases stem from dissatisfaction among workers. In turn dissatisfaction among workers in the public sector is attributed to many factors of which low motivation is a key factor. At the workplace, low motivation manifest itself in various ways including absenteeism from work stations, low quality work, low productivity, lateness, stealing of government property, corruption, insecurity, laziness, a high rate of complaints by the workers, and high staff turnover among the professional staff (Unanka, 2009).

The problem of low motivation also affects the performance of workers in the Nigeria Communications Commission. The commission which is the statutory agency set up by government to provide regulatory services to operators in the telecommunication industry has not performed its regulatory roles effectively. Some of the indicators of low motivation and poor performance among workers of the commission include: inadequacy of technical supervisory personnel, high rate labour turnover among professional staff, lateness, restricted training opportunities, poor remuneration and compromise and lack of institutional strengthening (Ndukwe, 2003; Ekakitie, 2010). The implications of these are low quality expectations and lack trust in telecommunication services on the part of consumers and ultimately, the failure of government programmes in the sector.

1.3 Research Questions

In order to provide solutions to the problem of this study, the researcher provided answers to the following research questions:

- i. Is there any relationship between training and increased competence for staff of Nigeria Communications Commission?
- ii. Is there any relationship between financial incentives and work habits for staff of Nigeria Communications Commission?
- iii. What are the effects of recognition on successful completion of task for staff of Nigeria Communication Commission?

1.4 Objectives of the Study

The overall purpose of the study was to assess the impact of employee motivation on workers performance in Nigeria Communications Commission. Specifically, the objectives of the study were to;

- a. Examine whether there is any relationship between training and increased competence for staff of Nigeria Communications Commission.
- b. Examine the relationship between financial incentives and work habits for staff of Nigeria Communications Commission.
- c. Determine the effects of recognition on successful completion of task for staff Nigeria Communications Commission.

1.5 Hypotheses

To put this study in proper perspective, the following hypotheses were formulated and tested:

Ho: There is no significant relationship between training and increased competence for staff of Nigeria Communications Commission.

Ho: There is no significant relationship between financial incentives and work habits for staff of Nigeria Communications Commission.

1.6 Significance of the Study

Although the literature is affluent with motivation theories, the problem is that most of them fall short of practical application or offer it only for the private sector. Even the studies that have been conducted on motivation in the public sector were mainly in relation to productivity in organizations whose outputs are easily quantifiable. There is no study that has focused on the impact assessment of employee motivation on workers performance in regulatory bodies like the Nigeria Communications Commission especially in the telecommunication sector.

To this end, this study sought to cover this knowledge gap, as it carried out empirical assessment of the impact of motivation on workers performance in the Nigeria Communications Commission. This study

would also provide empirical knowledge of the problems of motivation in the Nigerian public sector and thus would be of great benefit to the chief executive officials of the organisations and policy makers involved in human resource management. The results of the study would hopefully be significant in the sense that it would show how the various motivational factors (training and financial incentives) could be harnessed to inspire staff to increase and sustain higher performance.

1.7 Scope and Limitations

This study was delimited to the selected commission – Nigeria Communications Commission. The Commission was selected because it is a branch of the ministry of communication, whose regulatory services in the telecommunication sector directly and indirectly affect the economic and social wellbeing of individuals and the nation at large. Besides, its primary responsibility is to ensure that Nigerians enjoy high quality services from service providers in the Nigerian telecommunication sector. The researcher focused on the impact assessment of motivation on workers performance in Nigeria Communications Commission. Some of the motivational factors covered in this study included training, financial incentives and recognition. In terms of workers performance, the indicators covered were increased competence, work habits and successful completion of task. The period to be covered in the study was

2007 – 2012. Within this period, there were series of agitations by labour unions in Nigeria for the improvement of the welfare of workers in the public sector. The study also addresses the meaning of motivation, role of motivation in an organization, employee performance and review empirical works on motivation and workers performance in the Nigerian public sector.

In terms of limitations, two areas of constraint in carrying out this research were:

- a. The difficulty of administering the questionnaires to the staff of the Nigeria Communications Commission due to high level of security surrounding the work area and offices and;
- b. The suspicious attitude of most organizations towards research work which made accessibility to prospective respondents who are to provide needed data difficult.

1.8 Definition of Concepts

For the purpose of clarity, some of the important concepts and variables used in this study were defined authoritatively and operationally as follows:

Motivation: Robbins and Judge (2008) see motivation as “the set of psychological processes that cause the arousal, direction, and persistence of individual’s behaviour toward attaining a goal”.

Operationally motivation consists of those things which are present or are provided in a work situation to improve the performance of the workers. Some of the indicators include level of absenteeism, rate of lateness and level of employee complaints.

Training: According to Ogunna (1999) "training is concerned with the development of new skills, new attitudes, technical knowledge and values required to perform specific jobs". Operationally training is the process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. Examples of training include in-service training, induction training, on – the – job training etc.

Financial incentives: These are monetary packages like fringe benefits, bonuses, pension, and gratuity, housing allowance and staff grants provided to workers to boost their morale and enhance their performance in an organization.

Recognition: Recognition is the process of publicly acknowledging and rewarding an employee's high quality work or performance.

Workers/Employee Performance: Workers performance is the successful completion of task by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilising available resources within a changing environment. Some of the variables or indicators of employee performance are increased competence,

successful completion of task, work habits, timeliness, meeting goals, supervisory time, and implementation of new ideas among others.

Increased Competence: This refers to greater abilities, commitments, knowledge and skills that enable a worker to perform effectively in a job.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

In this chapter, the works of different scholars and authors related to the topic under study were reviewed. The essence was to discover what had already been done in the area, and the knowledge gap, and consequently fill it. The review was organised into various sub-headings that reflect the variables under study. The researcher reviewed the meaning of motivation, the role of motivation in the organization, employee performance; relationship between motivation and employee performance as well as motivation and workers performance in the Nigerian public sector. Also the theoretical framework of the study was discussed here.

2.2 Review of Related Literature

2.2.1 Meaning of Motivation

An effective organization will make sure that there is a spirit of cooperation and sense commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their various jobs in the organization, there is need for a strong and effective motivation at the various levels, departments and sections of the organization.

The word motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey, 1993). Scholars have expanded the term to include the set of psychological processes that cause the arousal, direction, and persistence of individual's behaviour toward attaining a goal (Greenberg and Baron, 2003, Robbins and Judge, 2008). The latter definition underlines three pillars of motivation. The first – arousal – has to do with the drive or energy that ignites behaviour (Greenberg & Baron, 2003). The second – direction – has to do with the type of behaviour that is exerted and whether it is in line with demand or organization goal (Robbins & Judge, 2008). The third pillar – persistence – deals with the lastingness of behaviour. Though, this factor is of less importance, because persistence can be simply defined as the reaffirmation of the initial arousal and direction processes.

Furthermore, the definition asserts that motivation is an individual phenomenon. Each individual is unique and has different needs, expectations, values, history, attitudes and goals (Greenberg & Baron, 2003)). Hence, a manager cannot assume that what motivates him/her will also motivate the employee. And what motivates one employee may not necessarily motivate another. Thus individual needs and characteristics shape and define what constitutes motivation. By

implication, there is no one best approach to motivate people in an organization. This may account for the plethora of motivational theories in the literature of organizational psychology.

Be it intrinsic or extrinsic, motivation is not an end in itself, but rather a mean to an end (Wright, 2001). The ultimate goal of motivation is action, as insinuated by the last part of the definition – toward attaining a goal. And in the workplace, action means performance. Thus, the objective of work motivation research is “to learn how to motivate employees to perform the duties and responsibilities assigned by the organization” (Wright, 2000). That being said, it is important to pay attention not to automatically team motivation with performance. Motivation alone does not determine performance. It is only one factor in a series of components that contribute to the level of employee performance (Rainey, 1993). And performance should not be mistakenly understood as productivity, since sabotage and absence are motivated behaviours as well (Landy& Coote, 2010). To add to this, motivation may be negative or positive, all geared towards achieving positive results. However negative motivation may give rise to negative outcomes in some cases. It serves as deterrence to workers who might behave contrary to the expectations of the organization.

Motivation is also not to be confused with job satisfaction. Early experiments, such as the famous Hawthorne plant study in the late

1920s, led researchers to the false conclusion that happiness and satisfaction on the job equals high employee motivation to work. This has long been proven wrong ((Landy& Coote, 2010). A worker can be extremely satisfied with his/her job and at the same time be unmotivated to exert effort. In fact, that is exactly one of the problems the public sector experiences – some employees are very pleased with their comfort work conditions, e.g. job security, and still have very little motivation to work. Nonetheless, job satisfaction should not be mislaid. It may not have a direct effect on motivation, performance, and productivity, but it sure has been found to be related to employee retention, thus indirectly influencing organizational costs associated with employee absenteeism and turnover (Wright & Davis, 2003).

For purposes of this study, various elements of the many definitions of motivation have been combined to form an eclectic view of the concept. Motivation is viewed as an innate force, shaped and maintained by a set of highly individualised factors that may change from time to time, depending on the particular needs and motives of the employee. Environmental forces, such as those related to the job itself and to the organization, do not have a causal link with motivation, but impact on the level of motivation experienced by the employee. Together, the innate and environmental forces determine an employee's behaviour at work. Motivation is a multi- dimensional concept that

manifests in behaviours that may be observed, measured and to some extent at least, predicted.

2.2.2 Role of Motivation in the Organisation

Why do we need motivated employees? The answer is for the survival of the organisation. In the increasingly competitive, rapidly changing world of business, a motivated workforce is a great asset. Motivated employees are more productive, committed and loyal to the organisation (<http://www.employer-employee.com/howtomo.htm> (2003). Motivation is key among the factors for effective performance. Tosi, Rizzo and Carroll (2006) indicate that performance is the result of ability and motivation of employees. Thus:

$$\text{Performance} = f(\text{Ability} + \text{Motivation})$$

Robbins (2009) adds opportunity to the equation of performance thus:

$$\text{Performance} = f(\text{Ability} + \text{Motivation} + \text{Opportunity})$$

Robbins (2009) argues that even though an individual may be motivated and has the ability to perform there could be obstacles that constrain opportunity to perform. Kreitner and Kinicki (1998) give the following formula indicating that effective performance involves many factors, including motivation:

$$\text{Performance} = \text{Level of ability} + \text{Levels of skill} + \text{Motivation} + \text{Knowledge about how to complete the task} + \text{Feelings / Emotions} + \text{Facilitating and inhibiting conditions not under the individual's control.}$$

According to Kreitner and Kinicki (1998) motivation is necessary, but not a sufficient contributor to job performance. Bagraim (2003) argues that effective performance is a factor of motivation, inherent ability, developed competence and opportunity. Ability is based on education, experience and training and its improvement involves a long process. On the other hand, motivation can be improved quickly and immediately (<http://www.accel.team.com/motivation/index.html> (2004).

Bagraim (2003) emphasises that an effective manager must understand employees and what motivates them, and that high levels of motivation are very important contributors to organisational performance. Highly motivated employees strive to produce at the highest possible level and they exert greater effort than employees who are not motivated. Bagraim (2003) adds that the characteristics of motivated employees are:

- They always want to come to work;
- They want to be part of teams at work;
- They are interested in helping and supporting others at work; and
- They generally exert greater effort in their work and contribute more in the organisation.

The effects of motivation do not stop with performance. In the group of motivated employees there are fewer work accidents, fewer rates of ethical problems, less employee turnover and lower levels of

absenteeism (Jurkiewicz et al, 1998). Motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health (Robison, 2010). Furthermore, motivated employees are more committed to their organizations and show less insubordination and grievance (Jurkiewicz et al., 1998). They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the organization (MANforum, 2009). In short, motivated employees are the greatest asset of any organization.

Tosi et al (2004) note that the subject of motivation is of interest to psychologists and managers since it is a factor in organisational psychology and human behaviour. As a psychological concept, motivation refers to the internal mental state of a person, which relates to the initiation, direction, persistence, intensity and termination of behaviour. Motivation is also a factor in management practice, therefore attracting interest of students of management and managers. Motivation as a management concept is seen as something managers do to induce others to act so as to produce results desired by the organisation.

Kreitner and Kinicki (1998) observed that effective employee motivation has long been one of management's most difficult and important duties especially in the current situation where organisations tend to downsize, and in relation to the demands associated with managing a diversified workforce. From the foregoing, it is safe to state

that motivation is vital to the realization of organizational goals. It provides workers with the zeal and persistence to accomplish objectives. However there are different factors that motivate different people at the workplace. Thus organizations that seek to successfully motivate their workers must adopt multidimensional strategy to motivation.

2.2.3 Employee Performance

Amos, et al (2004) stated that "the effective management of individual performance is critical to the execution of strategy and the organisation achieving its strategic objectives". Performance cannot be left in anticipation that it will develop naturally, despite the employee's natural desire to perform and be rewarded for it. This desire needs to be accommodated, facilitated and cultivated (Amos, et al., 2004). In return for this performance, organisations extend themselves in various forms of acknowledgement (Foot and Hook, 1999). Individual performance has become a topical issue in today's business environment, so much so that organisations go to great lengths to appraise and manage it (Armstrong and Baron, 1998).

Whetten and Cameron (1998) stated that individual performance is the product of ability multiplied by motivation. Furthermore, Cummings and Schwab (1973) concur with the belief that performance is ultimately an individual phenomenon with environmental factors influencing

performance primarily through their effect on the individual determinants of performance – ability and motivation.

Both ability and motivation are necessary to some degree before successful job performance is obtainable. Cummings and Schwab (1973) describe the need for at least minimal ability before an employee can carry out a task, regardless of how motivated he may be. Similarly, an abundance of ability will not result in successful performance if the employee is completely unwilling to perform adequately. This view is supported by Vroom (1964) who indicates that factors influencing individual performance within the organisation are factors such as the ability of the person and the willingness of the person to exert effort (motivation).

Despite the motivation to perform, it is necessary to briefly highlight the barriers that might affect the performance of employees. These barriers may be the result of underdeveloped competencies, inappropriate performance goals, or lack of feedback about performance (Hellriegel, et al., 1999). For organisational purposes, factors affecting overall employee performance may be separated into two groups: internal and external. Internal factors are those factors over which the organisation has influence and control, such as leadership style and remuneration. External factors are those factors over which the

organisation has little or no control, such as demands for jobs grading systems (Hellriegel, et al, 1999).

2.2.3.1 External Factors in Employee Performance

The factors that affect employee performance in non-profit organisations may be external if they originate from the employer, organisation or the socio-economic environment (Swanepoel *et al*, 1998). These factors include performance evaluations, remuneration, organisational leadership style or reasons for career movements.

Performance evaluations or appraisals

An effective performance appraisal process can identify weaknesses and result in corrective actions being taken (Cheminais *et al*, 1998). The performance appraisal can also help to sustain contented workers through:

- the acknowledgement of individual employee performance,
- remuneration options,
- promotions and career movements,
- structured training, and
- disciplinary decisions

(Cheminais *et al* 1998; Cronje *et al* 2001; Erasmus *et al*, 2005).

It is the researcher's opinion that a constructive appraisal system can assist in motivating employees, as well as ensuring clear

expectations and the desired actions needed to achieve organisational outputs

Remuneration

Remuneration can be defined as the financial and non-financial extrinsic or intrinsic rewards provided by an employer for the time, skills and effort made by employees in fulfilling job requirements aimed at achieving business objectives (Dowling *et al* 2011, Swanepoel *et al* 1998). Armstrong and Murlis (2004) define reward management as “the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organisation”. Cheminais *et al* (1998) assert that there is a strong relationship between extrinsic or intrinsic remuneration and an employee’s motivation. Armstrong and Murlis (2004) advocate a total or holistic reward approach by using multiple reward strategies such as “self management, self-awareness, social awareness and relationship management within an organisation in the pursuit of significantly raised performance”.

As asserted by Armstrong and Murlis (2004), Cheminais *et al* (1998), Cronje *et al* (2001), and Erasmus *et al* (2005), monetary factors such as a high salary can inspire someone to be highly motivated only up to a certain extent. Beyond that, other “self-actualisation” and motivational reasons such as recognition, status, greater individual

growth or responsibility, which are referred to as intrinsic remuneration, may be required to keep an employee loyal and passionate about the organisation they work for or their job in addition to extrinsic remuneration.

Extrinsic remuneration is normally related to the benefits received by the employee in addition to his or her actual job's basic salary (Armstrong & Murlis 2004; Cheminais *et al* 1998; Cronje *et al* 2001). This is further separated into financial rewards and nonfinancial rewards.

Financial rewards may include:

- Performance related rewards such as commission, performance bonuses, merit awards, share options, incentive schemes, and achievement awards.
- Membership awards such as pension, retirement benefits, medical insurance, sponsored holidays, a subsidised canteen and vehicle allowance or allocation.

Non-financial rewards may include:

- Status rewards such as prime office location, choice of furnishings, reserved parking area, a personal assistant or public recognition.
- Social rewards may include praise, compliments, dinner invitations and an active involvement in social events (Armstrong & Murlis 2004).

On the other hand, intrinsic remuneration rewards (Cronje et al, 2001) are directly attributable to the requirements of the job itself, and have a more lasting effect that the individual can experience immediately and in the long term, such as:

- Increased responsibility.
- Empowerment.
- Greater participation in decisions made in the organisation.
- Opportunities for individual growth and advancement.

Leadership style

The leadership style within an organisation has a bearing on encouraging or inhibiting employee's performance (Armstrong & Murlis 2004; Cronje et al, 2001). If management does not carefully analyse the needs of the organisation and its employees, it may be difficult for the organisation to understand the reasons why employees behave in a particular way. The researcher concludes that the perception of and confidence in the organisation's leadership can affect an employee's level of motivation in his or her work. An employee is likely to invest his or her future employment plans in an organisation he or she perceives to have sound future prospects. Should there be any uncertainty in their future employment; employees may begin to consider career movements.

Career Movements

Various options exist for employee career progression within an organisation (Cheminais et al, 1998; Erasmus et al, 2005). These include:

- lateral moves within or outside of the organisation, but at the same salary, grade level and benefits,
- vertical moves through promotion or demotion,
- diagonal moves within the same organisation but across similar or different disciplines, and
- Outward moves outside the organisation, also known as separation.

When employees are not sufficiently motivated, their work outputs and loyalty to the organisation may be affected negatively.

2.2.3.2 Internal Factors in Employee Performance

Factors that affect employee performance may be called internal when they result from personal experiences and backgrounds (Swanepoel et al, 1998). Employees react individually and differently to similar circumstances (Cheminais et al,1998; Cronje et al,2001). For example, a retrenchment exercise may inspire one employee to invest his/her retrenchment package and start his/her own business. Another employee of a similar profile may squander the lump sum received and respond to the retrenchment with depression and a feeling of rejection.

Change can have a negative effect on employee motivation as can uncertainty about the future (Cheminais et al, 1998). Each person has very different “needs, expectations, desires, goals and ambitions”. Over time, the level of importance placed on each aspect as well as personal growth, changes (Armstrong & Murlis, 2004; Cronje et al, 2001). A person’s job has a bearing on the choices he or she will have to make regarding:

- social status
- the suburb he or she will live in
- the schools that his or her children will attend
- the friends he or she will associate with
- Self-development and learning options.

Working can therefore be seen as a tool that an employee can use to satisfy his or her needs. Conversely, employers can use motivation as a useful tool to heighten employee performance (Armstrong & Murlis 2004; Cronje et al, 2001).

The different motivation theories imply that there are no singular approaches to accentuating motivation and that clear expectation, goals, constructive feedback and a general culture of mentoring to instil desired behaviour all work synergistically to ensure optimal motivation (Armstrong & Murlis 2004).

2.2.4 Relationship between Motivation and Performance

The discourse on motivation and performance is like the chicken and egg discourse because of their complementary nature. Performance enhancement depends largely on a well-guided motivation directed at the employee's needs. Motivation is, therefore, indispensable for good performance. It has been proved that an unsatisfied need can cause frustration, conflict and stress (Arowolo, 2010). Consequently, motivation in a way is a mechanism through which frustration, conflict and stress are managed and minimised. Motivation becomes motivation when it is able to induce workers to perform to the best of their ability. When workers are not genuinely motivated, that is, when motivation does not touch the immediate needs of workers, their ability to perform to the best of their ability is threatened. As a consequence, good performance and efficiency become elusive while poor performance and low productivity is encouraged.

From the foregoing, it is evident that the two concepts are inseparable. They both work hand-in-hand; they are interconnected; one is designed to strengthen the other. Motivation is not an end in itself; it is a means to an end. That is, it is aimed at good performance. It ensures better performance when rightly targeted. Motivation is also a corrective tool against deficient performance. Therefore, it is a double-

edged sword used to enhance performance and to prevent conflict and stress arising from neglect and frustration.

2.2.5 Motivation and Workers Performance in the Nigerian Public Sector

Previous studies on the level of staff motivation and job performance in the profit and non-profit organizations have yielded differing results. A study by Eze (1995) revealed that there is significant difference between the high-order motivators and the lower-order motivators and that being preoccupied with the motivators in one set would inhibit the urge to satisfy the motivators in the other set. The lower-order motivators (e.g. human physiological needs such as needs for food, clean water, clothing, shelter, and sex/marriage) are basic to Nigerian workers and more prominent than the higher order motives (Eze, 1995). This study support the above findings as a critical look at the work environment in Nigeria shows that most workers are preoccupied with how to meet their basic needs. This is why salary review has been a recurring decimal in any attempt to reform the public sector for effective performance.

A study conducted by Gunu (2003) revealed that employees of the Kwara State Government, Nigeria were dissatisfied with their physiological needs (e.g. salary). Accordingly , Karwai (2005) argued that as long as the human basic needs (or lower-order motivators) remains

the major problem of workers in Nigeria, the quest for money which is the ultimate means of acquiring goods and service through whatever means (e.g. corruption, fraud, thuggery, militancy, robbery) will remain the order of the day and as such, a serious societal problem. Gunu (2003) established employees' satisfaction with their esteem needs (e.g. promotion), and safety needs (e.g. work itself). High level of staff motivation and job satisfaction was found to exist among the employees of an agribusiness in Zarai, Nigeria.

Isaac (2008) observed poor attitude to work among civil servants of Akwa Ibon State, Nigeria, which instigated him to probe into causes of such behaviour. His study revealed low motivation among the staff, and high absenteeism from work, low punctuality to work, indolent to work, and fraudulent behaviour. Furthermore, a significant relationship was established between motivation and employees' punctuality to work, motivation and indolent behaviour, motivation and attitude to work, motivation and fraudulent behaviour, and motivation and absenteeism (Isaac, 2008). Abejirinde (2009) used two motivational indicators, namely growth and promotion, to determine the level of staff motivation and performance in the Nigerian public and private sectors. He established high rate of growth and promotion opportunities for the employees in both private and public organization. He equally established high rate of job performance among the staff.

As reported by Abifarin (1997) Rowley (1996) conducted a study to identify issues that impact on the motivation of academic staff in higher institutions. In her study she argued that rational economic model, the social model, the self act model and the complex model of motivation provides a basis for analyzing staff motivation as a central issue in evolving quality cultures. The result indicates that factors such as financial reward, the diversity of staff experience, roles, personal autonomy, organizational structure and the culture of teaching and higher education, are some of the issues which impact on the motivation of academic staff in higher institutions. The above finding is in agreement with this study as it presents employee motivation as a product of multiple interacting variables- financial rewards, staff experience etc.

As quoted by Ogunrin, Ogunrin and Akerele (2007), Maduabum, (1990) and Odiaka,(1991) reported that a number of authors have examined the work attitude of Nigerian workers who concluded that these workers, especially those working within the public sector, possess very poor work attitudes. Adomi and Eruvwe (2004), also quoted that Akerele (1990) in his study of work attitudes of junior workers in a Nigerian university discovered that the general work attitude of junior workers in Nigerian public service reinforces absenteeism, lateness to work, uncooperativeness at work, low concern for public property and low

organizational identification and suggested that positive work orientation could be internalized through comprehensive training program to create awareness and introduce attitudinal change externally by parent organizations. Although this study concur with the findings of the authors above, it goes further to state that the authors failed to identify the cause of poor work attitude in the public sector. In the researcher's view lack of adequate motivational techniques is one of the major causes of poor work attitude in the public sector.

Buckey and Cample (2000) state that part of the benefits of training, is that it motivates employees because they are able to effectively undertake their work. They also describe employee development as the general enhancement and growth of an individual's skills and abilities through conscious and unconscious learning. Staff development therefore ensures that employees in the organisation have the knowledge, skills and competency required to carry out work effectively. According to the Ogunna (2002), the government of Nigeria has not had a comprehensive policy to guide staff development. Training in the public service has been guided by discrete policy guidelines contained in various government documents, which include administrative circulars, personnel and general letters, reports and other publications issued to the service from time to time. Training needs assessment and evaluation has not been undertaken with the resultant

effect of minimal impact of training on work performance and motivation of employees. The government also does not have a policy to manage career advancement programmes for employees in the public service. Instead senior public servants continue to be retained past retirement age. This situation has caused much disenchantment among the young people who want to advance their careers in the service (kelechi, 2003).

A survey of research findings on work motivation have generally suggested that intrinsic rewards are ranked as better motivators than extrinsic rewards (Kovach, 1987, Harpaz, 1990, and Lindner, 1998). The reason for this, however, is not farfetched. In the developed industrialized countries where majority of these researches are conducted, satisfaction of the basic needs of life such as food, shelter etc, are taken for granted by a large majority, hence emphasis has shifted from the extrinsic factors such as pay, incentives, promotion and so on, to intrinsic factors such as interesting work, achievement, recognition, challenge and self-actualization. The same, however, cannot be said for the less developed and developing world, such as Nigeria.

In a study by Aworemi et al (2011) good wages was ranked as third motivator by the respondents. Two hundred and thirty two respondents (82.9%) strongly agreed that good wages enhance their performance while the remaining 48 respondents (17.1%) partially agreed. Further analysis of the good wage system shows that regular

payment of salaries and leave bonus, transport and housing allowance, annual salary increment, meal subsidy, and regular promotion opportunities are very crucial and important in motivating employees. This study corroborates the finding of Popoola (1982), Ekerete (2001), Ekhaton (2003) that Nigerian workers have a high aspiration for money and wealth and are only motivated to perform by financial incentives. The present study supports the above findings. It must be observed that the emphasis Nigerian workers place on money as a motivator stems not only from the need to satisfy basic needs but also from the culture of the people that conceive it to be a source of dignity and self-worth.

2.2.6 Theories of Motivation

Motivation is a complex phenomenon. Several theories attempt to explain how motivation works. In this section some of the content, human relations and process theories of motivation are explored.

2.2.6.1 David McClelland Acquired Needs Theory (1961)

Among the early approaches that focus on specific needs is the three needs theory. McClelland (1961) suggested that employees differ in their needs for achievement, affiliation and power.

Need for achievement: This includes personal responsibility, feedback, and moderate risk.

Need for affiliation: Acceptance, friendship, cooperation and teamwork

Need for power: Influence, authority and competition. David McClelland's (1987) motivation theory suggests that people are differently motivated towards achievement, power, affiliation and avoidance, where the achievement motive is key to McClelland's view of economic development. Such achievement involves the creation of more efficient ways of doing things and solving problems, the preference for tasks which reveal successful performance, and the taking of personal responsibility for performance (Jackson and Bak, 1998). Need for achievement refers to individuals tendency to seek and accomplish challenging task. Persons are challenged when they are engaged in a tasking assignment or engagement in order to show their competence. Moreover need for achievement had been found to be related to self-related personal initiative at work (Frese, Fay, Hilburger, Leng, and Tag,1997). Need for affiliation refers to individual evaluation of social interaction with others (colleagues, supervisors). Employees with high need for affiliations are workers that believe in work groups or teamwork. A related concept is need to belong which refers to individual tendency to build and maintain inter personal relationships. The need for power refers to dominance or interest in influencing others. Thus persons with high level need for power are motivated by supervisory roles or management positions.

2.2.6.2 Abraham Maslow's Hierarchy of Needs Theory (1943)

Perhaps the most prominent multiple classifications of human needs are Maslow's (1943) hierarchical model that postulates five levels of needs as determinants of human behaviour. Arranging them in ascending order, Maslow identifies the lower level needs as deficiency needs that generate tension and a drive to act when they are not satisfied. By not attending to such needs it can lead to death.

As reported by Ogunrin, Ogunrin and Akerele (2007) Kenyon (2004) stated that Maslow (1943) conceptualized five human needs arranged in an ascending order of importance, although some authors point out that from the start, Maslow talked of seven levels of needs with management texts blamed for erroneously popularizing five. Latter needs theories are believed to be modifications of Maslow's work, with differences centred on number and ordering of needs (Huitt, 2003). According to Maslow, a lower need is pre-potent over the next higher need, that is, it must be satisfied first; but that anytime a previously satisfied need becomes deficient, individuals again act to remove the deficiency (Accel-Team.com, 2003). In other words, it is an unsatisfied need that directs behaviour, and observed behaviour may be motivated by more than one need (Sondak, 1980). Maslow's hierarchically ordered needs fall into two main groups: deficiency needs and growth needs. The four deficiency needs are physiological needs, safety and security needs,

belongingness and love (social) needs, and esteem needs. Physiological needs pertain to sustenance of human life: water, shelter, food, medicine, and so on. Safety/security needs are psychological in nature and include the need to be free from physical harm posed by loss of a job, property, food or shelter, and need for protection against emotional harm (Gwynne, 1997). Belongingness (social) needs are the needs for affection of a non-sexual nature; the desire to belong to clubs, work groups, religious groups, family and gangs. Esteem needs pertain to the desire to be counted as worthy, both by oneself and by others. Hence there are two types of esteem needs-internal esteem needs comprising self-respect, autonomy and achievement; and external esteem needs comprising status, recognition and attention (Ogunrin, Ogunrin and Akerele,2007).

Summarily, the first which is physiological need is the broadest stage which includes the need for food, shelter, clothing, physical comfort etc. this stage provides the basis of life. The second level is safety/security need; this involves avoidance from danger, threat and deprivation. It also involves physical and job security. Social needs are third with the need for affection, belonging and social contact. The fourth level is self esteem which involves need or desire for recognition, appreciation and respect from others. The final and the highest is self actualization, it is categorized as growth need. It is defined as ones full

human potential. This stage presents the biggest leadership challenge as it is difficult for organizations to provide an environment for this stage. According to Maslow higher order needs such as self esteem or social needs should determine behavior only when lower needs are satisfied. Convincing empirical evidence for this satisfaction progression is lacking. So also workers move up and down the pyramid during their employment experience. Due to the heuristic plausibility of Maslow's model, it is still popular particularly among managers and consultants. However the main merit of the model is its normative and philosophical statement about general values of work and organizational psychology as a whole, directing the attention to personal growth and self actualization as an important need of employee and organizations possibilities to meet them (Muchinsky, 2003).

2.2.6.3 ERG Theory

The ERG theory is formulated by Clayton Alderfer. This can be seen as an upshot or summary of the famous Abraham Maslow's theory of needs. The theory assumes that why do people behave the way they do, what motivates people to act. In the process the theory asserts that all that people do is motivated by needs and those needs can be grouped into three groups i.e the related needs to which needs are grouped based on their importance. The assumption is that people meets the need that is most important before putting their energy on the next most

important need in the next or second group and then to the third group.

This can be grouped as:

- Group one: existence needs; water, food, shelter, clothes love and affection
- Group two: relatedness needs; recognition, influence part of a group, family
- Group three: growth needs progress, prospects and desire

This theory as can be seen is in resemblance to the Abraham Maslow's theory as the existence needs can be compared to physiological needs and relatedness to self esteem and finally growth needs to self actualization. The term ERG can be related to the form of energy as it can be seen from the theory how it believes in exerting energy to one specific need before putting it to the next group.

2.2.6.4 Douglas McGregor's Theory X and Y (1960)

Douglas McGregor (1960) in his book "THE HUMAN SIDE OF ENTERPRISE" examined theories on behavior of individuals at work and formulated two models which he calls theory x and y.

Theory X Assumptions

- Because of individuals dislike for work, most people must be controlled or be threatened before they can work hard enough.
- The average human prefers to be directed, dislikes responsibilities, is ambiguous, and desires security above everything. These

assumptions lie behind most organizational principles today and give rise both to tough management with punishments and tight controls, and then soft management which aims at harmony at work. Both of these are wrong because man needs more than financial rewards at work, he also needs some deeper higher order motivation that is the opportunity to fulfill him. Theory Y managers do not give their staff this opportunity so that the employees behave in the expected fashion

Theory Y Assumptions

The expenditure of physical and mental effort in work is as natural to play or rest. Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aim of the organization. If a job is satisfying, then the result will be commitment to the organization. The average man learns under proper conditions not only to accept but to seek responsibility. Imagination, creativity ingenuity can be used to solve work problems by a large number of employees. Under the conditions of modern industrial life, the intellectual potentialities of the average man are only partially utilized.

2.2.6.5 Expectancy Theory

Based on the earlier works of Lenin (1935), Victor Vroom (1964) created the expectation theory. The premise of this theory was that felt needs cause behaviour and this motivated behaviour in a work

environment was increased if a person perceived a positive relationship between effort and performance. Vroom's theory assumes that a behaviour result from choosing among alternatives whose purpose was to maximize pleasure and minimize pain. The key elements of this theory are expectancy (different expectation and level of confidence) instrumentality (perception on reward) and valence (emotional orientation i.e. extrinsic and intrinsic value). Vroom concluded that motivated behavior was increased if there was a positive relationship between good performances. As a consequence he identified three relationships that enhance motivated behaviour. They are; there is a positive relationship between effort and performance, a positive relationship between desired performance and rewards and the achievement of valued outcomes or rewards. This theory identified the link between effort and performance and the link between performance and valued outcomes. It pointed out that people exerted effort expended would result in a desired performance reward. The theory outlines three conditions to be present or available or to be met before individuals can exhibit a sense of motivated behaviour:

- The effort to performance expectancy must be greater than zero level
- The performance to outcome expectancy must be greater than zero

- Sum of the valence for all relevant outcomes must be greater than zero.

2.2.6.6 Equity Theory (1965)

Adams (1965) created the equity theory; he contended that people want to receive equitable reward and compensation for their work. He asserted that if people felt they were treated equitably in the work environment, they were dissatisfied with their job (Evans, 2008). The equity theory contends that employees in an organization believe or live on the perception of how fairly they are treated in their work. The theory assumes that workers should be treated fairly based on the amount of performance or effort they put towards the accomplishment of their task. Employees look down at the way and manner to which they are treated compared to their pairs and hence determines their level of motivation and effort to be putting in their work.

Adams (1965) contends that motivation is a consequence of inequity. The theory emphasize that employees makes comparison to which the outcome determines the effort they put to or inputs needed to achieve that target of outcome. This can be seen as the level of inputs and output. The level of experience, education and effort can be referred to as the input while the outcomes can be promotion, pay and benefits. By the time these inputs are not in the same range the other, and then a sense of inequity exists.

Adams contend that the state of equity can be referred to as when the ratio of persons outcomes to inputs is equal to another person's outcomes and inputs. For example a person expects to receive the same entitlements with his pair of the same experience and qualification but there is a difference the other will feel a sense of inequity. A sense of inequity according to Adams (1965) brought about tension that motivate people to bring equity in four ways i. e. altering effort, altering outcomes, changing how people think and finally quit. Although the theory is criticized not to have precisely characterize mental process because it assumes that humans always makes mental list of outcomes and compare them their own way.

2.3 Theoretical Framework

In this study, the researcher adopted Abraham Maslow's Hierarchy of Needs Theory as the theoretical framework upon which the assessment of the effects of employee motivation on public service delivery was based. According to Robbins (1998) Maslow's theory is based on two assumptions: That different needs are active at different times, and only needs not yet satisfied can influence behaviour; and that needs are arranged in a fixed order of importance called a hierarchy. The need to satisfy leads to motivation to work in order to satisfy that

particular need. Once that need has been satisfied then there must be an appeal to satisfy the next level of need to again be motivated.

Nzuve (1999) indicates that Maslow (1943) identified five categories of needs as follows:

Physiological needs – basic level. These include food, water, sex, sleep and shelter. These are the needs that must be satisfied to sustain life and they take precedence over other needs. People work to satisfy these very basic needs often catered for by basic wages or salary.

Safety needs – The need for emotional and physical safety includes job security, job stability and safe working conditions.

Social needs – The need for affection and acceptance includes friendship, love, and association in the workplace.

Self-esteem – This includes social recognition, respect, social status, job title, autonomy to make decisions, achievement and attention from others. Maslow explains that self esteem refers to self respect and respect from others.

Self-actualization – This refers to the need for growth, advancement, creativity and challenges. Maslow, (1943) stated that this level is the culmination of all the other needs and represents the pinnacle of self-fulfilment (Nzuve, 1999).

Maslow (1943) as cited by Graham and Bennet (1998) suggest that the classes of needs form a hierarchy which people tend to satisfy in

a certain order of precedence. On reaching the highest level and achieving what he or she is capable of becoming, the person will have realised his or her full potential. Applied to the job, self actualization would represent the ultimate level of motivation. In this regard, Maslow notes that the lower level needs are easily satisfied and their further use will not motivate.

This theory is relevant to this study as there are many things organisations including the Nigeria Communications Commission do to meet the set of needs identified by Maslow. The Nigeria communications communication try to satisfy the physiological needs of their workers by paying them salaries, money that can be exchanged for food, shelter and clothing. But there is more to satisfying physiological needs than giving employees a pay check. There are also coffee breaks and opportunities to rest. To meet the safety needs of workers, organizations like NCC provide specially designed computer monitors, desks and chairs to spare office workers from eyestrain, wrist injuries and back pain. Physical safety also involves such basic tools as security and fire prevention. In terms of social needs, many organizations organize end of the year parties for their members, provide recreational facilities, and encourage the formation of unions as well as organize games (football, volleyball, lawn tennis etc). Besides keeping employees healthy, it is easy to see how such opportunities also help meet social needs. To satisfy the

esteem needs of its workers, NCC make provisions for awards, banquets in which worthy staff members contributions are recognised. Also reserved parking spots are provided for staff. Bonuses are awarded to those that made suggestions that improve the organization. A genuine thank you can also be enough recognition to foster respect and self esteem. Finally, self actualisation needs are satisfied via opportunities for training and advancement. In this regard, the Nigeria Communications Commission makes provision for local and international training for its staff in special areas of their operations.

However, its main weakness is that it was not verified by empirical research and has been criticised for its apparent rigidity. People have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy (Armstrong, 1999). Reviews of the need hierarchy model suggest little clear or consistent support for the theory and raise doubts about the validity of the classification of basic human needs (Hall and Nougham, 1977).

The above criticisms notwithstanding, a number of reasons justify the adoption of Maslow's theory in this study. First, Maslow's theory provides excellent guidance with respect to the needs that workers are motivated to achieve. Second, many organizations have taken actions directly suggested by the theory, and have found them to be successful. For this reason, the theory remains with organizational practitioners.

Third, it provides insight into the importance of recognizing human needs in the workplace. Fourth, the theory has had a significant impact on management approaches to motivation and the design of organizations to meet individual needs. Lastly, it is a convenient framework for viewing the different needs and expectations that people have, where they are in the hierarchy, and the different motivators that might be applied to people at different levels. The need of hierarchy model provides a useful base for the evaluation of motivation at work.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter focused on the method that was used in collecting and analysing data for the study. These include: research design, types and sources of data, population of the study, sampling technique/sample size, as well as method of data presentation and analysis. Also, a brief history of the Nigeria communications commission was presented in this chapter.

3.2 Research Design

The descriptive survey research design method was used in this study. It involved using a self-designed questionnaire in collecting data from the respondents. This method was chosen in order to make reference to phenomena as they exist in real life and it is relatively economical in terms of time and resources.

3.3 Sources of Data

Primary and secondary data were used in this study. Primary data which consisted of firsthand information were obtained from the following sources:

Questionnaires: One of the instruments used in this study to collect primary data, was close-ended questionnaire with few open ended questions that was designed by the researcher. The questionnaire comprised of two (2) parts or sections; with part "I" comprising two (2) items seeking demographic data on age and sex distribution of respondents. Part "II" consisted of fourteen (14) items, which sought to collect information about the relationship between motivation variables (training, financial incentives and recognition) and performance variables (increased competence, work habits, and successful completion of task). In this research, the five point Likert - scale was used. The respondents were asked to respond according to how strongly they agreed or disagreed with the statements relating to the variables under study. The respondents were given the questionnaire in their place of work. Instructions on how to fill the questionnaire was given. Confidential treatment of information was assured.

Intensive Interviews: Besides, intensive unstructured interviews were conducted by the researcher. Some staff of Nigeria Communications Commission were interviewed.

Secondary data were collected from published and unpublished materials like text books, research reports, journals, magazines, newspapers, periodicals as well as articles on the internet.

3.4 Population of the Study

The population of the study was a finite one consisting of the entire staff of Nigeria Communication Commission, Abuja Head Office. The population of the study as at the time of this study was one hundred and fifty six (156).

3.5 Sampling Techniques/Sample Size

The probability sampling method was adopted in this study. Specifically, the simple random sampling technique which is a variant of the probability sampling method was used in selecting the sample size. . The simple random sampling is a basic sampling design, which allows equal representation and selection of samples. The selection of the sample was done in such a way to include all categories of workers (senior staff and junior staff) and it cuts across gender. This was done in anticipation that such a sampling of respondents will provide the necessary variety of information required of this study. A sample size of 100(64%) was chosen. The sample size was determined using simple percentage formula which states thus:

$$\frac{100}{156} \times \frac{100}{1} = 64\% \text{ or } \frac{64}{100} \times \frac{156}{1} = 100$$

3.6 Method of Data Presentation and Analysis

The researcher used tables in presenting the data collected in the course of this study. Simple percentages were used in the analyses while the hypotheses formulated for this study were tested with the aid of Chi square (X^2) statistic.

3.7 Brief History of Nigeria Communications Commission (NCC)

In 1985, the government embarked on a journey to deregulate the whole economy, including the telecommunications sector. As part of the program, the independent national regulator, the Nigerian Communications Commission (NCC), was formed in 1992. The Nigeria Communications Commission is the body that supervises the activities of operators and other stakeholders in the Nigerian telecommunications industry. Following the establishment of the NCC, a law, Decree 75, was enacted to allow private companies to participate in the telecom sector as well as help develop and invest in the country's infrastructure. Source: Nigerian Communications Commission website, 2000

NCC Objectives and Regulations

The commission's responsibility is to promote competition among service providers in the industry as well as ensure the provision of adequate telecommunications services throughout the country. The

vision of the NCC is to act as an information rich environment, whose industry regulation activities can be comparable globally to other world class regulatory organizations. Its mission is to support a market driven telecommunications industry and promote universal access. The Nigeria Communication Commission is the statutory agency set up by the government to among other things; promote the provision of modern, universal, efficient, reliable, affordable and easily accessible communications services and the widest coverage throughout Nigeria. The commission is to set the rules and guidelines of operation for all players in the telecommunication industry and also administer their conduct of business. The NCC is therefore a regulatory body which is to provide regulatory services to operators in the telecommunication industry.

Upon the establishment of the NCC, its objectives were determined as follows:

- To promote the implementation of the national communications or telecommunications policy, this may be modified and amended from time to time.
- To establish a regulatory framework for the Nigerian communications industry and create an effective, impartial and independent regulatory authority.

- To promote the provision of modern, universal, efficient, reliable, affordable and easily accessible communications services and the widest coverage throughout Nigeria.
- To encourage local and foreign investments in the Nigerian communications industry and the introduction of innovative services and practices in the industry in accordance with international best practices and trends.
- To ensure fair competition in all sectors of the Nigerian communications industry and also encourage participation of Nigerians in the ownership, control and management of communications companies and organizations.
- To encourage the development of a communications manufacturing and supply sector within the Nigerian economy and also encourage effective research and development efforts by all communications industry practitioners.
- To protect the rights and interest of service providers and consumers within Nigeria.
- To ensure that the needs of the disabled and elderly persons are taken into consideration in the provision of communications services.
- To ensure an efficient management, including planning, coordination, allocation, assignment, registration, monitoring and

use of scarce national resources in the communications sub-sector, including but not limited to frequency spectrum, numbers and electronic addresses, and also promote and safeguard national interests, safety and security in the use of the said scarce national resources.

The NCC since its inception 1992 has made some achievements. This is reflected in some of the current regulations it has implemented. Current regulations implemented by the NCC include:

- Type approval regulations
- Numbering regulations
- Telecommunications networks interconnection regulations
- Competition practices regulations
- Quality of services regulations
- Universal access and universal service regulations
- Consumer protection regulations
- Deployment of Wi-Fi
- Frequency spectrum (fees and pricing) Nigeria communications (enforcement process). Source: Nigerian Communications Commission website, 2000

These achievements notwithstanding, the Nigeria Communications Commission has been severely criticized for been ineffective in its regulatory services in the telecommunication sector. Assessing the

performance of the Nigeria Communications Commission, Emonena (2010) stated that the Nigeria Communication Commission is akin to a lazy dog mostly known for barking and grudging while its rules and guidelines are not being obeyed and conformed to. The Nigeria Communication Commission as a proverbial watchdog has no teeth to bite or perhaps lack the will to bite. Its many failures and indicators of poor regulatory service delivery include:

- Its inability and incapacity to ensure a workable system to properly interconnect the various networks to aid socio economic development.
- Lack of clear standard objectives in the quality of equipment and service required of any firm to play in the sector, hence service quality rendered in Nigeria are far from fair and acceptable especially when compared with services rendered in other parts of the world.
- Failures in supervisory roles as the commission only appeals and beg firms to comply with its guidelines instead of wielding the big stick.
- The agency has been lacking in technical supervisory personnel to visit ISP substations and inspect the quality of equipment and hence its lack of clear appreciation as to why networks that works in other countries fails in Nigeria (Emonena, 2010).

Also the constant network problems experienced by telecommunications service subscribers such as multiple billing, delay in sms delivery, call diversion, lack of access to networks, drop calls among others are attributable to the inability of the commission to use its regulatory policies to create conducive environment for telecommunication operators (Ngochendu,2011).

Indeed, January 2013 has experienced the near collapse of major network providers, with unprecedented dropped and inaudible but billed calls, undelivered short message services, and no reimbursement on inexhausted internet bookings arising from failed network. Besides, Airtel goes to the extent of charging subscribers for unpicked calls and flashing (interview). Making matters worse for the embattled GSM operators are their customer-care units which are always snoring away and refuse most times to respond to complaints, thus leaving subscribers frustrated.

It is quite disappointing that the Nigeria Communications Commission (NCC) and the Nigerian Consumer Protection Council (NCPC) have been watching Nigerians go through this gruelling experience with their hands folded, as if the operators bought them over and struck them with official paralysis (interview). Subscribers are still facing declining service quality even as operators have excess capacity to accommodate millions of fresh subscribers. "Every right thinking person that looks at the telecommunication industry and the quality service being provided

must agree that the Nigeria Communications Commission is still lagging behind in its regulatory services” (interview)

Inadequate motivation at NCC manifest mainly in lack enthusiasm to enforce regulatory policies and dearth of technical skills among personnel due to poor remuneration and lack of training opportunities (Dalhatu, 2008)

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

This chapter focused on the presentation and analyses of the data obtained from the respondents that constituted the sample size of the study. The population of the study was one hundred and fifty six staff of Nigeria Communications Commission, Abuja. The sample size was made up of one hundred (100) staff of the organization as shown on table 4.1.

A total of one hundred (100) questionnaires were administered to the staff of NCC. Out of this, ninety four (94) questionnaires were properly filled and returned. The data obtained from the respondents were presented and analyzed as a single unit.

Table 4.1: Respondents Population

Organization	No. of Staff	Sampled Response	Percentages (%)
NCC	156	100	100%
Total	156	100	100%

Source: Field Survey, 2014.

Table 4.1 showed that out of 156 staff of NCC, 100 respondents (100%) staff was sampled.

Table 4.2: Sex Distribution of Respondents

Sex	No. of Respondents	Percentages (%)
Male	63	67%
Female	31	33%
Total	94	100%

Source: Field Survey, 2014.

Table 4.2 indicated that 63 respondents representing 67% were males while 31 respondents representing 33% were females. Therefore, majority of the respondents were males. The essence of including sex in the analysis was that the researcher believed that factors which motivate females may vary from the ones that induce males at the workplace.

Table 4.3: Age Distribution of Respondents

Age Range	No. of Respondents	Sampled Response
25 – 34	13	14%
35 – 44	41	44%
45 – 54	24	25%
55 – 64	16	17%
65 and above	-	-
Total	94	100%

Source: Field Survey, 2014.

Table 4.3 revealed that 13(14%) respondents were within the age bracket of 25 – 34 years, 41(44%) respondents fall within the age range of 35 – 44 years, 24(25%) respondents were within age bracket of 45 – 54 and 16 (17%) respondents were between 55 – 64 years. Age is

considered to be a factor in motivation. What motivates people of different ages at any given time varies.

4.2 Data Analysis

The category of responses used in the analyses include SA – Strongly Agree, A – Agree, UD – Undecided, D – Disagree and SD – Strongly disagree. In line with the Likert scale of analysis, the responses are ranked as follows: SA – 5, A – 4, UD – 3, D – 2 and SD – 1.

Table 4.4: Workers’ skills, abilities in relation to level of competence on the job

Options	No. of Respondents	Sampled Response
SA	42	45%
A	39	41%
UD	0	-
D	8	9%
SD	5	5%
Total	94	100%

Source: Field Survey 2014

Table 4.4 indicated that 42(45%) respondents strongly agree that more skills and abilities increases a worker’s level of competence on the job. 39 (41%) respondents agree to the statement while 8(9%) respondents disagree with the proposition and 5(5%) respondents strongly disagree that skills and abilities on the part of the workers do

not correlate with the level of competence on the job. Majority of the respondents were of the view that workers with greater skills and abilities perform their tasks more competently than others. Some of the respondents interviewed believed that inadequate knowledge of one's task lowers morale and result in poor performance.

Table 4.5: Seminars, workshops and courses impact on employee performance in Nigeria Communications Commission

Options	No. of Respondents	Percentages (%)
SA	44	47%
A	30	32%
UD	10	11%
D	3	3%
SD	7	7 %
Total	94	100%

Source: Field Survey 2014

Table 4.5 indicated that 44(47%) respondents strongly agree that training in the form of seminars, workshops and courses impact positively on employee performance on the job, 30 (32%) respondents agree to the statement while 10(11%) respondents were undecided while 3(3%) respondents disagree with the proposition and 7 (7%) respondents strongly disagreed. Organizations that implement learning environments have low turnover, which makes it difficult for outsiders to become hired. Learning opportunity increases a person's desire to excel

and learn new skills, it develops positive self-esteem and self-prides just to name a few attributes (Ikpeazu, 2009).

Table 4.6: Training opportunities and career development programmes impacts on job performance

Options	No. of Respondents	Percentages (%)
SA	27	29%
A	49	52%
UD	4	4%
D	9	10%
SD	5	5%
Total	94	100%

Source: Field Survey 2014

Table 4.6 indicated that 27(29%) respondents strongly agree that limited opportunities for training and career development contributes to low motivation and poor performance among staff, 49(52%) respondents agree to the statement, 4 (4%) respondents were undecided while 9 (10) respondents disagree with the proposition and 5 (5%) respondents strongly disagree with the proposition. The respondents interviewed were of the view that the NCC provides enough training opportunities for its staff. They maintained that in the absence of opportunities to train and develop workers career, staff would display apathy to their tasks because of lack of experience, expertise and skills.

One key factor in employee motivation and retention is the opportunity employees want to continue to grow and develop job and career enhancing skills. In fact, this opportunity to continue to grow and develop through training and development is one of the most important factors in employee motivation and performance. Organizations can impact training and development significantly through the responsibilities in an employee’s current job. Some of the strategies include: expand the job to include new, higher level responsibilities, reassign responsibilities that the employee does not like or that are routine, provide more authority for the employee to self-manage and make decisions, invite the employee to contribute to more important, department or company-wide decisions and planning and provide more access to important and desirable meetings (Nwachukwu, 2007).

Table 4.7: Training techniques impacts on performance of new employees on the job

Options	No. of Respondents	Percentages (%)
SA	43	46%
A	27	29%
UD	8	9%
D	6	6%
SD	10	10%
Total	94	100%

Source: Field Survey 2014

Based on the analyses on table 4.7, 43 (46%) respondents strongly agree that training methods such as mentoring, coaching and counselling are effective means of building the confidence of new employees on the job as well as securing good performance from them. 27 (29%) respondents agreed with the view, 8 (9%) respondents were undecided on issue, 6(6%) respondents disagree with the view, while 10(10%) respondent strongly disagree with the view. Mentoring and coaching of employees are valuable methods for inducting new employees into the organization and motivating them to perform well. Accordingly, Greenberg and Baron (1995) argue that mentors not only pave the way for their protege’s job success, but also provide a source of emotional support.

Table 4.8: Prompt payment of salaries and workers motivation impacts on higher performance

Options	No. of Respondents	Percentages (%)
SA	50	53%
A	20	21%
UD	2	2%
D	12	13%
SD	10	11%
Total	94	100%

Source: Field Survey, 2014.

The result of the analyses on table 4.8 showed that 50(53%) respondents strongly agree that regular and prompt payment salaries helps to motivate workers for higher performance, 20 (21%) respondents agree with the view, 2(2%) respondents were undecided on the issue, while 12(13%) respondents disagree and 10(11%) strongly disagree with the view that regular and prompt payment salaries helps to motivate workers. In essence, majority of the respondents believed that regular and prompt payment salaries help to motivate workers and induce good performance. Perhaps the most basic element of motivation in an organisation is the salary which a worker takes home. This is in accordance with Maslow’s hierarchy of needs theory. Salary helps to satisfy the very basic needs of an individual which includes food, clothing and shelter (Johns, 2006).

Table 4.9: Financial rewards impacts on job performance habits

Options	No. of Respondents	Percentages (%)
SA	55	59%
A	24	25%
UD	5	5%
D	10	11%
SD	-	-
Total	94	100%

Source: Field Survey, 2014

As the result of the analyses on table 4.9 indicate that 55(59%) strongly agree that financial rewards such as bonus, leave allowance and grants enhance workers performance and reduces apathy, indiscipline and grievances among staff. 24(25%) respondents agree to the view, 5(5%) respondents were undecided on the view, while 10(11%) respondents disagree with the view that financial rewards improves performance and reduces negative work habits.

Table 4.10: Salary increment and motivation impacts on workers performance in Nigeria Communications Commission

Options	No. of Respondents	Percentages (%)
SA	34	36%
A	44	47%
UD	-	-
D	5	5%
SD	11	12%
Total	94	100%

Source: Field Survey, 2014

The result of the analyses on table 4.10 indicated that 34(36%) respondents strongly agree that lack of annual salary increments pegged on performance contributed to low motivation and poor performance among staff, 44(47%) respondents agree that lack of salary increments contributed to low motivation, 5(5%) respondents disagree to the proposition and 11(12%) of the respondents strongly disagree.

Organizations attempt to increase employee motivation and performance by linking incentive pay to increases in performance (DuBrin,2003). In studies of motivation, compensation has always been and certainly is still an important motivator, but not the only one. In Nigeria, money is seen as a very important motivator because most workers use money to satisfy their basic needs such as food, clothing, and shelter among other physiological needs. Thus, to prevent job dissatisfaction, organizations should ensure that salaries paid to their workers are reviewed upward annually.

Table 4.11: Welfare programmes in Nigeria Communications Commission and motivation of workers impacts on better performance

Options	No. of Respondents	Percentages (%)
SA	27	29%
A	38	40%
UD	9	10%
D	12	13%
SD	8	8%
Total	94	100%

Source: Field Survey 2014.

Table 4.11 showed that 27 (29%) respondents strongly agree that welfare programmes for staff housing and health insurance schemes boost workers morale in doing their job, 38 (40%) respondents agree to

the same view, and 9(10%) respondents were undecided on the issue while 8 (8%) respondents strongly disagree. According to some of the NCC staff interviewed the commission has elaborate welfare packages that cover these areas and these boost their morale and encourage good performance. Housing schemes enable a worker to satisfy one of the basic needs – shelter. Thus organizations that make provision for welfare packages like the ones mentioned here are considered to be considerate and sympathetic to the cause of their workers, hence workers in turn display high level of commitment to organizational objectives.

Table 4.12: Training, motivation impacts on employee performance in Nigeria Communications Commission

Options	No. of Respondents	Percentages (%)
SA	60	64%
A	29	31%
UD	5	5%
D	-	-
SD	-	-
Total	94	100%

Source: Field Survey, 2014

The result of the analyses on table 4.12 indicated that 60(64%) respondents strongly agree that training helps to improve and increase workers skills and capacities which in turn boost morale and encourage

excellent performance. 29(31%) respondents agree to the view and 5(5%) respondents were undecided on the issue. Training which may be in forms mentoring, attending courses, workshops, and seminars equip employees with the right attitudes, knowledge and skills thereby enabling them to perform better. Positive feedback on good performance gives employees the motivation to perform even better. On the other hand counselling services enable employees to be mentally stable and fit to work. According to Naina's (2002) empirical research study undertaken to investigate the effects of leadership training on junior management's morale in three organisations within Buffalo City in South Africa, training contribute to the personal growth and self esteem of the employees. According to the study, the knowledge gained during training increases employee self-confidence, interpersonal communication and their motivation to work. The study established that there was a direct correlation between training, job performance and motivation and recommends that organisations should consider the benefits of providing training as it enhances employee satisfaction, thereby increasing performance and success in the organisation.

Table 4.13: Recognition impacts on employee performance in the Nigeria Communications Commission

Options	No. of Respondents	Percentages (%)
SA	47	50%
A	37	39%
UD	10	11%
D	-	-
SD	-	-
Total	94	100%

Source: Field Survey, 2014

As the results of the analyses on table 4.13 indicated, 47(50%) of the respondents strongly agree that recognition in the forms of praises, thank you, merit awards, commendation letters and banquets in honour of workers with outstanding performance do motivate and induce workers to perform more better on the job. 37(39%) respondents agree to the same view and 10(11%) respondents were undecided on the issue.

What motivational strategies are currently used in motivating employees at the NCC?

The following is a summary of strategies mentioned by the respondents:

- Salary increment;
- Improving working conditions;

- Career development programmes and schemes of service;
- Commendation letters;
- Long service awards;
- Rewarding personal initiatives;
- Training and development programmes;
- Good medical cover;
- Use of employee appraisal system;
- Annual salary increments pegged on performance;
- Cash awards to outstanding performance;
- Provision of annual leave;
- End of year staff parties;
- Rewarding exemplary performance through awards; special allowances; promotions and study tours;
- Provision of housing/housing allowance;
- Fostering good relations with the employees.

It can be observed that some of the strategies presented above have been identified by the study and included in the questionnaire.

Factors respondents believed contributed to high levels of motivation in the organisation

In part 11 of the questionnaire the respondents were asked to mention what they believed contributed to high levels of motivation of

employees in the organisation. The following is the summary of the factors:

- Providing an adequate salary;
- Training and development programmes;
- Recognition of employees;
- Providing adequate and modern working tools;
- Job satisfaction;
- Good working environment; and
- Well-defined job specification/description.

The respondents indicated that building self-esteem among the employees enhances self-worth, self-confidence and motivation to work. Recognising employees and providing them with opportunities for growth could enhance self-esteem. Improving employee's welfare through provision of social amenities, cultivating good employee relations, creating a caring and supportive management environment and a well-coordinated welfare system were mentioned as important strategies for motivating employees. Some of the respondents mentioned that the provision of financial credit for employees to enable them acquire property (houses and cars) for material empowerment was an important strategy. It was suggested that material empowerment would enhance self-esteem and self-confidence which are important components of

employee motivation. It was stated that equity should be observed in the following areas:

- Staff promotions;
- The reward system;
- Training and development opportunities; and
- Disciplinary procedure.

Factors which respondents believed contributed to low levels of motivation in the organisation

The respondents were asked in part II of the questionnaire to state what they believed contributed to low levels of motivation in their organisation. Poor remuneration and limited opportunity for training and promotion topped the list as the major factors that have contributed to low levels of motivation in the commission. Stagnation in one job group/position for a long time, inadequate working tools, and lack of modern equipment, limited technical knowledge and lack of political will on the part of government were also mentioned as the factors which had contributed to low motivation in the NCC.

Problems of motivation as identified by respondents

Some of the problems related to motivation at the Nigeria Communications Commission which have been highlighted by respondents include:

- a) Motivation is difficult to implement and it is also difficult to know when managers have impacted positively;
- b) Motivation is uneven. Educated and skilled employees can easily be motivated in comparison with unskilled and uneducated workers;
- c) Needs are also uneven and have to be recognised, identified and then satisfied through various types of incentives. Managers find it difficult to determine what motivates workers;
- d) Employees respond differently to rewards depending on their personal situation at a particular time;
- e) There is no one formula for motivating employees or a universal set of principles;
- f) Motivation can only be achieved to a limited extent. Workers sometimes have other loyalties away from the organisation; and
- g) Motivation is an internal instinct and therefore difficult to control or manage.

Kreitner and Kinicki (1998) quote a motivation expert who argues that there are some jobs for which trying to influence motivation will be irrelevant for performance. There are situations in which ability factors or role expectation factors are simply more important than motivation. The expert indicates that the best predictor of high school grades for example is intellectual endowment, not hours spent on study. In some

circumstances, performance is controlled by technological factors and not human motivation.

4.3 Test of Hypotheses

Two hypotheses formulated for this study were tested here.

H₀: There is no significant relationship between training and increased competence for staff of NCC.

H₀: There is no significant relationship between financial incentives and work habits for staff of NCC.

We employed the chi-square (x²) analytical method to test and analyze the hypotheses as stated above.

$$X^2 = \frac{\sum(\text{of} - \text{Ef})^2}{\text{Ef}}$$

Where x² = chi-square

Of = Observed frequency

Ef = Expected frequency

Σ = Summation sign

To test these hypotheses, the researcher selected relevant questionnaire items from the corresponding data in section 4.2 of chapter four.

To test the first hypothesis, data on tables 4.4 and 4.11 were used.

The data obtained by these questionnaire items were tabulated into a contingency table.

Table 4.14: Test of hypothesis (1) contingency table

Options	Data		Total
	Table 4.4	Table 4.11	
SA	42 ¹	60 ⁶	102
A	39 ²	29 ⁷	68
UD	0 ³	5 ⁸	5
D	8 ⁴	0 ⁹	8
SD	5 ⁵	0 ¹⁰	5
Total	94	94	188%

Source: Field Survey 2014

The next logical step was to calculate E_f (Expected frequencies) for the already observed frequencies (o_f) labelled 1,2 ... 10 in an italic format in the table.

$$E_1 = \frac{102 \times 94}{188} = 51 \qquad E_3 = \frac{5 \times 94}{188} = 3$$

$$E_2 = \frac{68 \times 94}{188} = 34 \qquad E_4 = \frac{8 \times 94}{188} = 4$$

$$E_5 = \frac{5 \times 94}{188} = 3$$

$$E_6 = \frac{102 \times 94}{188} = 51$$

$$E_7 = \frac{68 \times 94}{188} = 34$$

$$E_8 = \frac{5 \times 94}{188} = 3$$

$$E_9 = \frac{8 \times 94}{188} = 4$$

$$E_{10} = \frac{5 \times 94}{188} = 3$$

Applying the formula $X^2 = \frac{(Of - Ef)^2}{Ef}$

$$X^2 = \frac{(42 - 51)^2}{51} + \frac{(39 - 34)^2}{34} + \frac{(0 - 3)^2}{3} + \frac{(8 - 4)^2}{4} +$$

$$+ \frac{(5 - 3)^2}{3} + \frac{(60 - 51)^2}{51} + \frac{(29 - 34)^2}{34} +$$

$$\frac{(5 - 3)^2}{3} + \frac{(0 - 4)^2}{4} + \frac{(0 - 3)^2}{3}$$

$$X^2 = 1.5 + 0.7 + 1 + 4 + 1.3 + 1.5 + 0.7 + 1.3 + 1 + 3 = 16$$

$$X^2 = 16$$

Next, we shall calculate the degree of freedom (df)

$$df = (r - 1)(c - 1)$$

where

df = degree of freedom

r = the number of rows

c = the number of columns in the contingency table 4.13

$$df = (5 - 1)(2 - 1) = 4 \times 1 = 4$$

At 5% (0.05) level of significance, when df = 4, the corresponding value

of x^2 on the critical table of x^2 values = 9.49

Decision

Since the calculated value of χ^2 (16) is greater than the critical value of χ^2 (9.49), we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), which would state thus: There is a significant relationship between training and increased competence for staff of Nigeria Communications Commission.

Table 4.15 Test of hypothesis (2) contingency table

To test the second hypothesis, data on tables 4.8 and 4.9 above shall be used.

Options	Data		Total
	Table 4.7	Table 4.8	
SA	50 ¹	55 ⁶	105
A	20 ²	24 ⁷	44
UD	2 ³	5 ⁸	7
D	12 ⁴	10 ⁹	22
SD	10 ⁵	0 ¹⁰	10
Total	94	94	188%

Source: Field Survey 2014

The next logical step was to calculate E_f (Expected frequencies) for the already observed frequencies (o_f) labelled 1,2 ... 10 in an italic format in the table.

$$E_1 = \frac{105 \times 94}{188} = 53 \qquad E_3 = \frac{7 \times 94}{188} = 4$$

$$E_2 = \frac{44 \times 94}{188} = 22 \qquad E_4 = \frac{22 \times 94}{188} = 11$$

$$E_5 = \frac{10 \times 94}{188} = 5$$

$$E_6 = \frac{105 \times 94}{188} = 53$$

$$E_7 = \frac{44 \times 94}{188} = 22$$

$$E_8 = \frac{7 \times 94}{188} = 4$$

$$E_9 = \frac{22 \times 94}{188} = 11$$

$$E_{10} = \frac{10 \times 94}{188} = 5$$

Applying the formula $\chi^2 = \frac{(\text{Of} - \text{Ef})^2}{\text{Ef}}$

$$\chi^2 = \frac{(50 - 53)^2}{53} + \frac{(20 - 22)^2}{22} + \frac{(2 - 4)^2}{4} + \frac{(12 - 11)^2}{11} +$$

$$+ \frac{(10 - 5)^2}{5} + \frac{(55 - 53)^2}{53} + \frac{(24 - 22)^2}{22} +$$

$$\frac{(5 - 4)^2}{4} + \frac{(10 - 11)^2}{11} + \frac{(0 - 5)^2}{5}$$

$$\chi^2 = 0.16 + 0.18 + 1 + 0.09 + 5 + 0.07 + 0.18 + 0.25 + 0.09 + 5 = 12$$

$$\chi^2 = 12$$

Next, we shall calculate the degree of freedom (df)

$$df = (r - 1)(c - 1)$$

where

df = degree of freedom

r = the number of rows

c = the number of columns in the contingency table 4.3.1

$$df = (5 - 1) (2 - 1) = 4 \times 1 = 4$$

At 5% (0.05) level of significance, when $df = 4$, the corresponding value of χ^2 on the critical table of χ^2 values = 9.49

Decision

Since the calculated value of χ^2 (12) is greater than the critical value of χ^2 (9.49), we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), which would state thus: there is a significant relationship between financial incentives and work habit for staff of NCC.

4.4 Major Findings

The major findings of this study were as follows:

1. There was a significant relationship between training and increased competence for staff of Nigeria Communications Commission. The greater the training; the higher the level of workers performance and competence on the job . Training and development is used by many organisations to enhance the motivation of their employees. The availability of training and development opportunities is a motivating factor for employees in the organisation. Beardwell and Holden (1994) indicate that the

emphasis on training in recent years has led to many organisations investing substantial resources in employee training and development. Through training employees acquire more skills and capabilities to provide high quality service.

2. There was a significant relationship between financial incentives and work habits for staff of Nigeria Communications Commission. Provision of adequate financial incentives enhances positive work habits. This finding corroborates that of Berjum and Lehr (2002) which showed that subjects who received individual financial incentives performed better than those who did not receive. And workers exhibited productive work behavior when monetary rewards were made contingent upon performance.
3. Recognition of good performance enhanced successful completion of tasks by employees. Recognition lets the staff know that their work is valued and appreciated. This gives an employee a sense of belonging and ownership at the workplace, improves morale and increases motivation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study had assessed the impact on employee motivation on workers performance in the Nigeria Communications Commission. Motivation in this study was viewed as an innate force, shaped and maintained by a set of highly individualised factors that may change from time to time depending on particular needs and motives of the employees. Motivation is a product of multiple interacting factors which may be intrinsic or extrinsic to the employees. The motivational factors considered in this study were training, recognition and financial incentives. Their impact on workers performance was assessed.

The survey research designed was employed in the collection and analysis of data for the study. The results of the analyses showed that financial incentives had significant effect on the work habits of employees of Nigeria Communications Commission. Also training in the forms of coaching, counselling, mentoring, seminars and courses had significant effect on employee performance on the job. Thus the provision of adequate training and financial incentives would help to improve the performance of workers in Nigeria Communications Commission.

5.2 Conclusion

Human resources are the livewire of any organisation. Its effective management is therefore crucial and central in the realisation of organisational objectives such as high performance. The provision of efficient and effective services that meet the expectation of the citizenry is the goal of every public organisation involved in service delivery. Motivation is an indispensable element in an organisation used to stimulate workers for higher performance and effective service delivery.

In today's world, employees' needs and wants have become complex and the desire to satisfy these needs have also been intensified. Since employees are an organisation's most important resource, satisfying and retaining employees has become a major focus for managers and leaders of organisation. To do this effectively managers must keep their employees motivated so that talented employees stay in the organisation and perform at their best.

There are many different ways of motivating employees. Every motivation theorist comes up with a different approach. Motivators differ from employees to employee, and also differ according to the organisation. To do their job effectively, managers and leaders of organizations need to take time and effort to understand what their employees are looking for in their work and try to meet these needs and wants to the best of their ability. The provision of adequate training and

financial incentives to workers will enhance their performance and the quality of service they provide in the organization.

5.3 Recommendations

In line with the findings of this study, the following are recommended:

1. The Nigeria Communications Commission should expand its training programmes and career development opportunities to enable the workers acquire greater skills and perform more effectively.
2. Financial incentives should be provided to the staff of Nigeria Communications Commission on regular basis to enhance positive work behaviour and better performance.
3. The management of the Nigeria Communications Commission should always ensure the recognition of good performance through praises, appreciation letters, merit awards and other means to boost the morale of staff and enhance performance.

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APPENDIX

Department of Public Administration
Faculty of Administration
Ahmadu Bello University, Zaria

Dear Respondent,

QUESTIONNAIRE

I am an M.Sc Public Administration candidate of Ahmadu Bello University, Zaria, carrying out research on the: **“Impact Assessment of Employee Motivation on Workers Performance in Nigeria Communications Commission, Abuja, Nigeria.”**

The purpose of this questionnaire is to enable the researcher collect relevant data to complement this research work. Your accurate responses and cooperation is highly solicited. Your response will be treated with utmost confidentiality. Thank you.

Nwogu Tochi M.

MSc/Admin/3248/2010 – 2011

Part 1

- i. Sex: Male [] Female []
- ii. Age: a. 25 – 34 [] b. 35 – 44 [] c. 45 – 54 []
d. 55 – 64 []

Part II

Instruction: Tick [x] against your preferred option. The following are the options:

SA – Strongly Agree

A – Agree

UD – Undecided

D – Disagree

SD – Strongly Disagree

S/N	Question	SA	A	UD	SD
1.	Employees with more skills and abilities tend to be very competent on the job.				
2.	Seminars, workshops and courses helps to increase workers experience and enhance job performance.				
3.	Provision of adequate training opportunities and career development programs motivates and encourages higher performance among staff.				
4.	Coaching and mentoring are the best means of enabling new employees to perform well on the job.				
5.	Workers that receive salaries on regular basis show more interest in the job and perform well in the organization.				
6.	Provision of bonuses, staff grants, leave allowance and other financial rewards enhances good performance and reduces negative work habits among staff.				
7.	Lack of annual salary increment tied to employee performance contributes to low motivation and poor performance among staff.				
8.	Provision of health insurance and housing schemes as well as recreational facilities for employees boosts morale of workers and encourages higher performance on the job.				

S/N	Question	SA	A	UD	SD
9.	Training increases employees skills and motivate them to perform well on the job.				
10.	Employees who receive thanks, awards and praises for job well done perform more better on the job.				

11. What are the motivational strategies currently used in motivating staff of your organization.

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12. What are the factors that contribute to high motivation in your organization.

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13. What are the factors that contribute to low motivation in your organization .

14. What do you consider to be the problems of motivation in your organization .