NON-FINANCIAL INCENTIVES AS MOTIVATING FACTORS FOR EFFECTIVE JOB PERFORMANCE

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DECLARATION

I hereby declare that this thesis has been written by me under the close supervision of Mal. BASHIR DALHATU and that it is a record of my own research work at the Ahmadu Bello University. It has not been accepted in any previous application for a higher degree.

All sources of information have been specifically acknowledged in the reference section.

IBRAHIM SALISU
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ABSTRACT

Motivation is a basic psychological process. It is the most important process in the micro approach to organizational behavior. Many people equate t*he* causes of behavior with motivation. However, motivation should never be underrated. Along with perception, motivation is presented here as a very important process in understanding and measuring employees performance on the job using non-financial incentives as or motivating factors. Motivation cannot be seen, all that can be seen is the motivating factors and the outcome of using the factors to induce workers for effective job performance.

This write-up therefore is concerned with how managers can motivate subordinate so that their performance and satisfaction will be increased using ncn-financial incentives.

Case studies are also presented to support the arguments of the subject master. Non-financial incentives as motivating factors for effective job performance.

CHAPTER ONE

1.1 INTRODUCTION

Life does not have to be a series of win or loose propositions. Everyone can win all the time according to a popular writer, Wayne Dyer. In this book, THE SKY'S LIMIT suggests that all one has to do is to change one's motivation from the external world to the internal world. Traditional notions of winning and success specify that a person has to obtain an external goal or winning and defeat someone else in order to be a winner. Dyer says that winning should be an internal motivational process and that self worth and accomplishment should be based on an internal scale. He says that individuals with such motivation are "no limit people", their success is not based on comparison with others' accomplishments. People who are better at something and who know that if they use the external idea of winning (defeating someone else), they will always be losers. On the contrary, no limit people merely acknowledge that they will encounter people who are better at particular things than they are, on particular days. Externally, the "loser" still has the same need, drives and goals and has not really lost any thing at all. Dyer uses the same concepts to discuss what happens when people do

not reach a goal they have set for themselves. He says they just need to learn from this and move on to other goals. Experiencing failure does not make a person a failure. Internal motivational goals such as hope, pride, contentment and confidence are what will allow a person to make growth choices be a non-limit winner and prove that "the sky is the limit".

According to Peter Blunt, motivation is a driving force or state of need deficiency which induces a person to behave in a particular manner, or to develop a capacity for certain types of behavior. The urge to act in a certain way may be generated by physiological or psychological needs or states. Motivation therefore is a complex thing to conceptualize much less to understand and analyze. It is complex because it is a central part of human nature, which has been proverbially described as "unpredictable", "unreliable", "dynamic", etc. For instance one could view the tenacity of Abraham Lincoln's effort in life, or the courage and arrogance of Julius Caesar, Murtala Mohammed as cases of human motivation, while at the same time, one would be at a loss to explain the basic motive behind the decision of John F. Kennedy to ignore his security advisers, and to go ahead with his fateful visit to Dallas on the day of his assassination, or the attitude of the Lebanese Suicide Commandoes, or the motive behind John Kinckley's irrational

assassination attempts on the Pope and President Reagan respectively. In the same vein, one would want to know why an average Ibo man has more will and determination to succeed in business and industry than an average Hausa man in the same country. The question therefore is what is **MOTIVATION?**

The term has been defined in a number of ways. Paul Hersey and Kenneth H. Blachand have described it as the 'will to do". This "will" depends on the strength of peoples motivates; and motives are "sometimes defined as needs; wants, desires, wishes, aims, goals, incentives, drives or impulse within an individual". Technically the term motivation can be traced to the Latin word 'movere', which means "to move". It is on this premise that Fred Luthans defined it as the "inner state that energizes, direct or channels behavior towards goals".

R.H. Bobbit (et al) assumes that human behavior is caused "that is not capricious or arbitrary" but the result of natural forces. Thus, theoretically speaking, human behavior can be explained and understood in terms of the needs it serves and the energy that desires it. The study of these is the study of motivation.

J.C. Williams sees "motivational" qualities as something manager can acquire. He further postulated that: "The ability to understand why people behave as they do and the ability to motivate them to behave in a specific manner are two interrelated qualifies which are important to managerial effectiveness. Fortunately they are qualities which a manager can acquire".

The content theories of motivation, one of the earliest, hold that motivation can be understood in terms of needs (which are ordered or ranked) starting from lower order needs like hunger, thirst or sex to higher order needs like self-esteem and respect etc. David McClelland concentrated mainly on page 5 achievement motivation, power and affiliation motivation. Abraham Maslow postulated five hierarchical needs.

There are other theories of motivation and performance. In the "process" theory:

According to Vroom, the strength of the motivation to perform a certain act will depend on the algebric sum of the products of the valences for the outcome (which include instrumentality) time's the expectancies (Valence x Expectancy) based on the assumption that man

is a rational being. 'Valence' is therefore a subjective value attached to reward or incentives for a given job.

The "Expectancy Theory" is subjective in that it is what the worker expects to receive from the job. Expectancy is related to ability. The ability of the worker determines his level of expectancy. Performance is (Ability x Motivation). While ability is what the individual can do, "Motivation" is what the individual will do.

The "Discrepancy Theory" states that perceived equity is determined by the balance between what people feel they should receive and what they actually receive. If the actual reward level is equal to the expected level they will be satisfied, and any imbalance will cause dissatisfaction.

While "Adam's Equity Theory" as a "cognitive theory" on the other hand involves social comparison of input rations. People tend to compare their own inputs and outputs with those of other people.

Herzberg two factor theory of work motivation is a sort of bridge between the older (content) theories and the newer (process) theories.

Herzberg identified "hygiene" factors (such as pay, conditions of service) and "motivations" such as responsibility and advancement etc. He pointed out that only motivators motivate employees. At different stages ind the evolution of management thought, managers subscribers to three different models of motivation. The traditional models, the human relations model and the human resources model.

The Traditional Model

Frederick Taylor is associated with the traditional model. His view of the scientific management school believes that managers were to ensure that workers perform their boring, repetitive tasks in the most efficient way using a system of wage incentives to motivate workers. This perspective assumed that workers were lazy and that managers understood the workers job better than the workers did. Workers could only be motivated by "financial reward". Overtime, managers reduced the size of the wage incentive. Lay offs became common, and workers sought job security rather than only temporary and minor wage increases.

The Human relation Model

- Elton Mayo and other human relations researchers found that the social contacts employees had at work were also important and that the

boredom and repetitiveness of tasks were themselves factors in reducing motivation. Mayo and others believed that managers could motivate employees by acknowledging their social needs and by making them feel useful and important. As a result employees were given some freedom to make their own decisions on
the job.

In the traditional model, workers had been expected to accept management authority in return for high wages made possible by the efficient system designed by management and implemented by the workers.

In the human relations model workers were expected to accept managements authority because supervisors treated them with consideration and were attentive to their needs.

The Human Resources Model

Later theorists such as McGregor and Maslow, and researchers such as Argyris and Likert, criticized the human relations model as being simply a more sophisticated approach to the manipulation of employees. These theorists suggested that employees were motivated by many

factors - "not only money", or the desire for satisfaction, but also the need for achievement and meaningful work. They argued that most people are already motivated to do a good job and that they do not automatically see work as desirable.

From the human resources perspective, manager should not induce workers to comply with managerial objectives by bribing them with high wages, as in the traditional model, or manipulate them with considerate treatment, as in the human relations model. Instead, managers should share responsibility for achieving organizational and individual objectives, with each person contribution on the basis of his or her interest and abilities.

It is on the basis of this Human Resources Model that this write-up is based; and to further show through case study and literature reviews and analysis that employees are more motivated by non-financial factors for better job performance.

1.02 Objectives of the Study

Traditionally, theories of motivation at work have placed little emphasis on the perceptional set which the individual bring with him to

the work place, preferring instead to analyze in detail those characteristics of the work place itself and the job to be performed which have some bearing on the individual's performance. In short motivation theorists have sought answers to questions such as 'how do I motivate employees to increase their productivity? or how can I design the work place so as to get the best out of employees'? This is to say a clear management bias is evident.

Managers believe that:

1. Satisfied workers are more likely to show up more regularly and stay on the job longer than dissatisfied workers.

2. Satisfied workers have more positive work attitudes towards their job, co-workers and supervisors and these positive attitudes affect performance.

3. Job satisfaction tends to improve mental and physical health of employees. When workers are dissatisfied with their job, they become less committed to their work and the dissatisfaction can cause stress related problems.

4. That 'financial' incentives tend to motivate workers more than 'non-financial' incentives.

From the above factors, it is recognized that the interests of management are directed primarily at matters which include reducing worker absenteeism and turnover, improving productivity and job involvement. These interests have largely determined the activities of the vast majority of researchers on this subject of motivation and job performance. This meant that other variables such as self actualization, feelings of self control, organizational democracy etc., are ignored. By the same token management does not place so much emphasis on non-financial incentives as motivators.

It is therefore the objective of this study to show that factors such as, training, welfare authority and power, challenge, physical environment, job satisfaction, job security, working conditions, relationship with supervisors, personal life, relationship with peers and subordinates, company policies, etc., are as important if not more important than just a good salary and generous allowances to a worker for effective job performance, achievement and improved productivity in organizations.

1.3 Scope of the Study

The study covers a case study of a selected organization and samples from other few organizations in Kaduna. It also covers response from 20 final year MBA Part-Time Students of Ahmadu bello University, Zaria who incidentally are workers in senior staff grades of various organizations both in the private and public sectors of Nigeria. Their response no doubt helped to cover diverse views on the subject matter. Some fifteen (15) workers (non-MBA Students) of various other organizations were also interviewed to ensure a comprehensive collection of data for analysis.

Workers generally interviewed are those in the age bracket of between 30 and 45 years.

The study also took a look at both Abraham Maslow's need theory, Professor David McClelland's achievement theory, Herzberg's two-factor theory and Elton Mayo's motivation theory as they relate to other non-financial variables as motivators for effective job performance and improved productivity.

1.4 Methodology

This study is based on "the Human Resources Model" of motivation which considers the works of Abraham Maslow's Hierarchy of Needs, along with works of other researchers and theorists like McGregor, Argyris and Likert.

The study involves literature reviews, case study of an organization based on Kaduna and use of Questionnaire with response from 20 MBA Part II (Part-Time) students of Ahmadu Bello University, Zaria who are senior staff workers of various organizations in and around Kaduna State.

This study also considered the "systems view of motivation in organization". According to "Lyman Porter and Raymond Miles", the systems view consists of three sets of variables affecting motivation in organizations: Individual characteristics, job characteristics, and work situation characteristics. They argued that the entire set, or system, of force operating on the employee must be considered before the employee's motivation and behavior can be adequately understood and addressed.

The 'individual characteristics' are the interests, attitudes, and needs a person brings to the work situation. Obviously people differ in

these characteristics, and their motivations will also differ. For example, one person may desire prestige, and so may be motivated by a job with an impressive title. Another may desire money, and so may be motivated to earn a high salary.

Job characteristics - are the attributes of the employee's tasks and include amount of responsibility, the variety of tasks, and the extent to which the job itself has characteristics that people find satisfying.

Work Situation Characteristics - are factors in the work environment of the individual. Do colleagues encourage the individual to perform at a high standard, or do they encourage low productivity? Do supervisors reward high performance, or do they ignore it? Does the organizations culture foster concern for members of the organization - or does it encourage cold and indifferent formality?

The study therefore is a combination of both secondary and primary data.

All questionnaires were collected directly by hand and information gathering from the organization is by direct interview.

1.5 Limitations

The first major limitation in this study is time. The constraints of time in collecting relevant data dna analyzing them contribute in limiting the study both in quality and quantity.

The second important limitation is the difficulty of tracking respondents, and their poor response to questionnaires and interviews. This made adequate data collection difficult.

Finally, a lot of work has been carried out by many writers, researchers and theorists on the subject of motivation. For further justice to be done to the topic therefore, a thorough analysis and review of all such works would be necessary. This unfortunately could not be carried out in this study because of time constraints and other unforeseen circumstances that bothers on work pressure of the researcher, being a private practice Quantity Surveyor facing competition, challenges and frequent site visits while writing this thesis.

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 Introduction

At different stages in the evolution of management thought, managers subscribed to different models or theories of motivation. This write-up will examine three of them ind the order in which they evolved; the Traditional Model, the Human Relations Model, and the Human Resources Model. The beliefs that managers have about motivation are important determination of how they attempt to manage people.

Symund Freud was one of the first to recognize the importance of subconscious motivation. He believed that people are not always aware of everything they want and hence much of their behavior is affected by subconscious motives or needs. In fact Freud's research convinced him that an analogy could be drawn between the motivation of most people and the structure of an iceberg. A significant segment of human motivation appears below the surface where it is not always evident to

the individual. "Therefore many times only a small portion of motivation is clearly visible or conscious to the individual himself".

He further postulated that the basic unit of behavior is an activity. People differ not in their ability to do, but also in their "will to do" or motivation. The motivation of a person depends on the strength of his motives. Motives are sometimes defined as needs, wants, drives or impulses within the individual. Motives are directed towards goals, which may be conscious or subconscious.

The Traditional Model of Motivation

The Traditional Model of Motivation is associated with Frederick Taylor and the Scientific Management School. This school held that an important aspect of the manager's job was to make sure that workers perform their boring, repetitive tasks in the most efficient way. Managers determined how the job should be done and used a system of 'wage incentives' to motivate workers - the more they produced the more they earned.

This perspective assumed that workers are essentially lazy and that managers understood the worker's job better than the workers

themselves. Workers could only be motivated by financial reward and had little to contribute only be motivated by financial reward and had little to contribute beyond their labour. In many situations, this approach was effective. As efficiency improved fewer workers were needed for a specific task. Over time, managers reduced the size of the wage incentive. Lay offs became common, and workers sought **JOB SECURITY** rather than only temporary and minor wage increases.

The Human Relations Model

Eventually it became apparent that traditional approach to motivation was no longer adequate. **ELTON MAYO** and other human relations researchers found that the social contacts employees had at work were also important and that the boredom and repetitiveness of task were themselves factors in reducing motivation. Mayo and others also believed that managers could motivate employees by acknowledging their social needs and by making them feel useful and important.

As a result, employees were given some freedom to make their own decisions on the job. Greater attention was paid to organizations information work groups. More information was provided to employees about manager's intentions and about the operations of the organization.

In the traditional model, workers had been expected to accept management's authority in return for high wages made possible by the efficient system designed by management and implemented by the workers. In the human relations model, workers are expected to accept managements authority because supervisor treated them with consideration and were attentive to their needs. The intent of managers, however, remained the same - to have workers accept the work situation as established by managers.

Later theorists such as McGregor and Abraham Maslow and researches such as Argyris and Likert criticized the human relations model as being simply a more sophisticated approach to the manipulation of employees. These theorists suggested that employees were motivated by many factors - not only **MONEY**, or the desire for satisfaction, but also the need for achievement and meaningful work. They argued that most people are already motivated to do a good job and that they do not automatically see work undesirable. They suggested that employees are likely to derive satisfaction from good performance (rather than performing well because they are satisfied, as in the human relations model. Thus, employees can be given far more responsibility for making decisions and carrying out their tasks.

From a human resources perspective then managers should not induce workers to comply with managerial objectives by bribing them with high wages, as in the traditional model or manipulate them with considerate treatment as in human relations model. Instead, managers should share responsibility for achieving organizational and individual objectives with each person, contributing on the basis of his or her interests and abilities.

Abraham Maslow (1943): Hierarchy of Needs

Maslow's hierarchy of needs has probably received more attention from managers than any other theory of motivation. This is because Maslow's theory not only classifies human needs in a convenient way but also has direct implications for managing human behavior in organizations.

Maslow conveniently classified human needs into five hierarchy:

1) Physiological need
2) Security need
3) Social need
4) Esteem need
5) Self-actualization.

He postulated that individuals will be motivated to fulfill whichever need is prepotent, or most powerful, for them at a given time. The prepotency of a need depends on the individual current situation.

The basic physiological needs of an employee in an organization must be satisfied by a wage sufficient to feed, shelter and protect him and his family satisfactorily, and safe working environment before managers offer incentives designed to provide employees with esteem feelings of belonging or opportunities to grow.

Security needs requires job security, freedom from coercion or feelings of arbitrary treatment, and clearly defined regulations. The need to belong and to be loved, (social need) most strongly felt in relation to one's family can also be satisfied in each social contexts through friendship and being one of the gang at work. The work environment is a social environment and unless employees feel that they are an integral part of the organization, they will be frustrated by an unmet need to belong and will be unlikely to respond to higher order opportunities or incentives.

Maslow described two types of esteem needs - the desire for achievement and competence and the desire for status and recognition. In organizational terms, people want to be good at their jobs they also want to fee that they are achieving something when they perform their jobs. As managers, we have many ways of fulfilling both types of esteem needs in subordinates by providing challenging work assignments, performance feedback, performance recognition and personal encouragement and by involving subordinates in goal setting and decision making.

The final and highest class of needs in Maslow's hierarchy is that of self-actualization. It might also be said to be the weakest since all other needs must be relatively well satisfied before this one can begin to take effect as a motivator or behavior. Self-actualization refers to the individual's need to strive not just to be good at something but to be as good as he is capable of being. Self-actualization entails a fundamental change in orientation. Whereas in social needs the individual measures himself in relation to his acceptance by others, and in the esteem need category he seeks, in a sense, to set himself apart in terms of status or prestige, in self-actualization, he measures himself against his own personal ideal of what constitutes the best of his capabilities.

Organizational variables associated with self-actualization include the challenge of the job, the amount of creativity entailed, and the opportunity for recognition, achievement and advancement.

David McClelland's Need for Achievement Theory

John W. Atkinson and others hold that all healthy adults have a reservoir of potential energy and its use depends on the strength of the individuals motivational drives and the situations and opportunities presented.

Atkinson's model related behavior to three basic drives: the need or achievement, the need for power and the need for affiliation.

David McClelland related these concepts directly to business drive and management. His research indicated that a strong need for achievement was related to how well individuals were motivated to perform their work tasks.

Most of McClelland's research and writing, however, is based upon the firs of these need achievement (N-arch). Within this approach, it is said that there are two basic types of people: on the one hand, there are

those who strive for success are challenged by opportunity and are willing to spare no effort in order to attain a desired goal. On the other hand, there are those who do not really care very much at all whether or not they are successful. That is to say some people have an urge to achieve while others do not. The strength of the achievement need is usually assessed through the use of a projective psychological test, the Thematic Appreciation Test (TAT).

McClelland found that people with a high need for achievement have several characteristics of interest to managers.

1) They like taking responsibility for solving problem.
2) They tend to set moderately difficult goals for themselves and to take calculated risk to achieve their goals.
3) They place great importance on feedback on how well they are doing.

Thus, those with high achievement needs tends to be highly motivated by challenging and competitive work situations. Conversely, people with low achievement needs tend to perform poorly in competitive or challenging work situations.

There is considerable evidence of the correlation between high achievement needs and high performance. McClelland himself, for example, found that people who succeeded in competitive occupations were well above average in achievement motivation. Employees with high achievement needs thrive on work that is challenging, satisfying, stimulating and complex. They like autonomy, variety and frequent feedback from supervisors. McClelland's research also suggest that managers can to some extent raise the achievement need level of subordinates a measure of independence increasing responsibility and autonomy, gradually making tasks more challenging, and praising and rewarding high performance.

High achievement needs can also be fueled by an individual's fear of failing to meet personal or organizational goals and by the fear of possible public embarrassment when these failures are recognized. Conversely, for some individuals, fear of success can be a motive. Such people fear the stress and burden of their success and they envy and dislike it may awaken in others.

Herzberg's Two-Factor Theory

Herzberg's two dimensional theory of motivators and dissatisfiers theory resulted from the analysis of an initial study by Herzberg and his colleagues at the psychological service of Pittsburgh 1950. They study involved extensive interviews with some two hundred engineers and accountants from eleven industries in the Pittsburgh area. This theory has received wide publicity in the area of motivation. These two-factor theories have often been called "**Motivation Maintenance Theory", Motivation-Hygiene Theory", or "Dual Factory Theory".**

According to Herzberg, the first theory: **Motivators (satisfiers) are:**

1) Achievement
2) Recognition
3) Responsibility
4) Work itself
5) Advancement
6) Personal development

The hygiene factors or dissatisfiers are:

1) Salary
2) Job security

3) Working conditions

4) Personal life

5) Relationship with peers

6) Fringe benefits

7) Company policies and administration.

Herzerb et al, observed that an improvement in the hygiene factors would serve to remove the impediments to positive work attitudes. When these factors deteriorate to levels below that which the employee considers acceptable, then job dissatisfaction ensues. However, the reverse does not hold true. When the job context can be characterized as optimal, we will not get dissatisfaction, but neither will we get much in positive attitudes.

Herzberg did not advocate the elimination of hygiene factors: instead he feels that they must be done. Their absence will hamper motivates from achieving desired objectives and employees will complain and find necessary faults.

<u>The Hawthorne Studies (Elton Mayo, 1924)</u>

The Hawthorne studies showed the impact of human aspects (affiliation) to production/output by a work group. Hawthorne studies

showed the importance of human relationship in increasing productivity and reducing absenteeism, and so on. This studies also showed that uptill then, industrial work involved denial of social, esteem and self-actualization needs. This gave rise to desirable worker behavior.

The significance of these studies includes the need for worker participation, consultation and attention by management in all aspect of the workers job.

Process Theories of Motivation (Vroom 1964) (Locke 1968)

Victor Vroom developed the VIE (Valence-Instrumentality Expectancy) model of work motivation.

The expectancy model may be expressed as follows:

Motivational force (MF) = Expectancy (E) x Valence (V), Valence is a subjective value attached to reward or incentives for a given job.

Expectancy refers to a person's judgement of the likelihood, that a specific outcome, a specific course of action including instrumentality

(F) which is the degree to which an outcome is seen to lead to the attainment of other outcomes.

Locke's Goal Setting Theory, which gives rise to Management By Objective (MBO) says that for effective performance, not only should specific hard goal be established, but knowledge of results should be provided to show performance in relation to these goals. The argument of Locke's theory is that a person's behavior is regulated by the individual's goals or intentions.

Le Vine's Achievement Motivation in Nigeria

Although not much comprehensive and authoritative literature on achievement motivation in Nigeria is easily available, two sources (Robert A. Le Vine's Dreams and Deeds and E.O. Akeredolu Ale's "The Underdevelopment of Indigenous Entrepreneurship in Nigeria") have been extensively used in this study.

Robert Le Vine, with the assistance of Eugene Strangman and Leonard Unterberger, in his book, made use of measures of the achievement motives (through analysis of dream reports and achievement and obedient values in essays) of school children from the three major ethnic group (Hausa, Ibo, and Yoruba) and one specific socio-cultural

determinant - the social mobility system; and one particular social consequence attitudes and behaviours relevant to economic development, in order to test the hypothesis) (the same as the one made in this study) that a "psychological factor - an acquired drive for excellence or need to achieve - is held to be unevenly distributed in the human species and to be at least partly responsible for the major national and other group differences in economic growth which are so conspicuous in the contemporary world".

Le Vine put his central argument in the following way. "In contemporary Africa the rise of certain ethnic group noted for energy, achievement striving and enterprise has been remarked by many local and foreign observers. The Kikuyu in Kenya, the Chagga in Tanganyika, the Ewe in Ghana, the Bamileke in Cameroon, and the Ibos in Nigeria are examples of groups noted for the opportunism and industry in response to the new situation created by Western institutions in this century. Although more of these groups forms an electoral in its nation, most have become major forces to be reckoned with, through dominance, dissidence, of some complicated combination of the two, and they seem likely to retain this status for a long time. These international differences in enterprise and actual achievement play a part in shaping the course of

political events and social development in post-colonial Africa, their relevance to national integration being particularly important. The nature of the societies which emerge from the rapid changes of recent years will depend in part on the differential economic and educational advancement of the various ethnic group which comprise them. Are these differential rates and patterns of advancement related to motivational difference between the culturally diverse populations?"

In trying to answer the above question for the three major ethnic groups in Nigeria, Le Vine undertook a brief review of their social history. He attempted to show that the Ibo social system was more conducive for the emergence of entrepreneur than the Hausa social system, with the Yoruba social system lying in between the two extremes. He listed among others, such factors as approval for individualism, achieved status, and the close relationship between individual striving and success, for the Ibo society: while at the other extreme, the Hausa society, does not allow an individual to better his lot economically except through his relationship with feudal lord. The Yoruba society, while also exhibiting the Hausa system's clientele relationship, however, allows for individual progress through such personal effect as trading and acquiring membership to some cults.

Making use (as mentioned earlier) of a theory of status mobility as it relates to achievement motivation, Le Vine came to the following conclusion:

In a study of Nigerian male secondary school students:

> 1. The frequency of achievement imagery in dream reports was greatest for the Ibo, followed by the Southern Yoruba, Northern Yoruba, and Hausa, in that order, as predicted by the status mobility hypothesis. The Ibo - Hausa and Southern Yoruba - Hausa differences are statistically significant... Moslem-Christian difference a highly significant but almost entirely confounded with ethnic group membership. Among the Northern Yoruba, the only group with enough adherents of both religions, there is no difference in frequency between Muslims and Christians.
>
> 2. The frequency of obedience and social compliance value themes in essays on success written by the student was greatest for the Hausa, followed by the Southern Yoruba and Ibo, in that order. The Ibo-Hausa and Yoruba-Hausa differences are statistically significant.

In a nationwide public survey of Nigerian adults:

> 1. The proportion of persons mentioning self-development or improvement as a leading personal aspiration was greatest for the Ibo, followed by the Southern Yoruba and Fulani-Hausa, in that order. Ibo-Fulani-Hausa and Southern Yoruba-Fulani-hausa difference were highly significant statistically.
>
> 2. The proportion of persons mentioning improvement of standard of living or national prosperity through technological advancement as a leading aspiration for Nigeria was greatest for

the Ibo, followed by the Southern Yoruba and Fulani in that order. Ibo-Fulani-Hausa and Southern Yoruba-Fulani-Hausa difference were highly significant statistically.

The Ibo have moved into higher education and professional occupations, formerly dominated by the Yoruba, very rapidly and in large numbers since 1920.

Although Le Vine has demonstrated by his study and its conclusion that there is "real" differences in achievement motivation among the three major Nigerian ethnic groups, he nevertheless cautioned the reader on some of the limitations of his conclusions. Thus although "we are convinced that the results of the predictive study support the status mobility hypothesis" it leaves "some relevant questions unanswered". The full theory assumes that a system of status mobility affects parental values (concerning the ideal successful man), which in turn affect their child-rearing practices which in turn produce a certain level of N-achievement and other personality characteristics relevant to successful mobility. The finding presented in this study do not include data on parental values as such or child-rearing practices, thus leaving open the

question of whether these factors are necessary to explain the ethnic groups differences".

Le Vine went ahead to compare his hypothesis with three other (rival) hypotheses (1) population press; (2) withdrawal of status respect; and (3) contemporary status mobility pattern). In the final analysis, he accepts as plausible the three alternative theories to his traditional status mobility hypothesis.

In discussing the social and political consequences of the ethnic groups' difference, Le Vine sought to explain the differences in achievement motivation in terms of ideological divide; between modernism, westernization, economic progress, democracy, etc. versus conservatism, religious orthodoxy, economic underdevelopment and authoritarianism. He predicted future social and political confrontation, and gave the January 1966 military coup as a concrete proof of this struggle.

The Portr Lawler Model

Implications for Performance and Satisfaction

There have been controversy over the relationship between "satisfaction" and "performance" existing since the human relations

movement. This constant theories implicitly assume that satisfaction leads to improved performance that dissatisfaction detracts from performance. The Herzberg model is, at best a theory of job satisfaction, but still it does not deal with the relationship between satisfaction and performance. The Vroom model also largely avoids the relationship between satisfaction and pe..o...ance. Although satisfactions make an input into Vroom's concept of valence and although the outcomes have performance implications, it was not until Porter and Lawler refined and extended Vroom's model that the relationship between satisfaction and performance was dealt with directly by motivation model.

Porter and Lawler postulate that motivation (effort or force) does not equal satisfaction and/or performance. Motivation, satisfaction and performance are all separate variables and relate in way difference from what was traditionally assumed.

They pointed out that effort (force or motivation) does not directly lead to performance. It is medicated by abilities/traits and role perceptions. More important ind the Porter-Lawler model is what happens after the performance. The rewards that follow and how these

are perceived will determine satisfaction. In other words, the Porter-Lawler model suggests that performance leads to satisfaction.

In their research Porter and Lawler ran a correlational study that investigated the relationship between managerial attitudes towards pay and managerial performance. On the basis of the responses to 563 questionnaires filled out by managers in seven organizations, they concluded that, taken as a whole, their model was validated by the study. They note that "those variables presumed to affect performance turn out to show relations to performance, and those variables presumed to result from performance also typically were related to performance. Although they are careful to point out that the correlational study does not prove or show the direction of cause and effect, they are confident that the major hypothesis that performance causes satisfaction is supported by their data. Follow-up studies have generally substantiated this conclusion.

Alderfer's Erg Theory

The most recent extension of the Herzberg and, especially, the Maslow content theories of work motivation comes from the work of Clayton Alderfer. He formulated a need category model that was more

in line with the existing empirical evidence. Similar to Maslow and Herzberg, he does feel that there is value in categorizing needs and that there is a basic distinction between lower-order needs and higher-order needs.

Alderfer identified three groups of core needs: Existence, Relatedness, and Growth (hence ERG Theory). The Existence needs are concerned with survival (physiological well-being). The Relatedness needs stress the importance of interpersonal, social relationships. The Growth needs are concerned with the individuals intrinsic desire for personal development.

Figure 1 shows how these groups of needs are related to the maslow and Herzberg categories, obviously they are very close, but the ERG needs do not have strict lines of demarcation.

Alderfer is suggesting more of a continuum of need than hierarchical levels or two factors of presidency needs. Unlike Maslow and Herzberg, he does not content that a lower level need has to be fulfilled before a higher level need is motivating that deprivation is the only way to activate a need.

For example, under ERG Theory the person's background or cultural environment may dictate that the relatedness needs will take precedence over unfulfilled existence needs and that the more the growth needs are satisfied the more they will increase in intensity.

There has not been a great deal of research on ERG Theory. Although there is some evidence do counter the theory's predictive value, most contemporary analysis of work motivation tend to support Alderfer's Theory over Maslow's and Herzberg's. Overall, the ERG Theory seems to take some of the strong points of the earlier content theories but is less restrictive and limiting. The fact remains, however, that the content theories in general lack explanatory power over the complexities of work motivation and with the possible exception of the implications for job design of Herzberg's work, do not readily translate to the actual practice of human resources management.

INSTRUMENTALITIES

EXPECTANCY

SECOND
LEVEL
OUTCOMES

FIRST LEVEL OUTCOME

OUTCOME

1a

OUTCOME

OUTCOME

1b

MOTIVQATIONAL FORCE
F = { VAL. XENPECT.

OUTCOME 2a

OUTCOME 2

OUTCOME

2b

OUTCOME

2c

Figure 1 - THE VROOM EXPECTANCY OR VIE THEORY OF WORK MOTIVATION

HERZBERG'S TWO FACTOR	MASLOW'S HIERARCHY OF NEEDS	ALDERFER'S
	SELF ACTUALIZATION	
		GROWTH
MOTIVATORS	SELF ESTEEM	
	LOVE	RELATEDNESS
HYGIENE FACTORS	SECURITY	
		EXISTENCE
	PHYSIOLOGICAL	

FIGURE II - THE RELATIONSHIP BETWEEN ALDERFER'S ERG NEEDS, MASLOW'S FIVE LEVEL HIERARCHY, AND HERZBERG'S TWO FACTOR THEORY

CHAPTER THREE

3.01 FINANCIAL INCENTIVES AS MOTIVATING FACTORS

There is no single motivator for everyone. There is equally no single force that motivates an individual every time. Needs differ and the importance attached to need by different people also differ.

An attempt is made to here to see to what extent financial incentives can motivate workers for effective job performance; realizing that motivation is an internal psychological process whose presence is inferred from observed performance.

Money can be either a motivator or a dissatisfier depending on the individual's pressing needs. A man with a large family could be motivated by financial need to accept a job and work hard at it. As long as the need persists, it will continue to be a motivator of behaviour. If the individual works hard but does not receive what he considers as adequate remuneration for the effort expended, he could be dissatisfied. It is evident that management can motivate people by designing jobs so

as to satisfy motivational needs. Money is not an end itself. People need money to achieve independence, recognition from the society, status or privileges bestowed on people by society because of their wealth. When a person has special need for these, he works hard to earn more money for the attendant blessing, not for the money itself.

Financial incentives generally include

1. Salary level
2. Allowances and fringe benefits.

The argument about financial incentives is based on the assumption that the more a worker earns the more productive he tends to be and the more improved his performance at the work place.

It presupposes that the level of a worker's salary, allowances and fringe benefits to a great extent determines:

1. The type of residential accommodation the worker can afford to occupy.
2. The transport system he uses.
3. The quality and quantity of food he consumes with his family.

4. The type of schools, his children can attend.

5. The level of social interaction that is possible with him.

To a large extent this assumption is true particularly in third world countries and at the "physiological" need stage of the Maslow's hierarchy of need.

The wage incentive method of motivating workers for effective job performance assumes that the more they produced, the more they earned. But because of improved efficiency where fewer workers are needed for specific task, nowadays workers seek more of job security rather than minor wage increases.

This argument notwithstanding however, financial incentives play some vital role in motivating workers for effective job performance. Some of the roles that 'pay' plays include:

1. Overpaid hourly or salaried employees are likely to increase their contribution by producing more as a means of reducing in equity.
2. Overpaid piece-rate employees are most likely to produce a high volume of high quality work than equitably paid employees.

3. Underpaid hourly employees are likely to produce less to achieve a contribution reward balance.

4. Underpaid piece-rate employees are likely to produce a high volume of low quality output because production of high volume permits increasing rewards.

3.2 Non-Financial Incentives As Motivating Factors

It is generally believed by managers that the greatest incentive and motivator to a worker is money or a large pay packet. Further still they believe that the more a worker earns, the greater his productivity and the better his performance. However, many write-ups and theories have proved wrong this widely held belief. It is therefore the intention of this study to show that non-financial incentives are greater motivating factors to a worker for improved performance and increased productivity. This is a follow-up to other theories and arguments that have over the years supported this concept, some of which have earlier been discussed in this write-up.

In this context, non-financial incentives are taken to mean all non-monetary variables and facilities a worker enjoys as motivating factors for improved performance and the job.

Non-financial factors in the work place include among others:

1. Housing facilities
2. Transport facilities
3. Children's education scheme
4. Responsibility attached to the work itself
5. Cordial working atmosphere that promotes inter-personal relationships with peers and supervisors
6. Esteem needs
7. Self-actualization, etc.

The assumption that workers could only be motivated by financial reward because they were essentially lazy, has been changed and discarded over the years. As a result of improved technology in production and other factors, it is believed that most people are already motivated to do a good job, that what employees need is to be given more responsibility for making decisions and carrying out their tasks. That managers should not induce workers to comply with managerial objectives by bribing them with high wages.

Individuals have various inner needs they wish to satisfy and these are motivators. Therefore an individual with self-esteem need may hardly

be motivated by a large pay packet or financial incentive. Similarly an employee who has a strong need to achieve may be motivated to work extra hours to complete a difficult task on time, not merely because he is paid to do so. If he is not motivated to achieve, a higher pay may even make him lousy, looking for more leisure hour to spend the extra earning.

In addition to the above is the notion of: 'Expectancy' that is, what a person anticipates is likely to occur as a result of his or her behaviour. For example, if a person expects that meeting deadlines will earn praise from superiors and that not meeting deadlines will earn disapproval, and if that person prefer praise, then he or she will be motivated to meet deadlines. Conversely, if this person expects that meeting deadlines will not earn praise, he or she may not be as motivated to do so.

The main issue in this case is the 'valence' factor or strength of an individual's preference for the expected outcome. If an individual expects that exceeding production quotas will lead to promotion to supervisor and if the individual strongly desires to be promoted, then he or she will be strongly motivated to exceed production quota. An increase in salary cannot substitute the desired promotion. Therefore if the individual gets an increase in salary without the promotion which is his expected

outcome, he will not be motivated to exceed production quota any longer. In this regard, the financial reward has seized to be a motivator.

Looking at the factors outlined above, and taking Nigeria as a case study, it is to be noted that an employee prefers housing facility to housing allowance because, residential houses are in short supply in the country, consequently the few available ones are expensive to acquire for rental purposes. In most cases, housing allowance paid to employees is not usually enough to cover the cost of house rents for the employee and his family.

In the same vein, it is difficult or almost impossible for workers to buy the car of their choice as a means of transport to and from work. The prices for all brand of vehicles in Nigeria today have gone beyond the roof. Any transport allowance paid to employees usually far inadequate even for public transport system where they are given staff cars or staff bus to take employees to and from work daily. All these are situations where financial incentives cannot motivate employees as much as providing the facilities directly by the employers.

An organization that runs a staff school or has scholarship programme for staff children is likely to retain its employees more than one without such incentives because the cost of education in Nigeria today is enormous.

An employee can also be motivated on the work by the amount of responsibility attached to the work itself. An employee given enormous responsibility and authority to carry out his work desires job satisfaction and is likely to be more motivated than one in a similar position earning a higher pay but with no responsibility and job satisfaction. Because responsibility attached to a job improves the employees self confidence and boost his morale. An employee also likes to know that his employment is permanent than one with high pay but uncertain tenure.

A good, cordial working atmosphere that promotes interpersonal relations with co-workers helps the workers to achieve his social, (belongings) needs of the environment. This as already seen in Maslow's work is a strong motivator. This is more likely to motivate an employee than when he works in a hostile atmosphere devoid of such interaction but with higher pay.

Abraham Maslow has already proved that beyond a certain level, a worker is more motivated by some needs other than money. These needs include esteem needs and the need for self-actualization. At this level of need hierarchy, no financial incentive tends to motivate the employee any more. He is better motivated by the need to actualize his desires.

If he is one who is interested in titles, getting at such titles like Chief, Professor, Alhaji, Doctors, Engineers, Architects, Barristers, Mr. President etc., are motivators not need for money. These are because of the prestige that the titles carry. A clear example is the case of Chief MKO Abiola. He is a multi-millionaire businessman with enough money and assets for generation of his family yet unborn. But his motive now is to lead the country and be addressed as Mr. President in addition to the numerous chieftaincy titles across the country.

Affection need, esteem need and self-actualization are secondary needs. They are seldom satisfied by money.

CASE STUDY

GOBAB NIGERIA LIMITED - is a medium sized construction company based in Kaduna with sites at Abuja, Minna, Jaji and other places. It has in its employment a staff strength of over 1,000 workers comprising of both managerial staff, senior technical staff, artisans and casuals.

The company does not have a turnover problem considering the number of projects handled in the past and currently on going. But it is obvious that there is a drop in the rate of production and increasing profit margin in the last three years even though the number of new contracts in the same period have continued to increase.

The Managing Director, Engineer Gideon Adama felt very concerned about this issue, decided to carry out personal investigation through interview of members of staff still serving.

His wage survey shows that the company pays near the top in the construction industry compared to other companies. Wages are as below stated.

	GODAB (NIGERIA) LIMITED	OTHER COMPANIES
	=N=	=N=
Artisans (T/tested)	150/day	120-130/day
Artisan (non T/tested)	120/day	105-107/day
Labourers	80/day	40-60/day

He noticed that the hourly people are only putting in their right hours a day. They are not working anywhere near their full potential. Engineer Adam was very upset with the situation because, with rising costs, the only way the company can continue to prosper is to increase the productivity of its staff on site.

His interview revealed that staff who left in the past took up employment with other companies with lower wages. Their reasons that they have more job security in such organizations that the one with high pay but unstable employment. Therefore their main motivator was job security not money.

The one that threw a big blow to the company was the resignation of the Project Manager Mallam Uthman Abdullahi in May, 1994. Uthman has been with the company for the past 10 years. He was employed as an Assistant Site Supervisor in January, 1984 until he rose to the rank of Manager in December, 1990. He has since remained in that position with a mouth-watering salary of =N=60,000 gross per annum. To the Managing Director's surprise, Uthman resigned to take up employment with another company as a General Manager/Project Director on a gross salary of 45,000 per annum, a large duplex bungalow as a company house ind the highbrow area, chauffer driven 505 saloon staff car, and entitled to 5% shares of Annual Profit.

In his former employment, he was living in a company house (a 3-bedroom flat) located in one of the medium density areas and a self driven 504 saloon staff car. With no prospects of further growth than the post of a Project Manager.

. His motivation therefore was the benefit of part-ownership of the new organization with other fringe benefits even though the salary is lower. In this case, money seized to motivate the employee, but the prospect of self-actualization.

This case study has shown that non-financial incentives are greater motivating factors for effective job performance than monetary rewards and inducement.

Table 1: FINANCIAL PACKAGES OF SOME SELECTED COMPANIES IN KADUNA (=N= PER ANNUM)

S/N	Name of Company	Category of staff	Basic salary =N=	Transp. Allce. =N=	Acc. Allce =N=	TOTAL =N=
1.	Gogab Nig. Ltd.	G.M. Supervisor Foreman artisan (trade tested)	- 75,000 42,000 15,128	- 18,000 10,000 6,000	- 20,000 12,000 7,000s	- 113,000
2.	AG Ferrero & Co Ltd.	G.M. Supervisor Foreman Artisan I Artisan II	75,000 48,000 30,000 12,000 12,000	- - 12,000 6,000 6,000	- - - 5,000 5,000	75,000 48,000 42,000 23,000 23,000
3.	B'Stabil ini & Co. Ltd.	G.M. Supervisor Foreman Artisan	70,000 46,126 32,000 15,000	- - 12,000 7,000	- - - 6,000	70,000 46,126 44,000 28,000
4.	G. Gappa Ltd.	G.M. Supervisor Foreman Artisan	80,000 48,000 36,000 16,000	- - 10,000 6,000	- - - -	80,000 48,000 46,000 22,000

Taking a look at the financial packages of some selected construction companies in the table overleaf, it is clear that Merssrs Godab Nigeria Limited offers the highest financial incentive. All the companies are in the same category of operation.

Surprisingly, even with the high wages, workers are drifting to other companies with lower remuneration but with a lot of welfare schemes and other facilities like housing, staff cars, educational opportunities for children and wards and above all job security.

As can be seen ind the second table, while Godab Nigeria Limited has a higher financial package, other companies maintain other facilities for staff which are more attractive to employees than the large pay packet.

This again proves that non-financial incentives are today more motivating factors than financial incentives.

Table 2: NON FINANCIAL PACKAGES

S/ NO.	NAME OF COMPANY	CATEGORY OF STAFF	HOUSING	TRANSPORT	OTHERS
1.	Godab Nigeria Ltd.	G.M. Supervisor Foreman Artisan	Allowance Provided (Allowance Paid in Lieu)	- Staff car Provided Allowance Provided	- Not Applicable
2.	A.G. Ferrero & Co. Ltd.	G.M. Supervisor Foreman Artisan	Accommodation provided for all categories of staff	Staff car provided Transport allowance provided	Scholarship scheme for outstanding children & employees
3.	B. Stabilini & Co. Ltd.	G.M. Supervisor Foreman Artisan	Accommodation provided Accommodation allowance	Staff cars provided Transport allowance provided	Car Loan provided
4.	G. Cappa Ltd.	G.M. Supervisor Foreman Artisan	Accommodation provided	Staff cars provided Transport allowance provided	Car Loan provided.

FINANCIAL PACKAGES OF A PRIVATE PRIMARY SCHOOL AND A LOCAL GOVERNMENT PRIMARY SCHOOL IN KADUNA

A) FOUNDATION NURSERY/PRIMARY SCHOOL, KAWO, KADUNA (PRIVATELY OWNED)

TABLE 3:

SALARIES OF VARIOUS GRADES OF TEACHERS

TEACHERS QUALIFICATIONS	YEARS OF EXPERIENCE	PRESENT SALARY PER MONTH (=N=)
1. TC II Cert.	1 - 5 years	550.00 - 800.00 P/Month
2. TC II "	5 - 20 years	800.00 - 1,200.00 "
3. TC II "	Above 10 years	1,250.00 and above
4. NCE Cert.	1 - 5 years	900.00-1,250.00 per month
5. NCE Cert.	5 - 10 years	1,250.00 - 1,800 per month
6. NCE Cert.	Above 10 years	1,800.00 and above
7. First Degree Cert.	-	1,500.00

TABLE 4:

A) DALET BARRACKS PRIMARY SCHOOL KAWO, KADUNA (LOCAL GOVERNMENT OWNED)

TEACHERS QUALIFICATIONS	YEARS OF EXPERIENCE	PRESENT SALARY PER MONTH (=N=)
1. TC II Cert.	1 - 5 years	450.00 - 750.00 P/Month
2. TC II "	5 - 20 years	750.00 - 925.00 "
3. TC II "	Above 10 years	900.00 and above
4. NCE Cert.	1 - 5 years	800.00 - 1,175.00
5. NCE Cert.	5 - 10 years	1,175.00 - 2,200.00
6. NCE Cert.	Above 10 years	2,500.00 (limit)
7. First Degree Cert.	--	--

Tables 3 and 4 represent financial packages of two selected primary school run by two separate bodies within the same environment in Kaduna Metropolis.

While table 3 is the salary structure of a privately owned nursery/primary school, Table 4 is the salary structure of a Local Government owned primary school.

As can be seen from the two tables, the salary structure of table 3 - Foundation Primary School - privately owned is higher. This is because, the school desires to attract qualified teachers as its growth is a function of its standard.

However, our studies and interview of some selected staff of both schools shows that the Local Government School whose salary structure is lower, is preferred by the teachers to the privately owned school with a higher pay packet.

Their reasons are principally

1. Job security and

2. Gratuity and pension scheme.

They argued that the private school can hire and fire at will therefore no job security in such schools. They further argued that no matter the salary level, they prefer a government school where job security is quaranteed.

Equally important to these teachers is the issue of pension and gratuity. They contend that it is better to receive a smaller salary now and have a pensionable scheme where the future is guaranteed at old age, than a fantastic salary without a future.

The sum total of these arguments is that financial incentives for now failed to motivate them to take up employment with the private schools with higher pay. They are more motivated to work for the Local Government Schools with lower pay but with job security. In this case the **JOB SECURITY** desires which in itself is the motivating factor is a non-financial package.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1 SUMMARY

Motivation is a basic psychological process. The comprehensive understanding of motivation lies in the need - drive - goal sequence, or cycle. The basic process involves needs (deprivational), which set drives in motion (deprivations with direction) to accomplish goals (anything which alleviates a need and reduces a drive). The drives or motives may be classified into primary, general and secondary categories. The primary motives are unlearned and physiologically based. Common primary motives include hunger, thirst, sleep avoidance of pain, sex and material concern. The general motives are also unlearned but are not physiological based.

Competence, curiosity, manipulation, activity, and affection are examples of general motives. Secondary motives are learned and are most relevant to the study of organizational behaviour. The needs for power achievement, affiliation, security, and status are major motivating forces in the behaviour of organization participants.

When the theories of motivation are specifically focused on work motivation, there are several popular approaches. The Maslow, Herzberg and Alderfer Models attempt to identify specific content factors in the individual (in the case of Maslow and Alderfer) or in the job environment (in the case of Herzberg) that motivate employees. Although such a content approach has surface logic, is easy to understand, and can be readily translated into practice, the research evidence points out some definite limitations. There is very little research support for these theoretical basic and predictability. The Alderfer model allows more flexibility and the Herzberg model is useful as an explanation for job satisfaction and as a point of departure for job design.

The process theories provide a much sounder theoretical explanation of work motivation. The expectancy model of Vroom and the extensions and refinements provided by Porter and Lawler help explain the important cognitive variables and how they relate to one another in the complex process of work motivation. The poster - Lawler model also gives specific attention to the important relationship between performance and satisfaction.

Porter and Lawler propose that performance leads to satisfaction instead of the human relations assumptions of the reverse. A growing research literature is somewhat supportive of these expectancy models, but conceptual and methodological problems remain. Unlike the content models, these expectancy models are relatively complex and difficult to translate into actual practice and consequently they have generally failed to meet the goal of prediction and control of organizational behaviour. More recently, equity theory and especially attribution theory and locus of control have received increased attention. These were presented, in the additive sense, for the better understanding of work motivation. Both process theories - the equity model, which is based upon perceived input - income ratios and attribution theory, which ascribes internal or external causes to behaviour lend increased understanding tot the complex cognitive process of work motivation but have the same limitation as the expectancy models for prediction and control in the practice of human resources management. Attribution theory and locus of control, as potentially important contributions tot the cognitive development of work - motivation theory, may be able to overcome some of the application limitations of the process theories of work motivation and bring us closer to the goals of predication and control.

4.2 Conclusion and Recommendation

As managers, we want to motivate employees to high levels of performance to loyalty and commitment to the organization, and to stability on the job. Money is the most obvious and frequently used investment, but it is not the only means of motivating workers. In fact, assuming they perceive their compensation as incentives, such as extra vacation days, job security, flextime arrangements, day care for their children, recreation facilities at the work place and company sponsored local transportation. Financial incentives other than salary or bonuses also have a place in an incentive system and might include pension plans, company shareholding, company contrition to further education, and vehicle or house loans.

Inspite of the advantages of linking pay to performance, many organizations do not attempt to use extra compensation as a motivation factor. It can be difficult to measure the performance of individuals accurately, especially when they hold job that are not as directly quantifiable as many production and sales jobs are. In addition, when managers do not feel capable of determining differences in individual performance, they may prefer to keep employees performing the same

type of task at about the same salary level, in order to avoid creating resentment about hard to justify pay differences.

Other motivating factors include the '**Immediate Work Environment**' i.e. attitudes and actions of peers and supervisors and the climate they create for the employee. Numerous studies have found that peer groups in the work situation can have an enormous influence on people's motivation and performance. Most people desire the friendship and approval of peers and will behave in accordance with the norms and values of the peer group.

However, rewarding a child for obedience, smiling at someone we like, frowning at something with which we disagree, grading papers, and raising the salary of a highly productive employee are familiar acts that motivate people and modify behaviours. We assume that the receivers of these actions will behave in the desired ways. Many managers have still not applied the findings of recent motivation theories to their own organization: properly used however, these theories can lead to more effective worker performance.

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