THE EFFECTS OF MOTIVATION ON EMPLOYEE PRODUCTIVITY

(CASE STUDY OF NIGER STATE WATER BOARD)

BY

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APPROVAL PAGE

This research, the effect of motivation on employee productivity has been read and approved as having met the requirement for the award of post Graduate Diploma in Business Management, Federal University of Technology Minna, Nigeria.

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CERTIFICATION

This is to certify that this project, the effect of motivation on employee productivity. A case study of Niger State Water Board Minna has been approved by the Department of General Studies, Federal University of Technology Minna, Niger State.

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DECLARATION

I declare that this project was written by Rakiya Aliyu Garba with

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Rakiya Aliyu Garba (Mrs)

DEDICATION

This project is dedicated to Allah (SWT) for his mercies to see this dream come true.

ACKNOWLEDGEMENT

I wish to express my gratitude and to Allah, the most high, most beneficent and most merciful. I will also express my deep appreciation to my Darling Husband Mohammed Khalid for his care, love, trust and encouragement, my parents, the Sidi-Aliyu's for bringing me up to go for what I want and introducing me to education, my brothers and sisters for their moral support and the children:- Mohammed Bello, Jubril Ramatu Hauwa, Munzamilu, Musa, Amina, Abubakar Abba, Fatima Yesmin, Fatima Zara, Ramatu Takaratu Mohammed Amar and those yet unborn, for being there for me at the time I was tied up with studies. The same appreciation goes to Halima my sister in the home front for helping me out with my duties. To my supervisor for his time and patience and to Audu Isah for his academic advice, my colleagues in Niger State Water Board for their information, time and the will to make this research a successes. To my course mates, we are a family, to every one whom one-way or the other made this research a thing of Academic Standard, I say a big thank you.

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ABSTRACT

This study investigated the effect of motivation on employee productivity. The sample work force of Niger State Water Board was used. Five hundred questionnaires were distributed to the employees of Niger State Water Board. One hundred and thirty one (131) questionnaires were however, returned, sample percentage was used to analyze the data. The study revealed that the employees were not challenged and satisfied with their work. Equally, job satisfaction and system of promotion are not satisfactory to the employees. It was recommended to the management that Water Board should adopt an appropriate motivational strategies for creating a conducive working environment for its employees. It was also recommended that the management should improve on training and adequate standard salary to its employees.

CHAPTER ONE

1.0 INTRODUCTION

In Nigeria, one of the most important issues in the management of organization is how to strengthen employee's capabilities so that they can improve their performance and increase the level of their productivity in the working environment. It is an accepted fact that low productivity is common among the average Nigeria worker in terms of wages and salaries.

Although low productivity can be caused by a variety of factors Ajijola (1976), Ifechukwu (1977) and Ejiofor (1981) all attributed the problems of low productivity of Nigeria workers to inadequate motivation on the part of management. Several studies relating to management operations and performance of parastatal in Nigeria have equally shown that there is ample evidence of low productivity among employee in these organizations. This low productivity is partially responsible for the poor quality of goods and services offered by some of these organizations. This Evidently, the degree of motivation of employees partly accounts for the problem.

Motivation is a very important concept in management. Today, virtually everybody has his definitions. Technically the term motivation, can be traced to the Latin word "MOVERE" meaning to move which

makes the meaning of motivation evident to the following definitions, Maslow (1954) defines motivation as a skill in alining employees and or generational interest so that behavior results in achievement of employees want simultaneously with attainment of organizational goals and objectives. Motivation refers to the drive and efforts to satisfy a want or goal, which could also be a stimulus that energizes differentially certain response within a person.

According to Vroom. (1978), motivation is the process governing choices made by persons or lower organizations among alternative forms of voluntary activities

1.1 BACKGROUND OF STUDY

The Niger State Water Board has the fundamental objectives of controlling and managing all water works vested or to be vested in the board under the provision of the edict No 6 established in 1976. It is also to establish, control, manage, extend and develop such new water works and existing ones as the board may consider necessary for the purpose of the general public, agricultural trades and industry in the state.

To have all these in place, people have to come in as human resources to move all the required tools to work, and for this to work, the people will have to be encouraged one way or the other for the smooth process of achieving the organization is goals and objectives.

1.2 STATEMENT OF THE PROBLEM

Niger State Water Board, in the last few years has witnessed a decline in productivity. To this, the researcher wonders what could be responsible for this decline in productivity of Niger State Water Board. This problem made the researcher to analyze the reasons for this decline in productivity and also to find out the impact of motivation as it affects productivity.

1.3 OBJECTIVE OF THE STUDY

This study has the following objectives

1. To measure the role motivational factors play in the increase of workers productivity with particular reference to Niger State Water Board Minna.

2. To identify the different ways workers can be motivated.

1.4 RESEARCH QUESTIONS.

1. Is there any relationship between motivation and productivity?

2. Does the decline in production have any direct relationship with Job dissatisfaction?

3. What is the relationship between inadequate motivation and staff input in terms of Job productivity in Niger State Water Board Minna?

4. What are the problems and prospects of improving Job productivity in Niger State Water Board Minna.

5. What are the problems if any that associate with Job productivity?

1.5 RESEARCH HYPOTHESIS

The following hypothesis has been developed to serve as speculative guide for this research.

1. There is no significant relationship between motivation and productivity in Niger State Water Board Minna.

2. Decline in productivity has no direct result to Job dissatisfaction in Niger State Water Board Minna.

3. There is no adequate implementation of motivation and staff input in productivity in Niger Sate Water Board Minna.

1.6 SIGNIFICANCE OF THE STUDY

In every organization today, it is generally accepted that there exist some conflicts between the employee and the employers, which lead to low production and sometimes total collapse of the organization. This attributes to non-motivation of the workers. This has prompted the researcher to study the aspect of motivation and productivity of Niger State Water Board Workers. Thus the significant of this study is

1. To determine if there is a significant relationship in the staff motivation and productivity.

2. To determine possibility of new frontier in the method of monitoring workers of the organization by linking it to workers productivity.

1.7 SCOPE OF THE STUDY

The scope of this research is to determine the motivating factors in Water Boards as it relates to Niger State Water Board Minna from 1990 to date.

Thus the study is restricted to Niger State Water Board Minna. It is expected that findings from this research work will be applicable to other organizations offering similar functions.

1.8 LIMITATION OF THE STUDY.

The study of motivation on effect of employee's productivity in an organization was conducted among the staff of Niger State Water Board Minna. The researcher encountered problems in the course of taking this research such as uncooperative respondents for the fear of the consequences of being vindicated which hindered the answering of the questionnaires, secondly the study was limited to Niger State Water Board alone and Niger State Water Board is a prostate of Ministry of Water Resources. Thirdly, getting most of the questionnaires filled was time consuming since most of the staff leave in area offices outside the headquarters. Hence more study should be done on other ministries.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION

BASIC DEFINITION OF MOTIVATION

Manslow (1954) states that man is a wanting animal who rarely reaches a state of complete satisfaction except for a short time.

Motivation has become one of the most indispensable factors in management towards the achievement of organizational goals and objectives.

Omolayole (1982) states that proper respect has never been paid by the constructor of motivation, theories to either the fact that human being is never satisfied except in a relative way and that needs seem to arrange themselves in some sort of hierarchy of prepotency. There is however a growing realization that the employee today is indeed a new breed who appears to have different values, needs from his predecessor Managing the new man" has become an increasable difficult job, the once proven incentive such as money does not seem quite so effective because they do not result in that spark of creativity and dedication to Job. Thus management, in an attempt to provide adequate incentives has ended up in frustration.

Managing however requires the creation and maintenance of an environment in which individuals work together in groups towards the accomplishment of common objectives.

Amana (1982) defines motivation as the process of arousing enthusiasm to the employee, so that he can perform his duties with pleasure and high interest in pursuance of the organization and personal goal

Jerry M. Rosenberg (1974) in his Dictionary of Business and management referees motivation to the ways, urges, aspiration, drives and needs of human, being direct, explain, or control of their behaviors.

P. Hackett (1993) also defines motivation as understanding the needs, urges which prompt people to do things and providing ways of helping them to satisfy those needs through the organization while at the same time harnessing their contribution to satisfy its needs. However, motivation can be simply defined in terms of some outward behavior, just as the employee has certain wants that his organization is expected to satisfy. The organization has certain types of behaviors that it wishes to elicit from the employee; the managerial responsibility for eliciting this behavior is termed as motivation. People who are motivated exert a greater effort to perform than those who are not motivated.

Although such a definition is relative and tells little about the concept of motivation, a more descriptive definition would say that motivation is

willingness to do something which is cautioned by the ability to satisfy some individual needs of a person.

Lack of money and skilled human resources are generally singled out as the main obstacles to achieving better performance.

Although no one could doubt the importance of these motivation and productivity, it trigger a number of questions which are the human resources presently available being used to capacity? Would more money and people solve existing problems or simply create new ones? Are technically biased managers equipped with the necessary managerial skills to adequately cope with the complexity of shrinking budget, public relations and motivating staff? Are institutions prepared to provide their people with the conditions and tools necessary to perform adequately? In many cases the answer is "No",

These words from World Health Organization "WHO" could just as easily have been used to describe the situations in other regions of the world which calls for a new and radical look at how best to deploy human resources by how to plan for, train and manage people. An unsatisfied need however creates tension, which stimulates the drive within individuals. This drive generates a search behavior to find particular goals that if attained satisfy the need and leads to the reduction of tension. Nevertheless motivated employees are in a state of tension and

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to relieve this tension engage in activities, which could be driven by a desire to achieve some goals that they perceive as having value to them.

To understand human resources in an organization and to understand what motivates them to work, one must look at the human resources management that embraces all managers who manage people. All these managers according to Harold Koontz and Hiehrich (1989) Management, have two-fold responsibility, for task management on one hand and people management on the other. According to P. Hackett (1993) in his book Success in Management states that motivation involves effort made to discover the needs of workers and how to utilize these needs to achieve organizational goals; it is a basic psychological process few people deny that it is the most important process in the micro approach to organizational behaviors. Many people equate the causes of behavior with motivation and therefore regard it as a perception, method and activities used by organization and management for the purpose of providing a climate that is conducive to the satisfaction of various needs of employees.

Of all the factors affecting productivity, motivation appears to be more problematic. This is because it is that factor that determines the intensity with which the workers applys skills and abilities to the task at hand. This also counts as the reason why some workers work harder with a stronger sense of commitment than others.

According to Beach S. Dale, (1980) in seeking ways to increase productivity, however, state those factors that influence motivation both on and off the job should be identified by managers since productivity enhancement is the primary goal of management. Though it may not necessarily coincide with the goals of workers, but importantly those factors relating to the well being of the workers should not be neglected. Motivation can then be explained as a process of stimulating people to action so as to achieve desired goals by increasing their productivity level in the work environment.

2.1 THEORIES OF MOTIVATION

At any given time, an individual's motive may be quite complex and often conflicting. A person may be motivated by a desire for economic goods and services (a better house, a new car etc).

This desire may be complex and conflicting and at the same time an individual may want self esteem, status, a feeling of accomplishment or relaxation.

Frederick Winslow Taylor (1949) known as the father of scientific management states that in order to discover the needs of workers and enhance the full utilization of these needs by gearing the workers towards those activities that ensures the successful achievement of the organizational goals.

Experiments such as that of Hawthorne (Western Electrics Studies) (1948) and research (Theories Of Motivation) (1948) were conducted to know what exactly motivates workers in the working place.

Taylor (1949) in his scientific management theory did not give human factors on productivity full consideration, rather the theory of reflect a move from management of workers to management of things. His emphases however, were money financial stimulus and technology control that are employee's socio - psychological needs in the work place.

Brown (1988) experiment on attitude of workers in the work place sees the worker as a social man with a sense of belonging and affiliation and therefore should be motivated towards that direction. He further cited the work of Elton Mayo (1946) the founder of "Human Relation Movement" who believes that there are many things that motivate a worker which are more important to him than his wages.

Human beings according to Brown (1988) are not machines in any significant sense of the word nor does a good physical environment in itself makes them one.

Reothlisberger, F.T. and Dickson W.J (1989) in their book (Management and the worker) in their experiment believe that applying sociological background to industrial experiment is a concept that

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regards the organization as a social system and the worker indeed the most important element in it.

Their experiment shows that the worker is not a simple tool, but a complex personality interacting in a group situation that is hard to deal with and hence thoroughly misunderstood. It was further noted that collaboration cannot be left to chance. An authority that has give an in-depth study of human needs in the work pace is Abraham Maslow" (1954) who based his theories on the following assumptions.

a.   Human needs exists in a hierarchy according to importance from lower level needs such as physiological needs, security needs (e.g. self-esteem status, self-actualization needs) social needs security and safety needs and physiological needs.

b   Some needs are more potent than other in motivating behavior, Maslow (1954) considers psychological needs, the most proponents. Implicit in this assumption is the motion that only one need at a time is activated.

c.   Only the satisfaction of a lower level need leads to the next higher level need which is capable of motivating behavior.

d.   Individual go to work in organization as mature, self-reliant, task oriented and self-actualized people who are constrained by the organization.

e.   Maslow assumes a cultural university of needs and categories these needs as inherent, consistent and can be grouped in categories.

f.   People will be motivated to perform their jobs effectively to the extent to which their needs are satisfied.

He however concluded that some of these needs are innate (that is needs inherited and unlearned, such as need for food, shelter, water, air) while others are acquired or learned (that is needs that are learned as we experience life) such as needs for social recognition, self-esteem etc). According to Maslow (1954) most members of our society who are normal are partially satisfied in all their basic needs and partially unsatisfied in all their basic needs at the same time. He further stated that there are five types of needs arrange in hierarchical order starting from the lowest to the highest needs.

Fig 1:   **MASLOWS HIERARCHY OF NEEDS**

SELF

ACTUALIZATION NEED

SELF ESTEEM NEEDS

SOCIAL NEEDS

SECURITY & SAFETY NEED

PHYSIOLOGICAL NEEDS
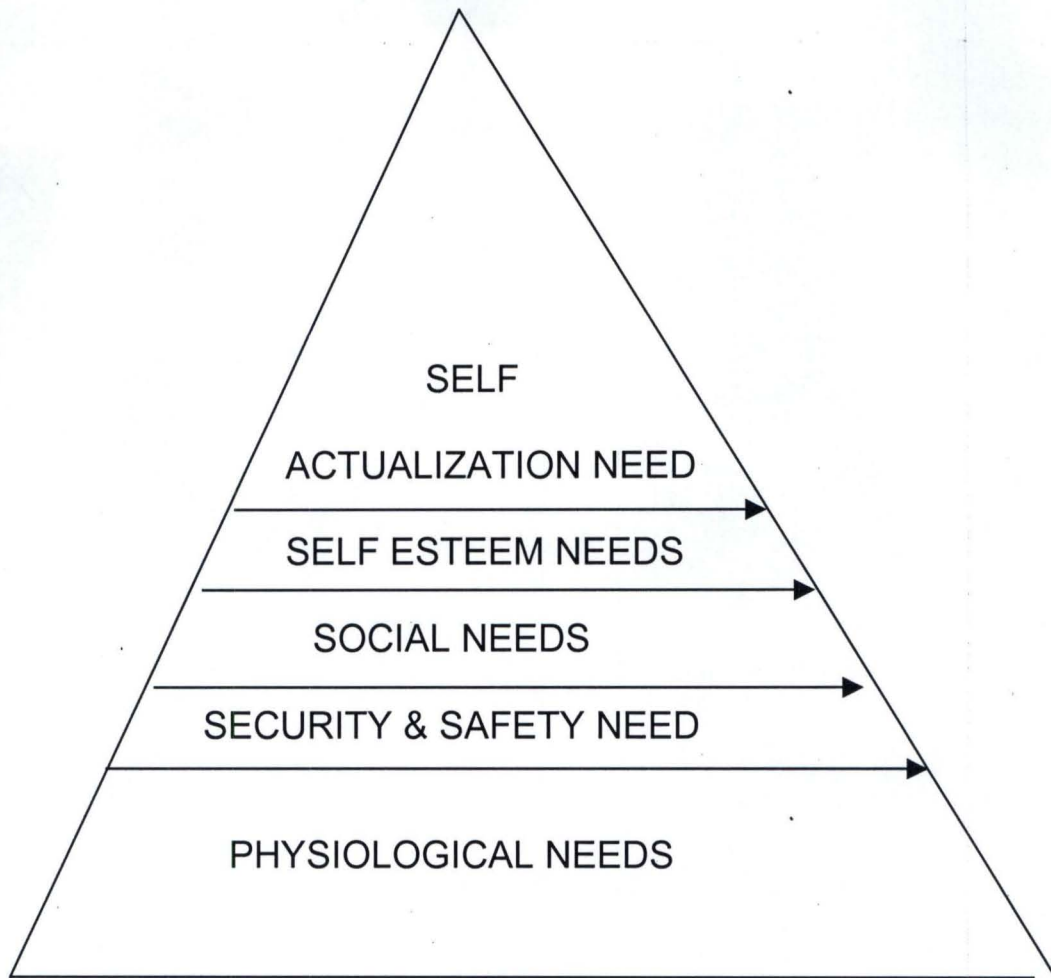
SOURCE: MASLOW, ABRAHAM: MOTIVATION AND

PERSONNALITY

1. PHYSIOLOGICAL NEEDS.

At the base of the pyramid is the physiological needs which is considered to be basic, and the most important of all human needs of food, water, air, and shelter. An individual who lacks any of these is disturbed in mind so that most of his thoughts, feeling and behavior are geared towards achieving them. To him the other needs on the pyramids are luxuries and he is not much bothered about them. The organization can ensure these need through prompt payment of salaries, periodic review of salaries to stand the complexity of life, provision of accommodation and relevant housing schemes to ensure and encourage the workers to own houses among others.

2. SECURITY AND SEFETY NEEDS.

It is only when an individual meets the physiological needs that he tries to focus his attention on the next set of needs in the hierarchy. In this case, the safety needs which individuals is concerned about is the safety of lives and property. He is equally concerned with stable situations and the security of his job. The need to his personal life, property, stability and security of his job, have high influence on his perception, feeling, behavior and he becomes restless until he meets them before he can focus his attention on the next set of needs.

The organization could ensure this through the confirmation of appointment, provision of safety and security.

3.   SOCIAL NEEDS

After attaining the security and safety needs, the individuals' next set of needs include belongingness, love and affection. This is where the group theory comes into play. Where the individual recognizes the need and importance of joining groups, these groups are usually known as the informal groups. Nobody can dispense with group membership even a newly employed person does not waste much time in trying to associate himself with other members of the organizations. Group's formation and membership are dynamic which usually evolve into a large group known as trade union. This union could be used as a springboard to achieve certain needs, they would not have achieved if they struggle as individuals in the organization. Thus, the needs to belong to groups and be loved by the group members is a very powerful force in an individual worker, which influences his feeling, perceptions, and general behavior to meet these needs.

4.   SELF ESTEEM NEEDS

The self-esteem needs include desire for prestigious position or situations, honorable and respectable positions and fittes.

In any given organization or community, the individual which is preoccupied with the desire to achieve self esteem needs tries to demonstrate that he has extraordinary talents or potentials to offer. In a working environment, the individual feels in this direction, which may

lead to frustration and possible conflict if he is not encouraged to develop, and utilized his potentials. At this stage, the individual wants to lead others and is preoccupied with how to achieve this.

This leadership needs from his conviction that he has the ability or leadership potentials either on the job or on Interpersonal relation or both.

5.   SELF ACTUALIZATION

This is the last and most unique in the pyramid. At this level the individual wants his influence felt everywhere. He is preoccupied with the desire to control the environment at both physical and social levels. At the organizational level, he may aspire to be the community leader or seek the traditional chieftaincy where it is highly valued. It is inspiration to note that every individual has these sets of needs of hierarchically arranged. All these sets of needs influence his pattern of behavior with the primary ones, commanding the greatest influence at any given time. It is also worthy to note that a particular need, once satisfied cease to be a motivational force.

Thus management is expected to understand workers psychology so as to know when to introduce a particular set of needs and when it ceases to be a motivator.

Maslow's (1954) Needs Approach has been considerably modified by "two factors theory" of motivation. One group of needs is such things

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as company policy and administration, supervision, working condition, interpersonal relations, salary status, job security and personal life. These are only dissatisfies and not motivators and if they exists in the work environment in high quality and quantity, they tent to lead to dissatisfaction, which is consequently referred to as the Hygiene factors or Job context. This is because negative feelings dissatisfies for example, uncomfortable working conditions might lead to dissatisfaction.

Hence, satisfaction and dissatisfaction are therefore seen as separate factors and not end points on a continuum. According to Herberg (1968) satisfies are motivators because these have been shown to motivate employees to greater productivity.

In the second group achievement, recognition, challenging work, advancement and growth in the Job are satisfiers because they are elicit positive feelings which provides personal satisfaction. For example challenging work provides employers with satisfaction. Their presence according to Her berg (1968) will not motivate people in an organization but must be present or dissatisfaction will set in.

The unique aspect of this theory and obviously the most controversial issue is the suggestion that satisfaction and dissatisfaction exist on two different continua.

In the words of Herberg (1968), the opposite of Job satisfaction is not dissatisfaction as was traditionally believed but if the theory of

motivation is sound, managers must nevertheless, give considerable attention to upgrading the job content since these are the characteristics that people find intrinsically rewarding than job context.

Criticism of this theory is based on five main suggested weaknesses. The procedure that Her berg (1968) is limited by its methodology since people attribute good results to their own efforts and blame failures on the extrinsic environment.

Herberg (1968) did not utilize the overall measure of dissatisfaction since a person may dislike his job yet still think the job is acceptable. The theory is inconsistent with other motivational theories because it ignores the issue of situational variables that there is relationship between satisfaction and productivity but only talked on satisfaction without considering the aspect of productivity. The reliability of the assumption is questionable since workers have to interpret this may be possible to contaminate the findings by interpreting differently.

Vroom (1978) used the concept of violence to explain the anticipated satisfaction from any outcome.

On the basis of this concept he defined expectancy theorem to mean the, belief that gives action will be followed by a particular outcome. Sequence to this believe, the hypotheses that the desire of any particular outcome on the part of an individual is directly related to the likelihood that the outcome will in turn lead to other subsequent outcomes. And the

more the worker is motivated to act or perform and the lower the valence, it is also assumed that workers anticipate the probability that achieving ones result will lead to another fresh favorable result as shown in figure two.

2.2   HUMAN BEHAVIOR AT WORK

Vroom's (1978) model indicates that the workers motivation is determined by his valence of the action multiplied by the strength of his expectation. That action will lead to the desired out come of results also indicates that the motivation achieved will be to increase efforts which in turn will give the outcome that represent the desired goals for which the worker has some valence. Therefore goal attainment will lead to more satisfaction of the worker who is most likely to be highly motivated while lack of goal attainment will lead to further dissatisfaction and lower motivation.

2.3 RELATIONSHIP BETWEEN JOB SATISFACTIONS, MOTIVATION AND PRODUCTIVITY

Job satisfaction is the positive personnel reaction and emotional status of a person toward his job. Therefore when this emotional status and reaction tends towards filling of fulfillment in times of employees intrinsic needs. Motivation and compatibility between him and the climate of the organization the employee will then be satisfied.

Maslow (1954) therefore said the relationship between this three is that, if an employee is satisfied with his job he will be motivated and this will surely enhance his productivity. In other words, motivation which is regard as a derived to satisfied wants, that is an achievement of out-come of which if achieved give rises to satisfaction and increase in the employees out put. The specific factors that lead to job satisfaction under different condition and environment are explained by motivational theories.

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                                           ┌──────────────────────────────────┐
                          ┌────────────────│ Expectancy moderate probability  │
                          │                │ that will lead to promotion      │
                          │                └──────────────────────────────────┘
                          ▼
┌─────────────────────────────┐
│ Moderate increased drive    │
└─────────────────────────────┘
                          │
                          ▼
┌─────────────────────────────┐
│          Action             │
│ 1.Greater profit            │
│ 2. Training courses         │
└─────────────────────────────┘
                          │
                          │              ┌──────────────────────────────────────────┐
                          │              │           Renewed drive                  │
                          │              │ 1   Satisfaction                         │
                          │              │ 2   Tendency if continued to be motivated│
                          ▼              └──────────────────────────────────────────┘
┌─────────────────────────────┐
│   Primary out comes         │
│ 1. Promotion                │
│ 2.High pay                  │
└─────────────────────────────┘
                          │
                          ▼
┌─────────────────────────────┐
│ Valence strong desire for   │
│ promotion                   │
└─────────────────────────────┘
                          │
                          ▼
┌─────────────────────────────┐
│  Secondary Outcomes         │
│ 1.High Status               │◄──────────────────────────────┐
│ 2. Recognition              │
│ 3. Purchase of service      │
└─────────────────────────────┘
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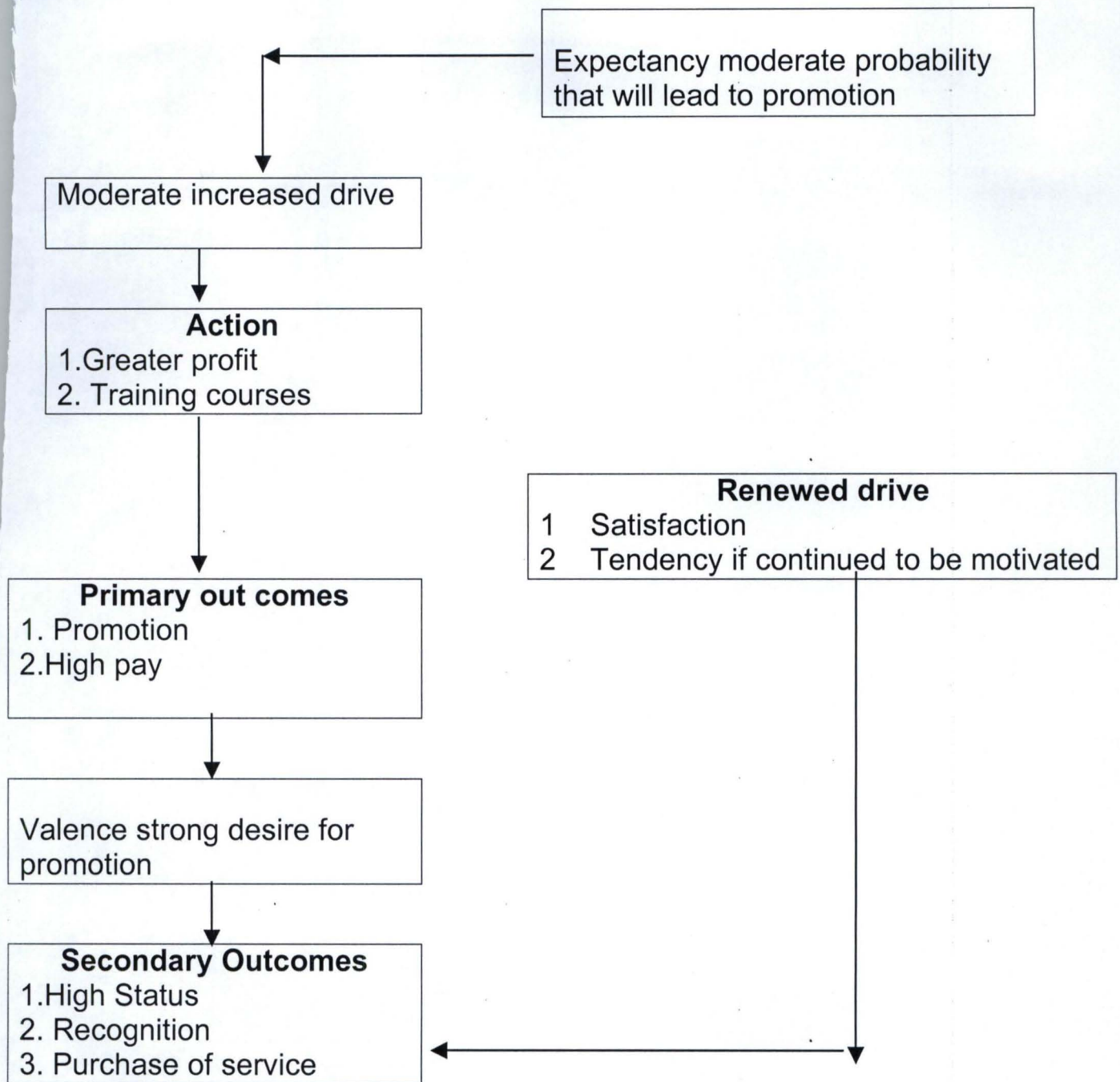
Figure 2: Operation of the expectancy model

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter describes the methods and procedures used in the research work. It to provides, an over-view of the research methodology. This includes the description of method used is collecting data and analyzing it to arrive at a conclusion.

3.1 POPULATION AND SAMPLE

The staff population of Niger State Water Board is about one thousand and ninety six (1096) out of which two hundred (200) were selected and questionnaires administered, were randomly. One hundred and thirty one questionnaires copies were collected and analyzed. The staff were in the category of both junior and senior staff and all the categories were used for this research.

3.2 RESEARCH INSTRUMENTS.

A questionnaire comprising fifteen items of test questions was designed and administered on respondent which was validated.

The questionnaire comprises both the personal data and open-ended questions for the respondents. Most items in the various sections require the respondents to tick the appropriate column.

3.3   METHOD OF DATA COLLECTION.

The researcher administered the questionnaires on both senior and junior staff. Personal interviews were conducted and the result analyzed from the staff, and the questionnaires were collected personally by the researcher.

3.4   METHOD OF DATA ANALYSIS

The researcher decided to use the simple percentage method for analyzing. The responses from the questionnaires were then presented in tables.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 INTRODUCTION

This chapter presents necessary data collected through questionnaires in form of tables. The responses from the respondents are then converted into simple percentages for a clearer understanding before considering them for test.

4.1 PRESENTATION AND INTERPRETATION OF TABLES AND FIGURES

4.1.1 WORKING EXPERENCE.

YEARS OF SERVICE	NUMBER OF STAFF	PERCENTAGES
1-5yrs	23	20%
5-10yrs	27	23%
10-20yrs	49	40%
20yrs and above	17	17%
Total	**116**	**100%**

The above table shows the break down of workers responses regarding their working experience. Out of sample of 116 respondents, 17% worked for more than 20 years in the organization, 40% of the staff worked for less than 20 years. 23% for less than 10 years while, the remaining 20% for less than 5 years.

Hence, this shows that 40% of the staff of Niger State Water Board has worked for about 20 years which then gives working experience in the job.

This shows a good percentage of workers of Niger State Water Board are well motivated for the staff to stay this long in the organization

4.1.2 ENJOY WORKING IN THE ORGANIZATION

ENJOY WORKING	NUMBER OF STAFF	PERCENTAGES
Yes	80	69.57%
No	35	30.43%
Total	**115**	**100%**

This table shows the number of staff in Niger State Water Board who enjoys working in the organization. It therefore shows that 70% of the staff of the organization is happy working; this therefore shows that the staff are well motivated. While 30% says they are not enjoying working for the organization.

4.1.3 HAVE YOU BEEN PROMOTED SINCE YOU STARTED WORKING FOR THE ORGANIZATION.

HAVE YOU BEEN PROMOTED	NUMBER OF STAFF	PERCENTAGES
YES	71	59.66%
NO	48	40.34%
TOTAL	**119**	**100%**

The above table explains the number of Niger State Water Board staff that have been promoted since they started working for the organization.

60% said yes while 40% said they have not been promoted. This shows that promotion which is one of the motivating factors is considered for job satisfaction of the staff of Niger State Water Board Minna.

4.1.4 PROMOTION CRITERIA

OPINION	NUMBER OF STAFF	PERCENTAGES
Seniority	75	57.25%
Training	25	19%
Favoritism	15	11.45%
Others	16	12.21%
Total	**131**	**99.91%**

Promotion brings along with it not only money but a mark of recognition. This table shows that 57% of the staff of Niger State Water Board are promoted using the seniority criteria while 19% shows that most of the staff are promoted on their training which they have undertaken. 11% of the respondent shows that favoritism is what is used in promoting staff in Niger State Water Board. 12% percent of the staff said that promotion is based on other criteria. On the whole, promotion based on seniority seems to be the predominant factor.

4.1.5 WORKING SAFETY IN NIGER STATE WATER BOARD

WORKING SAFETY OPINION	NO OF STAFF	PERCENTAGE
Job security	57	43.87%
No victimization	38	29.23%
No job security	5	3.816%
Victimization	5	3.816%
Insurance and hazard allowance	25	19.23%
Total	**130**	**99.962%**

The respondents from the questioners administered, showed that 43% of the staff of Niger State Water Board have enjoyed job security, 29% said there is no job victimization which allowed them to work while 4% chose the option of no job security and victimization, while 19% chose that they are given insurance and hazard allowance in Niger State Water Board. This shows that job security is the main reason while the staff work for the Board.

4.1.6 TYPE OF TRAINING PROGRAMME

OPINION	NO OF STAFF	PERCENTAGES
Course out the State	50	38%
Courses within the State	30	23%
No course no Seminar	20	15%
Training within the organization	30	23%
Total	**130**	**99%**

Money spent on training and development is money well invested. Investigation from the organization personnel manager revealed that training progarmme of the organization is based on man power. 38% percent of the respondents pursue various training out side the Station, 23% of the respondents have had courses within the state and within Niger State Water Board. 15% of the respondents said that they had not had any course/seminar since they were employed in Niger State Water Board. Hence, this table shows that training is seriously considered to improve the production.

4.1.7 RELATIONSHIP BETWEEN WORKERS AND MANAGEMENT

OPINION	NO OF STAFF	PERCENTAGES
Very satisfactory	45	32%
Satisfactory	50	38%
Unsatisfactory	10	8%
Fair	26	20%
Total	**131**	**98%**

This table above indicates that 32% maintains that the relationship between workers and management is very satisfactory. 38% of the respondents said that it was satisfactory while 8% of the respondents of Niger State Water Board is of the view that it is unsatisfactory. 20% of the staff are of the view that the relationship between the workers and management is fair. This shows that 38% of the staff of Niger State Water Board has a satisfactory working relationship which allows them to relate in option that affect the growth of Niger State Water Board.

4.1.8 FREEDOM OF INTERACTION

OPINION	NO OF STAFF	PERCENTAGES
Yes	80	66%
No	15	13%
Sometimes	25	21%
Total	**120**	**100%**

Job security is the desire to be free and fair of such things such as job lost, demotion and lost of income.

Apart from salaries and wages, there are usually monetary attraction, all of which gave security to the staff of Niger State Water Board. The table

therefore shows that 66% of the staff of Niger State Water Board is of the option that they enjoy freedom of interaction, 13% shows that they do not enjoy freedom of interaction while 21% are of the view that they sometimes enjoy the privilege of freedom of interaction. It therefore shows that the staff of Niger State Water Board are allowed to interact which allows them to work well.

4.1.9 ARE YOU HAPPY WITH THE SCHEDULE OF WORK YOU ARE DOING

OPINION	NO OF STAFF	PERCENTAGES
Yes	10	8%
No	121	92%
Total	**131**	**100%**

This table shows that 8% of the respondents of the questionnaire are happy with their schedule while 92% of the staff of Niger State Water Board are of the opinion that they do not enjoy their schedule of work. This therefore shows that 92% of the staff are not happy with their schedule but just come and do what-ever schedule they are given. This if unchecked, will lead to high labour rate and low output.

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4.1.10 DO YOU CONSIDER THE PAY PACKAGE OKAY

OPINION	NO OF STAFF	PERCENTAGES
Adequate	55	42%
Inadequate	75	58%
Total	**130**	**100%**

Research findings indicate that money is an important incentive in the society because it will present the power to spend. In this table workers of Niger State Water Board responses of 42% show that their pay packages is adequate while 58% said it is inadequate compared to other similar organization in the State. This shows that the management of Niger State Water Board have to do certain adjustments to satisfy their staff pay package.

4.1.11 ARE YOU INVOLVED IN THE DECISION MAKING OF NIGER STATE WATER BOARD

OPINION	NO OF STAFF	PERCENTAGES
Salary	20	15%
Welfare	80	62%
Policies	10	8%
Promotion	20	15
Total	**130**	**100%**

In every organization it has been found that workers are strongly motivated if they are asked help in decision making.

This table shows that 15% of the staff are involved in deciding salaries 62% percent of the respondents in the welfare of the staff. 8% are in the

decision making that concerned the policies of Niger State Water Board, 15% of the respondents are of the view that they are in decision body that deals in promotion of staff. This table therefore shows that the salaries, the staff of Niger State Water Board are not allowed to speak and contribute on their wages and salaries. These bring down their moral and make them lazy in putting their all and achieving the best result.

4.1.12 WHAT TYPE OF BENEFIT DO YOU ENJOY

OPINION	NO OF STAFF	PERCENTAGES
Transport	50	45%
Housing	15	14%
Health	25	23%
Education	20	18%
Total	**110**	**100%**

This table shows the type of benefit enjoyed by the staff of Niger State Water Board. The research shows that 45% are of the view that they enjoy benefit in the transport opinion, 14% in housing while 23% in health and 18% in education. This therefore shows that education which is knowledge that allows the staff to be enlighten is not to taken serious in Niger State Water Board. It is therefore advised that the organization looks into this problem.

4.1.13 WHAT EXTRA BENEFIT DO YOU ENJOY?

OPINION	NO OF STAFF	PERCENTAGES
Monetary allowance	-	-
Training	35	35%
Annul award and commendation	25	25%
Accommodation	40	40%
Total	**100**	**100%**

Out of 100 respondents 35% are of the view that they enjoy training as an extra benefit, 25% are of the opinion that they enjoy the annual award and commendation Niger State Water Board offers yearly while 40% went for accommodation. No respondent enjoy monetary allowance. This research shows that accommodation which went for 40% is a criteria the management of Niger State Water Board considers important in the extra benefit their staff enjoy.

4.1.14 HOW DO YOU THINK YOU CAN BE MOTIVATED AS A STAFF OF THE ORGANIZATION?

OPINION	NO OF STAFF	PERCENTAGES
Better working condition/ environment	65	50%
Good equipment for the job	25	19%
Allowances	25	19%
Transportation	-	-
Accommodation	16	12%
Total	**131**	**100%**

This table shows that 50% of the works chose better working condition/environment. 19% went for the supply of good equipment for the job and allowances while 12% went for the accommodation.

This shows that transportation which no respondent choose as a motivating factor is not necessary. The research therefore shows that

the staff of Niger State Water Board need better working condition/environment to function better.

4.1.15 HOW REGULAR IS THE SALARY IN NIGER STATE WATER BOARD

OPINION	NO OF STAFF	PERCENTAGES
Paid in normal time	125	96%
Usually late	5	3.85%
After several month	-	-
Come instalmentally	-	-
Total	130	100%

This table shows the regularity of staff salaries of Niger State Water Board Minna. 96% agreed that their salaries are paid at the normal time while 4% disagreed with the payment of salaries at the regularly. Payment of salaries to its workers therefore is one of the best policies of the management of Niger State Water Board

4.2   SUMMARY OF FINDINGS

At this juncture, it is worth while to draw a conclusive summary of the result. It should be noted that any idea put forward is entirely based on the findings of the research. The research finding has shown that the workers of Niger State Water Board motivated their staff. On promotions it was found out that their workers are promoted using seniority. On job security in Niger State Water Board the staff enjoys working since their future welfare are taken into consideration.

Some of the employees have gone on training outside the station while some have good relationship with management and enjoy their freedom to interact with the management. It was found out that most staff of Niger State Water Board do not enjoy their working schedule which has to be checked to reduce low input.

The pay package is inadequate since when compared with other similar organization in the state the later are paid better. On welfare, most of the employees are in the decision making body but are allowed to take part in deciding salaries by the management which brings down the morals of the staff since they feel they are being cheated on.

Education which is the key to progress and development is not taken seriously in the organization; this is because only about 18% of the staff of Niger State Water Board chose education as the benefits they enjoy. This means that Niger State Water Board does not encourage their staff to further their education. With better working condition and environment their productivity will be higher. Hence it is advised that Niger State Water Board should put more effort in making the environment and working condition a better place to work in.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0   GENERAL SUMMARY

The government has recognized the importance of employee participation and their productivity gain which are more likely when skills are combine with more than management practice which promote active employee participation.

Furthermore, this research has provided the managers of Niger State Water Board the need to identify the specific motivational factors that affect employee productivity this is necessary because employee have different test, educational background, awareness, likes and dislikes. Though it was observed that all employee of Niger State Water Board deserves those things that meet their basic things in life, such need which is be more extrinsic should be substantial in order to motivate them to produce more by being satisfied by their job.

5.1   CONCLUSION

In this research work, we sought to find out the effects of motivation on employee productivity. It was found out that enough incentive was lacking for the workers in Niger State Water Board to perform and increase productivity in the organization.

Secondly training which a perquisite to increase productivity is lacking, there by not allowing the employees to know about the development in the world and to know how to make use of this to increase productivity. Thirdly, lack of motivation hinders the production level in Niger State Water Board Minna.

5.2 RECOMMENDATIONS

As a result of this research, it was found that management of Niger State Water Board should understand their workers need and lay more emphasis on autonomy of employees so that they can contribute to key decisions that shape the well being of Niger State Water Board.

It is hereby recommended that workers should be encouraged through:-

A. TRAINING: - This is seen by many as one of the most effective ways to motivate employees, primarily because it is a way of informing employees that management truly cares enough to provide the necessary instructions and directions to ensure their success. It was found out that the staff of Niger State Water Board lack training, hence a concrete methods should employed by allowing its staff to enjoy training.

B. CROSS TRAINING: - This simply means teaching an employee job functions other than those the employee was hired to perform.

These allow the employee to acquire additional skill which may help in his professional development which allows the employer gain flexibility in scheduling. This is a fact that has to be considered by the management of Niger State Water Board to help the workers acquire

knowledge in other aspects that will allow freedom of work in any of the departments.

C. RECOGNITION: - Managers, guests and peer recognition are strong staff motivators. Management of Niger State Water Board should offer incentives to staff that are recognized to perform greater in their field or schedules.

D. COMMUNICATION: - Keeping employees informed about the developments in the organization help produce excellent results. Events such as promotions, transfers, performance, tips, birthdays, marriages and birth announcement makes the employee part of the organization by making them feel important. Since it was found out that communication is a medium of information, this should then be emphasized and encouraged in Niger State Water Board, Minna.

E. BETTER PAY: - Employees feel used when at the end, the management takes the larger share of the organizations funds, making it look like they are just slaves for the mangers. Hence the wages should correspond with the schedule of job, time, place and security of the job. Allowances such as health hazard, over time and inconveniences of calls to problems in the water works should be given to their staff to motivate them let them know the Board appreciate their services.

F. CONDUCIVENESS OF THE ENVIRONMENT: - Provision of working tools, appraisals, restrooms, gives the employee the will to work when the needed tools are provided.

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THE EFFECT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY (A CASE STUDY OF NIGER STATE WATER BOARD MINNA)

Please kindly tick the correct answers or fill the blank spaces where applicable.

1   How many years have you been working with Niger State Water Board?
   (a)   1 – 5 years   { }
   (b)   5- 10 years   { }
   (c)   10-20 years   { }
   (d)   20 years and above   { }

2   Do you enjoy working for the organization? Yes { } No { }

3   Have you been promoted since you started working in the organization? Yes { } No { }

4   What do you think are the criteria used by the organization in promoting its employees? (a) Seniority (b) Training (c)Favoritism (d) Others (Please specify)

5   (a)   Do you consider the working conditions in the organization safe? Yes { } No { }

      (b)   In what aspects do you consider it safe? (a) Job security (b) No victimization (c) No Job security (d) Victimization (e) Insurance and Hazard allowance.

    6   (a) Have you benefited from any training programme or seminar related to your own field of specialization during your period of employment. Yes { } No { }

      (b)   If yes what benefits?
   (a)   Courses outside the station
   (b)   Courses/Seminars within the State
   (c)   Has not gone on any course/seminars.
   (d)   Training within the organization

7   What is your assessment of the relationship between the junior and senior workers in the organization?
        (a) Very satisfactory.
        (b) Satisfactory
        (c) Unsatisfactory
        (d) Fair

8   (a)   Are you free to interact between the junior and senior workers in the organization? Yes { }   No   { }

    (b)   In what way? (a) Brain storming (b) Policies (c) Socially

9   Are you happy with your schedule of work? Yes { } No { }