

**THE IMPACT OF REWARD SYSTEM ON  
THE MOTIVATION OF WORKERS (A CASE  
STUDY OF NATIONAL ORIENTATION  
AGENCY NIGER)**

**BY**

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**HIGHER NATIONAL DIPLOMA BUSINESS ADMINISTRATION**

**KADUNA POLY 1994**

**PGD/GST/110/2001/2002**

**FEDERAL UNIVERSITY OF TECHNOLOGY,  
MINNA, NIGER STATE, NIGERIA**

**JUNE, 2004**

# **TITLE PAGE**

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**A RESEARCH STUDY SUBMITTED TO THE SCHOOL OF POST  
GRADUATE STUDIES, FEDERAL UNIVERSITY OF  
TECHNOLOGY MINNA, NIGER STATE, NIGERIA**

**IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE  
AWARD OF POSTGRADUATE DIPLOMA IN BUSINESS  
MANAGEMENT TECHNOLOGY, FEDERAL UNIVERSITY OF  
TECHNOLOGY MINNA, NIGER STATE, NIGERIA.**

**JUNE, 2004**



## DECLARATION

I, ADAMU ZAYNAB hereby declare that this thesis entitled "THE IMPACT OF REWARD SYSTEM ON THE MOTIVATION OF WORKERS IN NATIONAL ORIENTATION AGENCY, NIGER" is a product of my own research work under the supervision of Dr. S.K. Tswanya.



ADAMU ZAYNAB

PGD/GST/110/2001/2002



DATE

## **DEDICATION**

This research work is dedicated to Almighty Allah (S.W) for his mercies and guidance and to my parents for their love and guidance



## ACKNOWLEDGEMENT

To God be the honour and glory for his grace which enable me to have the courage and ability to complete this research work successfully Al-hamdulillah.

My sincere appreciation goes to the H.O.D who is also my Supervisor Dr. S.K. Tswana who inspite of his crowded schedules, took pains to read through the manuscript making helpful comments and valuable criticism about my presentation and organization of materials and the project Co-ordinator Dr. (Mrs) G.A.C Okoli.

I must also use this opportunity to thank all the lecturers in the department of General Studies, particularly Mall. Mohammed Ashafa, Mall. Hakimi Danladi, Dr. Otis and Mr. Charles Barje for their valuable contributions.

I am indebted to my parents for the education offered me and to my husband Alhaji Mohammed Shafii Dangana for all his kind words and supports during the period of this work.

I must not forget the Management and staff of the Directorate of National Orientation Agency Niger, especially the State Director, Danladi Umar Abdul-Hameed and His able Assistant Alh. Mohammed Ali, friends and course mates like Mall. Shuiabu Adamu, Mall. Sani Ahmad Bala, Mall. Ahmed Usman, Alhaji Haruna Aliyu, Mall. Ali G. Sadeeq, Mr. Mike E.D.A Imeh, Janet Zhiri etc for their cooperation and encouragement. May Allah (S.W) reward you abundantly Ameen. Above all **Mohammed B. Adamu** for sparing his time and typed out this project work, I say thank you.



## ABSTRACT

This project seeks to highlight the Impact of Reward System on the Motivation of Workers using National Orientation Agency as a Case Study. The objective of the study include to find out the following: The degree of reward system in the organization and appraise the areas of failures and weaknesses; the influence of reward system on workers attitude and their jobs; flow on how reward can lead to effective organization management and to highlight the advantages of effective reward on the motivation of workers. These lead to the use of data collected from both primary and secondary sources in the form of questionnaires and personal interviews and the review of related literatures respectively. A total of 18 questions were asked in all with 140 questionnaires administered and 119 retrieved representing 85% of the population sample. Information collected from respondents were presented, interpreted and analyzed based on the use of percentages and simple T-test and the findings of the researcher evidenced that the workers were generally dissatisfied with the organization reward system. The reason for this was basically built on the poor allocation of fund from the federation account and inability to carry out or execute programmes, despite the strong bond that exists between it and the staff which has pace for striving towards corporate goals. Thus, the researcher has recommended among others; that for the Agency to improve on her performances, it should not only be concerned with the salaries and wages of workers alone but should also be concerned with other incentives that will motivate them to performance as evidence by the scientific management approach with Fredrick W. Taylor the father of scientific management and above all the management should liaise with those of similar organization and design a way out on the issue of adequate and timely allocation of fund from the federation account since this is the basis of its activities.



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# **CHAPTER ONE**

## **INTRODUCTION**

It is clear that every organization requires personnel to manage their available resources if production must be effective and meaningful. For this reason reward system constitutes one of the most important activities of the personnel department in any organization its importance is appreciated for the fact that it takes a substantial amount of the organizational cost. Besides, the employees or workers in the organization are able to satisfy their physiological needs through the salaries or wages and other incentives they receive at the end of their assignment for services rendered term reward.

The individual worker has two types of goals to be attained at all times. The personal and organizational goals and the attainment of which cannot be separated from each other. However, the reconciliation of these two through good reward system had been a controversial issue in Nigeria for the past years which has led to incessant industrial unrest both at Government and Industrial cycles.

Most organizations do not pay sufficient attention to the role a good reward system plays on the motivation of workers. They only bother about what wages or salaries and other supplementary compensation takes from the organization without recognizing what the organization takes from the workers (Excellent performance due to motivation proper). The Scientific Management Approach, the earliest



school of thought places special emphasis on production. Here, Fredrick W. Taylor the father of Scientific Management approach argued that each worker was motivated by financial need. Abraham Maslow's hierarchy of needs shows that, there are several other needs that can be satisfied through encouragement of workers, which in turns results to increased productivity.

Workers have different behavioural attitudes towards their jobs this is why some workers performs excellently and others marginal in their output. Some workers hardly come to work or comes late, some come early, put in hard-work and stay late, while others are never serious with their jobs but always engages in unnecessary talks, always on break or with excuse duty for one occasion or another and are never around when needed.

Reward is that compensation a worker receives for contributed effort in an organization and highly motivated workers can bring about substantial decrease in problems like absenteeism, lateness, laziness, strikes and grievances and most of all, poor or low turnover. With human relation and behavioural science approaches to management the development of new concepts such as motivation, re-enforcements, inducement and staff morale as efforts in boosting the moral of workers begins to be of management interest. The management has realized that profit represent the achievement of organization goals and objectives and this depends on the managerial approach which is a



representation of perceived style for efficiency and effectiveness in any organization. To this extent, poor reward system has been noted, as the bedrock of low productivity in organizations and it is the aim of the researcher to evolve a potent way of determining a good reward system that will foster the workers willingness to improve on their performance efficiency in the organization.

The National Orientation Agency Niger is an educational set-up by the government established to serve as a public outfit that ensures adequate enlightenment and sensitization of the Nigerian Populace. Like any other public sector, National Orientation Agency provides job opportunity and expects performance from its workforce. For this to be effective thus, the workers requires some form of motivation be it inform of training, fringe benefits and the like apart from the mere salaries and wages that are hardly paid. This connotes that, for the Agency to realize its goal, the workers need to be rewarded and though it has adequate job description and good results but performance (results) can be improved in the face of good reward system in order that workers are urged to perform more efficiently and effectively.

## **1.0 BACKGROUND OF THE STUDY**

National Orientation Agency is a parastatal of Federal Government of Nigeria established by decree 100 of 1993. The Agency evolved from the merger of what was called Directorate of Social Mobilization (MAMSER) with three divisions of Federal Ministry of



Information and Culture. These three divisions or departments are Public Enlightenment (P.E) War Against Indiscipline (WAI) and National Orientation Movement.

National Orientation Agency just like other mobilization outfits of government before it such as Obasanjo's jaji declaration; Shagari's ethnical revolution and Buhari's War Against Indiscipline is established to address our economic disciplinary and moral problems.

It is also important to note that the agency through social mobilization has a basic responsibility of raising the consciousness of Nigerian people with regards to their rights and obligations and to unlock and release creative energies, talents and skills of our people for National development.

#### **1.1.1 STRUCTURES OF THE AGENCY**

Three tiers organizational structure is maintained for the Agency. This includes the National Headquarters, State Directorates and Local Government Offices at the grass-root. The three structures arrangements are responsible to the board whose membership is not defined but to be appointed by Mr. President.

#### **1.1.2 STATE DIRECTORATES**

The State Directorates are designed to coordinate, supervise and evaluate programmes at the grass-roots level. This is the position of the Niger State orientation agency. It depends on the National Headquarters of the agency at Abuja, which is a think-tank as it



formulates policies, programmes and projects as well as evolving strategies for programme implementation; monitoring and evaluation.

The State Director is the head of State Directorate who is assisted by the departmental heads.

Apart from the national programmes packaged by the national headquarters, the Niger State Orientation Agency also saddle with the responsibility of evolving programmes that are peculiar to each state.

### **1.1.3 LOCAL GOVERNMENT OFFICES**

Although, this is the third tiers in the structure of the Agency in general, the National Orientation Agency Niger State directorate maintains offices in all the local government headquarters of the state to enhance programme implementation at the grass-root level.

The principal orientation and mobilization officers (pomos) are charged with the activities at this level and are usually assisted by at least three programme officers.

### **1.1.4 OBJECTIVES AND FUNCTIONS OF THE AGENCY**

**OBJECTIVES:** National Orientation Agency, is created to aid in the implementation of government programmes facilitated by a way of interaction and consultation with relevant interest groups like religious bodies, cultural associations, clubs, marketers and farmers association etc. That is to say that the objective for which the Agency is created is spread over. Publicity, mobilization, education and the sensitization of the Nigerian citizenry through face to face, village to village ward to ward



campaigns so as to produce feed back analysis from the people to the government.

### **FUNCTIONS**

1. The Agency is to ensure that government programmes and policies are better understood by the general public.
2. To encourage people to take part actively and positively in discussions and decisions that affects their welfare.
3. To promote new sets of attitudes and culture for the attainment of the goals and objectives of a united Nigerian State.
4. To restore and sustain discipline in our national life.
5. To ensure and uphold leadership by example and foster respect for constituted authorities.
6. To awakes the consciousness of Nigerians to their civic responsibilities such as the promotion of National Unity, Human rights and the need to build a free, just and progressive society.

**To develop among Nigerians of all ages and sex, social and cultural values and awareness which will inculcate the spirit of patriotism, nationalism, self discipline and self-reliance.**

### **1.2 STATEMENT OF RESEARCH PROBLEM**

Reward system from time immemorial, poses a lot of problems to organizations be it private or public. Reward encourages high productivity through dynamic in accordance to situation to situation.



While there is need to motivate workers to be able to gain their best efforts towards the achievements of organizational goals, poor reward system dis-enhances the management from describing wages and salaries, incentives and fringe benefits.

In view of these, study is to highlight the result of the research carried out and to examine the problems militating against good reward system with the hope of improving efficiency and effectiveness in organization.

### **1.3 AIMS AND OBJECTIVES OF THE STUDY**

We are now in a political democratic government and among the statutory responsibilities of N.O.A is to facilitate the development of an acceptable political culture to ensure the success of our democratic arrangement;

#### **1.3.1 AIMS:**

The aims of the study are to investigate and analyze the impact of reward system on the motivation of workers in the Niger State directorate.

#### **1.3.2 OBJECTIVES**

The objective of this study is to determine the followings:

The impact of reward system on the motivation of workers and to find out how such reward system are determined and effectively utilized.

The degree of reward system and appraise the areas of failures and weaknesses of such reward measure(s).

The influence of reward system on workers attitude and their jobs.

Show how reward can lead to effective organization management.

And to highlight the advantages of effective reward on the motivation of workers.

## **1.4 RESEARCH QUESTIONS AND HYPOTHESES**

### **1.4.1 QUESTIONS**

- a. What is the nature of reward system for workers in National Orientation Agency Niger State?
- b. Has the organization experienced any high labour turnover resulting from reward system or motivation? (the correlation between reward system and productivity)
- c. What impacts has motivation of workers on output?
- d. Has the organization experienced any industrial unrest due to poor reward system?
- e. What is the reaction of workers towards the poor reward system or motivation in National Orientation Agency Niger?

### **1.4.2 HYPOTHESIS**

The following are the hypothesis raised for the study:

H<sub>01</sub> A satisfactory reward system will not motivate workers to improve performance in the organization.

H<sub>02</sub> Reward system has no significant relationship between motivation and organizations productivity.



HO.3 Reward system has no impact between motivation and workers personal attitude to work.

### **1.5 SIGNIFICANCE OF THE STUDY**

The study is significant in its quest to bring to awareness, the impact of reward system on the motivation of workers in National Orientation Agency. It will also be of invaluable assistance to entrepreneurs and potential managers of both large and small businesses, administrators, policy makers and scholars in realizing the influence of good reward system on the success of their corporate objectives.

### **1.7 DESCRIPTION OF AREA OF STUDY**

National Orientation Agency, Niger State Headquarters is located at the North-western of Minna, No.2 Dr. Ladi Kwali Road, Off IBB Way, Opposite Minna Club. It also has area offices located in the 25 recognized Local Government Area Headquarters of the State.

### **1.8 DEFINITION OF TERMS**

- i Job Description: A job description is a statement of facts about a particular job, – what the job actually involves. The fact of the job should include information on the duties involved in the performance of the job, the responsibilities for money, men and materials which the job entails and the condition under which the job is performed.
- li Job Specification: It is the determination of mental capability of



Individual that would carryout the assignment through

Qualification, experience, age, sex etc.

- iii. Valence: This means the strength of an individual's preference for a particular outcome. Other terms that may be used include: attitude, value, expected utility and incentive.
- iv. Efficiency: This is the ability to do things right that is the ability to minimize input in order to maximize outputs.
- v. Effectiveness: This is the ability to the right thing at the right time. That is the ability of any production to meet public demand.
- vi. Performance Appraisal: This represents an important application area for motivation. It is used to be solely a measure of differentiating among hourly employees for wage, increase, promotions, layoffs and transfers. Performance appraisal is also used as a means of motivating both managerial and operating employees in the organization.



## **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

### **2.0 INTRODUCTION**

In this chapter, the researcher attempts to critically consider opinions expressed by authors concerning the Impact of Reward System on the Motivation of Workers.

### **2.1 REVIEW ON ESSENTIAL VARIABLES IN THE TITLE**

#### **2.1.1 THE CONCEPT OF MOTIVATION**

According to Penny Hackett, (1979), man is a rational animal when he behaves in a certain way, he does so for a reason. A motive is something which impels a person to act, i.e a reason for behaviour. Therefore, if we want people to behave in a certain way so that the organization can achieve its goals, we need to understand the kind of motives that will prompt or move them to do so. Here, the words "to move" is a common characteristic in trying to explain issues such as what activates behaviour, what directs this behaviour and how this behaviour is sustained and in relation to organization.

Virtually, every layman and scholar has his own definition of Motivation usually associated with one or more of the followings: Desires, Wants, Drives, Incentives, Needs, Motives etc. Motivation from different perspective could be seen either as in conformity or a way they could otherwise not act.



It is the desired course of action which is concerned with individuals behaviour. This behaviour is directed towards a goal and when such a goal is achieved then, the motive is said to have been satisfied. Each man is different from another and the individual members in an organization vary widely among themselves in stature, physical ability, mental development, attitudes, status, experience and emotional response etc. This implies that separate provisions should be made for motivating each worker in an organization. For Maslow, apart from money and fear, there are many factors that motivate. Motivation is seen as involving a chain of action starting with needs which leads to wants or goals which result in tension (unfulfilled desires) then causing action toward achieving goals and finally satisfying wants. Laurie J. Mullins (1979) defines motivation as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others and why they continue with a chosen action often over a long period and in the face of difficulties and problems. This is an affirmation of the psychologists who view motivation as the process of arousing behaviour, sustaining behaviour in progress and channeling it into a specific course. Motive want and the like, induces the self will to act and thus the inner state that energizes and sustains human behaviour. This is why wise managers see motivated employees as effective and efficient and oriented person because they understand that when these inner striving conditions are



coupled with training and correct job placement employees are influenced.

The understand of a good reward system (motivation) has in the meaning and relationship between needs, motives, desires, drives and goals. Motivation however are of the simplest and yet the most complex of management jobs. Its simplicity lies on the fact that people are basically motivated, moved or driven to behave in a way that they feel leads to rewards, hence motivating someone should be easy by finding out what such person wants and holding it out as a possible reward. On the other hand, its complexity is in the sense that what one considers as an important reward, might be considered as useless by another. The overall analysis of the term motivation reveals the following:

- i. **NEEDS:** Deficiency is the best one word definition of need. In the homeostatic sense, needs are created whenever there is physiological or psychological imbalance e.g. a need exists when a cell in the body is deprived of food and water or when the human personality is deprived of other persons who serve as friends or companions.
- ii. **MOTIVES OR DRIVES:** In most cases, drives or motives are set up to alleviate needs. It is a stimulus which leads to actions that satisfy the need. Hence, drives can simply be defined as deficiencies with direction. They are actions oriented and



provides an energizing trust towards goal accomplishment and are at every heart of motivational process.

- iii. **GOALS:** A goal in the motivational cycle can be define as anything which alleviate or satisfied a need and reduced a derived or motive. Attaining a goal will tend to restore physiological or psychological balance and will reduce or cut off the drive.

### 2.1.2 JOB EVALUATION AND PAY

One of the most important technical aspect of planning and administering compensation for employees is describing, analyzing and evaluating jobs. Job evaluation and pay administration are clearly the central subject matter of compensation or reward from operational and managerial stand points.

To support this point, Thomas ~~AF~~ Pattern, ~~J~~ (1977) defined job evaluation as "a systematic method of appraising the value of each job in relation to other jobs in the organization and Ubeku ~~AK~~ (1975) also defined job evaluation as "the systematic process by which the worth of one job is compared with that of another job in an organization.

Job evaluation is not concerned with the differing merits and abilities of the people doing the job. The immediate objective of the job evaluation process is to obtain internal and external consistency in wages and salaries. Internal consistency being concerned with the concept of relative wages with firm external consistency, refers to a



desired relatively of an organization's wage structure to that of the community, the organization or the nation.

Wages and salaries surveys are necessary for the determination of external consistency. It is here also, that collective bargaining must enter the picture. Job evaluation and collective bargaining are not incompatible, they can and do exist within the same organization. Job evaluation would reduce the area of collective bargaining by systematizing the determination of internal consistency which is concerned with proper wage differentials. Collective bargaining must still work to attain the objective of external consistency, the raising or lowering of entire wage and salary structure. Job evaluation should determine the shape of the wage and salary structure while collective bargaining determine the location of the entire structure as a unit. Labour union can also participate in the design and administration of the job evaluation.

### **1.1.3 SYSTEMS OF JOB EVALUATION**

According to ~~Edwin B.F.~~ Flippo (1984), there are four main systems of job evaluation. The first two, the Ranking and Job Grading systems, are regarded as non-quantitative while the factor comparison and weighted points systems are quantitative or analytical.

### **2.1.4 EQUITY AND COMPENSATION**

According to ~~Edwin B.~~ Flippo (1984), if the first goal of attracting capable employees to the organization is to be achieved, personnel



must perceive that the compensation offered is fair and equitable. Equity is concerned with fair justice according to natural law or right. Homan's exchange theory predicts greater feelings of equity between people whose exchanges are in equilibrium. When an exchange receives compensation from the employer, perceptions of equity are affected by two features.

1. The ratio of compensation to one's inputs of effort education, training, endurance of adverse working conditions and so on.
2. The comparison of this ratio with the perceived ratio of significant of other people with whom direct contact is made.

Equity usually exist when a person perceives that the ratio of outcomes to inputs is in equilibrium, both internally with respect to self and in relation to others.

To cope with possible feelings of inequity, various organizations follow a practice of improving secrecy with respect to compensation received. This is particularly true of salaries of executives and other personnel not covered by union contracts. Research has shown that personnel often underestimate pay of higher-level managers and overestimate the pay of both peen and those below. Thus, even if conditions exist that would favour equity, it will not be perceived if compensation is kept secret. On the other hand, if a firm desires to go public with its salaries, it means, it had been able to evaluate performance levels in an objective manner. Unless, some firms of



acceptable assessment can be developed where job output are both intangible and intertwined in a department fashioned with other jobs, public pay system may well lead to lower performance and morale, accompanied by strained relationship between superiors and subordinates.

#### **2.1.5 WAGES AND SALARIES**

According to Imiavan ~~S.U.~~ (1993), wages are compensation in favour of employees as a result of their expended efforts directly or indirectly for the purpose of production by organizations. Wages and salaries is a systematic procedure for establishing a sound reward or compensation structure and relating to wages the most import of all questions terms in any collective bargaining.

It can be understood from the definition that wages and salaries are income to the employees where as it stands as cost to the employers. No wonder the employees continuously demand for higher wages and salaries while employers on the reverse agates for its reduction. Conflict between these two opposing views has emanated so many unpleasant situations.

The organization is made up of the people without whose efforts the organization can not progress or survive. On the other hand, a good reward system that enhances the payment of salaries and wages, incentives and fringe benefits will enable the organization to achieve success in her objective, (the payment of salaries and wages inclusive).



According to Imiavan ~~S.U.~~ (1993), it has been observed that although negotiation and institution are sometimes employed as salary determinations, other factors that also affects wages and salaries includes:

### **FACTORS THAT CAN AFFECT WAGES AND SALARIES**

1. **Supply and Demand for Labour:** People offer their labour or efforts for the exchange of pay or price. The importance value attached to human effort by the organization necessitates the payments of a price which in turn bring forth the supply. This interaction between supply and demand operation or forces creates the "going wages" and to the extent that there is demand for human effort to complement, the supply for it will be determinant.
2. **Comparable Wages:** Most companies scout around their companies to know what they pay and hence pay same for similar jobs. This is a very simple method of wage determination and sine competitors pay the same, both employers and employees seem to accept it use. However, a major draw back of this method is that it ignores the individual differences of the organizations.
3. **Cost of Living Indices:** Cost of living adjustment of compensation takes recognizance of actual prices of goods in the market but constitutes no fundamental solution to equitable compensation to employees. It is useful as a step gap device in terms of inflation when labour is pressed to keep with the rise in prices. However, if



disadvantages lies with the fact that it will not indicate what the basic compensation should be but only indicates how the rate will vary. Another disadvantage is that the approach tends to vary only monetary income while real income is freezed and there are certain management problems in accounting cost of living increases.

4. Productivity: Productivity theory of wages and salaries states that wages or salaries should be tied to productivity so that inflation and unemployment are avoided. On the other hand, the fact that not all organizations participate equally in productivity gains and that the use of any index does not materially reduce controversy in bargaining since the index is used as the base from which to bargain, no precise and accurate measures of productivity is acceptable to all and the reported percent increase are generally a long-term average and are not achieved each year.

5. Ability of Organization to Pay: Successful large and medium size organizations tend to pay higher wages than small organizations. It could be mis-leading to use size of firms alone to decide whether a firm should pay high or low wages and salaries. The financial ability of a firm is independent on its size and it observed that employees will normally leave firms that are marginal and cannot pay for better paid firms.

It is true though that each firm has the free hand to decide what salaries or wages to pay employees according to its ability which is



merely theory. It is important to consider the effect of the level of pay on the economy.

6. Government: Federal, State or even local government sometimes gives specific orders about wages and salaries even against the theoretical and rebellious nature of equitable compensation.

#### **2.1.6 INCENTIVES/REMUNERATIONS**

Incentive simply refers to additional payments to workers which serves to motivate them to increase their performance. Incentives are concerned with the stimulation of efforts and effectiveness of workers by offering monetary inducement of enhanced facilities.

#### ***REQUIREMENT OF INCENTIVE SCHEME***

From a properly organized and well planned system, both the firm and the employees on benefit. The employee from the extra income arising from increased output and the firm, from the reduced overheads per unit of the increased output. Unfortunately not all schemes achieve this ideal, but careful attention to the following factors will help to achieve this objective.

1. Remuneration should reflect workers effort and performance and payment should be made without delay, preferably very soon after completion of the task. Incentive will fail to motivate or even reduce its effect drastically if work done and its payment are so far apart.



2. The scheme should be reasonably simple to operate and understand. This will assist administration and enable employees to calculate their own bonus.
3. Training should be given to workers on the operative of the scheme.
4. Standard should be based on carefully prepared estimate arrived at by the employment of work study.
5. Performance levels should be demonstrably fair i.e they should be in reach of the average worker working reasonably hard.
6. The interest of the organization as well as the employee must be considered simultaneously.
7. A guaranteed minimum rate should be payable thus, giving an employee a sense of security.
8. Joint consultation should be available for dealing with increase in rates or any grievance which may arise.
9. The scheme should have no artificial limit on earning and earnings should be safeguarded when problem arise outside the employees control.
10. The scheme should not be introduced until there has been full consultation and agreement with employees and unions.
11. The full implications of the scheme, performance levels, rate etc must be considered, so that it will have a reasonable



length of life. Rapid changes, particularly artificial ones to curtail earnings, destroy trust and cause problems.

## **TYPES OF INCENTIVES**

Two main categories of incentives are:

1. Time Base – Work pay related to time
2. Individual Incentive Scheme – Related in some way or another to output or performance.

Within these two categories are innumerable variations some of which have general applicability while others are of local and specialized nature.

### **1. TIME BASED SYSTEM**

- a. Basic System: At the simplest level, workers would be paid for the number of hours worked at basic rate per hour up to say 40 hours per week. Time worked in addition to 40 hours would be classed as overtime and is usually paid at a higher rate. For example, time and a quarter (i.e.  $1\frac{1}{4}$  x basic rate per hour) depending on the number of extra hours worked and when the overtime was worked.
- b. High Day Rate System: This is a time based system which is designed to provide a strong incentive by paying rates well above normal basic time rates in exchange for above average output and performance for its successful application, it is necessary to ensure that the output level are result of detailed work studies and that there is



agreement from the labour force and the unions involved on the required production level.

## 2. **INDIVIDUAL INCENTIVE SCHEME**

In general, incentive scheme which relates to an individual worker seem to be the more usual and successful, probably because of the immediately and directly relationship between effort and reward. The following are typical examples:

a. Straight Piece Work: At its most basic, the worker would be paid an agreed rate per unit for the number of units produced. Occasionally, the number of operations would be the basis of payment or where various types of articles are produced. For example, assume the following data.

Week No. 15

Employee No. 110/01/02

Output	Clock hr 40
300 Units of A. Piece work time allowance	1.8 mins/unit
150 Units of B. Piece work time allowance	1.5 mins/unit
100 Units of C. Piece work time allowance	2.2 mins/unit

Piece work rate is ₦10 = per min. output/produced

Thus, total output:

$(300 \times 1.8) + (150 \times 1.5) + (100 \times 2.2)$  piece work in minutes

= 985 piece work in minutes

: Gross wages =  $985 \times ₦10 = ₦9,850.00$



### 3. **DIFFERENTIAL PIECE WORK**

One objection to straight piece work system is that, because of a flat rate per unit is paid, the incentive effect at higher output levels declines. Differential piece work seeks to overcome this by increasing the rate progressively at various output levels and it enables a positive incentive to be granted a man who works harder.

e.g up to 100 units per day ₦10=/unit

101 – 150 units per day ₦12=/unit

151 – 200 units per day ₦15=/unit

Differential piece work would of course, normally be accompanied by the usual safeguard of guaranteed day rate or in lieu bonus.

It involves the use of a flat time rate which uses the standard as the means of control. Workers are reprimanded if they do not reach the desired output.

### 4. **PREMIUM BONUS SYSTEMS**

These systems, pay workers a normal day rate plus a bonus calculated upon the different between the time actually taken for a job and a notional time known as the time allowed. There are several systems with variants, two of which the Halsey and the Rowan, have illustrated using the following data.

Normal day rate = N2



Part No. = 110/GST

Time Allowed = 1hr per 100 units

Actual output in 8hr day = 1500 units

Formula for the systems are:

Halsey – Bonus =  $\frac{1}{2}$  Ts x day rate per hr.

Rowan – Bonus =  $T_t/T_a \times T_s \times$  day rate per hr.

Where

Ta = Time allowed (1hr per 100 units)

Tt = Time taken (8hrs)

Ts = Time saved (15 – 8 = 7hrs)

It is clear that  $T_s = T_a - T_t$

Thus wage calculations

Halsey system: Bonus =  $\frac{1}{2}$  Ts x day rate per hr

$$= \frac{1}{2} (7) \times \text{N}2 = \text{N}7$$

Total wages per day = Normal time earning + Bonus

$$= \text{N} (8 \times 2) + \text{N}7 = \text{N}23$$

Rowan:  $T_t/T_a \times T_s \times$  day rate per hr

$$= 8/15 \times 7 \times 2 = \text{N}4.47$$

: Total wages per day = Normal time earning + Bonus

$$= \text{N} (16 + 7.47) = \text{N}23.47$$

## 5. **GROUP INCENTIVES SCHEME**

As against individual incentives, this is used where it is difficult in measuring the contribution made by an individual with a group. Here,



the work of the group is considered in fixing the group incentives scheme.

## 6. **OTHERS**

These scheme include those paid to indirect workers whose efforts are not directly affecting the production process but are necessary for the achievement of the organization's goals e.g Executive and Supervisors. Their incentives includes:

- a. Bonus for managers and supervisors
- b. Incentives payment for salesmen
- c. Bonus for clerical worker or staff.

### 2.1.7 **FRINGE BENEFITS**

According to Edwin Flippo (1984), fringe benefits are referred to as supplementary compensation. It concerns all grade of workers and the amount paid by management under this scheme is on the increase and varies from one organization to another.

#### **NATURE OF FRINGE BENEFITS**

Different forms of supplementary compensation have a variety of titles in the organization. According to Edwin Flippo (1984). Some refer to them as service programs, others as non-wage payments or employees benefits, still others emphasize the cost and then refer to them as hidden payroll. However, they are typically often referred to as fringe benefit and can be constructed to include all expenditures



designed to benefit employees over and above regular base pay and direct variable compensation related to output.

### ***TYPES OF FRINGE SYSTEM***

According to Wale A. (1988), there is four types of Fringe System which include:

1. Payment for time not worked
2. Employee Service
3. Hazard Protection
4. Legally Required Payment

### ***PRINCIPLES OF FRINGE BENEFITS***

1. The employees benefit should satisfy a real need.
2. Benefits should be confined to activities in which the group is more efficient than the individual.
3. The benefit program should be characterized by sufficient flexibility to enable adoption be varying employees needs.
4. If the term is to receive values from providing employees services, it must undertake an extensive and well-planned communication.
5. The cost of the benefit should be calculable and provision should be made for found financing. (These principle were taken from Edwin B. Flippo 1984).



### 2.1.8 FORMS OF REWARD SYSTEM

The key to the understanding of human behaviour is an understanding of the human needs according to Ubeku A.K. (1975). In order to motivate people to put in their maximum efforts, it is essential that these needs be satisfied. Briefly discussed below, are few forms of reward system that aid in motivating employees at work.

1. **PAY:** The design of monetary compensation system serves to satisfy multiple needs. Though, it can not alone motivate the whole person, it helps in satisfying security, physiological and egoistic need.
2. **SECURITY OF JOB:** Due to threats from technological change, security of job is high on the list of priorities for many employees and labour union. The underlying need of general security is also high on the list of priorities in the suggested hierarchy of Maslow.
3. **CREDIT FOR WORK DONE:** The entails want issues from the egoistic classification of need and can be supplied by management through verbal praise of excellent work, monetary rewards for suggestions and public recognition through awards and so on.
4. **PARTICIPATION IN DECISION MAKING:** If employees are stimulated to participate in decision affecting their work, they will after respond, with increase effort in the execution of the organizations task. They do better when some degree of decision making about their job is possible than when all the decision are made for them.



5. **OPPORTUNITY TO ADVANCE:** While most employees would want to advance, some do not. The later feel their social need more strongly than the egoistic ones. However, most employees like to know that the opportunity is there, should they desire to use it. This feeling is influenced by a cultural tradition of freedom and opportunity.
6. **COMPETENT AND FAIR LEADERSHIP:** The want of good leadership can issue from physiological and security needs. Good leadership helps to assure that the organization and the jobs will continue to exist. In addition, the ego demands that one respect persons from whom orders and directives are to be received. It is very frustrating to be subjected personally to a command from an individual who is deemed unworthy and incompetent.
7. **A MEANINGFUL JOB:** This want issues from both the need for recognition and the drive toward self-realization and achievement. This is a very difficult want to supply, particularly in large organizations having minutes division of labour and mechanically paced assembly lines. Some research into the possibilities of job enrichment has indicated that possibility of integrating the need of employees for significant work and the need of the organization for production, coordinated activity.
8. **REASONABLE ORDER AND DIRECTION:** The order is the official communication of organization requirements. In general, it should be related to the requirements of the situation, capable of being



executed, complete but not unnecessarily detailed, clear and concise and given in a manner that stimulates acceptance. Unreasonable order incapable of accomplishment serve only to increase insecurity and frustration. Unreasonable order that work contrary to the best interest of the organization may lead to a form of malicious obedience; the employees takes great delight in following them to the latter in hope of harming the superior who merits little respect.

9. **AUTHORITY AND ACCOUNTABILITY:** A major factor in motivating a job holder is to give him increase authority and hold him accountable for the results. This situation will pose a challenge to which employee will react.

#### 2.1.9 **EXPECTANCY THEORY OF COMPENSATION**

The basis of expectancy theory according to Laure J. Mullins (1989) is that people are influenced by expected results of their actions.

Vroom was the first person to propose an expectancy theory aimed specifically at work motivation. His model is based on three key variables. Valence, instrumentality and expectancy (VIE theory or expectancy/valence theory). The theory is founded on the idea that people prefer certain outcomes from their behaviour over others. they anticipate feelings of satisfaction should the preferred outcome be achieved.

The feeling about specific outcome is referred valence. This is the attractiveness of or preference for a particular outcome to the individual.



Valence can be positive, where the person prefers achieving the outcome to not achieving it; Negative valence, where there is a preference for avoiding the outcome and there is zero valence where the person is indifferent to achieve or not achieving the outcome. A person may desire an object but then gain little satisfaction from obtaining it. Alternatively, a person may strive to avoid an object but finds subsequently, that it provides satisfaction. This is Vroom's way of distinguishing between valence and value. Valence is the anticipated satisfaction from an outcome. This may differ substantially from value, which is the actual satisfaction provided by an outcome.

Vroom also suggested formula that:

Motivational force = Valence  $\times$  expectancy.

This is in support of ~~Edwin B.~~ Flipppo (1984) who propose that if money or any factor, is to motivate behaviour, employees must both desire and believe that it will be forth-coming if they behave in the manner prescribed. Thus, the actual effect of its influence comes from employees assessment of:

1. The value of money in meeting personal needs and
2. The strength of expectancy that the prescribed behaviour will actually result in the obtainment of the proffered reward. That is to say, that in determining the degree of valence or value of money to employee, one requires knowledge of current need levels.



Maslow suggest that those persons whose survival are not reasonably well met are likely to place high value upon money as a means of gratifying physiological requirements. In addition, since people are rarely exclusively economic in their orientation, employee will have to compare positive monetary outcome with all possible losses, such as social rejection if the incentive plan clashes with primary group norms.

The greatest difficulty in monetary motivation lies in the expectancy portion of the formula. Employees will subjectively assess the likelihood that compensation will actually be forthcoming. This requires consideration of two major items:

1. Personal capacity to perform the prescribed act and
2. Perception that such behaviour will actually be rewarded.

Supervisors can assist in creasing abilities through training, increasing confidence in capabilities by encouragement and removing organization obstacles to employee performance.

The major problem in regard to expectancy however, is convincing the employee that management can be trusted to pay off when the prescribed behaviour is forthcoming.

#### **2.1.10 EFFECTIVE MOTIVATION AND MANAGEMENT**

Motivation in a general term in an organization, can be seen as the ability of the management to build into the entire system, factors that will induce workers or people to contribute effectively and efficiently to the organizations smooth operation. Okoli G.A.C (2002).



## ***TYPES OF MOTIVATION***

Motivation could either be

1. Positive – Usually in form of praises, promotions, rewards of privilege, financial incentive, more money, job enrichment etc.
2. Negative – As punishments, threats of loss of privileges, increments and promotions etc.

## ***EFFECTIVE MOTIVATION***

Effective motivation is that which is positive in nature (positive incentives which influences individuals). A positive incentive is the satisfaction of need or the expectation that a need will be satisfied. Hence, the approach is also being referred to as reward. An individual is more strongly motivated by reward than by punishment. Thus, an effective motivation is that which helps to achieve the set goals and objectives of an organization.

## ***MANAGEMENT***

The complexities of the term management are such that the word inevitably carries a number of accepted definitions depending on the users purpose. The term is therefore applied in different ways with its meaning designable only by considering its context.

Management as a carrier involves the acceptance by persons, positions in which they are responsible for achieving result by directing the work of others. The training and experience of the managers are directed to specifically develop their selves' image as managers to be



able to perform such functions as planning, organizing, directing, coordinating, controlling and decision-making. (Mohammed A. 1989)

The function of motivation of workers in the organization lies with the managers. Management seek motivated employees i.e. effective and efficient job oriented ones, because they understand that these coupled with training and correct jobs, influence employees to perform better. Management should adopt a training techniques and development to motivate employees. An effective training programme can motivate employees to do what exactly the management wants. This happens because training helps to improve efficiency and moral for succession enabling qualified replacement to be available. The management of an organization also needs to create among others, a motivating climate which comes about when the employee needs are satisfied. The availability of conducive work climate and other incentives can eliminate the conflict and disagreement that might appose their motivation at work.

#### **2.1.11 MOTIVATION AND COMMUNICATION**

Communication is defined as the transfer of information from the sender to the receiver with the aim of establishing understanding.

Over the years, the importance of communication in organization, efforts has been recognized by many offices.

Chester I. Benard for example, viewed communication as the means by which people are linked together in an organization to



achieve a common purpose. Infact, no group activity is possible without communication because, coordination and change cannot be effected without communication. Arthor K.A. defined communication as the process of conveying information in continuous from written or unwritten which may be quite understandable to individual or groups in an organization. Organization without communication is useless because, it serves as a basis of the operation of the organizational performance.

Good communication is an inevitable variable in management and labour motivation. Information line according to direction – vertical or horizontal minimizes the problem of sub-ordination and reporting order, instruction, direction of flow of information. It is a fundamentals principle that sub-ordinates in the same line of authority reports to the same medium.

Managers at all level should take every reasonable opportunity for face-to-face contact with their sub-ordinates. This enable him to explain the background to new policy, consults all concern about new job to be done and generally to clear away problems, misunderstanding and ambiguities. This is a fact of Elton Mayo (1880 – 1949) interview conducted with the aim of finding the feelings of workers to organization whose result was that the wide communication gap between workers and management leads to misinterpretations and misunderstanding of their policies. He finally recommended that management should try as much as possible to meet and clear the clearance between them and



their employees. Theoretically, the manager may develop his plans, procedures and organize himself but when he wants to implement them, he must communicate his desire to his workers.

### **PURPOSES OF COMMUNICATION**

Communication is a subject, which has been emphasized greatly by the behaviourist, since both employees participate and group dynamics require. Communication skills of the highest order and has the following purposes.

1. Communication in an organization is to effect change – To influence action towards the welfare of the organization. It is the means where by the members of an organization can be motivated to execute the plan willingly and enthusiastically.
2. It is the means whereby the plans can be implemented and actions coordinated towards a common goal. It is essential for the internal functioning of the organization because it integrates the managerial functions and specifically needed to:
  - a. Establish and disseminate goals of the organization
  - b. Develop plans for their achievements
  - c. Organize human and resources in the most effective and efficient way.
  - d. Select, develop and appraise members of the organization.



- e. Lead, directs, motivate and create a climate in which people would want to work.
- f. Control performance.

Communication does not only facilitate the managerial function but, that it also relates an organization to its external environment. It is through information exchange that managers become aware of needs of customers, the availability of resources, the claims of share holders, the regulations of government and the concerns of the community. It is through communication that any other becomes an open system interacting with its environment.

It is generally true that managers determines the organizational climate and influence the attitudes of organization members.

They do so mainly through communication initiated by top management and although organization leaders have a major responsibility to set the right tone for effective communication, every person in the organization also share this responsibility. These reasons and more makes communication the most vital tool of management. Though, it is liable to wide, narrow or definite interpretation, the success or failure of organization however, could be attributed to communication. Motivation and communication cannot be separated as it is the process by which messages affect responses.



## 2.2. THE ORGANIZATIONAL THEORISTS

According to Laure J. ~~Mullins~~ (1989) there are many competing theories, which attempts to explain the nature of motivation. These theories are all, at least, partially and all help to explain the behaviour of certain people at certain times. However, the search for a generalized theory of motivation at work appears a vain quest. A major determinant of behaviour is the particular situation in which individual workers find themselves. Motivation varies over time and according to circumstances. It is often most acute for people at a mid-career position and especially for those who find opportunities for further advancement or promotion are blocked.

Differences in patterns of motivation or reward system are illustrated by, for example, Hunt who developed average 'goal profiles' showing the relative importance of different categories of need for people in different occupations and changes in profiles at different stages for an average manager. The complex nature of motivation is supported by the work vroom. Citing more than 500 research investigations he concluded that there is no all-embracing theory of motivation to work. This complexity of motivation and the fact that there is no single answer to what motivates people to work well, that these theories are important to the managers. They reveal many motives, which influence peoples behaviour and performance. The different



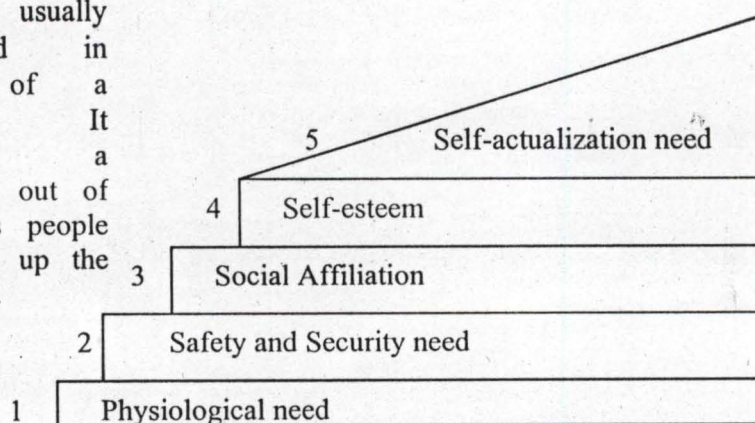
theories provide framework within which to direct attention to the problem of how best to motivate staff to work willingly and effectively.

### 2.2.1 MASLOW'S HIERARCHY OF NEEDS THEORY

A useful starting point is the work of Abraham Maslow and his theory of individual development and motivation published originally in 1943 as contained in the book *Management and Organizational Behaviour* Pitman England Clay Printers, Laure J. Mullins 1989. Maslow's Hierarchy of needs which is also euphemistically referred to as 'third world psychology', possibly because of its relevance to developing countries, economic and social situations based proposition is that people are wanting beings, they always want more and what they want depends on what they already have.

The hierarchy ranges through five levels, from the lowest level is physiological needs, through safety needs, social needs of love and attention need, esteem needs, to the need for self-actualization at the highest level. The hierarchy may be shown as:

A series of steps but usually displayed in form of a pyramid. It implies a thinning out of need as people progress up the pyramid.





## **MASLOW'S HIERARCHY OF NEED MODEL**

Maslow's Hierarchy of need model include: Physiological need, Safety and Security need, Social Affiliation, Self-esteem and Self-actualization need.

### **IMPLICATION OF MASLOW'S HIERARCHY OF NEEDS**

- The Manager needs to know and understand the motives, drives and needs of individual and how best these can be blended with the organizational needs because each worker joins an organization with different and unique goals.
- There is doubt about the time which elapses between the satisfaction of a lower level need and the emergence of a higher level need.
- Individual differences mean that people place different values on the same need. A percept i.e Manager has to take a situation approach in applying Maslow's theory thus, he should recognize individual difference in his staff and so treat them differently.
- He should understand that some needs are more basic than others.
- That some rewards or outcomes at works satisfy more than one need. Higher salary or promotion for example can be applied in all level of the hierarchy.



- Subordinates want to achieve feeling of professional growth, competence and respects to be seen as specialist in their own fields who are influential and with a future full of bright opportunities. Thus Managers should encourage academic progress like participation in conferences, seminars, workshops, journal, publications and in-service programmes.
- He should deligate duties to encourage trust and confidence thereby creating a healthy environment freed of conflicts, frustrations and industrial unrest but where the subordinate can work without fear or inhibition.

### **2.2.2 ALDERFER'S MODIFIED NEED HIERARCHY MODEL**

In Alderfer's presentation, he condense Maslow's five levels needs into three level based on the core needs of existence, relatedness and growth termed ERC theory, which according to Laure ~~J. Mullins~~ (1989) includes:

1. Existence Needs are concerned with sustaining human existence and survival and cover physiological and safety needs of a material nature.
2. Relatedness Needs are concerned with relationships to the social environment and cover love or belonging, affiliation and meaningful inter-personal relationships of a safety or esteem nature.



3. Growth Needs are concerned with the development of potential and cover self-esteem and self-actualization.

Alferder's presentation though as Maslow's hierarchically, Alderfer's however suggests that these needs are more a continuum than hierarchical levels because, more than one need may be activated at the same time. He saw that individuals may also progress down the hierarchy which is an indication of a frustration-regression process. For example, if an individual is continually frustrated in attempting to satisfy growth needs, relatedness needs may reassume most importance. Here, the lower level needs become the main focus of the individuals efforts.

#### ***IMPLICATION OF ALDERFER'S NEED THEORY***

The results of the studies were mixed as some of these propositions followed Maslow's theory while some are the reverse of the theory. However, ERC theory states that an individual is motivated to satisfied one or more basic sets of needs. Therefore, if a person's needs at a particular level are blocked then attention should focused to the satisfaction of needs at the other levels. For example, if a subordinates growth needs are blocked because the job does not allow sufficient opportunity for personal development, then the manager should attempt to provide greater opportunities for the subordinate to satisfy existence and relatedness needs.



### **2.2.3 DOUGLAS MCGREGOR**

A psychologist as he was, Douglas McGregor studied the various managerial styles and noted that such styles are usually based on assumptions about human and human behaviour in the organization. He propagated theory X and Y (Okoli ~~G.A.C~~ 2002).

Theory X assumption states that:

2. It is the responsibility of management to organize the elements of production (money, material, equipment and people to achieve economic ends).
3. With the people, the process is that of directing their efforts, motivating them, controlling their actions and modifying their behaviour to meet the needs of the organization.
4. The active intervention by managements will prevent the people from becoming resistant to organization needs. People must therefore be persuaded, rewarded, punished, controlled and be directed.
5. Man is not ambitious; he dislikes responsibility and wants to be led.
6. The average human being is by nature resistant to change.
7. People are inherently self-centered and are indifferent to organization.
8. The human being is by nature indolent and works as little as possible and will even avoid work if he can.



Theory Y on the hand stipulates that:

1. People are not by nature passive or resistant to organizations needs. It is only due to their experiences in the organization that have become so.
2. Motivation, the potential for development, the capacity for assuming responsibility and the readiness to direct behaviour towards organizational goals are all presents in people. However, it is management's responsibility who has failed, to make it possible for people to organize and develop these characteristics for themselves.
3. As man matures into adult-hood, he initiates action on his own and carries it out without necessarily depending on others.
4. Man is capable of adjusting to his new environment, as he is a thinking being.
5. Man needs a sense of self-confidence that he can do the job and can correct himself if need be.
6. The essential task for management is to organize organization conditions and method of operating so that the people can achieve their own goals best by directing their own efforts towards organizational objectives.

The assumption about these theories is that with X, workers dislike and would if possible avoid responsibility. This is why they tend to immaturely and dependably, the consequent outcome being



alienation from their jobs. Workers like resorting to union activities or sabotage or they withdraw or produce low expectation. Thus to secure performance theory X calls for external control and threat of punishment as effective means.

The conclusions drawn from McGregor's theories on the impact of reward system on the motivation of workers are that human beings are active, do enjoy work, want to be involved, are creative and a capable of working independently in the face of:

- Good leadership
- Well-defined scope for self-direction, independence and self-reliance when duties are assigned to workers.
- Exposed areas for cooperation.
- Opened opportunities for staff to change methods and bring in innovations (new ideas).
- Involving the staff in planning and decision making of the organization.
- In most cases reward and praise excellent workers and achievements and blame mistakes privately.

#### **2.3.4 FREDRICK W. TAYLOR**

Taylor is sometimes referred to as the father of Scientific Management. He was perhaps the first to give serious thought to the question of why people work, or more specifically, how they could be made to work harder (Mohammed ~~A.~~ 1989). The real trouble was that



no one knew how much work it was reasonable to expect a man to do. His answer was to relate pay to output. The more people produced, the more they were paid. Although Taylor was working at the very beginning of the twentieth century, many of his ideas about how work should be divided down into simple tasks are still current in some organizations. His research for a true science of work gave birth to the technical of work-study.

It is important to emphasize however, that these various theories are not conclusive. They have their duties, many of these theories were not intended originally to have the significance that some writers have subsequently placed upon them, this is why it is always easy to quote an example which appears to contradict any generalized observation on what motivates people to work. However, these theories provide a basis for study and discussion and for review of the most effective motivational style.

The Manager, therefore, must judge the relevance of these different theories, how best to draw upon them, and how he might effectively be applied in particular work situation.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **INTRODUCTION**

This chapter deals with the method and strategies used in the study.

Okoli G.A.C. (2003) defines research as "To investigate, to examine," to look into re-appraise or to find out carefully, critically, analytically and thoroughly so that, the true position of an issue, event, process, observation, theory, preposition can be brought out. It is also an enquiry aimed at generating data for solution to a specific problem at hand.

#### **3.0 RESEARCH DESIGN AND PROCEDURES**

The research design consist of the following:

1. Construction of questionnaire for both junior and senior staff of the agency.
2. Interviews conducted with the Assistant Director and the State Director the idea of which is to save time and raise the response return rate.
3. Collection of analysis and computation of data relating actual findings to expected outcome.
4. The interpretation of findings based on the analysis.



**3.1 POPULATION AND SAMPLING:** The population of the respondents to questionnaire and interview consisted basically of the agency's staff. National Orientation Agency Niger State is made up of one hundred and sixty-two (162) staff representing the State and Local Government Areas spread in five departments, namely: Department of Finance and Administrative Services, Planning Research and Statistics, Mass mobilization, Orientation and Peace Education and Political and Civic Departments, for the purpose of this research work, simple random sampling method was used and a total number of one hundred and forty (140) staff selected from the five Departments, collected the questionnaires, while a total of one hundred and nineteen (119) were retrieved giving the return state, as 85%

### **3.2 RESEARCH INSTRUMENTS (DESCRIPTION)**

To be able to obtain a reliable, accurate and relevant data, the researcher bought into use, the combination of all the instruments as mentioned in (3.4).

In administration of the primary data, two methods consisting a combination of open-ended and fixed response questions (questionnaire and interview). Under the former, the researcher endeavoured to provide adequate answering space in two sections with one covering the background information of the respondent and two-general information about the organization under study while for the



later, as many alternative answers as possible were to be given to provide opportunity for responding to give answers of their choice.

The questionnaires were deposited with respondents to be collected after two weeks in order to give the respondents enough time to fill the questionnaires while the personal interview and the secondary data were to enhance a better understanding and interpretation of the collected data.

### **3.3 DATA COLLECTION AND SOURCES**

The researcher obtained relevant data from primary and secondary sources. The data included questionnaire, personal interview and literature review.

A set of questionnaire was prepared and administered on both junior and senior staff in all the five departments of the agency. The use of questionnaire personally administered, afforded the researcher the opportunity to clarify enquiries sought by the staff of the agency. Relevant observation was also made from personal interview conducted with some senior officers of the agency all with the efforts to determine the capability of the responses of the staff and management.

The secondary data was necessary to complement this study and therefore were gathered from textbooks, handouts, pamphlets and lecture notes.



The data procured from the two sources were summarized, analyzed, interpreted and relevant conclusions and recommendations made.

### **3.4 METHOD OF DATA ANALYSIS**

Since survey and experimental design was implored, the researcher analyzed through percentage tabulation for research questions and one f-test for testing the hypothesis formulated.

**3.4.1 PRE-TEST OF INSTRUMENT VALIDITY:** In order to test the validity of the instruments used, the researcher drafted questionnaire and formulated hypothesis to ensure that it contained items of relevance to the purpose and topic of the study.

#### **3.4.2 RELIABILITY OF INSTRUMENTS:**

The instruments used by the researcher was reliable. Since the quality was consistent under verification through test – retest method. Each department of the existing four was given an equal number of questionnaires (35) to fill in order to ensure uniformity of responses.

### **3.5 DELIMITATION AND LIMITATION OF THE STUDY**

The research work is on the impact of reward system on the motivation of workers in the Directorate of National Orientation Agency Niger.

The researcher has limited this work to a single organization due to the time constrain and shun financial resources which has also greatly for inhabited the scope of the study.



## **CHAPTER FOUR: DATA PRESENTED, INTERPRETATION AND ANALYSIS**

### **4.0 INTRODUCTION**

In this chapter, the researcher tends to analyze, present and interpret the informations collected from the respondents. The method of analysis is based on the use of percentages and simple T-test.

### **4.1 ANALYSIS OF RESPONSES:**

For the purpose of this study, a total number of eighteen (18) questions were asked in three (3) sections and the returned questionnaires analysed below in tables. Section 'A' of the 18 questions involves personal data of the respondents with questions about age, sex, marital status, academic qualification and duration of service. However, only questions 4 & 5 computation has been presented as in tables 2 & 3 while 1-3 have been over looked for their irrelevant to the study because, whether old, young, married or not, male or female is not a factor to be considered here. While Sections B and C carries questions about the general information of the agency and runs from seven (7) to eighteen (18) as shown in the following tables.



**Table 1: The Number Of The Respondents And Data Retrieved.**

Area	No. Distributed	No. Retrieved	Percentage responses
State Hq	40	33	23.57
L.G.A	100	86	61.43
Total	140	119	85%

The table shows that a total of 140 copies of questionnaires were distributed for this study and 119 copies were retrieved back with useful information giving the return rate as 85%.

**Table 2: Academic Qualification of the Respondents**

Academic Qualification	Number Hq	State	L.G.A.	Total	Percentages
Pri. Sch.Cert	4		8	12	10.08
WAEC/TTC	6		15	21	17.65
Dip/NCE	8		45	53	44.54
HND/B.Sc	14		18	32	26.89
Others	1		-	1	0.84
Total	33		86	119	100

According to the above table, there is an indication that the Diploma/NCE holders carries the highest percentage of 44.54% compared to others followed by those holding HND/B.Sc with 26.89%. It could be deducted from the above that the respondents are highly literate and therefore provides independent and reliable views on the research topic.



**Table 3: Duration of Service of the Respondents**

Years	Respondents	Percentages
1-3	13	10.92
4-6	26	21.85
7-10	48	40.34
Above 10	31	26.89
Total	119	100

It can be seen above that most of the respondents falls between 40.34% and 26.89% of indicating workers that have had considerable years of experience between 7 – above 10 years. Thus, they are not new in the agency, have useful informations about the activities of the agency and provides reliable views on the topic of study.

**Table 4: Comparism of Motivation in NOA Niger with those of Similar Institutions.**

Variables	Responses	Percentages
Yes	12	10.08
No	107	89.92
Total	119	100

The table shows that only 10.08% of the respondents agreed that motivation in National Orientation Agency Niger competes favourably with other similar institutions while the remaining 89.92% are in disagreement with the view. These responses has shown that National Orientation Agency Niger workers regularly inquiries into motivation, issues making comparism with similar institutions with majority holding



the view that motivation in the agency does not compete favourably well with those of others.

**Table 5: Responses on Whether NOA Niger Motivate its workers in any form**

Variables	Responses	Percentages
Yes	91	76.47
No	28	23.53
Total	119	100

It can be seen from the above table that 76.47% are in agreement against 23.53% that National Orientation Agency Niger do motivate its workers. Here, it can be deducted that some forms of motivation of reward system do exist in National Orientation Agency Niger but only that the system is inadequate.

**Table 6: Forms of Motivation in NOA Niger**

Variables	Responses	Percentages
Pay and Commendation	11	9.24
Security of Job	17	14.29
Participation in decision making	9	7.56
Opportunity to Advance	67	56.30
Authority Accountability	15	12.61
Total	119	100

The table above shows that some forms of reward system do exist in National Orientation Agency Niger. However, emphasis is higher on the



opportunity to advance which shared 56.30% out of the five recognized systems of reward that exists in the agency.

**Table 7: Responses on whether Workers are Satisfied with the Agency's System**

Variables	Responses	Percentages
Very Satisfied	0	0
Satisfied	0	0
Partially Satisfied	63	52.94
Not Satisfied	56	47.06
Total	119	100

It is clear from the table above that no percentage is recorded for very satisfied and satisfied while partially satisfied and not satisfied shared 52.94% and 47.06% respectively indicating that workers in National Orientation Agency Niger requires better reward system in the organization to aid them in the performance of their duties.

**Table 8: Responses on whether Working conditions in NOA Niger influences performance at work.**

Variables	Responses	Percentages
Very well	92	77.31
Partially well	27	22.69
Not at all	0	0
Total	119	100

It is shown from the table above that 77.31% were of the opinion that working condition in National Orientation Agency Niger influences their job performance very well while only 22.29% shared the view on a



partial ground and none for not at all. On the basis of these views, it can be said that good working conditions is necessary to motivate the workers to increase performance at work and where poor or no working conditions exist in an organization, workers performance will be negatively affected.

**Table 9: Confirmation on when last Respondents have been sent on refresher course since engagement**

Variables	Responses	Percentages
Over 3 years	5	4.20
Over 1 year	0	0
Over 6 months	0	0
Less than 3 months	0	0
Not at all	114	95.80
Total	119	100

The table above shows that while 95.80% of the respondents have never gone on any refresher course, only 4.20% have attended but over a period of 3 years. The table has also revealed that there is no regular training for the staff of National Orientation Agency Niger and if at all there is, the period of time involved is too long for a reasonable use. It is evident that majority of the workers have nothing to aid them in their performances on this ground and thus will usually not measure up to expectation nor improve performance in terms of the attainment of objectives and goal of the organization.



**Table 10: Opinion on whether Respondents perception of what obtain in other organizations affects their performances.**

Variables	Responses	Percentages
Very Well	108	90.76
Partially Well	11	9.24
Not at all	0	0
Total	119	100

The researcher intends to test whether the performance of respondents at work would change if they were aware of better condition of service in other organization. The table above reveal that while every respondents agreed that there would be change work performance if they perceive a better condition of service to workers of other organization, 90.76% agreed that the effect is of a very serious one while 9.24% says the effect is partial. This is a good reason for change of jobs, conflicts etc by workers of any organization with National Orientation Agency Niger not being an exception.

**Table 11: Opinion on whether NOA Niger provides incentives outside the legal allowances.**

Variables	Responses	Percentages
Yes	0	0
No	119	100
Total	119	100

Table 11 sought opinion on whether respondents obtains additional incentives from their employers apart from the legal allowances. Computation shows that all the respondents are in disagreement of the



opinion. Field study revealed that the pomos at their various local government areas before now, use to perform extra jobs and even outside the scheduled periods just to be able to deliver to the grass roots. However, this personal attitude of the workers is gradually declining arising from the persistent decline in reward system in the organization. This in turn however, is responsible some time for poor performance or lack of guarantee for qualitative goal.

#### **4.5 DISCUSSION OF RESPONSES TO INTERVIEW QUESTIONS**

Personal interviews were conducted with top management of National Orientation Agency Staff to complement the questionnaires approach in areas where informations gathered, were considered insufficient or required more light to the study.

The organizational structure of National Orientation Agency Niger is a vertically hierarchical type. This allows for the key officers direct involvements in the management of its affairs. The researcher sought the opinions of the State Director and his assistance on matters relating to the organization and compensation, variation in staff benefits, productivity or output and National Orientation Agency reward system and the reaction of its workers.

On inquiring about other reward systems that exists in the State Directorate, the State Director pointed out that the Directorate offers training opportunities to advance through proficiency, commendation either verbal or in written, participation in decision making etc. The



Assistant Director who is also the head of finance and accounts added that the Agency also provides financial benefits like transport and traveling and duty tour allowances as well as delegate authorities and hold the persons accountable for the results as confirmed with tables 5 and 6.

On the issue of variation in staff benefits, the first respondent was on the affirmative but further explained that the situation cannot be avoided because of the nature of programmes initiations or difference in schedules of duty normally directed by the departments, personal leadership qualities or personal initiatives in the case of individual or performance of the personnel in consonance or commensurate to their nomenclatures and the rapport with various forms of Government. The Assistant Director also revealed that the Agency being a none profitable Federal Government Organization, solely depends on the Government for funding and that for some time now, the financial position of the Agency has been very poor-national problem, arising from the declining financial allocation to government departments.

When asked to confirm the correlation between reward and productivity, the State Director pointed out that it is generally believed that there is a relationship between reward and performance which in turn affects productivity. He emphasized that the more the reward, the higher the output, the more the training the better the performance. Good pay package affects the performance of a worker positively,



especially in the present inflation period in the society. Lastly, the respondent lamented that instead of making troubles to express their dissatisfaction in the reward system, workers of his Agency had come to learn to do or perform with the available resources at their disposal. The Agency maintained an effective internal communication which ensure regular management and staff meetings were resources used and output are compared for the purpose of making future plans for necessary improvements. He emphasize that the performance of the workers in his Agency did not entirely depend on the compensation expected for performance but also on their personal interest and willingness to contribute their own quotes to the building and maintenance of this great Nation – Nigeria. This approach, the State Director concluded, has helped the Agency to survive on its achievements to a reasonable extent of efficiency, though negative attitude to work has also been recorded over the time, the Agency has never experienced any industrial unrest except, the normal general strikes. Thus the Agency has a peaceful, though inadequately motivated workforce.

In all the opinions expressed by the Agency's principal officers provided, evidence that workers of the Agency tough generally dissatisfied with the present reward system, still maintained a commendable result and would appreciate improvement in the method of motivation to enhance a better performance and thus a better result.



## **CHAPTER FIVE: SUMMARY CONCLUSION AND**

### **RECOMMENDATIONS**

#### **5.0 SUMMARY:**

The preceding chapter presented data collected from the questionnaires and informations obtained during the complimenting personal interview which was thoroughly analyzed. After the presentation and interpretation of data, the researcher came up with the following findings:

1. A reasonable sample from among the workers was used and they provided reliable views on the topic of study due to their abilities and concerns for the organization.
2. The workers in the Directorate of National Orientation Agency were aware of the level of motivation in similar organizations and in their considered opinion, motivation in the Agency do not compete favourably well with those of other organizations. It was discovered that not only does workers awareness of a higher reward system in other organizations affects their work or performance, but that even the variations that exists between similar organizations have a higher effect on the performance of their jobs.
3. It was established that through reward system exists in the Agency to aid motivation, it is however not satisfactory and thus creates a negative impact on the attitudes of its workers.



4. It was acknowledged that a good working condition and working tools were necessary to motivate workers to increase performance at work. The lack of which could be responsible for absenteeism, delay or time wastage and poor performance to some extent by the workers.
5. It was revealed that though the Agency employed more people of higher educational background, there existed little or no room for refresher courses to enable its workers get themselves more use to their jobs and become specialists in the areas. The presence of difficulties in the performance of their duties makes it difficult too to improve on performance and achieve qualitative goal.
6. The study also revealed that National Orientation Agency Niger do not provide incentives outside the legal allowances as other ways to motivate its workers to better performance. That while the legal salaries and wages were paid usually untimely (lately), the provision of good items during festive periods was also ascertained as a thing of the very past.
7. It was agreed during the period of interview that performance of workers in National Orientation Agency Niger mostly depends on their interests, zeal's or wills (what the employer have to offer to the organization and not what they gets from the organization).



8. The State Director confirmed that the workers of his Agency maintained effective communication with regular management and staff meetings as forum to compare achievements with project results and to map out strategies for improvement in the future.
9. The Assistant Director affirmed that though the Agency was better off before the period of this study, which involved it in programmes such as the Renewed War Against Indiscipline and Corruption in schools, Examination mal-practices and cultism, National Re-birth Campaign, Campaign on Civic Registration, Campaign on Referendum on Local Government Creation and Voters Education among others, the management was still trying in the face of inefficient reward system arising from inadequate funding and lack of programme support to make headway to achieve the objectives for which it is meant. This accounted for its present involvement in the creation of programmes that would have positive impact in the people as a whole without having to wait for programmes designed solely by the National Headquarters (Abuja) office like the Sensitization workshop on Survival and Development of the Nigerian Child in Collaboration with UNICEF coming up soon.



## **5.1 CONCLUSION**

It takes human and resources for any organization to exist and survive. Any attempt to reconcile these two however, has always generated problems among management and the complete neglect of which has been the bane of low productivity or failure in organization.

From the on foregoing, the research can reasonably be concluded as showing that reward energizes higher productivity through dynamic in accordance to situation. The management of National Orientation Agency was aware of the power of motivation but could not be able to do much due to its poor financial position and inability to execute programmes arising from the declining financial allocation to government departments. It is true that the management and staff of the Agency, maintained a healthy relationship and to sustain this relationship, the level of motivation must be improved in order to attract appreciable productivity and in turn enhance the realization of the organizational objectives and goal.

## **5.3 RECOMMENDATIONS**

This study set out to identify the impact of reward system on the motivation of workers in National Orientation Agency Niger. Thus, with the findings of the research work, it has become imperative for the researcher to make the following recommendations as a way of improving the impact of reward system on the motivation of workers in National Orientation Agency Niger.



1. For the Agency to improve on her performances, it should not only be concerned with the salaries and wages of workers alone but should also be concerned with other incentives that will motivate them to performance.
2. The available salaries and wages of staff should be paid as at when due and management should ensure that the workers pay is in consonant with those of their colleagues in similar organization.
3. The Agency should in addition a opportunity to advance also provide refresher courses for all its workers to complement their educational ability in their performance and to achieve feelings of professional growth, competence and respect to be seen as specialists in their own fields.
4. National Orientation Agency should encourage workers participation in conferences, seminars, workshops, programmes etc so as to give room for both internal and external interaction. This will motivate them to put in their best which will result in increase in productivity and in turn, the achievement of organization objectives and goal.
5. The Agency should try to provide good working conditions for effective communication. This will further enhance the relationship between its management and staff and above all,



to improve the positives impact of motivation on workers on productivity in the organization.

6. And above all, the management should liaise with those of similar organization and design a way out on the issue of adequate and timely allocation of fund from the federation account since this is the basis of its activities.



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## **APPENDIX I**

Federal University of Technology,  
Department of General Studies,  
P.M.B. 65, Minna Niger State.

Dear Sir/Madam,

### **QUESTIONNAIRE**

I am a Post-graduate Student in the Department of General Studies, Federal University of Technology, Minna. I am undergoing a research on "THE IMPACT OF REWARD SYSTEM ON THE MOTIVATION OF WORKERS". In your organization – National Orientation Agency Niger State.

The questions asked in this questionnaire are meant to assist me in this study. I shall therefore be very grateful if you can please give your unbiased opinion on the questions. Any information you give will be treated as confidential and will be used for the purpose of this research work only.

Thanking you in anticipation of your cooperation.

Yours faithfully,

**ZAYNAB ADAMU SHAFII**



# **THE QUESTIONNAIRE**

**INSTRUCTION:** Please do not write your name on this paper. Just indicate your response by ticking ( ) in the appropriate box provided.

## **SECTION A: PERSONAL INFORMATION**

- (1). Age Group:
- (2). Sex: (A) Male ( ) (B) Female ( )
- (3). Marital Status: (A) Single ( ) (B) Married ( ) (C) Divorced ( )
- (4). Present academic qualification:  
(A) School Certificate ( ) (B) WASC/ITC ( ) (C) Diploma/NCE ( )  
(D) HND/B.Sc. ( ) (E) Others specified ( )
- (5). Duration of service (A) Less than 5 years ( ) (B) Between 5 and 10 years ( )  
(C) Between 10 and 15 years ( ) (D) Over 15 years ( )

## **SECTION B: GENERAL INFORMATION**

- (6). What kind of job do you offer to this organization?  
(A) Manual work ( ) (B) Clerical ( ) (C) Administrative ( ) (D) Mobilization  
(E) Others specified ( )
- (7). In your own opinion, does Motivation in your organization compete favourably with other similar institutions? (A) Yes ( ) (B) No ( ).
- (8). Does the organization motivate its workers in any form?  
(A) Yes ( ) (B) No ( )
- (9). If yes, in what form? Give alternative .....



(10). Are you satisfied with the organization's reward system?

- (A) Very satisfied (     ) (B) Satisfied (     ) (C) Partially satisfied (     )  
(D) Not satisfied (     ).

(11). Has the working conditions in your organization any influence on your job performance?

- (A) Very well (     ) (B) Partially well (     ) (C) Not at all (     ).

(12). Since your appointment in this organization when last did you attend a refresher course?

- (A) Over 3 years (     ) (B) Over 1 year (     ) (C) Over 6 Months (     )  
(D) Less than 3 Months (     ).

(13). How does the perception of what obtains in other organization affect your performance on your job? (A) Very well (     ) (B) Partially well (     ) (C) Not at all (     ).

(14). Does your organization provide further incentives to assist workers in satisfying their needs outside the normal legal allowances? (A) Yes (     ) (B) No (     ).



## **SECTION C: PERSONAL INTERVIEW**

(15). Apart from salaries and wages, what other reward system exist in your State directorate? -----

-----

(16). It is believed that staff in the State Directorate do not benefit equally. What do you think is responsible? -----

(17). What in your own opinion is the correlation between reward system and productivity? -----

-----

(18) What is the reaction of workers towards the poor reward system or motivation in your organization? -----

-----



## APPENDIX II

### HYPOTHESIS I

The formula for statistical calculation of the T-test  $\Rightarrow f = \frac{\alpha}{\frac{\sum d^2}{N}}$ .

Using the t-test here.

$$= \frac{\frac{d}{\sqrt{N}}}{f = \frac{d^2}{N}} = \frac{\frac{49}{\sqrt{6123}}}{\frac{49}{2041}} = \frac{49}{1179.8} = 00.41$$

The t-test calculated value = 0.041

The t-test tabular value = 2.92

### HYPOTHESIS II

The formula for statistical calculation of the T-test  $\Rightarrow f = \frac{\alpha}{\frac{\sum d^2}{N}}$ .

Using the t-test here.

$$= \frac{\frac{d}{\sqrt{n}}}{f = \frac{d^2}{n}} = \frac{\frac{103}{\sqrt{6019}}}{\frac{103}{2006.33}} = \frac{103}{1159.73} = 0.089$$

The t-test calculated value = 0.089

The t-test tabular value = 2.92

### HYPOTHESIS III

The formula for statistical calculation of the T-test  $\Rightarrow f = \frac{\alpha}{\frac{\sum d^2}{N}}$ .



Using the t-test here.

$$= \frac{\frac{d}{\sum f}}{\frac{d^2}{N}} = \frac{\frac{75}{10,475}}{\frac{75}{3491.67}} = \frac{75}{2018.31} = 00.37$$

The t-test calculated value = 0.037

The t-test tabular value = 2.92



## APPENDIX III

### THE ORGANIZATIONAL CHART OF NATIONAL ORIENTATION AGENCY NIGER STATE

