

Impact of Motivation on Worker's Productivity in an Organization: A Study of LALUCO Nigeria Limited

Alhaji Umar Lawal Aliyu

LIGS University Hawaii, USA

*Corresponding Author: aliyufad@gmail.com

Available online at: www.isroset.org

Received: 20/Dec/2018, Accepted: 21/Jan/2019, Online: 31/Jan/2019

Abstract- To motivate is what prompts a person to act in a certain way or at least develop an inclination for specific behavior. Motivation is a theoretical construct used to explain behavior. It gives the reason for people's actions, desires, and needs. Motivation is what causes a person to do or want to repeat a behavior and vice versa. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving in a certain way. The purpose of this research work is to identify, examine and investigate the effect of motivation on the productivity of workers in an organization. In the course of carrying out this research work, questionnaire method of research was employed and collected data's were Tabulated, then simple percentage method, and IBM SPSS were used to test the hypothesis. The study is a self-conducted research on how motivational tools can affect the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. Employees of LALUCO Nigeria limited were selected at random, interviewed with self-administrated questionnaire in order to obtain primary data. The data were analyzed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals.

Keywords- Productivity, Scope and Limitations of the Study

I. INTRODUCTION

1.1 BACKGROUND TO THE STUDY

An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied and has recognized rights and duties; also called a worker. Briefly, an employee is paid a fee to work for someone else. An employee is a person employed by another person or organization for a wage or salary. The employee is the person who receives the money. On the other hand, an employer is a person or organization that employs someone. The employer is the person who hands out the money. An employer is an organization, institution, government entity, agency, company, professional services firm, nonprofit association, small business, store, or individual who employs or puts to work, a person who is called an employee.

Employment can be regarded as, the relationship between employer and employee. Employment is a relationship between two parties, usually based on a contract where work is being paid for by where one party, which may be a corporation, for profit, not-for-profit organization, co-operative or other entity as the employer and the other as the employee.

All people want to satisfy their daily needs whether a Teacher, Doctor, Nurse, Engineer, Laborer etc. People have daily needs to satisfy and need is something you have to have; something you cannot do without. Despite of need, people also want and want is something you would like to have. It is not necessary but it would be a good thing to have. A good example is ice cream or music. Now, some people might argue that music is a need because they think they cannot do without it. However, you do not need music to survive but you do need to eat to survive. Thus, employees are ambitious, self-motivated and exercise self-control.

According to the Wall Street Journal, "McGregor's insights are at the foundation of a management revolution that has literally changed the way the world works." Employees in any organization have certain need to satisfy. It is the desire to satisfy the

needs that make them work. A need creates a desire or tension, which gives rise to a behavior towards the achievement of the need.

Organization that gives little or no regard to the need of their employees, usually face many problems. A neglect of the employees needs will make the employee reluctant to put in his/her best at work. This will lead to a drop in efficiency and will further lead to a decline in the average output of employees. It is therefore very important for organization to take note of the needs of its employees and try as much as possible to cater for them and motivate them.

Every employee is a rational being and so he acts the way he does for a reason. If therefore, the goals of an organization will be achieved it would need to understand the kind of motives that will prompt employee to act the way they do, and provide ways of helping them to satisfy those need as this will motivate them to put in their best.

The researcher would want to know those motives that prompt workers to put in their best always and all the time in an organization. The researcher will also want to know what motivates employees to work well and provide ways of helping them to satisfy their needs.

The researcher would want to know those motives that can prompt workers to put in their best at all times in an organization or what will stop them from putting in their best.

This research work will want to take an analytical look at the impact of motivation on the productivity of workers in an organization by studying Luluco Nigeria Limited.

1.2 STATEMENT OF THE RESEARCH PROBLEM

Management of organization is sometimes ignorant of certain things that motivate employees to perform effectively and efficiently and this will inevitably lead to poor motivation of workers in an organization.

Managements tend to focus too much on non-human resources of the organization. They think about how to generate funds, improve the product of the organization, enlarge their market, they plan future prospect and project, they exact a lot of energy in organizing, controlling, coordinating, researching, and other management functions but take for granted the fact that without the human factors their plans cannot be achieved

There is a high rate of turnover in most organization. Workers in the private and especially in the public sectors, organizes industrial actions to voice out their dissatisfaction with their working conditions. This has led to workers' productivity declining rapidly.

Therefore, this research intends to bring to mind the impact of motivation on workers' productivity in Luluco Nigeria Limited Zaria whether it will bring about positive or negative effect to the company.

1.3 RESEARCH QUESTIONS

The research attempts to provide answers to the following questions below:

- a. Does management policy have impact on employee's productivity of Luluco Nigeria Limited?
- b. Does motivation have impact on the employee productivity of Luluco Nigeria Limited?
- c. Does incentive scheme have impact on employee productivity of Luluco Nigeria Limited?

1.4 OBJECTIVES OF THE STUDY

The broad objective of this study is to investigate impact of motivation on workers' productivity in an organization. Specifically, the study seeks to;

- a. Examine impact of management policy on employee productivity of Luluco Nigeria Limited
- b. Investigate impact of motivation on employee productivity of Luluco Nigeria Limited
- c. Assess impact of incentive scheme on employee productivity of Luluco Nigeria Limited

1.5 RESEARCH HYPOTHESES

In other to achieve the objectives of this study, the hypotheses below are considered:

H₀₁: Management policy has no significant impact on employee productivity of Luluco Nigeria Limited

H₀₂: Motivation has no significant impact on employee productivity of Luluco Nigeria Limited

H₀₃: Incentive scheme has no significant impact on employee productivity of Luluco Nigeria Limited

1.6 SIGNIFICANCE OF THE STUDY

The significance of the studies are:

- a. Some studies have try to identify the importance of motivation but did not look at the extent to which motivation can be used properly to induce workers for better performances and higher level of productivity. It is in this regard that this

research work intends to fill the gap that previous studies did not look into by trying to find out the extent to which motivation can be used properly to induce workers for better performances and higher level of productivity by studying Luluco Nigeria Limited.

- b. This study is also meant to educate and enlighten the management of Luluco Nigeria Limited Zaria, on the importance of embarking on better method of motivating employees to improve productivity and job performance.
- c. It will add to knowledge in the area of organizational behavior and management of employees in an organization.
- d. It will ascertain whether motivation of workers will make workers work effectively and efficiency and in turn have positive effect on the organization.

1.7 SCOPE AND LIMITATIONS OF THE STUDY

This study focuses on the organizational effect of motivation on the productivity of workers in Luluco Nigeria Limited Zaria. The researcher tried to find out the various policies of the organization as regards to bonuses, arrears, benefits and other job satisfaction policies that can motivate the employees of Luluco Nigeria Limited. The researcher will also find the impact of improved physical working condition on the motivation of Nigeria workers.

In the course of carrying out this study, the researcher faced problems such as time constraint and financial constraint. The researcher also faced constraints of unwillingness of respondent to keep to appointments.

II. LITERATURE REVIEW

2.1 INTRODUCTION

Employee motivation, i.e. Methods for motivating employees, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation - or not. These variables make motivating employees challenging.

Employers understand that they need to provide a work environment that creates motivation in people but many employers fail to understand the significance of motivation in accomplishing their mission and vision. Even when they understand the importance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation. Too often, organizations fail to pay attention to the employee relations, communication, recognition, and involvement issues that are most important to people.

However, below are ten some factors that encourage motivation:

- Management actions that will empower employees
- Transparent and regular communication about factors that is important to employees.
- treating employees with respect.
- involving employees in decisions about their work and job.
- minimizing the number of rules and policies in an environment that demonstrates trust for employees and treats employees like adults and family.
- providing regular employee recognition.
- Feedback and coaching from managers and leaders,
- Above industry average benefits and compensation,
- providing employee perks and company activities, and
- Managing employees positively within a successful framework

It is good to know that managing an organization requires the creation and maintenance of an environment for the performance of individual working together in groups towards the accomplishment of common objectives. A manager cannot do this without knowing what motivate, influence, lead and direct employees in an organization.

The main aim of motivating staff in an organization is to identify their areas of weakness to correct them in order to become more effective. Except staff are correctly rated and informed of their shortcoming, they would not be able to improve on their areas of deficiency. Since motivation is a mill farm of power one can inference to say that authority is a source of motivation. In reality, one can move easily influence someone under his authority than people outside of his sphere of authority. Other sources of motivation include; knowledge, money or wealth.

Therefore for a manager to achieve its intended objectives and goals in an organization such a manager should be re-enforce with the ability to motivate, lead and direct effectively.

One of the major problems confronting management is that of motivating workers to perform assigned tasks to meet or surpass pre-determined standard. Managing requires the creation and maintenance of an environment for the performance of industrial working together in groups towards the accomplishment of common objectives. Management does this without knowing what motivates people.

2.2 THE CONCEPT OF MOTIVATION

Motivation is a theoretical construct used to explain behavior. It gives the reason for people's actions, desires, and needs. Motivation is one's direction to behavior; it is what causes a person to want to repeat a behavior and vice versa. A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior.

According to Maehr and Meyer, "motivation is a word that is part of the popular culture as few other psychological concepts. Lagyi and Wallace (1980) said that, "the word motivation is derived from the word "Moverie" which means to move. Different scholars have defined motivation as a term in diverse ways all over the world.

Banelson and steiner (1964) define motivation as that "force which direct or channels a behavior towards desire goals". Motivation is that energizing force that includes or compels or maintain behavior. It can also be defined as any influence that brings about direct or maintain people. Goal-directed behavior (Helliege D.J and Slocum J. 1996).

Bardson and Stainer (2004), defines motivation as that which direct or channel behavior towards designed goals. Welch (2001) defines motivation of any action or example of behavior that cause a change in attitudes, or behavior person.

It is not easy to motivate an individual, for the success of any motivational effort depends on the extent to which the motivators meet the needs of the industrial employees for whom it is intended.

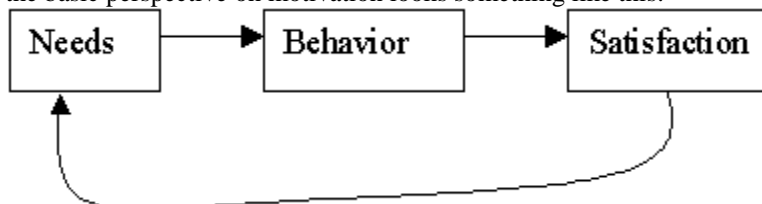
The main aim of motivating members of staff in an organization is to identify their areas of weakness to correct them in order to become more effective. Except members of staff are correctly rated and informed of their shortcoming they would not be able to improve on their areas of deficiency.

Therefore, for the management of Luluco Nigeria Limited Zaria to achieve its intended goals and objectives it should be able to motivate, lead and direct efficiently. The management of Luluco Nigeria Limited Zaria must be able to give its workers proper incentives scheme, in order to motivate them to work harder towards the achievement of the organization goal.

2.3 THEORIES OF MOTIVATION

There are many theories of motivation. Different scholars have propounded many theories of motivation in order to explain the phenomenon of motivation in the organization. They present different perspectives that help us get a feeling about the concept and the application to their action. In addition, apparently all of the theories lead to a common set of guidelines for managers. At a simple level, it seems obvious that people do things, such as go to work, in order to get stuff they want and to avoid stuff they do not want. Why exactly they want what they do and do not want what they do not is still something a mystery. It is a black box, which is not fully penetrated.

Overall, the basic perspective on motivation looks something like this:



In other words, you have certain needs or wants (these terms will be used interchangeably), and this causes you to do certain things (behavior), which satisfy those needs (satisfaction), and this can then change which needs/wants are primary (either intensifying certain ones, or allowing you to move on to other ones).

A variation on this model, particularly appropriate from an experimenter or manager's point of view, would be to add a box labeled "reward" between "behavior" and "satisfaction". So that subjects (or employees), who have certain needs do certain things (behavior), which then get them rewards set up by the experimenter or manager (such as raises or bonuses), which satisfy the needs, and so on.

CLASSIFYING NEEDS

People seem to have different wants. This is fortunate, because in markets this creates the very desirable situation where, because you value stuff that I have but you don't, and I value stuff that you have that I don't, we can trade in such a way that we are both happier as a result.

Many theories posit a hierarchy of needs, in which the needs at the bottom are the most urgent and need to be satisfied before attention can be paid to the others. However, some of these theories of motivation are discussed below:

☆ **MASLOW HIERARCHY OF NEEDS**

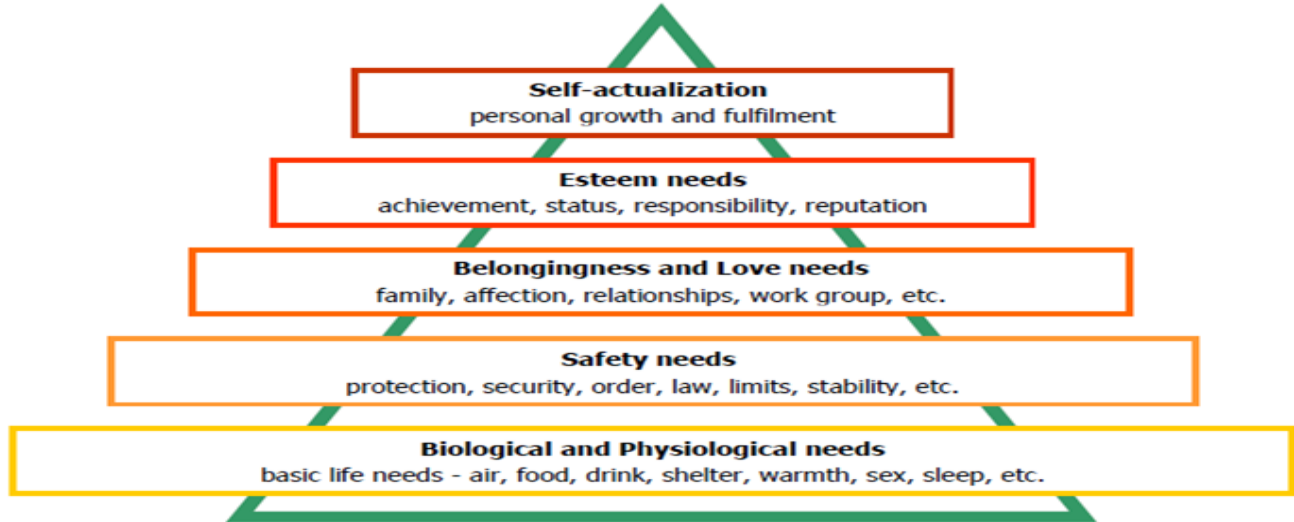
Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity.

Abraham Maslow a US psychologist developed the well-known 'Hierarchy of needs' motivation theory. Under this theory, Maslow suggests that everybody has a series of needs and these needs can be organized into a hierarchy of priority. Maslow

also stated that if you want to motivate an individual you will need to know which of their needs have been satisfied. Once you have this information, you can decide which need has to be satisfied in order to motivate your subject.

The diagram below illustrates the five needs in Maslow's Hierarchy of Needs in the order of priority designated by Maslow.

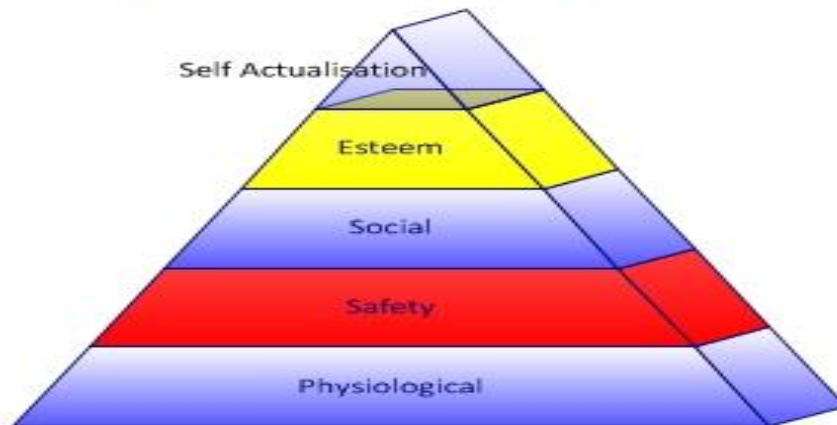
Maslow's Hierarchy of Needs



ABOVE DIAGRAM "A" MASLOW HIERARCHY OF NEEDS



MASLOW'S HIERARCHY OF NEEDS
www.learnmanagement2.com



ABOVE DIAGRAM "B" MASLOW HIERARCHY OF NEEDS

HIERARCHICAL LEVELS

Maslow divided employee needs into five needs; Physiological needs, Safety needs, Social needs, Esteem needs and Self-actualization needs

Maslow assessed the priority of each need to employees and placed them in a hierarchy based in the order that each need should be satisfied.

WHY ARE MASLOW'S HIERARCHY OF NEEDS CALLED A HIERARCHY

Maslow asserts that needs at the bottom of the hierarchy must be met first; a person is unable to focus on the higher levels needs until the bottom level needs have been satisfied. For example until an individual's physiological needs have been met, they will be unable to move onto safety needs, once safety needs have been met the individual can move onto social needs and so on. Under this theory, Maslow states that as people continuously strive for personal achievement, the need for self-actualization is ongoing and will never be satisfied.

APPLICATION OF MASLOW'S THEORY WITHIN THE WORKPLACE

The table below provides examples of how Maslow's "Hierarchy of Needs" theory can be applied in the work place.

Maslow's Need	Examples of How The Need Can Be Met In The Workplace
Physiological	A salary amount which enables the individual to have food, shelter and clothing
Safety	Safe working conditions and clear work procedures to reduce stress and anxiety
Social	Positive work relationships, team work and work social events to encourage team building
Esteem	Appraisals, 1 to 1s and other achievement recognition programs. The opportunity to achieve and secure job promotions
Self-Actualization	Allocating challenging and stimulating responsibilities to employees. Employee development plans to help employees reach their potential in the workplace

According to Maslow, man always has needs to satisfy. These needs are classified in a hierarchical order starting from the basic needs to the higher order needs. A particular need ceases to be motivated once it is satisfied, until another need emerges. According to Maslow, lower needs take priority. They lower needs must be fulfilled before the others are activated. There is some basic common sense here -- it is pointless to worry about whether a given color looks good on you when you are dying of starvation, or when your life is under threat. Some basic things take precedence over others and this is logical and rational. The question is is this safe assumption! According to the theory, if you are hungry and have inadequate shelter, you will not go to church. Thus, you cannot do the higher things until you have the lower things done. However, the poor tend to be more religious than the rich both within a given culture, and across nations so the theory makes the wrong prediction here. Alternatively, take education, how often do you hear "I can't go to class today, I haven't had sex in three days! Do all physiological needs including sex have to be satisfied before "higher" needs? (Besides, wont the authors of the Kama Sutra argue that sex was a kind of self-expression more like art than a physiological need? that would put it in the self-actualization box). Again, the theory does not seem to predict correctly.

Cultural critique: Does Maslow's classification really reflect the order in which needs are satisfied, or is it more about classifying needs from a kind of "tastefulness" perspective, with lofty goals like personal growth and creativity at the top, and "base" instincts like sex and hunger at the bottom? Moreover, is self-actualization actually a fundamental need? Or just something that can be done if you have the leisure time?

He believes that needs can be classified into (5) which are physiological need, safety need, social needs, esteem need and self-actualization need.

- a. Psychological need: This is the basic need of people (foods, shelter and clothing). These needs are strongest on man's life and must be satisfied before other need. An employee, who is starting life, needs money to obtain shelter, buy food and clothing. This major pre-occupation will be to ensure that these basics needs are substantially satisfied. Management of LALUCO Nigeria Limited Zaria must recognize that every kobo means much to the employee. He would trade some comfort money.
- b. Safety need: This appears as soon as psychological needs are met. Safety need is a protection against bodily harm; employees' safety becomes very important to him. He is concerned about the protection of his health and job. To encourage productivity in LALUCO Nigeria Limited Zaria, management may threaten the employee with the possibility of losing his employment. The employees get worried if he is not a confirmed staff, or is subject to discrimination or arbitrary managerial action management should therefore help to solve on employees dependency need.

- c. Social need: This need is also referred to as acceptance need. The employee wants acceptance after satisfying his two basic needs, he wants to love and be loved in return; the value of friendship, affection and the sense of belonging. Management should endeavor to meet the social need of the employee by establishing social clubs or informal group at the work place.
- d. Esteem need: This is the stage the individual has need for a thing, recognition, accomplishment, achievement and the need for self-respect. He takes responsibilities and to prove himself. The esteem need is the “ego” need. The employee wants his contribution to be recognized and appreciated by management and co-workers. The feeling of independency, professional and confidence is highest at this stage. It is important for management to recognize and rewards him for his contribution to the organizational effort. This can be done by publicity rewarding his achievement with published achievement lists, houses, precise label pins, and article in the organization papers.
- e. Self-Actualization: This is the last in Maslow hierarchy of needs. This need is often called the fulfillment need. It is the need for an employee to reach his highest potential at work place or in conquering his environment.

According to Maslow “what a man can be, he must be.” An employee is actualized when he feels he has reached the highest he is capable of reaching in the organization. The feeling of competency, being the best or housing achieved, manifests itself. Maslow believes that an average employee satisfies perhaps 85% of his psychological needs; 70% of his safety needs, 50% of his safety needs, 50% of his love needs, 40% of his esteemed, and 10% of his self-actualization needs. It is argued herein that a dialectical transcendence of ascension toward self-actualization better describes this type of self-actualization, and even the mentally ill, whose psychopathology correlates with creativity, have the capacity to Self-actualize.

THE FOLLOWING ARE THE CORE ASSUMPTION OF MASLOW HIERARCHY OF NEEDS:

- a. A statistical need is not a motivator.
- b. The needs network for some people is complex. This means various needs affect person behavior at the same time.
- c. In general, lower needs must be satisfied before higher needs become strong enough to stimulate behavior.
- d. There are many more ways to satisfy higher-level needs than to satisfy lower level needs.

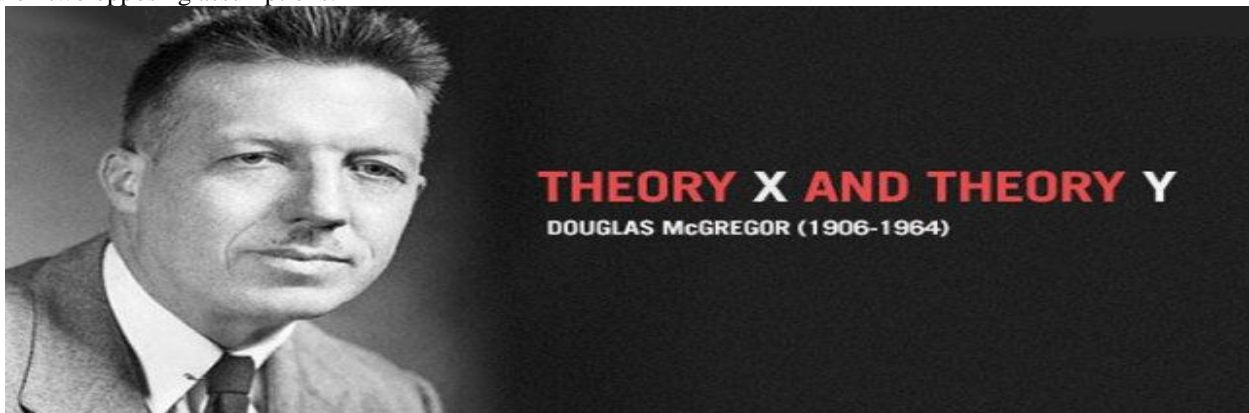
☆ MCGREGOR’S POSTULATES

McGrego (1960) "advances two distinct views of human beings in the work place held by practicing managers. One labeled theory "X", being negative and the other positive labeled “Y”.



ASSUMPTIONS OF THEORY X AND THEORY Y

Management style in organizations is highly influenced by the manager’s beliefs and assumptions about human behavior at the workplace and focus on what motivates the members of the team. Theory X and Theory Y are the two theories of motivation suitable for the workplace; the essence of these theories states that how two different managerial styles motivate the workers based on two opposing assumptions.



Douglas McGregor developed this Theory X and Theory Y, which are the theories of motivation and management. McGregor’s Theory X and Theory Y are based on Maslow’s Hierarchy of needs. Theory X is based on lower order needs and Theory Y is based on the higher order needs, here management could follow either set of needs in order to motivate the

workers/employees, but Theory Y gives better results rather than following Theory X, because Theory X involves strict supervision, penalties and external rewards in order to motivate the employees. These two views theorized how managers assume human behavior at the workplace and it leads to the difference in leadership styles followed by the managers.

THEORY X

Theory X assumes that employees dislike working, naturally, they are unmotivated, ambitionless, non-initiative and dislike responsibilities.

Usually, Theory X managers believe that their workers/ employees are less intelligent, lazier than the managers and individual goal oriented and work only for the sustainable income. In order to make them more managers that are productive assumes that they have to force the employees by following hard and soft approaches.

HARD APPROACH

The hard approach relies on coercion, close supervision, command, control, implicit threats and imminent punishment, which results in purposely low output, hostility and minimal cooperation.

SOFT APPROACH

The soft approach seeks harmony in the workplace to make employees more productive with the hope that they will cooperate when they are asked.

ASSUMPTIONS OF THEORY X

Assumptions of Theory X are based on manager's perception of the nature of employees or workers in the workplace the assumptions of Theory X are as follows:

- i). Employees does not like work and always try to escape from work whenever possible.
- ii). Theory X employees show high resist towards change and these people generally dislike responsibilities.
- iii). A close supervision is necessary for them in order to make them productive.
- vi). High degree of control and continuous supervision is necessary at energy step of the work
- v). People must be threatened and directed in an authoritarian style.

Generally, there are many controversial opinions regarding Theory X assumptions. Theory X is more suitable for occupations with manual labor or workers in the jobs associated with assembling of parts and the jobs where the workers want to fulfill their lower order needs of the hierarchy. Utilizing Theory X at suitable workplaces can maximize mass production with more quality According to McGregor once the lower order needs are fulfilled then thus no longer are motivators for Theory X people. In such situations, employees show dislike towards work, become individual goal oriented, and neglect organizational goals. From this reason of Theory X self-fulfilling prophecy nature, McGregor proposed another theory which is alternative to the Theory X i.e. Theory Y.

Management style and effect

Theory X

Theory Y

1 People hate work	1 People like work
2 People have to be forced to work	2 people drive themselves and work effectively
3 People prefer to be told what to do	3 People will take the initiative given opportunity
4 People are selfish and have no interest in the organization	4 People will commit themselves to objectives if it is beneficial to them

THEORY Y

Theory Y managers believe that their employees/workers are self-directed, highly motivated, committed, highly skilled and capable of exercise their efforts in an inherent manner in order to achieve the individual and organizational objectives. Theory Y managers assume that control and supervision are not necessary for these people to meet their own objectives and organizational objectives.

ASSUMPTIONS OF THEORY Y

- i). Theory Y employees perceive that their jobs are quite normal and relaxing
- ii). Skills and capabilities can make them more productive
- iii). They utilize their potentiality in reaching the individual and organizational goals
- iv). Employees never completely satisfy in fulfilling self-esteem and self-actualization needs

IMPLICATIONS OF THEORY Y

--Delegation and decentralization: If the organizations decentralize, control and reduce the various levels of management so that each manager has to control many subordinates by delegating decision making and responsibility to them. It is possible in Theory Y because these employees seek responsibility, self-directed and need no control.

--Job enlargement: Increase in job tasks, responsibilities, and broadening the scope of employee's opportunities in fulfilling their ego needs.

--Consulting employees/participative management: Employee's involvement in decision-making can prove the capabilities of the employees and helps in fulfilling their higher-level needs.

★ TWO FACTOR THEORY OF MOTIVATION

Frederick Herzberg's Two-Factor Theory, also known as Motivation-Hygiene Theory or intrinsic vs. extrinsic motivation, concludes that there are certain factors in the workplace that can cause job satisfaction and a separate set of factors that can cause dissatisfaction.

WHAT IS THE TWO FACTOR THEORY?

Frederick Herzberg penned this theory, also called the Motivation-Hygiene Theory or the dual-factor theory, in 1959. This American psychologist, who was very interested in people's motivation and job satisfaction, came up with the theory. He conducted his research by asking a group of people about their good and bad experiences at work. He was surprised that the group answered questions about their good experiences very differently from the ones about their bad experiences.

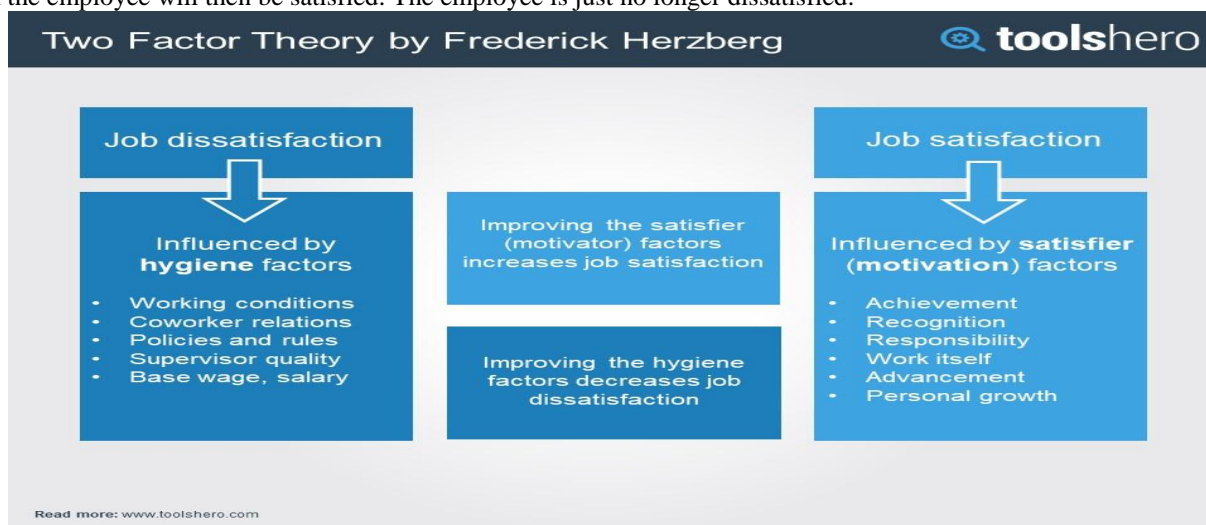
Based on this, he developed the theory that people's job satisfaction depends on two kinds of factors:

- a. Factors for satisfaction (motivators/satisfiers) and
- b. Factors for dissatisfaction (hygiene factors / dissatisfiers)

★ Performance, recognition, job status, responsibility and opportunities for growth all fall under motivators/ satisfiers.

★ Hygiene factors/dissatisfiers are about salary, secondary working conditions, the relationship with colleagues, physical work place and the relationship between supervisor and employee.

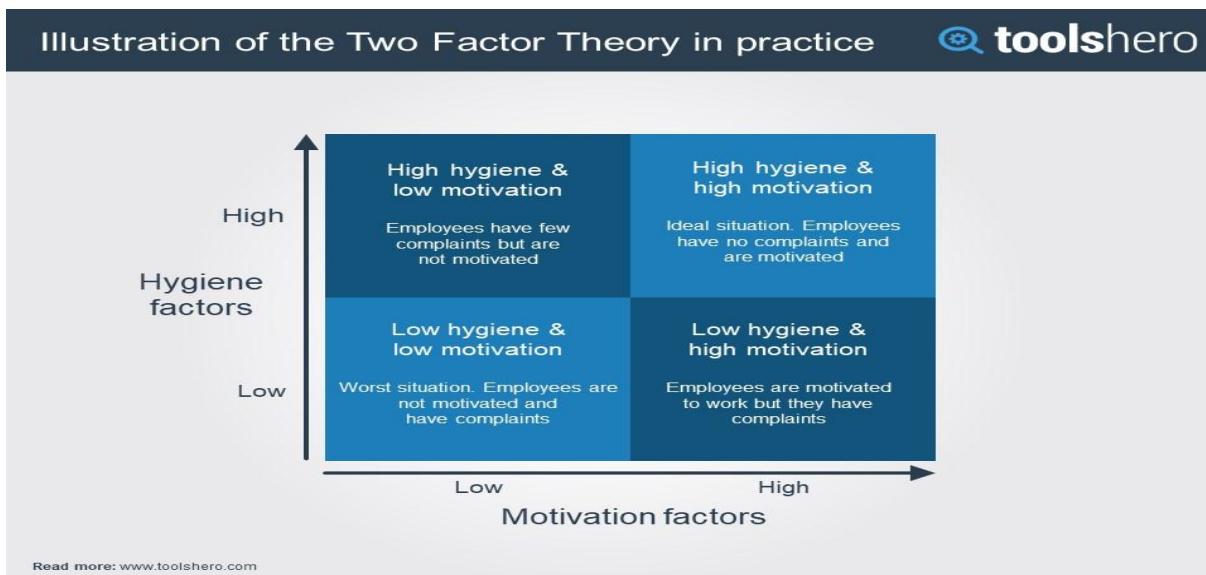
In his theory, Herzberg claims these factors function on the same plane. In other words, satisfaction and dissatisfaction are not polar opposites. Taking away an employee's dissatisfaction – for example by offering a higher salary – does not necessarily mean the employee will then be satisfied. The employee is just no longer dissatisfied.



FOUR (4) DIFFERENT COMBINATIONS CAN EXIST AT WORK:

- a. High hygiene and high motivation: This is the ideal situation. Employees are very motivated and barely have any complaints.
- b. High hygiene and low motivation: Employees have few complaints, but they're not really motivated, they see their work simply as a pay check.
- c. Low hygiene and high motivation: Employees are motivated, their job is challenging, but they have complaints about salary or work conditions.
- d. Low hygiene and low motivation

This is the worst possible situation; employees are not motivated and have many complaints.



KITA

Adjusting the hygiene factors, also called the KITA (Kick in the Ass) factors by Herzberg, often have a short-term effect that does not last very long. Changing the motivation factors on the other hand often has a more lasting, long-term effect on employee performance.

HOW TO APPLY THE TWO FACTOR THEORY?

Organizations and their managers want teams with the best possible performance. However, how do you motivate that team? There is not much point in motivating employees if the hygiene factors are not taken care of. Motivating people really works when the things that bother them – the things they complain about -disappear.

TAKE AWAY THE DISSATISFACTION

To do this, it is important to figure out all the important factors first. What are the complaints about, what is going on, how do the employees interact with each other?

- a. The following aspects are important:
- b. Work on the bureaucracy within the organization
- c. Make sure there is supportive and effective supervision
- d. Create a work environment where all employees are respected
- e. Pay an honest salary
- f. Make sure all employees do worthwhile work to build up the status of their functions
- g. Give job guarantees

When the dissatisfaction is taken away, the organization can focus on motivating its employees effectively.

CREATE CONDITIONS FOR SATISFACTION

- a. For motivation within the organization, think about:
- b. Creating conditions for good performance
- c. Appreciating your employees' contributions
- d. Tailoring the work to your employees' talents and abilities
- e. Giving each team as much responsibility as possible
- f. Offering opportunities for growth within the organization
- g. Offering training and development opportunities

Organizations are prone to take Kick in the Ass measures in the short term, because they do not affect the organizational structure that much. A higher salary, better work conditions etc. Measures for motivation require bigger investments and changes to the organizational culture.

CRITIQUE

The Two Factor Theory is widely used, but there are a few points' issues with it. One issue is the fact that humans tend to look at the aspects of their work that they like and project them onto themselves when things are going well. When times are bad, external factors seem to play a larger part.

Another point of criticism is that the Two Factor Theory assumes that job satisfaction equals higher productivity. There are plenty of reasons to disagree... like external factors that might influence productivity. Herzberg did not consider this while researching and coming up with his theory.

SUMMARY OF THE TWO FACTOR THEORY BY HERZBERG

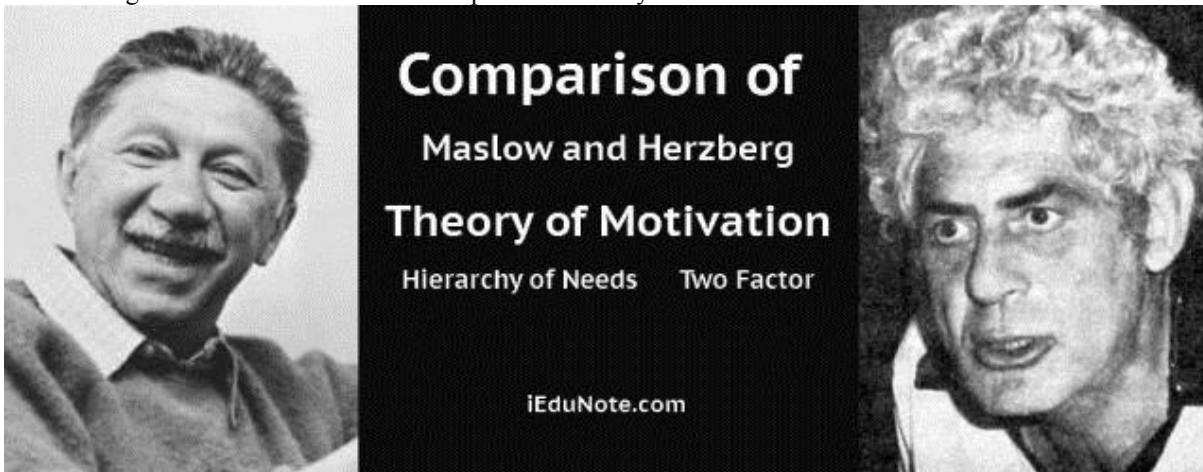
The Two Factor Theory by Herzberg is a theory about motivation of employees. The Two Factor Theory assumes on the one hand, that employees can be dissatisfied with their jobs. This often has something to do with so-called hygiene factors, such as salary and work conditions. On the other hand, employees' satisfaction has to do with so-called motivation factors. These factors have to do with development opportunities, responsibility and appreciation.

Herzberg claims these factors exist side by side. Taking away the dissatisfaction factors doesn't necessarily mean employees will be satisfied. To motivate a team using motivation factors, the hygiene factors need to be taken care of first.

☆ HERZBERG'S AND MASLOW THEORY COMPARED

BASIS OF THEORY: Maslow's theory is based on the hierarchy of human needs. He identified five sets of human needs (on priority basis) and their satisfaction in motivating employees while Herzberg refers to hygiene factors and motivating factors in his theory... While Herzberg's theory is more prescriptive. Comparison of Maslow and Herzberg Theory of Motivation shows the similarities and differences between the hierarchy of needs and Two Factor Theory.

Maslow and Herzberg provided most popular human motivation theories that used in the workforce. Maslow's Hierarchy of needs and Herzberg's Two Factor theories are compared and we try to find out what makes them similar and different.



SIMILARITY OF MASLOW AND HERZBERG THEORY OF MOTIVATION

In fact, there is a great similarity between Maslow and Herzberg's models of motivation.

A close examination of Herzberg's model indicates that for those employees who have achieved a level of social and economic progress in the society, higher level needs of Maslow's model (esteem and self-actualization) are the primary motivators.

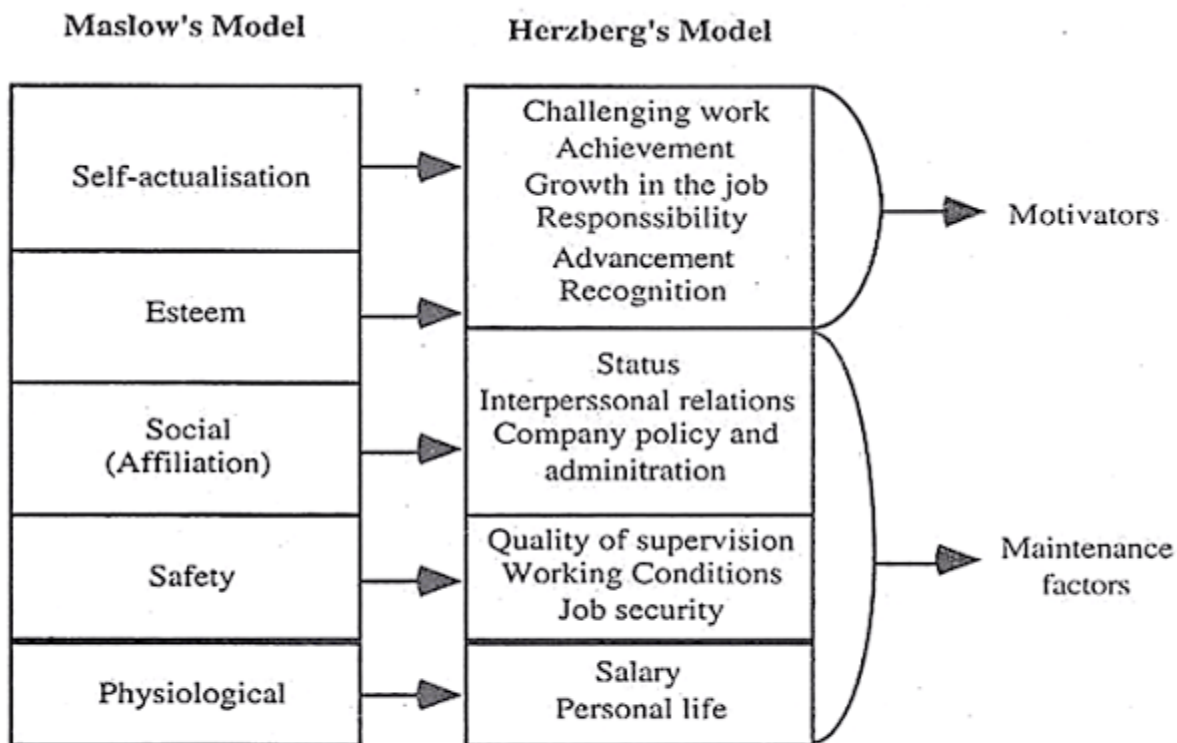
However, they still must satisfy the lower level needs for the maintenance of the current state. Therefore, we can say that money might still be a chief motivator for most of the operative employees and for some low paid managerial people.

Herzberg's model draws a distinction between the two groups of factors, namely, motivational and maintenance, and points out that the motivational factors are often derived from the job itself.

Most of the maintenance factors come under comparatively lower order needs and motivational factors are equivalent to higher order needs.

Both models assume that specific needs energize behavior.

Although there are marked similarities in the two models, many differences exist which are shown in the following way:



MASLOW'S AND HERZBERG'S MODELS OF MOTIVATION

****Log in to <http://edu-article.blogspot.com>**

Herzberg's two dimensional theory and Maslow hierarchy of need have much in common. A comparison of the two theories point out that the high order needs of Maslow affection and self-actualization needs corresponds with Herzberg motivation while the dissatisfies (Hygiene factors) correspondent with Maslow basic needs.

A person who is in need of esteem will be motivated to achieve it. A person can achieve this by accruing wealth and gaining recognition, success breads and reinforces a person esteem of his capability to achieve great success. When a person achieves he develop a sense of importance and power and gets feeling of self-actualization as he perceives that he has full control of his destiny or environment and has perhaps achieved all that he is capable of achieving in lot as a feeling of being "the greatest".

It is through the linkage of performance and reward that an individual achieves individual motivation. The identification of need and reward is a per-condition for achieving sustained motivation and consequently increased productivity.

MASLOW NEEDS	HERZBERG'S MOTIVATION
Self-actualization need	Achievement
Ego or esteem needs	Work itself
Social and affiliation need	Advancement
	Responsibility
	Recognition
Safety needs	Relation with co-workers
Psychological need	Company policy
	Working condition
	Salary/ compensation
	Personal life

Source: Comparison of Maslow's need theory and Herzberg motivational/ factors (2010)

★ **PATH GOAL THEORY**

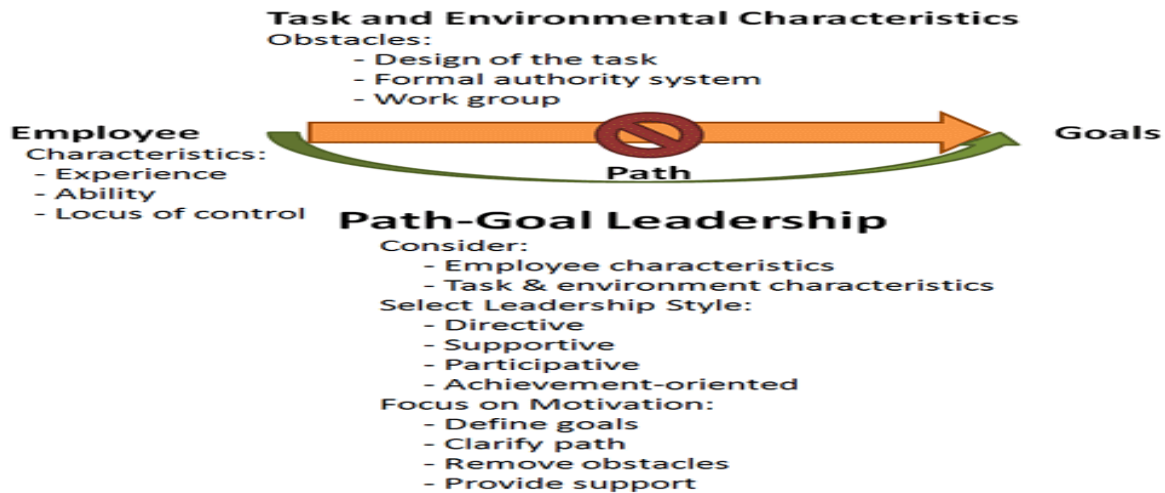
The Path-Goal model is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal (House, Mitchell, 1974). The goal is to increase your employees' motivation, empowerment, and satisfaction so they become productive members of the organization- Oct 31, 2013

Path-Goal is based on Vroom's (1964) expectancy theory in which an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The path-goal theory was first introduced by Martin Evans in 1970 and then further developed by House in 1971

The path-goal theory can best be thought of as a process in which leaders select specific behaviors that are best suited to the employees' needs and the working environment so that they may best guide the employees through their path in the obtainment of their daily work activities (goals) (Northouse, 2013).

While Path-Goal Theory is not a detailed process, it generally follows these basic steps as shown in the graphic below:

- i). Determine the employee and environmental characteristics
- ii). Select a leadership style
- iii). Focus on motivational factors that will help the employee succeed



Employees interpret their leader's behavior based on their needs, such as the degree of structure they need, affiliation, perceived level of ability, and desire for control. For example, if a leader provides more structure than what they need, they become less motivated. Thus, a leader needs to understand their employees so they know how to best motivate them.

The path-goal theory was influenced by the expectancy theory of motivation developed by Victor Vroom in 1964. Vroom built his work on the work of Georgopoulos et al. (1957): A path-goal approach to productivity. *Journal of Applied Psychology*. Volume 41, No. 6, pages 345–353.

Thus need creates a tension which an employee tries to reduce by a goal oriented behavior. An employee in this circumstance assumes three major things namely:

- a. Goal availability: The employee believes that goal can be attained through the instrumentality of the organization.
- b. Goal value: The reward offered by the enterprises is one the employee desire values.
- c. Perceived effort- Reward probability: It is believed that equity will prevail in the organization.



ALDERFER'S ERG THEORY

ERG theory is a theory in psychology proposed by Clayton Alderfer. Alderfer further developed Maslow's hierarchy of needs by categorizing the hierarchy into his ERG theory (Existence, Relatedness and Growth). The existence group is concerned with providing the basic material existence requirements of humans. This categorization reduction is the result of earlier research on Maslow Hierarchy of Needs that indicates some overlap within the middle levels. According to Alderfer, the needs aren't in any order and any desire to fulfill a need can be activated at any point in time. This results in the the lower level needs not requiring to be satisfied in order to satisfy a higher level need. Alderfer's ERG Theory can actually be utilized as a frustration-regression principle where an already satisfied lower level need can be "re-activated" when confronted with the impossibility of satisfying a higher-level one.

ERG Theory is the extension of Maslow's Needs Hierarchy, wherein the Maslow's five needs are categorized into three categories:

- a. Existence Needs
- b. Relatedness Needs and
- c. Growth Needs.

An American psychologist Clayton Paul Alderfer had proposed this theory and believed that each need carries some value and hence can be classified as lower-order needs and higher-order needs. He also found some level of overlapping in the physiological, security and social needs along with an invisible line of demarcation between the social, esteem and self-

actualization needs. This led to the formation Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs.



ALDERFER'S ERG THEORY CLASSIFIES NEEDS INTO THREE (3) CATEGORIES, ALSO ORDERED HIERARCHICALLY:

- a. Existence Needs: The existence needs comprises of all those needs that relate to the physiological and safety aspects of human beings and are a prerequisite for the survival. Thus, both the physiological and safety needs of Maslow are grouped into one category because of their same nature and a similar impact on the behavior of an individual.
- b. Relatedness Needs: The relatedness needs refer to the social needs that an individual seeks to establish relationships with those for whom he cares. These needs cover the Maslow's social needs and a part of esteem needs, derived from the relationship with other people.
- c. Growth Needs: The growth needs cover Maslow's self-actualization needs as well as a part of esteem needs which are internal to the individual, such as a feeling of being unique, personnel growth, etc. Thus, growth needs are those needs that influence an individual to explore his maximum potential in the existing environment.

Maslow's Needs	Alderfer's ERG Theory
Self-Actualization	Growth
Self-Esteem	Relatedness
Social Needs	
Safety Needs	Existence
Physiological Needs	

This is very similar to Maslow – It can be seen as just collapsing into three tiers. But may be a bit more rational. For example, in Alderfer's model, sex does not need to be in the bottom category as it is in Maslow's model, since it is not crucial to (the individual's) existence. Remember, this about individual motivation, not species' survival so by moving sex, this theory does not predict that people have to have sex before they can think about going to school, like Maslow's theory does.

☆ ACQUIRED NEEDS THEORY (MCCLLELLAN)

Acquired Needs Theory studies individuals needs and classify them into as three motivating drivers, need for achievement, power or affiliation. In Acquired Needs Theory, McClelland proposes each person falls into one three types of needs based on personal preference and personal experience of that person.

David McClelland describes how an individual's life experiences can change the type of individual needs over time.

McClelland suggested that regardless of our gender, culture, or age, we all have three motivating drivers, and one of these will be our dominant motivating driver. This dominant motivator is la David C. McClelland's Acquired Needs.

This theory is also known as "Human Motivation Theory", "Motivational Needs Theory". It is used to understand the need of employees and create a strategy for the motivating process in the organization.



ACQUIRED NEEDS THEORY CLASSIFY NEEDS IN THREE (3) TYPES:

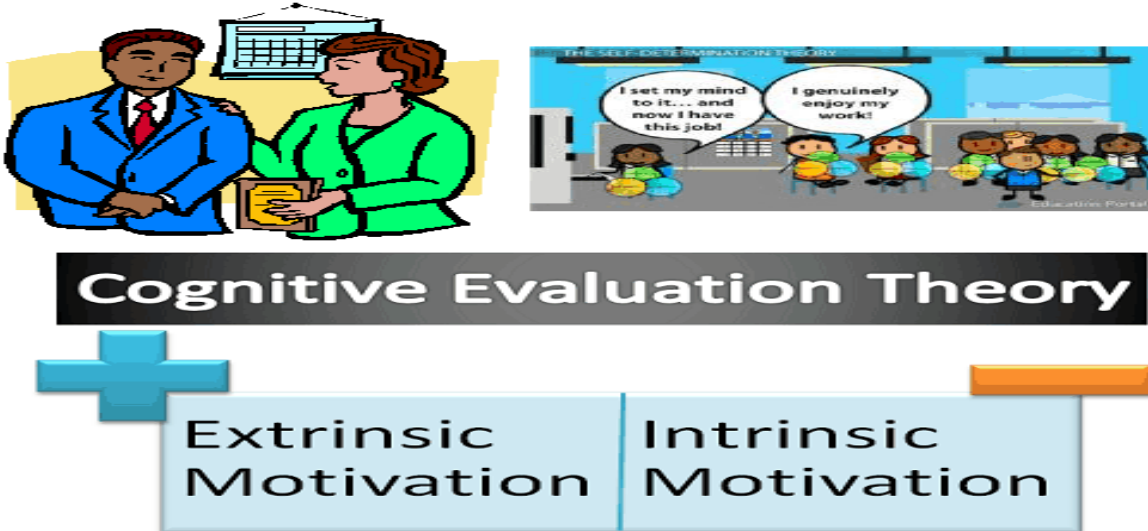
- a. Need for achievement (nAch): The drive to excel, to achieve in relation to a set of standards, to strive to succeed. The theory focuses on three needs: achievement, power, and affiliation. Some people have a compelling drive to succeed. They are striving for personal achievement rather than the rewards of success per se. This drive is the achievement need (nAch).
- b. Need for power (nPow): The need to make others behave in a way that they would not have behaved otherwise.
- c. Need for affiliation (nAfl): The desire for friendly and close interpersonal relationships.

Again this is also similar to Maslow and Alderfer.

These needs can be measured using the TAT (Thematic Apperception Test), which is a projection-style test based on interpreting stories that people tell about a set of pictures.

★ **COGNITIVE EVALUATION THEORY**

Cognitive evaluation theory (CET) is a theory in psychology that is designed to explain the effects of external consequences on internal motivation. Cognitive Evaluation Theory suggests that there are actually two motivation systems; intrinsic and extrinsic those correspond to two kinds of motivators.



- a. Intrinsic Motivators: achievement, responsibility and competence. motivators that come from the actual performance of the task or job -- the intrinsic interest of the work. Achievement, responsibility, and competence are motivators that come from the actual performance of the task or job — the intrinsic interest of the work. Intrinsically motivated individuals perform for their own achievement and satisfaction. If they come to believe that they are doing some job because of the pay or the working conditions or some other extrinsic reason, they begin to lose motivation.
- b. Extrinsic: pay, promotion, feedback, working conditions -- things that come from a person's environment, controlled by others.

The belief is that the presence of powerful extrinsic motivators can actually reduce a person's intrinsic motivation, particularly if the extrinsic motivators are perceived by the person to be controlled by people. In other words, a boss who is always dangling this reward or that stick will turn off the intrinsically motivated people.

Note that the intrinsic motivators tend to be higher on the Maslow hierarchy.

★ EQUITY THEORY

Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity.

DIAGRAM "A" ADAMS EQUITY THEORY OF MOTIVATION

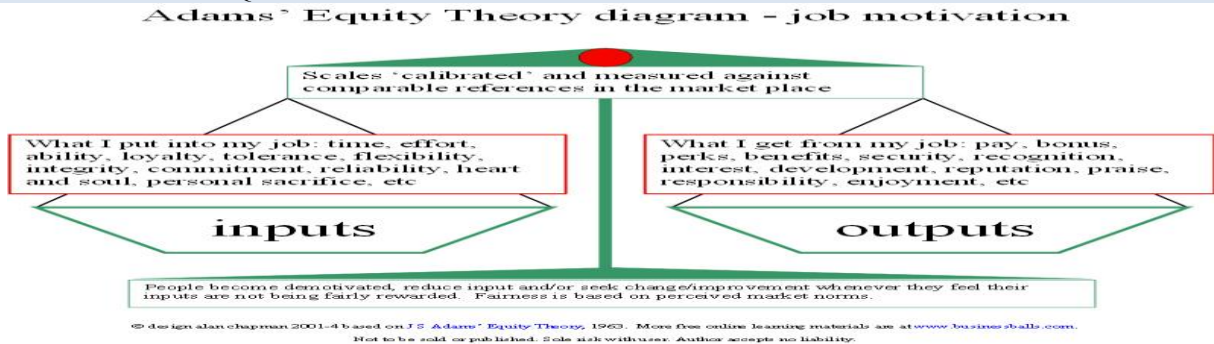
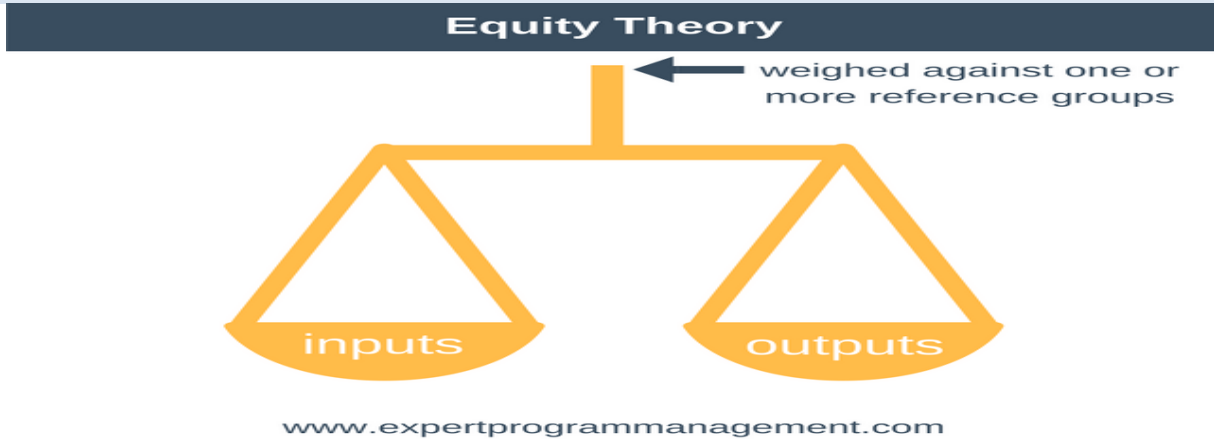


DIAGRAM "B" ADAMS THEORY OF MOTIVATION



In 1963, John Stacey Adams introduced the idea that fairness and equity are key components of a motivated individual. Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity. Adams suggested that the higher an individual's perception of equity, the more motivated they would be and vice versa: if someone perceives an unfair environment, they will be de-motivated.

The easiest way to see the equity theory at work, and probably the most common way it does impact employees, is when colleagues compare the work they do to someone else that gets paid more than them. Equity theory is at play anytime employees say things like, 'John gets paid a lot more than me, but doesn't do nearly as much work,' or 'I get paid a lot less than Jane, but this place couldn't operate without me!' In each of those situations, someone is comparing their own effort-to-compensation ratio to someone else's and is losing motivation in the process.

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person. Considered one of the justice theories, equity theory was first developed in the 1960s by J. Stacy Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1963). The belief is that people value fair treatment, which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

Adam’s Equity Theory goes a step further and states that individuals don’t just understand equity in isolation, instead they look around and compare themselves to others. If the perceive an inequity then they will adjust their inputs to restore balance. This is illustrated in the following equity theory equation below:

Equity Theory

$$\frac{\text{Individual outputs}}{\text{Individual inputs}} = \frac{\text{Other's output}}{\text{Other's input}}$$

www.expertprogrammanagement.com

Essentially, what we are saying is that individuals will always adjust their inputs so that the equation is always in balance. So, if an individual believes their outputs are are lower than their inputs relative to others around them they will become demotivated. Likewise, an individual may be need to increase their inputs if their outputs are greater than those doing exactly the same job. Essentially, an individual within an organization will always try to keep fairness (equity) in balance:

★ **REINFORCEMENT THEORY**

The one theory of influence almost everyone knows about is this one. In addition, if you know only one approach, this can be good candidate. It works in a variety of situations, it can simply be applied and it has just a few basic ideas. In fact, reinforcement theory boils down to a Main Point: Consequences influence behavior.

Think about that for a moment. Consequences influence behavior. It means that people do things because they know other things will follow. Thus, depending upon the type of consequence that follows, people will produce some behaviors and avoid others. Pretty simple and very realistic too. Reinforcement theory (consequences influence behavior) makes sense.

PRINCIPLES OF REINFORCEMENT

There are three basic principles of this theory. These are the Rules of Consequences. The three Rules describe the logical outcomes, which typically occur after consequences.

- i). Consequences which give Rewards increase a behavior.
- ii). Consequences which give Punishments decrease a behavior.
- iii). Consequences which give neither Rewards nor Punishments extinguish a behavior.

These Rules provide an excellent blueprint for influence. If you want to increase a behavior (make it more frequent, more intense, more likely), then when the behavior is shown, provide a Consequence of Reward. If you want to decrease a behavior (make it less frequent, less intense, less likely), then when the behavior is shown, provide a Consequence of Punishment. Finally, if you want a behavior to extinguish (disappear, fall out of the behavioral repertoire), then when the behavior is shown, then provide no Consequence (ignore the behavior).



Reinforcement theory proposes that you can change someone's behavior by using reinforcement, punishment, and extinction. Rewards are used to reinforce the behavior you want and punishments are used to prevent the behavior you do not want. Extinction is a means to stop someone from performing a learned behavior. The technical term for these processes is called operant conditioning.

BF Skinner and his associates proposed reinforcement theory of motivation. It states that individual's behavior is a function of its consequences. It is based on "law of effect", i.e., individual's behavior with positive consequences tends to be repeated, but individual's behavior with negative consequences tends not to be repeated.

Reinforcement theory of motivation overlooks the internal state of individual. Thus, according to SKINNER the inner feelings and drive of individuals are ignored. This theory focuses totally on what happens to an individual when he takes some action. Thus, according to Skinner, the external environment of the organization must be designed effectively and positively to motivate the employee. This theory is a strong tool for analyzing controlling mechanism for individual's behavior. However, it does not focus on the causes of individual's behavior.

The Managers Use The Following Methods For Controlling The Behavior Of The Employees:

- a. **Positive Reinforcement-** This implies giving a positive response when an individual shows positive and required behavior like immediately praising an employee for coming early for job. This will increase probability of outstanding behavior occurring again. Reward is a positive reinforcer, but not necessarily. If and only if the employees' behavior improves, reward can said to be a positive reinforcer. Positive reinforcement stimulates occurrence of a behavior. It must be noted that more spontaneous is the giving of reward, the greater reinforcement value it has.
- b. **Negative Reinforcement-** This implies rewarding an employee by removing negative / undesirable consequences. Both positive and negative reinforcement can be used for increasing desirable / required behavior.
- c. **Punishment-** It implies removing positive consequences so as to lower the probability of repeating undesirable behavior in future. In other words, punishment means applying undesirable consequence for showing undesirable behavior. For instance, suspending an employee for breaking the organizational rules; Punishment can be equalized by positive reinforcement from alternative source.
- d. **Extinction-** It implies absence of reinforcements. In other words, extinction implies lowering the probability of undesired behavior by removing reward for that kind of behavior. For instance - if an employee no longer receives praise and admiration for his good work, he may feel that his behavior is generating no fruitful consequence. Extinction may unintentionally lower desirable behavior.

IMPLICATIONS OF REINFORCEMENT THEORY

Reinforcement theory explains in detail how an individual learns behavior. Managers who are making attempt to motivate the employees must ensure that they do not reward all employees simultaneously. They must tell the employees what they are not doing correct. They must tell the employees how they can achieve positive reinforcement.

2.4 TYPES OF MOTIVATIONAL SCHEMES IN AN ORGANIZATION

Incentive scheme refers to all forms of compensation and benefit plans that reward performance. It refers to all compensation given to workers in Luluco Nigeria Limited Zaria in this research study. Inceptive schemes are meant to encourage positive desirable behavior from employees.

Koontz et al (1980), identifies three types of incentives scheme in an organization. These are social inceptives, psychological incentives and participative incentives.

- a. **Social Behavior:** These are those incentive schemes that increase the employees standard of living by giving him a better chance of survival by reducing the amount of money he spends from his basic salary. These types of incentives are often referred to as non-financial incentives, or fringe benefits, which are introduced as a mark of good management. They include housing, health, loan, legal assistance etc.
- b. **Participative Incentives:** Belcher (2000) describes participative incentive as the consultation and solicitation of subordinate participation in management decision. It is the acceptance of employees suggestion. The primary purpose of this incentive is to elicit workers commitment and make them feel that they are part of the organization.
- c. **Psychological incentives:** These incentives include such things like pride, recognition and appreciation, which could be in cash.

Casio and Howard (2008), also classified incentives scheme in an organization into three (3) broad categories namely, Industrial incentives plans, Group incentives plans and Organization incentives plans

- a) **Individual incentives plans:** These are benefit offered to individual in recognition of their contribution towards the realization of organization goals. Such incentives include increase in salaries, housing allowances medical allowance etc. When all these incentives are given to workers of Luluco Nigeria Limited Zaria, it will increase their performance and productivity and that of the organization will also increase.
- b) **Group incentives plans:** This type of incentive schemes are usually given to group of individual or team of workers especially where it is difficult to identify the contribution of any single workers or individual. This type of incentive foster high degree of cooperation among the workers and this facilitates efficient execution of the job or task.
- c) **Organization incentive plan:** This is oriented toward compensating the entire staff of an organization.

2.5 NATURE OF MOTIVATIONAL SCHEMES IN ORGANIZATION

An incentive is something that motivates an individual to perform an action. The study of incentive structures is central to the study of all economic activities both in terms of individual decision-making and in terms of co-operation and competition within a larger institutional structure. Ultimately, incentives aim to provide value for money and contribute to organizational success.

Motivation schemes in an organization could be either in cash or in kind cash. However, benefit may include bonus, increase in salary, leave grant etc.

Benefits in kind include all fringe benefits such as training and retraining, housing loan, medical allowances, free transportation, scholarship grants etc.

The nature of the motivational scheme in an organization depends on the resources at the disposal of the organization and the needs of the employee in the organization. Therefore, it is good to note that design of incentive systems is a key management activity.

2.6 CHARACTERISTIC OF MOTIVATIONAL SCHEMES

For any motivational system, the following issues must be present.

- a. Subordinates must be included to work and produce more.
- b. The system must be flexible in order to account for varying requirement of people who need different types of incentives. For example, some employee will work harder for more pay, others for status or promotion only.
- c. A good motivational system must be comprehensive in providing for satisfaction of all need.
- d. Security is a vital element. It means more than the promise of a job and a wage and as such employee's safety is essential.
- e. Management through fairness and justice must win the confidence of all workers.
- f. Social relationship must not be neglected. Thus, the need of a job, which gives an employee a respected position in the society, enables social relationship and must be recognized by managers.
- g. Employees should be well compensated for their effort on the job.
- h. Basic needs of employees, group participation, guidance and counseling, self-esteem, paid holiday or car allowance, parking space, canteen etc. should be incorporated in to an employee's package of motivation on the job.

2.7 THE IMPORTANCE OF PERSONNEL MANAGEMENT IN ENHANCING WORKERS PRODUCTIVITY

The personnel management plays a very important role in modern organization that emphasizes division of labor and we quite know that division of labor leads to specialization. It is the function of the personnel managers to help formulate labor policies and take a detailed study of financial incentive programs. He is responsible for coordinating performance appraisal administration of discipline and the promotion of formal organizational communication using newsletter or company notice boards.

The personnel management enhances workers' productivity through the function he performs as follows:

- a. Training and development: The personnel management though its function of training and development encourage workers to give their utmost best and when an employee is sent for training, he feels happy at the opportunity of learning new things and becoming better at what he does. He is therefore, motivated to serve the organization better.
- b. Remuneration: The amount of money employee is paid goes a long way in motivating him. Employees need money to meet their necessities (food, clothing, shelter, and safety). They also want to live comfortable. It is therefore, very important that the personnel management properly remunerate the employees as this will go a long way in motivating them.
- c. Promotion: The personnel department is also responsible for the promotion and discipline of employees since all employees want to attain a higher and a better position in the organization. The personnel management must therefore ensure that hardworking employees are promoted as at when due. By so doing employees motivation will be enhanced.
- d. The personnel management should provide provision of conducive working environment and facilities. For example, all offices should be well ventilated and furnished. Factory workers should be provided with all working and safety kits.

2.8 TECHNIQUES FOR INCREASING MOTIVATION

Increasing motivation in your workplace can help improve performance, raise morale and boost productivity. While different motivators work for different types of employees, there are several common techniques for getting employees excited and energized for their jobs. If in doubt, ask employees what you can do for them to help them feel more motivated about their professional setting.

Laluco Nigeria Limited should employ the following below in order to increase motivation:

- a. Creating a Positive Work Environment: Motivate employees by giving them an upbeat, positive work environment. Encourage teamwork and idea sharing, and make sure staff has the tools and knowledge to perform their jobs well. Be available when employees need you to be a sounding board or a dispute mediator. Eliminate conflict as it arises, and give employees freedom to work independently when appropriate.

- b. **Set Goals:** Help employees become self-motivated by helping them establish professional goals and objectives. Not only does this give employees something to strive for, but your business benefits when goals are tied to corporate contributions. Make sure goals are reasonable and achievable so employees do not get discouraged. Encourage them when they hit notable milestones.
- c. **Provide Incentives:** Increase motivation by providing incentives to workers. You can create individual incentives for each employee or team incentives to motivate employees as a group. Financial incentives can include cash prizes, gift cards or restaurant gift certificates. Non-financial incentives can include extra vacation days, compressed workweeks or choice office space or parking spots.
- d. **Recognize Achievements:** Celebrate employee achievements through employee-of-the-month or star performer awards. Make a big deal out of accomplishments by celebrating at staff meetings. Print certificates or engrave plaques, issue a press release or post a notice on your company website. Recognize team accomplishments as well as individual efforts.
- e. **Share Profits:** Motivate employees with the incentive of a profit-sharing program. In this way, employees increase their earnings when they help you increase yours. This approach simultaneously promotes collective goal setting and teamwork. It also gives employees a sense of pride in ownership and can improve performance and reduce turnover as well as raise staff morale.
- f. **Solicit Employee Input:** Survey employees regularly about their levels of satisfaction. You can conduct anonymous polls or hire an independent party to conduct a formal focus group. This will help you catch potential morale breakers before they get out of hand. Soliciting employee input also shows staff that you care about their opinions and want to continue to improve staff working conditions.
- g. **Provide Professional Enrichment:** Encourage employees to continue their education or participate in industry organizations. Provide tuition reimbursement or send employees to skills workshops and seminars. If an employee is motivated to an upward career path, offer mentoring and job shadowing opportunities to keep them focused it will help to the growth and development of the organization. Promote from within whenever possible, and create opportunities to help employees develop from a professional standpoint.

2.9 IMPORTANCE OF MOTIVATION

Motivation is important in business because it increases mental and physical human reactions. Highly motivated individuals and staff have a willingness to get the job done efficiently and effectively, resulting in higher productivity, increased revenue and satisfy employees and business owners. Employees and staff with low motivation tend to work slower, without regard for productivity or efficiency, and end up costing the business money. Low motivation can be caused by a lack of direction or purpose, and can sometimes be reversed by the introduction of goals.

Business owners often fret about the best way to increase employee motivation. Some might wonder, however, why simply providing a paycheck is not enough. Looking closely at what causes a loss of motivation, and recognition of the business' dependence on employees, reveals that it is fundamental for employees to bring their enthusiasm to the workplace to increase the company's bottom line.

To sum it all, management must ensure that employees are properly motivated. They must be attentive to the needs of employee, and make sure that employees needs are properly and timely met.

An unmotivated employee is a threat to the organization. When an employee fails to achieve a goal or perceives that he cannot achieve a good, he feels frustrated and could develop other peculiarities characteristic of the position in which he finds himself.

An unmotivated employee becomes frustrated aggressive by verbally / physically attacking others. He is also aggressive acting like a child, refusing to take responsibility and exhibiting unreasoned character and behavior. He may also engage in unproductive activities and refuse to participate in productive activities.

It is therefore important for the management of an organization, to employ the various theories of motivation and apply which will effectively suit the needs of the worker in the organization and this is because the goals of an organization can only be achieved by motivating employees.

III. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This research work is specifically designed to study the effect of motivation on the productivity of workers in an organization using Luluco Nigeria Limited as a study. The research design is meant to guide the researcher in the use of the best method of collecting data in the course of the study. The research design used in this study is the simple survey approach. The researcher is interested in observing what is happening to the sample subjects without any attempt to manipulate or control them.

3.2 POPULATION OF THE STUDY

The population of the study defines the limit to which research findings are acceptable. The population comprises of all the staff in LALUCO Nigeria Limited Zaria, which comprises of the hospital section, the transport section, and the contract section and in fact the entire group of companies of LALUCO Nigeria Limited.

3.3 SAMPLE TECHNIQUES AND SIZE

3.3.1 Sample Techniques: For this research work, the simple random sampling (SRS) and Stratified Sampling technique was used; where all the units of analysis in the population that is everybody in the organization has an equal chance being chosen. The researcher partitioned the population into groups based on a factor that may influence the variable that is being measured. Using the stratified sampling the researcher partitioned the population into groups (strata), obtain a simple random sample from each group (stratum) and collect data on each sampling unit that was randomly sampled from each group (stratum).

However, two (2) sampling techniques, the simple random sampling (SRS) and Stratified Sampling technique were used because there are obviously times when one sampling method is preferred over the other.

The researcher also employed the IBM SPSS Statistics (Statistical Package for the Social Sciences) to test the hypothesis in other to avoid fallacious conclusions. The SPSS Statistics is a software package used for interactive or batched, statistical analysis. Long produced by SPSS Inc., it was acquired by IBM in 2009. The current versions are named IBM SPSS Statistic.

The researcher went about this by employing simple random sampling (SRS), Stratified Sampling technique, 3D Histograms, Tables and IBM SPSS that is a widely used program for statistical analysis, that are generally used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, accountants, management analysis, health sciences, researchers, students and others.

3.3.2 Sample Size: The sample size comprises of the present staff of LALUCO Nigeria Limited Zaria from all sections of the company so that the researcher can arrive at a result that will be clear from bias in all aspect of the survey.

However, a total number of one hundred (100) copies of questionnaires were distributed to the staff of LALUCO Nigeria Limited at random but only fifty (50) were collected back from them which are filled without mistake or otherwise while those that were not properly completed were rejected.

3.4 INSTRUMENT USED FOR DATA COLLECTION

The researcher used questionnaire as an instrument for the collection of data. These involve sending pre-arranged question to various members of staff of LALUCO Nigeria Limited and are questions, which are also relevant to the study.

3.5 JUSTIFICATION OF INSTRUMENT USED

The questionnaire method was used, because it will cover large number of people within a period. The questionnaire will also eliminate the problem of pressure or directing respondent in answering questions. With the questionnaire method, respondents are free to answer the question at their own convenience, without undue pressure from the correspondent.

They are therefore, better able to freely give their options/opinion on questions asked and the completed questionnaires will be subjected to preliminary editing. Those that were not properly completed were rejected. After editing, the collected questionnaires were marked against each respondent for each question asked and these formed the basis for using the tabulation and percentage in order to obtain a result.

3.6 METHOD OF DATA COLLECTION

There has always been the need for an accurate data to be collected for any reliable information to be produced from it. This has prompted the researcher to adopt the best and most appropriate techniques and method of data collection needed. The researcher employed both primary and secondary sources of data collection. In the primary sources, the researcher used the questionnaire as an instrument for collecting data.

In the secondary sources of data collection, the researcher obtained data from the company record, textbooks and previous write-ups on the study, as well as journals and on the internet.

IV. HISTORY, STRUCTURE AND FUNCTIONS OF LALUCO NIG. LIMITED

4.1 HISTORICAL EVOLUTION

Alhaji Lawandi Tabako is the Founder and Managing Director of LALUCO Nigeria Limited Zaria, Kaduna State Nigeria.

Alhaji Lawandi Tabako started as a transporter; he started his relationship with Nigeria Tobacco Company Limited (NTC) in 1960. He started as a transporter in Zaria in the days when being a transporter only meant moving cigarettes around the city either on foot or if you were lucky, in a truck (that is a push cart popularly known as Omolanke) or if you were really a "gentleman transporter", by bicycle. He started by transporting cigarettes on foot to outlets within Zaria, such as G. B. Oliviant, J Bhojsons, The Railway station and S.C.O.A. Company Limited. After six (6) months, Alhaji Tabako bought a used (second-hand) Bedford truck for One hundred and fifty pounds (£150: 00) from the proceeds of his business.

Four years later he purchased another vehicle but this time a brand new one. Since then, his business grew in leaps and bounds and of course he started transporting goods for other businesses. To as at 1990s had his 'fleet' is 36 vehicles strong, made up of 10 Mercedes 2119 trailers, 22 Mercedes 1013 trailers and 4 Mercedes 911 lorries. Nevertheless, this does not include the tipper trucks, pick-up vans and ordinary employees' cars which are not involved in NTC's business.

He registered Laluco Nigeia Ltd Zaria as a limited liability company in 1970. A private company legally responsible for its debts only to the extent of the amount of capital they invested. A limited liability company (LLC) is a corporate structure whereby the members of the company cannot be held personally liable for the company's debts or liabilities. Limited liability companies are essentially hybrid entities that combine the characteristics of a corporation and a partnership or sole proprietorship.

Laluco Nigeria Limited opened subsidiary companies as follows:

a). Laluco Furniture company

At Laluco Furniture Company, they make beautiful home furnishings affordable. In less than 10 years, they have become amongst the No. 1 selling furniture brand in Northern Nigeria and the No. 1 retailer of furniture and bedding Northern Nigeria. Laluco Furniture was situated at Kaduna - Zaria road Wusasa Zaria. And was incorporated in 1983

b). Nagari Hospital Zaria

The clinic Mission is to be a complete management hospital. In pursuit of this, they apply modern technology, balanced by care for, and empathy with every patient, meeting all their needs in-house. Their Vision was to promote the highest complete health care service attainable in the most developed parts of the world, in Nigeria, through the harmonious utilization of specialists in the various aspects of medicine, and the application of modern technology. The hospital was established 1980.

c) Ribway Aliyu Form and mattress company

Established in 1990, Ribway Aliyu Form and Mattress Company was located at Kaduna - Zaria road wusasa zaria adjacent to the Laluco Furniture company and opposite Laluco Toilet Paper company. The company is mainly into foam Manufacturing and offering Baby Mattress, Beds, Couch.

d). Laluco Toilet Paper Manufacturing company

Laluco Toilet Paper Manufacturing Company was established in 1983. They produce high quality Tissues. There produce quality and very good/right tissue for every occasion. They also offer variety of products to meet customers' needs at home, in the car, at the office, at events or anywhere.

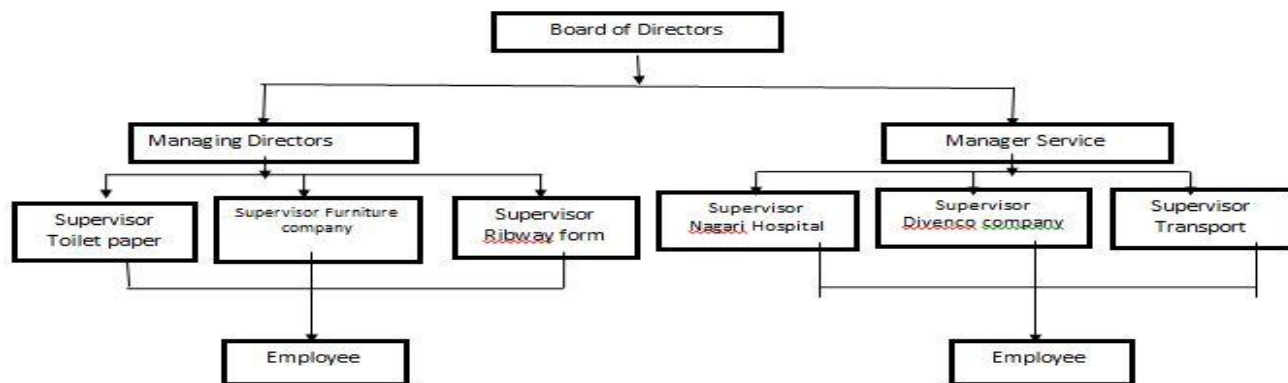
e). Divenco Company Nigeria Ltd

This company is partnership between Laluco Nigeria Limited and other private companies and is situated at Jos Northern part of Nigeria.

f). Laluco Transport Company

The transport company grew from a small to big transport company with over seventy (70) fleet of trailers transporting goods all over Nigeria.. Laluco Transport Company has delivered excellent services and their many happy customers seem to reiterate this fact. With head office at Trunk road by park road Sabon Gari Zaria, the transport section has been in existence since 1970's with the goal of becoming one of the top transport companies in Nigeria.

4.2 ORGANIZATIONAL STRUCTURE OF LALUCO NIGERIA LIMITED



SOURCE: Luluco Nigeria Limited 2017

a). Board of Directors

The board of directors is representation of both management and shareholder interests and they are all the owners of Luluco Nigeria Ltd. The board of directors of Luluco Nigeria Ltd is twelve (12) in number and is permanent board of directors because of the nature of the business being a family business.

All the board of directors are recognized by Luluco Nigeria Ltd laws and rules and do jointly oversee the activities of Luluco Nigeria Ltd.

b). Managing Director

The managing director Luluco Nigeria Ltd is the overall head. He is in charge of the whole company, from the day-to-day stuff to the big picture problems. He will be held accountable when things go right – but also when they go wrong.

He is responsible for the performance of the company, which is generally dictated by the board's overall strategy.

His responsibilities include:

- i). Successfully implementing company policy
- ii). Developing strategic plans
- iii). Maintaining a dialogue between shareholders and the board
- iv). Controlling finance
- v). Building and maintaining an effective management team
- vi). Assuming full accountability for the board for all company operations

c). Manager Production and Services

The manager production and services are responsible for controlling or administering Luluco Nigeria Ltd or group of staff Luluco Nigeria Ltd. They have staff of people who report to them.

The functions of the two (2) managers are:

- i). Policy, roles and responsibilities
- ii). Guide and assist
- iii). Continuing professional development
- iv). Documentation check
- v). Research planning, training and development
- vi). Advising on regulations, services and facilities
- vii). Safety of all the management staff
- viii). Meetings, conferences and publication
- ix). Supervision work and pending period
- x). Submission of results to manager
- xi). Supervisors are important to safe workplaces because they are closest to the actual work being done and can address and resolve workers' health and safety concerns.

d). Supervisors

They are simply the supervisor, foreperson, overseer, cell coach, facilitator, monitor, or area coordinator and are responsible to the managers.

The responsibilities of the supervisors are:

- i). Understand and ensure compliance with workplace health and safety requirements
- ii). Training new employees and coaching and developing existing employees
- iii). Co-operate with the occupational health committee, ensure that it functions properly and ensure all workers support committee members in their health and safety activities
- iv). Dealing with performance problems and terminations and supporting problem resolution and decision-making.
- v). Make sure hazards are identified and proper steps are taken to eliminate the hazards or control the risks and Inspect work areas and correct unsafe acts and conditions
- vi). Conducting timely performance evaluations and translating corporate goals into functional and individual goals.
- vii). Ensure equipment is properly maintained and Ensure only authorized, competent workers operate equipment
- viii). Monitoring performance and initiating action to strengthen results
- ix). Monitoring and controlling expenses and budgets
- x). Tracking and reporting scorecard results to senior management
- xi). Planning and goal-setting for future periods
- xii). Ensure the necessary personal protective equipment is provided to workers and used properly and Instruct/coach workers to follow safe work procedures
- xiii). Know how to safely handle, store, produce, and dispose of chemical and biological substances at the workplace
- xiv). Understand and implement emergency procedures
- xv). Report and investigate incidents (meaning accidents and dangerous occurrences)

- xvi). Promote health and safety awareness
 - xvii). Co-operate with other parties in dealing with health and safety issues
 - xviii). Ensure that workers under their direct supervision are sufficiently supervised and
 - xix). Ensure that workers under their direct supervision are not exposed to harassment at their workplace
- e). Employees

They the management staff employed for wages or salary, especially at non-executive level. They are individuals employed in Laluco Nigeria Ltd who work part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. They can be called workers or employees.

4.3 FUNCTIONS OF LALUCO NIGERIA LIMITED

- a. As an organization, they understand that they exist to serve and satisfy their customers. Accordingly, their customer orientation reflects intimacy between the company and the customers in order to attain their customer's confidence and trust.
- b. They continuously seek and develop new business ideas by employing methods to retain their successful stand in the market.
- c. All the workers of Laluco Nigeria Limited work together to deliver the best products and services to their valuable customers and stakeholders. To achieve this, they demonstrate teamwork, respect and meritocracy.
- d. They thrive on being leaders in their business, markets and communities. To derive this, they focus on continuous improvement, partnership and professionalism.
- e. They provide the information required for the financial protection of Laluco Nigeria Limited and their employees.
- f. They prepare accounting records & management information and involved in contracts of employment, job descriptions, training, management development and industrial relations for benefit of Laluco Nigeria Limited and the nation as a whole.

4.4 PROBLEMS OF LALUCO NIGERIA LIMITED

- (a) Death of the Founder and Managing Director of the company in September 1998 had tremendous effect on the growth and development of the Company.
- (b) Unpredictable and weak policy framework and Limited access to funds in money and capital markets
- (c) Inadequate and deteriorating infrastructures support for example, electricity, water, road, etc.
- (d) Low consumer purchasing power
- (e) Poor/low quality products
- (f) High cost of equipment and working capital caused by inflation.
- (g) Multiple Levies and taxes. Although the tax system has witnessed some improvements in recent years, it is still uneven, with an irregular pattern of exemptions to consumption taxes and import tariffs.
- (h) Inefficiencies in customs and port administration
- (i) Dumping of cheap products on the Nigerian market
- (j) Complexities in the legal framework. For example, there is a lack of adequate legal procedures for enforcement of contracts. This lacuna introduces additional (and unnecessary) uncertainties into normal business relationships in the system.
- (k) High import dependency of the nation's economy.
- (l) Poor management practices and low entrepreneurial skills.

4.5 PROSPECTS OF LALUCO NIGERIA LIMITED

From a one man entrepreneur with a turn-over of about Six hundred pounds (£600: 00) and Eight (8) staff, Alhaji Lawandi has grown to the owner of a Limited Liability Company (Laluco Nigeria Limited) employing over Two hundred (200) people and with an annual turn-over of Millions of Naira. Little wonder then that Alhaji Lawandi is full of praise for NTC which he said has motivated him to adopt methods used by the company in his own business. Says he, "I am very happy to be associated Nigeria Taobacco Company (NTC) and i have learnt a lot from the ways and methods in which the company does business". Besides, in the twenty four years he has done business with NTC he says, 'I cannot point to one moment when i was treated badly. No wonder he has such confidence and dedication towards the company. Alhaji Tabako has had considerable luck with the transport business, which is fraught with risks, but to him the main problems arise when an accident occurs in the transport section when a staff loses his life. The other problem Laluco Nigeria Limited experiences is in dealing with insurance companies who are usually slow to pay up in case of loss or damage to goods in transit.

Alhaji lawandi has his finger in a number of other pies, like the Toilet paper industry, Foam/Mattress and Pillow industry and he was even into oil marketing as one of the new crop of independents' that is the independent indigenous oil marketers. But transportation was his original businesses and he still has a soft spot for it.

He has added more business like Furniture Company, Hospitals, Contracts, Mining and host lots of other businesses. He prays for NTC's continued grow saying: 'I want the Laluco Nigeria Limited to grow bigger and bigger and we shall also grow with it.'

V. DATA PRESENTATION AND ANALYSIS

5.1 INTRODUCTION

Before talking about the full-fledged data analysis process and diving into the details of individual methods, this chapter demonstrates analyzing real-world data. We start our journey through the data analysis process by looking over the shoulders of two (pseudo) data analysts, whether motivation of workers increases workers' productivity or whether it does not increase workers' productivity. Throughout this chapter, a number of typical problems that data analysts meet in real work situations are demonstrated as well. We will skip algorithmic and other details here, as they will be discussed in depth in subsequent pages.

5.2 INTERPRETATION OF DATA

This section attempt to provide clear analysis and interpretation of all data collected through questionnaire given to the employees of Laluco Nigeria Limited Zaria. The responses to the questionnaire by the respondent are presented in the form of Tables/ 3D Bar charts for easy comprehension, and analysis computed using simple percentage, which form the basis of analysis and conclusion drawn there from, by using the IBM SPSS Statistics to test the hypothesis in other to avoid eventual pitfall.

Table 5.2.1: The Company pays Workers regularly

Decision	No. of respondents	Percentage (%)
Yes	50	100
No	-	
Total	50	100

SOURCE: Questionnaire Administered 2018

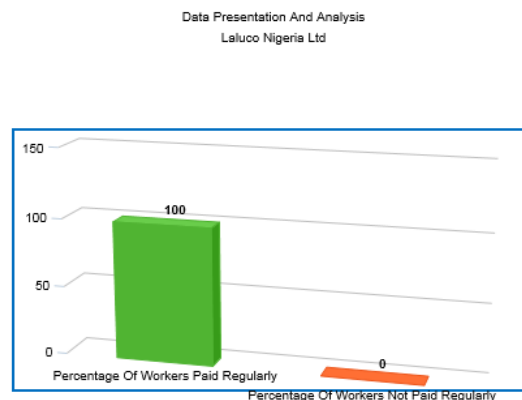


Table 4.2.1

meta-chart.com

The above Table and 3D Bar charts (4.2.1): response from respondent interviewed. Shows that 100% of the respondent agrees that they are paid regularly and paying salary regularly motivates workers in Laluco Nigeria Limited.

Table 5.2.2: Regular payment motivate increase in workers performance

Decision	No. of respondents	Percentage (%)
Yes	45	90%
No	5	10%
Total	50	100%

SOURCE: Questionnaire Administered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

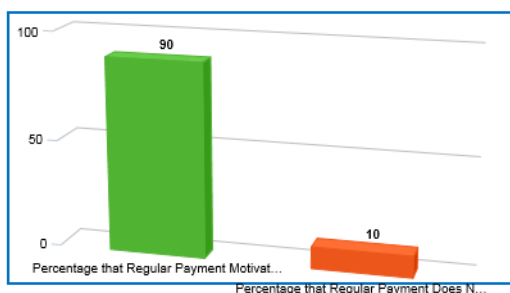


Table 4.2.2

meta-chart.com

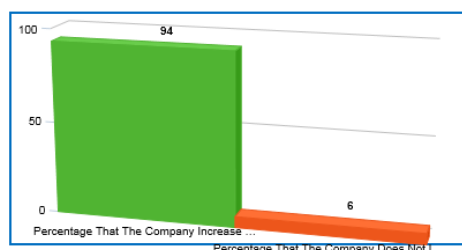
From the above Table and 3D Bar charts (4.2.2): 45 of them representing 90% agreed that the regular payment of salaries actually motivates workers in performing their duties, while 5 of them representing 10% however claimed that the regular payment of salaries does not motivate them which means that regular payment motivate increase in workers performance.

Table 5.2.3: The Company increase salaries regularly

Decision	No. of respondents	Percentage (%)
Yes	47	94%
No	3	6%
Total	50	100%

SOURCE: Question Administered 2018

Data Analysis And Representation
Laluco Nigeria Limited



4.2.3

meta-chart.com

From the above Table and 3D Bar charts (4.2.3): it can be seen that 47 respondent representing 94% claimed the company increases salary regularly while 6% claimed that the company does not increase salaries regularly. We can therefore, conclude that almost all of the employees' salaries are been increased regularly.

Table 5.2.4: Increase in salary motivate workers to perform better

Decision	No. of respondents	Percentage (%)
Yes	28	56
No	22	44
Total	50	100

SOURCE: Questionnaire Administered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

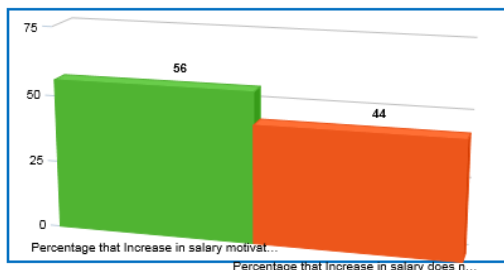


Table 4.2.4

meta-chart.com

The data presented in above Table and 3D Bar charts (4.2.4): is a follow up to table 4.2.3 and it shows that 28 of the respondent representing 56% of the total represents are motivated by a salary increase. While 22 respondent representing 44% of the total respondent is not so motivated, due to personal reasons, which they refuse to disclose, but in all increase in salary motivate workers to perform better in Laluco Nigeria Limited because the 56% respondents agree to it.

Table 5.2.5: The Company allows workers to participate in the decision-making

Decision	No. of respondents	Percentage (%)
Yes	31	62%
No	19	38%
Total	50	100%

SOURCE: Questionnaire Administered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

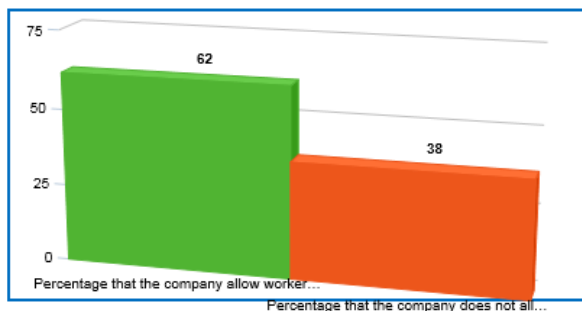


Table 4.2.5

meta-chart.com

From Table and 3D Bar charts (4.2.5) above: 31 of the respondent representing 62% claimed that they actually participate in the decision making process of the company while 19 representing 38% of the respondent reacted otherwise. It can therefore, be concluded that majority of the employees are availed of the opportunity of making decision in Laluco Nigeria Limited.

Table 5.2.6: There a cordial relationship between the Management and workers

Decision	No. of respondents	Percentage (%)
Yes	34	68%
No	16	32%
Total	50	100%

Source: Questionnaire Administered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

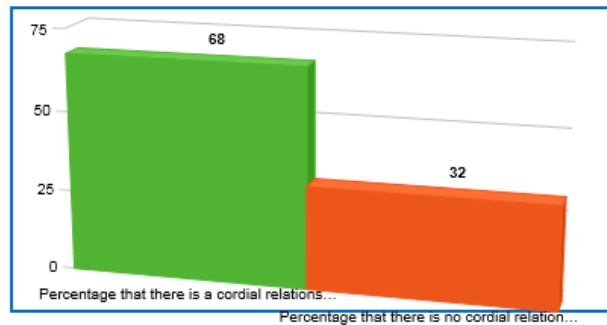


Table 4.2.6

meta-chart.com

The response in Table and 3D Bar charts (4.2.6): Above shows, that majority of the employees of the Company claim that there is a cordial relationship between the management and workers of the company. Thus, 16 respondents representing 32% claim there is no cordial relationship between the management and the workers while 34 of the respondents representing 68% of the respondents claim that there is a cordial relationship between staff and management, which is on the higher side.

Table 5.2.7: Involving both management and staff in decision-making motivates workers performance

Decision	No. of respondents	Percentage (%)
Yes	32	64
No	18	36
Total	50	100

SOURCE: Questionnaire Administrered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

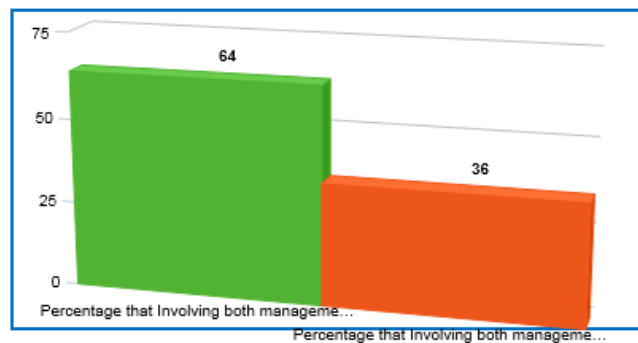


Table 4.2.7

meta-chart.com

From the above Table and 3D Bar charts (4.2.7): 32 of respondent representing 64% claimed that the cordial relationship existing between staff management do motivate them to perform better.

Table 5.2.8: There are different forms of communication between employees and management of Laluco Nigeria Limited Zaria

Decision	No. of respondents	Percentage (%)
----------	--------------------	----------------

Yes	32	64%
No	18	36%
Total	50	100%

SOURCE: Questionnaire Administered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

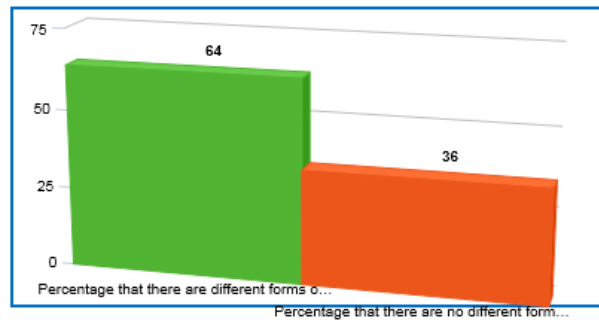


Table 4.2.8

meta-chart.com

From Table and 3D Bar charts (4.2.8) above: 32 of the respondent representing 64% of the total respondent agreed that there was a form of communication between the employees and management of the company.

Table 5.2.9: Different forms of communication between employees and management of Laluco Nigeria Limited motivate worker to perform better

Decision	No. of respondents	Percentage (%)
Yes	34	68%
No	16	32%
Total	50	100%

SOURCE: Questionnaire Administered 2018

Data Analysis And Presentation
Laluco Nigeria Limited

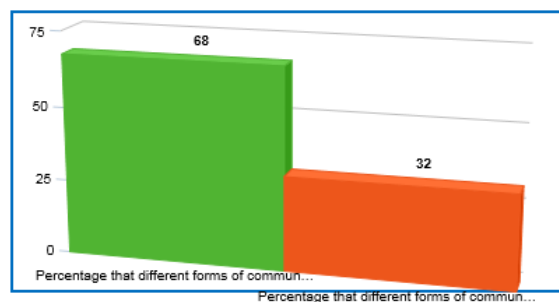


Table 4.2.9

meta-chart.com

From the Table and 3D Bar charts (4.2.9) above: 34 respondent representing 68% of the total respondent claimed that communication between employees and management actually does motivate them to perform better in Laluco Nigeria Limited.

Table 5.2.10: The Company provides social amenities for the employees

Decision	No. of respondents	Percentage (%)
Yes	39	78%

No	11	22%
Total	50	100%

SOURCE: Questionnaire Administered 2018

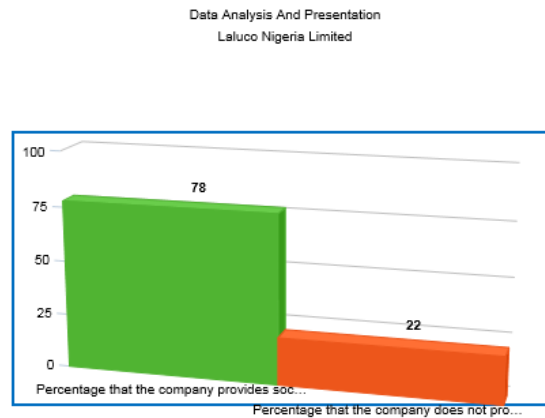


Table 4.2.10

meta-chart.com

From the above Table and Bar charts (4.2.10): 39 of the total respondent representing 78% claim that the company does provide social amenities for the enjoyment of the employees in the company. While the total respondents representing 12%, claimed otherwise. From the above response of the employees, it shows that majority of the employees of the Company claim that they are provided with social amenities such as housing, transportation etc

Table 5.2.11: Provision of social amenities motivates workers performance

Decision	No. of respondents	Percentage (%)
Yes	43	86%
No	7	14%
Total	50	100%

SOURCE: Questionnaire Administered 2018

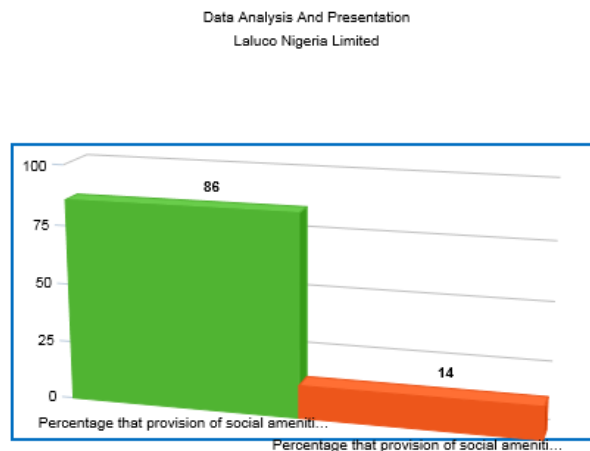


Table 4.2.11

meta-chart.com

From the Table and 3D Bar charts (4.2.11) above: 43 respondent representing 86% claimed that they get motivated by the provision of social amenities by the company, while 7 respondent representing 14% claim that they do not get motivated as a result of the provision of social amenities.

From the above response of the employees on tables, percentages and graphically, it shows that majority of the employees of the Company claim that provision of social amenities motivates workers performance.

5.3 VALIDITY TEST AND RELIABILITY OF INSTRUMENTS

The essence of this validity is to know whether meaningful inferences can be drawn from the measure of the instrument of this study. This can be by conducting a face validity test on the wordings and sequence of the items to determine which best suites the respondents among the alternative formats, to ascertain whether the items of this study will adequately measure the hypothetical concepts of the study. (Sekaran & Bougie, 2009). Reliability is the quality of consistency of a study or measurement (Kothari, 2009). It explains the degree to which observed scores are free from errors of measurement. Reliability is an essential pre-condition for validity. In other to ensure reliability of the instrument, a pilot test was carried out.

A pilot study mainly requires a range of few respondents (10-30), though there may be a substantial increase in the sample size for a pilot study (Malhotra, 2008). The questionnaire was reviewed by academia in the department and pilot test was later carried out with a group of consisting twenty (15) staff of the selected branches, of which 5 questionnaires were distributed to each branches. In this research, Cronbach’s alpha (1946) is used to determine the reliability of the scales and results. According to Nunnally and Bernstein (1994) the alpha of a scale should be greater than 0.70 for the items to be used together as a scale. The result for employee productivity was 0.802 and management policy is 0.792, motivation is 0.737 and incentive scheme is 0.956. Thus, the result shows that the instrument is reliable for the study.

5.3.1 Normality Test

Table 5.12 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
EMP	.163	47	.435	.915	47	.536
MGP	.144	47	.167	.953	47	.125
MTV	.306	47	.118	.851	47	.087
INS	.214	47	.187	.876	47	.108

Source: Researcher Computation, 2018.

Here two tests for normality are run. For dataset small than 2000 elements, we use the Shapiro-Wilk test; otherwise, the Kolmogorov-Smirnov test is used. In our case, since we have only 50 elements, the Shapiro-Wilk test was used. The study employed Shapiro-wilk test for normality test. The normality test result shows that the data distribution indicates normal given the p-value for all the variables greater than 5% significance level. Based on the findings the study rejects the null alternate hypothesis that the data are not normally distributed and accept the null hypothesis that the data are normally distributed.

5.3.2 Homoscedasticity

According to Narusis (1995), asserts that homoscedasticity assumption is satisfied when there is no pattern in the data distribution and residuals are scattered randomly around the horizontal (parallel) line through zero. The study make used of White-test to check for the present of heteroscaticity in the model. The summary of the result are presented in the table below;

Table 5.13 White's test for Ho: homoskedasticity

unrestricted heteroskedasticity		
Chi-square value	7.27	Decision on Ho
Probability Value	0.6081	Accepted

Source: Researcher Computation, 2018

Therefore, the assumption of homoscedasticity requires that the variance of the dependent is the same at all values of independent variable or constant variance of the error term (Hair, Black, Babin & Anderson, 2010). The result presented in the table 5.13, the probability of value of 0.6081 is greater than 5% significance level. This implies that error varies across the residuals are homogeneously distributed.

5.3.3 Correlation Matrix

Table 5.14: Spearman Correlation Matrix for the Independent Variables

EMP	EMP	MGP	MTV	INS
-----	-----	-----	-----	-----

Employee Productivity (EMP)	1.000			
Management Policy (MGP)	-.289	1.000		
Motivation (MTV)	.372	.417	1.000	
Incentive Scheme (INS)	.440	.565	.539	1.000

Source: Researcher Computation, 2018

The Spearman correlation coefficient determines the strength of the linear relationship between the two variables; the closer it is to 1, the better. Cronk (2008) contended that a correlation coefficient below 0.3 indicates weak correlation, above 0.3-0.7 is moderate, and above 0.7 shows very good correlation. The results in Table 5.14 show significant moderate correlation. The correlation coefficients carry values between 0.220 and 0.565. The result further shows a positive correlation between all the independent variables and dependent variable. The result reveals a positive and weak correlation between motivation, incentive scheme and employee productivity. Furthermore, positive and weak relationship was found between management policy and motivation. This is evidenced from the correlation coefficient of .417. In addition, moderate and positive correlation was found between incentive scheme and motivation, given the correlation coefficient of 0.539 greater than 50%.

5.4 REGRESSION RESULT

Table 5.15. Summary of Regression Result

Variables	Coefficient	Std. Error	T-Stat	P-Value	VIF
Constants	1.900	0.641	2.963	0.003	
Management Policy (MGP)	-0.373	0.054	-6.880	0.000	1.923
Motivation (MTV)	0.226	0.052	4.36	0.000	2.149
Incentive Scheme (INS)	0.161	0.051	3.172	0.002	1.653
R-Square	0.444				
Adjusted R-Square	0.434				
Durbin Watson	2.408				
F-Statistic	45.728				
P-Value	0.000				

Source: SPSS Output, 2018

The value of adjusted R^2 was at 0.434 or 43.4%. This implies that the study independent variables (MGP, MTV and INS) are jointly accounted for about 43.4% variation in the dependent variable (EMP), while the remaining 56.6% are been explained by any others variables that are not incorporated into the study model. The f-statistic value of 45.728 with the probability value of 0.000, is significance at 1% level. This implies that the study model independent variables are fit to measure dependent variable. However, the value of Durbin Watson (DW) of 2.408 reveals that there is no present of serial autocorrelation. The variance inflation factor (VIF) was further carried out to test for the present of multicollinearity in the study model. The result reveals absence of multicollinearity given the VIF of 1.923, 2.149 and 1.653 for MGP, MTV and INS respectively. This means that the study independent variable is not perfectly correlated and the correlation coefficients are stable.

5.5 HYPOTHESES TESTING

Table 5.16 Summary of Research Hypotheses

Variables	Coefficient	Hypotheses	Z-value	p-value	Decision on H0
MGP=EMP	-0.373	I	-6.880	0.000	Rejected
MTV=EMP	0.226	II	4.360	0.000	Rejected

INS=EMP	0.161	III	3.172	0.002	Rejected
---------	-------	-----	-------	-------	----------

Source: Researcher Computation, 2018

Hypothesis One

H₀₁: Management policy has no significant impact on employee productivity on employees' productivity of Laluco Nigeria Limited.

Management policy as one of the explanatory variable showed a negative correlation coefficient (-0.373), with a p-value of 0.000 significant at 1% significance level. This implies that management policy have a significant impact on the employee productivity of Laluco Nigeria Limited. Hence, the hypothesis 1 is rejected. Therefore, it can assume that management policy has significant impact on employee productivity of Laluco Nigeria Limited.

Hypothesis Two

H₀₂: Motivation has no significant impact on employee productivity on employees' productivity of Laluco Nigeria Limited

Motivation as one of the explanatory variable showed a negative correlation coefficient (0.226), with a p-value of 0.000 significant at 1% significance level. This implies that motivation have a significant impact on the employee productivity of Laluco Nigeria Limited. Hence, the hypothesis 2 is rejected. Therefore, it can assume that motivation has significant impact on employee productivity of Laluco Nigeria Limited.

Hypothesis Three

H₀₃: Incentive scheme has no significant impact on employee productivity on employees' productivity of Laluco Nigeria Limited.

Incentive scheme as one of the explanatory variable showed a negative correlation coefficient (0.161), with a p-value of 0.002 significant at 1% significance level. This implies that incentive scheme have a positive and significant impact on the employee productivity of Laluco Nigeria Limited. Hence, the hypothesis 3 is rejected. Therefore, it can assumed that management policy has significant impact on employee productivity of Laluco Nigeria Limited.

5.6 DISCUSSION OF FINDINGS

5.6.1 Management Policy and Employee Productivity

The result in the table 5.16 reveals that management policy (MGP) has negative and significant impact on employee productivity of Laluco Nigeria Limited. This is evidenced from negative correlation coefficient value of -0.373 with corresponding p-value of 0.0000 less than 5% significance level. These findings signify that a unit percent increase in the MGP will bring about 0.373 or 37.3% decrease in the employee productivity. It can be inferred from this findings that unfavorable management policy would have negative influence on the contribution of the employee to the organization and vice versa. This findings is in conformity with the study of Lagyi and wallace (1980) who found significant and negative relationship between management policy and employee productivity.

5.6.2 Motivation and Employee Productivity

The result in the table 5.16 reveals that motivation (MTV) has positive and significant impact on employee productivity of Laluco Nigeria Limited. This is evidenced from positive coefficient value of 0.226 with corresponding p-value of 0.0000 less than 5% significance level. These findings signify that a unit percent increase in the employee motivation will bring about 0.226 or 22.6% increase in the employee productivity. It can be infer from this findings that motivation (financial or non-financial) would make workers to feel integral part of the organization which has positive influence on the contribution of the employee to the organization and vice versa. This finding is in support of traditional motivation theorist. This finding is in conformity with the study of Banelson and steiner (1964) who found significant and positive relationship between motivation and employee productivity.

5.6.3 Incentive Scheme and Employee Productivity

The result in the table 4.16 reveals that incentive scheme (INS) have positive and significant impact on employee productivity of Laluco Nigeria Limited. This is evidenced from positive correlation coefficient value of 0.161 with corresponding p-value of 0.0002 less than 5% significance level. These findings signify that a unit percent increase in the incentive given to employee will bring about 0.161 or 16.1% increase in the employee productivity. It can be infer from this findings that incentive inform of compensation, promotion, financial support etc., will encourage workers to contribute positively toward achieving overall organization compelling goals and objectives. This finding is in support of traditional motivation theorist. This finding is in conformity with the study of Banelson and Steiner (1964) who found significant and positive relationship between incentive scheme and employee productivity.

5.7 IMPLICATION OF THE FINDINGS

The research work has observed that motivation increases the willingness of the workers to work. It increases the effectiveness of the organization. Motivated employees are inclined to be more productive than non-motivated employees.

Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their coworkers.

What makes the employees of any organization “go the extra mile” to provide excellent service? The answer to this question is in this self-conducted research paper and it is motivation. Motivation is actually a combination of factors that operate within each individual and requires a combination of approaches.

The researchers inferred to the conclusion based on the research conducted above and the respondent’s repercussion of the questionnaire supplied, that motivation indeed has a momentous effect on employee performance. From the data, analysis presented above we can clearly come to the decision that the factors taken into account during the survey pragmatically dominates employees will to perform and achieve goals of the respective organization.

From what the researcher found it can easily be stated that the connection between motivation and performance is quite natural if not obvious. When the employees will get some extra drive and exertion, it is bound to ameliorate their typical standard of performance.

Finally, the results obtained from this research can certainly be used very effectively to improve the present scenario of motivation in different organizations and sectors of our country. It will help to establish a firmer grip on not only organizational behavior but also employee psychology.

VI. SUMMARY, CONCLUSION AND RECOMMENDATION

6.1 SUMMARY OF FINDINGS

This study was meant to find out if motivation had an effect on the productivity of workers in a organization. From the test of the hypothesis formulated in chapter one, it has been proven that indeed, motivation of workers, does have an effect on workers’ productivity in a organization.

In the course of this study, data was generated via the distribution of questionnaire to the employees of LALUCO Nigeria Limited, Zaria. The following have been deduced from the analysis and interpretation of data connected.

- a. Increase and regular payment of workers’ salaries go long way in motivating the workers.
- b. It was also discovered that the extent to which workers are engaged in the decision making process, motivates a good number of them. It is believed that by allowing employee to participate in the decision making process they will be afforded the opportunity to have a say in what affects them as employees. This, also being part of the decision making of the company may boost their moral by making them feel they are being carried along.
- c. It can also be seen from the study that a cordial relationship between employees and management in an organization help to motivate employees to work harder towards achieving the organization goals.

6.2 CONCLUSION

The employee of any organization can be motivated if the employers are careful enough to know and meet the needs of its employees. It is therefore, the opinion of the researcher that the management of LALUCO Nigeria Limited, Zaria should work harder at motivating its employees. This is not to say they have not been working hard enough, but it is believed that there is still room for improvement.

This study also shows that there is a positive relationship between motivation and workers’ productivity in an organization. It is important therefore that management should always give workers the proper motivation in order to help them perform better. Management should take note of the various factor of motivation highlighted, with view of using them to motivate its workers for higher productivity.

6.3 RECOMMENDATION

The researcher has been able to identify some of the factors that can motivate workers in the performance of their duties. The researcher hereby makes the following recommendation:

- a. Workers’ salaries should be adequately and regularly paid because paying salary offers advantages in terms of simplified payroll administration and employee satisfaction. Many workers see earning a salary as a benefit that indicates a greater sense of prestige. This intangible benefit can result in higher employee satisfaction. Accordingly, paying salary fosters a greater sense of teamwork, resulting in improved trust and better performance.

- b. This research also suggest that employees should be engage in the decision making process of the company. This is because employees will feel wanted and important, when they are allowed to take part in deciding their fate in the organization. When employees are involved in the decision-making, they feel that people in ownership and management positions value them as a significant contributor to the team's success. When people feel valued, they will usually raise their level of effort and commitment to ensure the company's success. It will also make the employees focus more of their energy on future-oriented problem solving rather than blaming their current problems on management.
- c. The researchers also agree with the fact that management should communicate often with employees. This will help the employees to understand the vision of the management and work towards its achievement. Constant communication will create a cordial relationship between management and employees of the company. This will go way in motivation employees. If everyone understands what the company/team is trying to achieve and their role within it, you will get a much more consistent approach and less tendency for people to come up with their interpretation of what they think something means. Regular and effective communications provide two-way feedback between management and employees, departments and colleagues. This in turn promotes a culture of sharing ideas and knowledge and make employees understand how their work fits into the bigger picture and what the team/company as a whole is trying to achieve. Similarly, failure to communicate will lead to a negative shift in any or all of the above benefits. This could have a serious detrimental effect not only on your company's operational efficiency, but also customer satisfaction and ultimately your profits and market share.
- d. Workers should be trained and re-trained. This will help them sharpen old skills and acquire new ones. Training is a means of improving the efficiency of employees, which will lead to increase in productivity. Training and development is equally important to workplace safety, productivity, and satisfaction. Among the most useful skills that can be addressed are manager communication, employee motivation, and employee recognition. Accordingly, most employees have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge.
- e. Reduction in material wastage, less tool damage and increase in morale of employees.
- f. Adequate social amenities such as canteen, good transport system, housing scheme, medical are etc. will also go a long way in making workers comfortable and motivating them.
- g. Condition of service should be spelt out in the employment contract. The Terms and Conditions acts as a legally binding contract between the employer and the employee and should contain set availability clauses, liability clauses, governing laws, termination clauses etc.
- h. Promotion should be based on educational qualification years of services and on merit. Employees who demonstrate an eagerness to perform additional tasks and assume greater responsibilities are to be brought to the attention of the management. The companies should try to identify proactive employees with a go-getting attitude and job capabilities to prepare them for promotion to higher positions of responsibility.
- i. This research is recommended for further study. This is because it deals with human behavior, which is not static but dynamic and capable of being influenced to change with passage of time. Motivation is crucial for good performance and therefore it is increasingly important to study what motivates employees for better performance, so the researcher urges that more and more research should be conducted to find out the factors that affects employee performance significantly.

REFERENCE

- [1]. A Motivation Contract Model of Employee Appraisal by Eric (1977)
- [2]. An empirical investigation of the motivation, Galbraith JR, Cummings LL (1967)
- [3]. Antecedents and consequences of employee engagement, Saks AM (2006)
- [4]. Art of strategy by R. L. Wing (W.W. Norton and Company, 1991)
- [5]. Articles On Motivation – The Management Study.
- [6]. Barkern, M J (1983}: Marketing Theory and Practices, 2nd Edition, Macmillan, London.
- [7]. Blue ocean strategy by W. Chan Kim and Renee Mauborgne (Harvard Business Press, 2005)
- [8]. Business model generation by Alexander Osterwalder and Yves Pigneur (self-published in 2009)
- [9]. Capital Formation in Olulokin F.A.- structure of the Nig Economy Umo J. (1979)
- [10]. Capital Ideas: The Improbable Origins of Modern Wall Street 1st Edition by Peter L. Bernstein (Author)
- [11]. Comprehensive Economics for Senior Secondary School – Johnson U. Anyaele
- [12]. Contemporary Management. 9th Edition, McGraw-Hill Educatn Jones G, George J (2016)
- [13]. Crowe and Avison (1982 AND Walter I. Kennevan 2001
- [14]. Data Response On Economics – O. Sanni
- [15]. Definition And Meaning Of Motivation In Business – Business Consi.

- [16]. E-Business and Erp: Rapid Implementation and Project Planning Murrell G. Shields ISBN: 978-0-471-40677-8 May 2001 288 pages (Hardcover)
- [17]. Employee Engagement: Key to realizing competitive advantage, Wellins RS (2015)
- [18]. Employee motivation and productivity Brown JF, Ballard BJ, Cress MM (1982)
- [19]. Essential Economics for Senior Secondary Schools – C. E. Andy
- [20]. Everitt, B.S., Landau, S. and Leese, M. (2001), Cluster Analysis, Fourth edition
- [21]. Financial intelligence By Karen Berman and Joe Knight (Harvard Business Review Press, 2006)
- [22]. Focal point by Brian Tracy (American Management Association, 2004)
- [23]. Fundamental Principles of Economics for the Certificate year – R.A.I. Anyanwuocha
- [24]. Fundamentals of Economics – R.A.I. A 1989_Economics_Textbook_Review.pdf
- [25]. Good To Great By James C Collins 2001
- [26]. Griffin R. W (1988)“How Do You Motivate Employees”? Herzberge Business Review Vol. 43
- [27]. Growing A Business By Paul Hawken (Simon and Shuster, 1988)
- [28]. Human Behaviour New York Book Company USA Berelson B. and Stainer G.A (1964):
- [29]. Investments: An Introduction Prof. Dr AP Faure Pages 33 - 85
- [30]. Journal of Applied Psychology. Volume 41, No. 6, pages 345–353.
- [31]. Leadership And Self-Deception By Arbinger Institute (Berrett-Koehler Publishers, 2002)
- [32]. Lindner JR (1998) Understanding Employee Motivation, JOE 36: 1077-5315.
- [33]. Management Japan McGraw Hill, Koontz H.O Domell C and Weihrich H. (1980)
- [34]. Marketing In Nigeria, Experience In A Developing Economy, 1st Edition, Pitmaft Press, J.O. Onah (2000)
- [35]. Marketing Principles and Practices 1st Edition Adeleye, A.S (1995)
- [36]. Marketing strategy foundation 1st Edition. Homewood, Illinois, USA, Busch S.P & Houston JM (1995):
- [37]. Maslow A.H (1954): “Motivation and Personality,” New York Harpar and Rou USA
- [38]. Mohammed B. (2002). Small-scale Financing Nigeria Bon News Bon Printing press.
- [39]. Mullins LJ (2005) Management and Organizational Behavior. 7th Edition, Pearson
- [40]. Now Discover Your Strengths By Marcus Buckingham And Donald O Clifton (Free Press, 2001)
- [41]. Nwankwo, G.Q. (1980). The Nigerian Financial system, London Mac. Million
- [42]. Ojeh, AQ: The Role of Commercial Banks in Development process Monthly
- [43]. On Becoming A Leader By Warren G. Bennis (Basic Books, 1989)
- [44]. One more time: How do you motivate your employees? Harvard Herzberg F (2003)
- [45]. Oss Gittins, Gittins' Guide to Economics and Garry Bell (ed.) The Australian Economy - A Student's Guide to Current Economic Conditions Reviewed by Dr Robert Albon
- [46]. Personnel Management In Nigeria Ubeku A.K (1975)
- [47]. Poem Hackett, (1979): “Success in management” John Murray (Publishers Leadership)
- [48]. Principles of Marketing 4th Edition Ddryden Press U.S.A by Murrell G. Shields, Buskirk, H.R (2000):
- [49]. Purple Cow: Transform Your Business By Being Remarkable By Seth Godin (Portfolio Hardcover, 2003)
- [50]. R.E. Gallagher & G.A. Burkhardt, Our Economic Environment: An Introduction to the Australian Economy Reviewed by Professor Wolfgang Kasper
- [51]. Resourcing and Talent Planning (Recruitment, Retention and Turnover), CIPD (2015)
- [52]. Strategy And Structure: Chapters In The History Of The Industrial Enterprise By Alfred D. Chandler (MIT Press, 1962)
- [53]. Survey Analysis: Employee Motivation by Generation Factors, Selest L (2009)
- [54]. The First 90 Days: Critical Success Strategies By Michael Watkins (Harvard Business Review Press, 2013)
- [55]. The Functions Of Executive By Chester I. Barnard (Harvard University Press, 19710)
- [56]. The Importance of Employee Motivation by American Job Exchange
- [57]. The Innovator’s Dilemma By Clayton M. Christensen (Harper Paperbacks, 2003)
- [58]. The One Minute Manager By Kenneth Blanchard And Spencer Johnson (William Morrow, 1981)
- [59]. The personal Management Process Boston Houghton Niflin, French W.I (1977)
- [60]. The Power Of Positive Thinking (Minature Edition) Hardcover – May 27, 2002 by Dr. Norman Vincent Peale (Author)
- [61]. The Principles Of Scientific Management By Frederick Winslow Taylor (Cosimo Classics, First Printing 1911)
- [62]. Think And Grow By Napoleon Hill May 30, 2011
- [63]. U.S. A. Durbin k. Y. (1984), Human Need in Organisation Setting" West Pub. Co. Pa.
- [64]. Vanguard Newspaper 13rd August 1996 (page 11)
- [65]. Vanguard Newspaper 20th August 1996 (page 1 & 2)
- [66]. Vanguard Newspaper 2nd and 3rd oct., 1996 (page 7)
- [67]. Vroom VH (1994) Work And Motivation. Wiley, USA.
- [68]. What Are The Advantages And Disadvantages Of SRS Investopedia (2015)

[69]. What Management Is By Joan Magretta (Free Press, 2002)

[70]. When Genius Failed: The Rise And Fall Of Long Term Capital Management By Roger Lowenstein (Random House Trade, 2001)

QUESTIONNAIRE

SECTION A

- 1) Sex (a) Male { } (b) Female { }
- 2) Marital Status (a) married { } (b) single { }
- 3) Which of these age group do you belong to?
(a) 18-25 { } (b) 26-35 { } (c) 36-40 { } (d) 46-65 (e) 66- and above { }
- 4) What qualification did you start the job with?
 - a. Primary school certificate { }
 - b. Secondary school certificate { }
 - c. Post-secondary school certificate { }
- 5) What is your present level of education?
 - a. Primary school certificate { }
 - b. Secondary school certificate { }
 - c. Post-secondary school certificate { }
- 6) What is your present position in the organization?
 - (a) Senior staff { } (b) Intermediate staff { } (c) Junior staff { }
- 7) For how long have you been working in the organization?
 - (a) 1-3 years { } (b) 4-6 years { } (c) 7 years and above { }

SECTION B

- 8) How often do you get promoted?
 - (a) Every 1-2 Years { } (b) Every 2-4 years { } (c) Every 4 years and above { }
- 9) Which of the following would affect your promotion?
 - (a) Educational background { } (b) years of service and experience { }
- 10) Does the company pay workers regularly?
 - (a) Yes { } (b) No { }
- 11) If yes to question to question 10 above, does the regular payment motivate you do increase performance?
 - (a) Yes { } (b) No { }
- 12) Does workers in salary motivate you to better performance?
 - (a) Yes { } (b) No { }
- 13) If yes to question 12 does increase in salary motivate you to perform better?
 - (a) Yes { } (b) No { }
- 14) Does the company allow workers to participate in decision making process?
 - (a) Yes { } (b) No { }
- 15) If yes to question 14 above, does the practice motivation you to work?
 - (a) Yes { } (b) No { }
- 16) Is there cordial relation between employees and management?
 - (a) Yes { } (b) No { }
- 17) If yes to question 16 above, does it motivate you to perform better?
 - (a) Yes { } (b) No { }
- 18) Do you think training program is a motivating factor to your performance?
 - (a) Yes { } (b) No { }
- 19) Would you say workers are motivated because the company helps them to fulfill their personal desires?
 - (a) Yes { } (b) No { }
- 20) Is there any form of communication between management and employees about the organization?
 - (a) Yes { } (b) No { }
- 21) If response to 20 is yes, does it motivate you to perform better?
 - (a) Yes { } (b) No { }
- 22) Does the company provide social amenities to the employees in the organization?
 - (a) Yes { } (b) No { }

- 23) If yes to question 22, does it motivate you to performance?
 (a) Yes { } (b) No { }
- 24) List some of the incentives scheme if any. That can motivate you to increase productivity.
 (a) _____
 (b) _____
 (c) _____
 (d) _____
- 25) In your opinion, what are the things you think can enhance your performance that management has not yet provided?
 (a) _____
 (b) _____

DEFINITION OF TERMS

Employer: a person or organization that employs people or a person or business that employs one or more people, especially for wages or salary

Employee: An individual who works part-time or full-time under a contract of employment whether oral, written, express or implied, and has recognized rights and duties. He is called a worker.

Goals: This is the target or desires result which an individual or organization strive to achieve or an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

Incentive: Something that encourages someone to do something or something that incites or has a tendency to incite to determination or action.

Incentive scheme: These are organizational policies aimed at encouraging individual or groups to put in their best in other to achieve organizational goals. It could be in cash or kind (Materials) or an arrangement under which a company makes extra payments to employees to reward good performance.

Management: Is the collective body of those who manage or direct an enterprise. This is the process of planning, organizing, directing, coordinating, staffing and controlling the necessary human material resources of the realization of the organizational objectives.

Motivation: This is the set of attitudes and workers that predispose a person to act in a specific goal directed manner: it is the driving force, which compels an individual in to doing certain things. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

Organization: This refers to a group of people working together to achieve common objectives. It is structured social unit of people managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.

Performance: This is effort put in the workers attainment of the desired objectives of the organization. The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Satisfaction: Is a pleasant feeling that you get when you receive something you want or when you have done something you want to do. It refers to employees' contentment with his job, taking in to consideration his general working condition welfare.

AUTHORS PROFILE

The researcher is presently a Lecturer at LIGS University Honolulu, Hawaii taking BBA, MBA, DBA and PhD students. He guides and assists students with their Dissertation thesis by supervising, evaluating and assessing the relevance, form, and scientific side of their thesis. He also supervise, grade and evaluate student's seminar papers, publication activity, case study and Dissertation. He is also a Tutor at Lawal Aliyu Academy Zaria since 1999 to date. The Academy he Tutors at offers Primary School, Junior Secondary School, West African Examination Council (WAEC), National Examination Council (NECO), National Business and Technical Examinations Board (NABTEB) and Joint Admissions and Matriculation Board (JAMB) Examinations and Certificates. He was an Adviser to the Executive Governors of Kaduna state in 2007. He was again an Adviser for the second time to another Governor of Kaduna state in 2015. During his work as an adviser, he worked with officials of the government by ensuring that the governor receives information, analyses, and views necessary to make a decision and govern the state. He was again a Director at Nagari Hospital Zaria 1998 were he filled statutory documents, determine and implement policies and provide useful decisions in order to achieve the objective goals of the Hospital. Prior to that, he was a lecturer at Federal College of Education Kano from 1997 to 1998 where he taught Diploma and Degree students in Management, Accounting, Economics, Mathematics and Quantitative Technique. Teaching in this great college has made him to inspire students to want to learn with passion. He also worked at the accounts section of Union Bank of Nigeria Plc. in 1989. He worked with spreadsheets, sales ledgers, purchase ledgers and journals. He prepared statutory accounts/records and calculate receipts/payments, making sure they are correct in all aspects. He obtained a Diploma in Banking, Higher National

Diploma in Banking and Finance, Post Graduate Diploma in Banking and Finance, Post Graduate Diploma in Criminology and Security Studies, Master's Degree in Banking and Finance and PhD in Management. He has published over Twenty (20) articles and has actively done several presentations. He has also received over Twenty (20) Certificate of Merits and Awards including Ambassador of Peace and Unity awarded to me by the Nigeria House of Representatives. He has been a teacher and educationalist for 21 years now and he constantly renew himself as a professional on quest to provide students with sense of leadership to assume great leadership roles and responsibilities. His goals are to make students develop a passion to learn because knowledge is power and the passport to today, tomorrow and the future.
