

**TITLE PAGE**

**IMPACT OF EMPLOYEES MOTIVATION ON ORGANIZATIONAL  
PRODUCTIVITY.**

**(A CASE STUDY OF POWER HOLDING COMPANY OF NIGERIA ENUGU,  
ENUGU STATE)**

**BY**

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**CERTIFICATION**

This is to certify that this project has been duly supervised, approved and found adequate in scope and content for the award of Bachelor of Science degree in Business Administration in the Faculty of Management and Social Science, Caritas University, Amorji-Nike Enugu.

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## **DEDICATION**

The project is dedicated to God Almighty for his infinite mercy all through my studies and also for the wisdom and inspirations toward the successful completion of this work. Also to my late daddy who started the foundation of education but was not able to complete it. To my mother Mrs. Stella Idogo for her financial and moral support. The project is also dedicated to dearly beloved brother Eugene Idogo for his support and care throughout my stay in Caritas University.

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**ABSTRACT**

The study is focused on the impact of employee motivation on organizational productivity.(A Case Study of PHCN Okpara Avenue). The population of the study was 96, the sample used is 83. The primary data were collected through the instrument of questionnaire, interviews and observation. The secondary data were collected from textbooks, journals, magazines, newspapers and libraries. The researcher find out that employee can improve their performance if they are motivated in the workplace. Also identify how productivity can be improved through effective and efficient motivation. The researcher recommended that there is relationship between motivation and performance in the organization. Money is a motivator and also influences the worker in the organization. Management style also has effect on the employee's performance. In conclusion organization that intend to grow must attain and maintain a high level of employee motivation in the organization



2.2 Historical Background - - - - - - - -14

Reference - - - - - - - -32

### **CHARPTEr THREE: RESEARCH DESIGN AND METHODOLOGY**

3.1 Research design - - - - - - - -33

3.2 Sources of Data - - - - - - - -33

3.3 Primary source of Data - - - - - - - -34

3.4 Secondary source of Data - - - - - - - -34

3.5 Population of the Study - - - - - - - -34

3.6 Method of Data collection - - - - - - - -35

References - - - - - - - -38

### **CHARPTEr FOUR: DATA PRESENTATION AND ANALYSIS**

4.1 Data presentation - - - - - - - -39

4.2 Data analysis - - - - - - - -39

4.3 Hypothesis Testing- - - - - - - -57

### **CHARPTEr FIVE: SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION**



5.1	Summary of Fining	-	-	-	-	-	-	-75
5.2	Conclusion	-	-	-	-	-	-	-77
5.3	Recommendation	-	-	-	-	-	-	-78
	Bibliography	-	-	-	-	-	-	-79
	Appendix	-	-	-	-	-	-	-81

## CHAPTER ONE

### 1.1 BACKGROUND OF THE STUDY

There is probably no concept more important than motivation, in the study of employee's behavior in many organization. A manager may consider motivation as an inducement (financial or otherwise) given to the employees to ginger them to work more. By this measure, organization goals and objectives are achieved. On the other hand, employees usually associate motivation with some monetary values.

Motivation is a pervasive function that cuts across all aspect of employee's development. It is often discussed by people in any organization. Management cannot operate in isolation of their employees because they are human beings and not machines or tools which are utilize recklessly or in a rough manner.

In today's economy, employers have gone beyond being just employers because of their interest in the management of employee's productivity. Most business personnel have realize more than ever before that their

organizational set goals and objectivities cannot be achieved if their employee do not perform as much as expected. This is the reason for much concentration of effort on the concept of motivation which is concerned with encouraging workers or employees to attain to the best of their ability.

Human resources, both in private or public sector are the most assets essential in any given organization, hence must be handled with care. Motivation of the employee is the areas management should concern in other to ensure the realization of the planned goals and objective of their organization.

People go to work in organization not for the sake of work itself but with the aim of achieving their individual objective. It then follows that the key of motivation is the satisfaction of needs. A worker will be motivated if he feels his organization is helping him to satisfy needs to a reasonable extent. In view of the fact that needs are sophisticated in nature, there has been a growing importance to understand these needs by some behavioral scientists. Thus, we have a lot of motivational theories like those

propounded by Abraham Maslow, Vroom, Fredrick Herzberg to mention but a few.

The needs of people are in a continuum; sometimes it could be intrinsic or extrinsic. An individual's need, at any particular times depends on the value he places on it at that time and most times it goes hand in hand with societal values. So, different people would want and need different things in different situation and at different times. (Drucker 1974:120)

In Nigerian, a critical analysis of many enterprises would reveal that both the intrinsic and extrinsic reward for work is neglected. This problem rears its ugly head mostly in public institution like in Power Holding Company of Nigerian Enugu state.

In this age and time when every nation is striving to be on top of others technologically, politically and economically, the problem of motivation cannot be over emphasized and should not be trampled under the fact , as the will to do" is an essential ingredient of a labor force.

Management is best understood from a resource base perspective. All organizations use four basic kinds of inputs or resources from their environment, human, finance, materials and information resources. Management is responsible for combining and coordinating resources to achieve the organizational functions or activities, planning and decision making, organizing, leading and controlling.

There is a range of motivational techniques that can be used to improve productivity, reduce workforce stress and increase self confidence. Some managers believe that they can achieve results from teams by using coercing methods.

However, these factors can indeed produce results, the effect will probably be much more short term and will mean that staff are focused on achieving business objectives but rather on simply keeping their jobs.

## 1.2 STATEMENT OF THE PROBLEMS

The growth and development of any economy cannot be meaningful and complete if the power sector is not well footed in terms of productivity, growth and profitability.

Over the years, the poor performance of the power sector in Nigeria has been a matter of concern and debate among academics, writers, government officials and members of the public. The reason for this trend as well as the apportionment of the blame has formed the basis for a controversy. It is increasingly being realized by workers, economists and government as well as customers that the problems plaguing the country's power sector lies in the negative attitude to work, lack of dedication and indolence among employees. It has been observed that the Nigerian employee lacks a feeling of responsibility to his job and pride in doing his work well.

The work situation in the power sector like Power Holding Company Of Nigeria is characterized by low productivity and lack of dedication. This has adversely affected the power sector in the country, the results of such

negative orientations are the indiscriminate loss of vital records that could have been stored, and poor decision made due to lack of accurate information which goes a long way to affect negatively to the workers.

### **1.3 OBJECTIVE OF THE STUDY**

- 1) To examine and know the impact of motivation on employee productivity
- 2) To investigate how motivation as a management skill help in enhancing productivity
- 3) To ascertain the various motivational benefits available in Power Holding Company of Nigeria Enugu and their relationship with the productivity of the employees
- 4) To find out whether any of the benefits formally enjoyed by the employees in Power Holding Company of Nigeria Enugu has been withdrawn. If so, what is the effect on the dedication and loyalty of the employees?

- 5) To offer useful recommendation to Power Holding Company of Nigeria Enugu based on the researcher's findings

#### **1.4 RESEARCH QUESTIONS**

This research will attempt to answer the following question

- 1) Why do people accept job in Power Holding Company of Nigeria
- 2) To what extent does motivation influence productivity of the company?
- 3) What is the impact of motivation on employee performance?
- 4) Are employee truly motivated in the company?

#### **1.5 RESEARCH HYPOTHESIS**

H<sub>0</sub>: There are no influence of motivation in the company

H<sub>1</sub>: There are influence of motivation in the company

H<sub>0</sub>: There are no impact on employee performance



H<sub>2</sub>: There are impact on employee performance

## **1.6 SIGNIFICANCE OF THE STUDY**

The researcher hopes that the finding and suggestions would enable for effective management of employees towards achieving organizational goals. The study will enable manager to Power Holding Company of Nigeria Enugu to identity how productivity can be improved through effective and efficient motivation.

It will also be of benefit for policy makers in various forms of business organization. It will be of immense guide to future researchers who intends to exploit and understand further concepts of motivation as a managerial tool to enhance productivity in an organization like Power Holding Company of Nigeria Enugu.

## 1.7 LIMITATION OF THE STUDY

The research work is limited to Power Holding Company of Nigeria Enugu. The main constraint of the research is divided into the following parts.

- a) Time constraints- due to the short time given for the study, the researcher could not get all the required information needed for the study.
- b) Finance- as a result of money constraint the researcher had not enough money to carry out the study beyond the level. The researcher could not visit places where necessary information relevant to the study could be obtained.
- c) Attitude of respondents – some of the respondents were unwilling to cooperate with the researcher because they felt, they have nothing to benefit from the study both financially and otherwise. Besides they were afraid of losing their jobs, if all information needed are released to the researcher.

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## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 THEORETICAL FRAME Work OF THE STUDY**

A lot has been written about this topic motivation by different researchers. It is mostly researchers that discuss object areas in both the business organization and it is important to note that success and failure of any business organization depends on the performance of its manpower. An organization is a socio-economic system which combines technology and humanity when an organization is formed. It normally requires man, money, machine and materials to pursue the achievement of its goal and objectives. Among these resources the human resources is the greatest asset in the enterprise. People make decision concerning all other organizational resources and come up with an idea to put them into operation. Therefore staffs are the life-blood and success of the organization ultimately depends on them.

The individual staff therefore required planned development or training to improve their level and areas of operation of the organizations objectives must be effectively achieved.

This is because the human elements on their parts need to be effective to an extent so as to know what to do and how to do it given the enabling environment. This means that the individuals that makeup the organization staff must be knowledgeable and skilled in their areas of acclaimed profession. This depends upon the extent of impact such expertise would make on the achievement of the organization.

Some writers have turned their attention to the nature of human behaviour in relation to the management function of Macgregor (1967:349) and other is the need to recognize and understand human behaviour and motivation. A motivated worker will work very well not minding what it takes, and the stress one undergoes but toward high profit. Profit is one of the main objectives, the manager must as a matter of fact, find what will spur the employers under him to high performance, furthermore, motivated employee might reduce the problem of high labour turn over.

Productivity is an important term to individuals, groups, organizations and nations. Despite its importance, there is lack of universal definition of productivity. Comparative analysis of productivity is sometimes difficult for example. Comparing productivity of a work using manual system of operation with another using automatic system of operation may be difficult.

However Bedeian (1987) has defined productivity as the unit of output produced divided by the number of units of resources applied. A productivity organization will produce more units of outputs with given units of input.

### **2.2.1 MEASUREING PRODUCTIVITY**

Productivity can be measured in two ways

**2.2.2 TOTAL PRODUCTIVITY:** Is defined as a quantity of output produced divided by the units of input applied. This method appears to be more accurate but may eventually become meaningless because of the

variety of the inputs used by organizations. Hence, one may measure productivity by means of partial productivity index.

**2.1.3 PARTIAL PRODUCTIVITY:** This measure the productivity of each component of input e.g.

- Employee productivity index i.e. total number of goods and services produced divided by the number of hours expended
- Equipment productivity index : This is the output of assets, sometimes the overall turnover ratio is used to measure this productivity
- Raw materials productivity which can be defined as the quantity of output divided by the units of energy consumed. This is the most common used index to measure productivity.

## **2.3 HISTORICAL BACKGROUND OF THE STUDY**

The Power Holding Company of Nigeria formally called National Electricity Power Authority is an organization governing the use of

electricity in Nigeria. The company runs a football team, NEPA Lagos. It represents Nigeria in the West African power pool.

The history of electricity development in Nigeria can be traced back to the end of 19<sup>th</sup> century when the first generating power plant was installed in the city of Lagos in 1898. From then until 1950, the pattern of electricity development was in form of individual electricity power undertaking scattered all over the towns. Some of the few undertaking was federal government bodies under the public works department, some by the native authorities and others by the municipal authorities.

By 1950, in order to integrate electricity power development and make it effective, the then colonial government passed the Electricity Corporation of Nigeria (ECN) ordinance no 150 of 1950. With this ordinance in place, the electricity department and all those undertakings which were controlled came under one body.

The ECN and the Nigerian authority (NDA) were merged to become the national electric power authority (NEPA) with effect from the 1<sup>st</sup> of April 1972. The actual merger did not take place until the 6<sup>th</sup> of January 1973,



when the first general manager was appointed. Despite the problems faced by National Electricity Power Authority, the authority has played an effective role in the nation's socio-economic development whereby steering Nigeria into a greater industrial society. The success story is a result of careful planning and hard work. The statutory function of the authority is to develop and maintain an efficient, co-ordinate and economical system of electricity supply throughout the federation. The decree further states that the monopoly of all commercial electric supply shall be enjoyed by NEPA to the exclusion of all other organizations. This however does not prevent privy individual who wish to buy and run thermal plants for domestic use from doing so.

NEPA, from 1989, has since gained another status that of quasi-commercialization. By this, NEPA has been granted partial autonomy and by implication, it is to feed itself. The total generating capacity of the six major power stations is 3450 mega watts. In spite of considerable achievements of recent times with regards to its generating capacity, additional power plants would need to be committed to cover expected

future loads. At present, effect would be made to complete the on-going power plant project. Plans are already nearing completion of the extension and reinforcement of the existing transmission system to ensure adequate and reliable power supply to all parts of the country. By 1970, the military government appointed a Canadian consultant firm "Showment Ltd" to look into the technical details of the merger. The report was submitted to the government in November 1981. By decree no 24 (ECN) electricity corporations of Nigeria were merged to become the NEPA with effect from April 1, 1972. The actual merger did not take place until the 6<sup>th</sup> of January 1973 when the first general manager was appointed. The day – to day running of the authority is now the responsibility of the managing director.

In the early 1960's the Niger dam authority (NDA) and Electricity Corporation amalgamated to form the electricity corporation of Nigeria (ECN). Then, immediately after the Nigeria civil war, the management of ECN changed its nomenclature to NEPA. What is currently referred to as the Power Holding Company of Nigeria was formally known as National Electricity Power Authority.

From several years, despite consistent perceived cash investment by the federal government, power have been the standard for the Nigerian populace, however citizens of the country still do not see this as normal.

Generally, the tariff has been criticized as being too low compared to the cost of generating power. The federal government of Nigeria has increased the tariff to attract foreign investor since the 1<sup>st</sup> of July 2010 in order to meet the growing concern for foreign investors into the electricity sectors.

Source: PHCN Bulletin 2012

### **2.3.1 LOCAL DISTRIBUTION COMPANIES**

The government has divided the current PHCN distribution sector into separate companies or entities that will be called local electric distribution companies or local distribution companies (LDC) the region.

### **2.3.2 PAYMENT OF BILLS**

The Sample consists of the procedure enrolled in payment of bills by way of banks. The Power Holding Company of Nigeria, PHCN has made setting customer. Monthly electricity bills cashier, hence the introduction of

the bank revenue collection system to complement the operation of the cash offices in PHCN premises. The program is to facilitate prompt and regular settlement of the PHCN's monthly bills, as customers are no longer expected to travel for outside their immediate neighbourhood to settle PHCN bills.

### **2.3.3 CURRENT LITERATURE ON THEORIES POSTULATED**

Motivation has traditionally been referred to as the process by which people are moved to engage on particular behaviour. Robbins (1982) says motivation can be defined in terms of some outward behaviour. People who are motivated exert a greater effort to perform than those who are not motivated. Arinze (2011) said opined that employee motivation increases organizational productivity. The researcher agreed on her submission that motivation increases organizational productivity

According to Robbins motivation is "willingness to do something which is condition by this action and individual motivation is an inner state that energizes, activates, or more and directs or channels behaviour toward

goals. Lawal A.A (pages 136). Beach 1975 defines motivation as “the mainsprings action in people. We further said the leader who wishes to initiate his men to reach an objective must hold out the promises of reward once the objectives are attained. This leads to the questions “what reward do people need in life? The answer to the question according to Beach is that “they seek to fulfil their wants and their need” Churchden Sharman (1976) defines motivation as “the state of condition of being compelled to do something “having looked at the various definition of motivation, the next step is to examine the theories of motivation in order which they involved i e traditional, human relation and the human resources model.

Steers and Peter (1972) seen motivation as “the force “that energizes, initiate, impel, direct, channel and maintain or sustain behaviour. This force could come in form of motives, needs, desires, tension and expectation in working place or the security at large. Expectation that create an inner state of equilibrium that drive the individual to act in such a way as to reduce the desire or tension. The “force” serves as a “drop” which arouses and maintains activity. The process of motivation involves choosing

between alternative forms of actions in order to achieve some desire or goal.

#### **2.3.4 THE TRADITIONAL MODEL**

Lawal (1993) state that the traditional model is derived from the writings of the classical theorists like F.W Taylor, Gantt, Gribreth, Emerson, etc. to these writers, workers are economic being and must be utilized to provide services for maximum productivity by designing the work in most efficient method and using a system of wages and incentive to motivate worker. The approach was based on these simple additive assumptions.

1. Personnel primarily are economically motivated and secondary desire security and good working conditions (a non-authoritarian type of supervision is considered as condition.) provision of the reward to personnel will have a position effect on their morale?
2. There is a positive correlation between morale and productivity.

With all these assumptions, the motivational problem facing management was relatively cleared and easy to solve. All the

management has to do, is to devise monetary incentive plans, ensure security and provide good working conditions. By doing these, morale would be high and maximum productivity would result.

Unfortunately this approach to motivation did not work out in practice, although, no harm was done and some good actually result in the early stage of development. This will support the evidence that such a simplistic approach fell short of providing solution to the complex motivational problem facing management. The major of the traditional approach is that assumptions have looked for many facts

According to Bello et al (1993) the human relations approach evolved with the reports of Elton Mayo in the Hawthorne experiment. The research found that the social contracts to employees at work were also important and that careless designed tasks were factors responsible for dissatisfaction in an enterprise.

The researcher believed that motivation could be gained by recognizing the social needs of the workers and making them feel useful and important. As a result, greater attention was given to the use of

informal group in an organization. The distinction between the classical and human relations approach is that workers were expected to accept management authority for high wage possible by efficient system of management in classical approach. Human relations model are expected because supervisors treated them with consideration and were attentive to their needs.

### **2.3.5 THE HUMAN RESOURCES MODEL**

The human resource theorists used the findings of the human relations model for development of their theories. Lawal (1993) research is like Herzberg, Maslow etc. criticized human relation approach is being simple and a more sophisticated approach to the manipulation of employees. They believed that employees were motivated by many factors not only money or desire for satisfaction, but also the need for achievement and meaningful work.

### **2.3.6 HERZBERG'S TWO FACTOR THEORY OF MOTIVATION**



Fredrick Herzberg (1961) and his associates made a significant contribution to the theory of motivation by differentiating motivational and maintenance factors in the job situation. Herzberg investigated the question “what do people want from their job? The response to the question was categorized. Therefore, from these categorized responses, Herzberg concludes that the replies given when people feel good about their job are significantly different from the replies given when others feel bad consistently released dissatisfaction.

Herzberg labeled the factors that produce job satisfaction as motivators. His analysis indicated that these factors are directly related to job content, reflecting a need for personal fulfilment. Motivators include achievement, recognition of work itself, responsible advancement and personal growth. One of the factors that led to job dissatisfaction in hygiene is related more to the work setting or job context than the job content. Hygiene factors includes thing such as company policies and administration, supervision, relationship with one’s supervisor or peers, working conditions and pay.

## HERZBERG MOTIVATORS AND HYGIENE FACTOR

MOTIVATOR	HYGIENE (DISSATISFACTION)
Achievement	Policy and administration
Personal growth	Salary
Recognition	Supervision
Responsibility	Interpersonal relations
Advancement	Working condition
Work itself	Job security

Based on this dichotomy, it was concluded that only motivators produce job satisfaction whereas, hygiene merely prevents job dissatisfaction.

### 2.3.7 ABRAHAM MASLOW'S NEED HIERARCHY THEORY

According to Maslow (1943), human beings have needs that can be arranged in a hierarchy of needs. If these needs are satisfied, human beings

will be motivated to perform; however, a satisfied need is no longer a motivator. Maslow identified five (5) level in his need hierarchy briefly as;

1. Physiological needs
2. Security or safety
3. Social needs
4. Esteem
5. Self-actualization

- 1. Physiological Needs:** - They consist of primary needs for sustaining the human body. They are need for oxygen, food, water, clothing and shelter.
- 2. Security or safety Needs:** - This need is concerned with assuming the individual that satisfaction of this basic needs will be continued. In other words, man needs protection against changes, economic disaster, and protection from harm in the work place.
- 3. Social Needs:** - This is the need for love, friendship, affection and acceptance that is the desire to associate with others. It has to do with giving and receiving love and affection

4. **Esteem Needs:** - This need for esteem includes the desire for social approval, self-assertion and self-esteem. A ratification of this need for esteem contributes to the works, feeling of self-confidence, with and capacity.
5. **Self-Actualization:-** This need is the final and the highest according to Maslow. Maslow stated that self-actualization, involved the desire in the individual to become more and more what one is or to become everything one is capable of becoming. Although the desire for self-actualization was the highest level need in terms of its motivating capabilities, it was of the lowest priority since it only dominant, when all the other needs have been fairly well satisfied.

#### **2.3.8 PORTER AND LAWLER MOTIVATION THEORY MODEL**

Porter and Lawler (1968) elaborate on Vroom's theory of expectancy and produced by their performance model, these are efforts, performance, reward and satisfaction. Actually, the model is developed to investigate the relationship between manager's attitude towards pay and performance of workers. The effort that a worker puts in relation with this abilities, trails

and skills together with his role perception to result in performance. The worker is then rewarded for his performance either intrinsically or extrinsically. Good performance according to Lawler leads to reward and rewards on the hand lead to performance.

### **MOTIVATION AND JOB PERFORMANCE**

In the preceding section of this chapter, there is an examination of some motivational theories of this project. The section considers the views of some authors on the relationship between motivation and job performance. Ubeku (1975) states that the effective performance on the part of the employee is essential to the success of any organization. Such performance will lead to a great measure depending on their knowledge and skills, while the knowledge and skills possessed by the individual employee are important in determining his job performance.

These factors alone are not sufficient. An understanding of what motivated the individuals is needed to reveal how abilities and skills are activated and their potential released.

Etuk (1981) in his own contribution, which centers on the middle level personnel in the civil service, writes “the middle level. Personnel on the civil service can be motivated towards high job performance only satisfying their high order needs “the identified this as inducing opportunity for promotion, responsibility and participation in decision making, participation in setting goals and growth achievement on the job.

### **MOTIVATION AND SATISFACTION**

Motivation and satisfaction are not synonyms. Motivations as s drive to perform, whereas satisfaction reflects individual attitudes towards the situation. The factors that determine, whether an individual is adequately satisfied with the job differ from those that determine whether he is motivated. The level of satisfaction is largely determined by the comforts offered by the environment or situation.

## **SPECIAL MOTIVATION TECHNIQUES**

While motivation is complex and individualized, there can be no single best answer as to what motivational techniques can be identified. These are;

**Money:** Money can never be overlooked as a motivation, whether in the form of wages, piece work (getting paid for units produced at a certain quality level) or any other incentive pay, bonuses, stock options, company paid insurance, or any of the other things that may be given to people for performance. Money is important. As some writers have pointed out, money is often more than monetary values, it can also mean status or power.

**Participation:** Only rarely are people not motivated by being consulted on actions affecting them, or by “in on the act”. In addition, most people in the centre of an operation have knowledge both of problems and solutions to them. As a consequence the right kind of participation yields both motivation and knowledge valuable for enterprise success.

## **QUALITY OF WORKING LIFE**

This is a system approach to job design and a promoting development in the broad area of job enrichment, combined with a grounding in the socio technical system approach is management. Quality of working life is also an inter-disciplinary field of inquiring and action combining industry and organizational psychology and sociology.

### **LIMITATIONS TO MOTIVATION**

Whether motivation is intended to be a general explained for behaviour, it is not sufficient to explain all behaviour. There is a number of variables that do not easily fit within the framework. In certain cases, these factors can affect the relevance of motivation for understanding work behaviour and performance.



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## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

In this chapter, the various methods and procedures used in carrying out this study is examined. This includes the determination of population, sources of data, method of investigation and analytical techniques used. This chapter acts also as the bedrock for chapter four, which deals with the presentation and analysis of data collected from the primary sources.

#### 3.1 RESEARCH DESIGN

Taylor (1982:24) defined research design as the basis plan which guides the data, the collection and analysis phases of the research project. It is a framework which specifies phase of research information, collected, the sources of the data collected and data collection procedure.

#### 3.2 SOURCES OF DATA

The sources of data used in this study are primary and secondary data

### **3.2.1 PRIMARY SOURCES OF DATA**

Primary data are those collected first hand from the organization under study. The primary instrument developed for data collected is a structure questionnaire prepared for categories.

### **3.2.2 SECONDARY SOURCE OF DATA**

The secondary source of data includes textbooks, magazines and newspapers.

### **3.3 THE POPULATION OF STUDY**

The total population was restricted to only staff of Power Holding Company of Nigeria Enugu. The population consists of 96 staff which comprises of both the senior and junior staff which comprises of both the male and female staff.

### **3.4 SAMPLE DESIGN AND DETERMINATION OF SAMPLE SIZE**

Barbee (1986:74) stated that it is appropriate to select samples on the basis of the knowledge of the population. This research work used the random sampling techniques where every member of staff “ PHCN” Enugu state has an equal and independent opportunity of being included in the sample, Hence so staff of PHCN were selected and to whom the questionnaire were administered. The returned valid completed questionnaires were seventy three (83) and this figure was used in our analysis.

### **3.5 METHODS OF DATA COLLECTION**

The method that is used by the research in collection of information is questionnaire method.

#### **3.5.1 QUESTIONNAIRE DESIGN DISTRIBUTION AND COLLECTION OF RESPONSES**

The basic instrument used was the combination of structured and unstructured questionnaires. The first part deals with information on

personal demographic data of the employee's and this include Sex, Age, Marital status, Educational qualification and level in the organization.

### **3.5.2 SECONDARY METHOD OF DATA COLLECTION**

The secondary method of data collection includes those from newspapers, textbooks, journals, and use of library.

### **3.6 METHOD OF DATA PRESENTATION AND ANALYSIS**

The most appropriate techniques of data analysis of this study are simple percentages and chi-square test goodness of fit. The major purpose of chi-square test is to predict whether. It is possible for the occurrence of one variable which is dependent or independent of the other.

Chi-square is designed to investigate the agreement of a set of observed frequencies expected or an assumption of the theoretical pattern of the phenomena being studied. Chi-square is also benefice as a measure of relationship and it enables us to deal with fiscal as a concerning the interrelationship between and among variables.

In the study, each of them stated that hypothesis will test statistically using the REGRESSION AND CORRELATION. REGRESSION can be defined as the study of relationship between two or more variables. The aim is to discover the nature of the relationship between variables, measure it and make prediction about the value of one variable from given values of the other. CORRELATION studies the degree or extent of relationship between two variables. That is to say that it gives an idea of the strength as well as the direction of relationship between two related variables. Simple percentage and chi-square method was used for data analysis.

#### FORMULA

$$CHI - SQUARE FORMULA = \frac{(O - E)^2}{E}$$

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## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 DATA PRESENTATION**

This chapter deals with the presentation and analysis of the question asked in the questionnaires. This will give a clear responses as given by the respondents. The questionnaire, is divided into various parts. Part A deals with the bio-data, Part B deals with the general issues pertaining to modern management technique in the employee's performance.

#### **4.2 DATA ANALYSIS**

The administration of the questionnaire was a different task to undertake. There was no quick response to the questionnaire as expected. It took a long time before the questionnaire were filled and returned. According to the population size computed in the chapter three of this project, a total number of ninety six (96) copies of the questionnaire were administered to the respondents, out of which eighty three (83) copies



were properly filled and returned, while the information given by the respondents were quantified numerically and converted into percentages.

## **SECTION A**

### **4.2.1 Sex Distribution**

**Table 4.1**

<b>Details</b>	<b>Frequency</b>	<b>Percentage</b>
Male	48	57.8
Female	35	42.2
Total	83	100

Source: field work 2012

The table show 4.1 above reveals that 57.8% of respondents in Power Holding Company of Nigeria are male, while 42.2% are female, thus Power Holding Company is dominated by male.

#### 4.2.2 Educational qualification

Qualifications	Frequency	Percentage
FSLC	1	1.2
WASSCE	22	26.5
OND/NCE	8	9.6
BSA/BA/HND	42	50.6
Post graduate degree	10	12.1
Total	83	100

Source: field work 2012

In the table 4.2 above, the number of respondents that works with a first school leaving certificate constituted 1.2%, those that work with WASSCE/GCE constituted 26.5%, those working with OND/NCE constituted 9.6% while those working with post graduate degree 12.1%. the highest percentage 50.6% was recorded among those working with first degree (BSA/BA/HND).

### 4.3 Marital status

Details	Frequency	Percentage
Single	31	37.3
Married	52	62.7
Total	83	100

Source: field work 2012

From the above analysis, a larger percentage of respondents are happily married. This represent (62.7%) of the population, while the other 37.3% of the population are still single. This means that majority of the respondents are married.

#### 4.4 Length of service

Details	Frequency	Percentage
Under 2 years	3	3.6
2 – 5 years	8	9.6
6 – 10years	35	42.2
10 years and above	37	44.6
Total	83	100

Source: field work 2012

In the table 4.4 above, the number of respondents who worked under 2years constituted 3.6%, those within the range of 2 – 5years constituted 9.6%, those within the range of 42.2%, while 10years and above constituted 44.6%.

The highest percentage was recorded within the person that worked with 10years and above.

## SECTION B

### 4.5 Do you think money is a motivator

Details	Frequency	Percentage
Agree	68	81.9
Strongly agree	8	9.6
Disagree	6	7.2
Strongly disagree	1	1.2
Total	83	100

Source: field work 2012

The above table shows that 81.9% respondents agreed that money is a motivator while 9.6% respondents strongly agreed, 7.2% respondents disagreed while 1.2% respondents strongly disagree.

**4.6 Is there any impact of motivation among employee performance within the organization PHCN**

<b>Details</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	44	53.0
Strongly agree	21	25.3
Disagree	17	20.5
Strongly disagree	1	1.2
Total	83	100

Source: field work 2012

The above table show that 53.0% of the respondents agree with the statement and 25.3% strongly agree that motivation enhance employee performance, 20.5% disagree and 1.2% strongly disagree

#### 4.7 Are customers are satisfied with the quality of product and service?

Details	Frequency	Percentage
Agree	55	66.3
Strongly agree	7	8.4
Disagree	18	21.7
Strongly disagree	3	3.6
Total	83	100

Source: field work 2012

The table above indicates that 66.3% of the respondents agree with the statement, while 8.4 strongly agree and 21.7 disagree and 3.6 strongly disagree. It means that customer are satisfied with the service

#### 4.8 The organization emphasizes doing the right thing first time

Details	Frequency	Percentage
Agree	61	73.5
Strongly agree	15	18.1
Disagree	6	7.2
Strongly disagree	1	1.2
Total	83	100

Source: field work 2012

The table reveals that 73.5% of the respondent agree with the statement, while 18.1% strongly agree, 7.2% disagree while 1.2 strongly disagree.



#### 4.9 Can management techniques enhance employee performance

Details	Frequency	Percentage
Agree	67	80.7
Strongly agree	10	12.1
Disagree	5	6.0
Strongly disagree	1	1.2
Total	83	100

Source: field work 2012

The table above shows that 80.7% respondents agree that management techniques enhance employee performance, 12.1% strongly agree, 6.0% respondents respectively disagree, while 1.2% strongly disagree.

Hence the highest percentage show that 80.7% dominated that management techniques enhance employee performance.

**4.10 Your organization has implemented motivational techniques concept**

<b>Details</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	56	67.5
Strongly agree	23	27.7
Disagree	2	2.4
Strongly disagree	1	1.2
Total	83	100

Source: field work 2012

The table indicates that 67.5% of the respondent agree with the statement while 27.7% strongly agree, 2.4% disagree and 1.2% strongly disagree. This indicates that the organization has implemented the motivational techniques concept.

**4.11 Is there any relationship between motivation and performance in the organization?**

<b>Details</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	35	42.2
Strongly agree	7	8.4
Disagree	35	42.2
Strongly disagree	6	7.2
Total	83	100

Source: field work 2012

The table indicates that 42.2% of the respondents agree with statement, while 8.4% strongly agree that there is relationship between motivation and performance in the organization, 42.2% disagree and 7.2% strongly disagree with the statement.

#### 4.12 Does management style have effect on employee performance?

Details	Frequency	Percentage
Agree	51	61.5
Strongly agree	25	30.1
Disagree	3	3.6
Strongly disagree	4	4.8
Total	83	100

Source: field work 2012

The table indicates that 61.5% of the respondents agree and 30.1% strongly agree, while 3.6% disagree and 4.8% strongly disagree with this statement

**4.13 The practice of modern management techniques gives your organization advantage over competitors in the industry**

<b>Details</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	48	57.8
Strongly agree	25	30.1
Disagree	5	6.0
Strongly disagree	5	6.0
Total	83	100

Source: field work 2012

This table shows that 57.8% respondent agree that modern management techniques gives the organization advantage over competitors; 30.1% strongly agree, 6.0% disagree and 6.0% strongly disagree respectively.

#### 4.14 Salary and wages paid to employee in your organization affect their performance?

Details	Frequency	Percentage
Agree	54	65.1
Strongly agree	22	26.5
Disagree	7	8.4
Strongly disagree	-	0
Total	83	100

Source: field work 2012

This table shows that 65.1% of the respondent agree with the statement and 26.5% strongly agree and 8.4% disagree while 0% strongly disagree.

Hence 65.1% show that salary and wages paid to employee affect their performance.

**4.15 management decision/policy affect employees performance positively in an organization**

<b>Details</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	36	43.4
Strongly agree	6	7.2
Disagree	36	43.4
Strongly disagree	5	6.0
Total	83	100

Source: field work 2012

The table shows that 43.4% agree, 7.2% strongly agree, 43.4% disagree while 6.0% strongly disagree with this statement.

#### 4.16 Only the top management are responsible for the formulation of employee motivational technique

Details	Frequency	Percentage
Agree	55	66.3
Strongly agree	15	18.1
Disagree	11	13.3
Strongly disagree	2	2.4
Total	83	100

Source: field work 2012

This table shows that 66.3% of the respondent agree that top management are responsible for the formulating of employee motivational technique, 18.1% of the respondent strongly agree while 13.3% disagree and 24% of the respondent strongly disagree.



#### 4.17 Total quality management reduces cost and increases productivity

Details	Frequency	Percentage
Agree	54	65.1
Strongly agree	25	30.1
Disagree	2	2.4
Strongly disagree	2	2.4
Total	83	100

Source: field work 2012

This table show that 65.1% of the respondent agree while 30.1%, strongly agree, 2.4 disagree and 2.4 strongly disagree with the statement.

#### 4.18 Profitability of an organization increases with effects implementation of employee motivation

Details	Frequency	Percentage
Agree	50	60.2
Strongly agree	27	32.5
Disagree	5	6.0
Strongly disagree	1	1.2
Total	83	100

Source: field work 2012

This table indicates that 60.2% of the respondent agree, 32.5% of the respondent strongly agree and 6.0% of the respondent disagree, while 1.2 strongly disagree with this statement.

### 4.3 HYPOTHESIS TESTING

Hypothesis in null hypothesis is  $H_0$ . There is no significant impact of management development in efficient management of parastatals.

$H_1$  (alternative hypothesis): there is a significant impact of employee motivation in organization productivity using new operational methods.

Chi-square ( $X^2$ )

$$X^2 = \frac{(O - C)^2}{e}$$

Where

$X^2$  = chi-square

O = observed frequency

e = expected frequency

$\Sigma$  = summation

Assumptions:

- i) Level of significance is 5% or 0.05
- ii) Degree of freedom (DF)

$$DF = (R - 1) (i - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

### Decision Rule,

Reject null hypothesis if calculated value is greater than table value, otherwise accept.

### HYPOTHESIS QUESTION: QUESTION 10

Do salary and wages paid to employee in your organization affect their performance?

Observed table	
Agree	48
Strongly agree	25
Disagree	5
Strongly disagree	5

## Expected value table

Agree	20.75
Strongly agree	20.75
Disagree	20.75
Strongly disagree	20.75

## Calculation of chi-square

O	E	O-e	$(O - e)^2$	$\frac{(O - e)^2}{e}$
48	20.75	27.25	742.6	35.8
25	20.75	4.25	18.1	0.4
5	20.75	15.75	248.1	11.96
5	20.75	15.75	248.1	11.96

$$DF = (R - 1)$$

$$= (R - 1) (4 - 1)$$

$$= 1 \times 3$$

$$= 3$$

Significant level 0.05

$$\text{Calculated value } X^2 = 60.62$$

$$\text{Table value } X^2 = 7.82$$

Decision, since  $X^2 = 60.62$  is greater than

$$X^2_{table} = 7.82$$

We will reject Hypothesis 2

Null hypothesis  $H_0$ : Impact of employee motivation does not help in organizational productivity.

Alternative  $H_1$ : Impact of employee motivation helps in organizational productivity

Test instrument

Chi-square  $\chi^2$

$$\chi^2 = \frac{\sum (o - e)^2}{e}$$

Where

$\chi^2$  = chi-square

O = observed frequency

e = expected frequency

$\Sigma$  = summation

i) Level of significance is 5% or 0.05

ii) Degree of freedom (DF)

$$DF = (R - 1) (i - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

**Decision Rule,**

Reject  $H_0$  if calculated value is less than table value, otherwise reject.

Hypothesis Question: Question 7

Is there any relationship between motivation and performance in the organization.

Observed table	
Agree	56
Strongly agree	23
Disagree	2
Strongly disagree	1

Expected value table

Agree	20.75
Strongly agree	20.75
Disagree	20.75
Strongly disagree	20.75



## Calculation of chi-square

O	E	O-e	$(o - e)^2$	$\frac{(o - e)^2}{e}$
56	20.75	35.25	1242.6	0.6
23	20.75	2.25	5.06	0.2
2	20.75	-18.75	351.6	17
1	20.75	-19.75	390.1	19

$$\begin{aligned}
 \text{DF} &= (R - 1) (C - 1) \\
 &= (R - 1) (4 - 1) \\
 &= 1 \times 3 \\
 &= 3
 \end{aligned}$$

Significant level 0.05

$$\text{Calculated value } X^2 = 36.8$$

$$\text{Table value } X^2 = 7.82$$

Decision, since  $X^2_{C} = 36.8$  is greater than  $X^2_{t^2} = 7.82$ . we will reject null hypothesis. Therefore we conclude that there is relationship between motivation and performance in the organization (PHCN).

### **HYPOTHESIS 3**

In Null Hypothesis, impact of employee motivation does not help in organizational productivity

Test instrument

Chi-square  $X^2$

$$X^2 = \frac{(O - e)^2}{e}$$

Where

$X^2$  = chi-square

O = observed frequency

$\Sigma$  = summation

i) Level of significance is 5% or 0.05

ii) Degree of freedom (DF)

$$DF = (R - 1) (i - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

### Decision Rule,

Reject  $H_0$  if calculated value is greater than table value, otherwise accept.

Hypothesis Question: Question 7

Do you think money is a motivator?

Observed table	
Agree	68
Strongly agree	8

Disagree	6
Strongly disagree	1

Expected value table

Agree	20.75
Strongly agree	20.75
Disagree	20.75
Strongly disagree	20.75

## Calculation of chi-square

O	E	O-e	$(O - e)^2$	$\frac{(O - e)^2}{e}$
68	20.75	47.25	22232.6	107.6
8	20.75	-12.75	162.6	7.8
6	20.75	-14.75	217.6	10.5
1	20.75	-19.75	390	19

$$\begin{aligned}
 \text{DF} &= (R - 1)(C - 1) \\
 &= (R - 1)(4 - 1) \\
 &= 1 \times 3 \\
 &= 3
 \end{aligned}$$

Significant level 0.05

$$\text{Calculated value } X^2 = 145$$

$$\text{Table value } x_{t^2} = 7.82$$

Decision, since 145 calculated chi-square value is greater than  $X^2_{t=7.82}$ . We will reject null hypothesis 10. Therefore we conclude that money is a motivator.

#### **HYPOTHESIS 4:**

Null Hypothesis ( $H_0$ ) impact of employee motivation on organization productivity is need in Power Holding Company of Nigeria.

Test instrument

Chi-square  $X^2$

$$X^2 = \frac{(O - e)^2}{e}$$

Where

$X^2$  = chi-square

O = observed frequency

$\Sigma$  = summation

i) Level of significance is 5% or 0.05

ii) Degree of freedom (DF)

$$DF = (R - 1) (i - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

### **Decision Rule,**

Reject  $H_0$  if calculated value is greater than table value, otherwise accept.

### Hypothesis Question: Question 13

Total Quality management reduces cost and increases productivity

Observed table	
Agree	55
Strongly agree	15
Disagree	11
Strongly disagree	2

Expected value table

Agree	20.75
Strongly agree	20.75
Disagree	20.75
Strongly disagree	20.75



## Calculation of chi-square

O	E	O-e	$(O - e)^2$	$\frac{(O - e)^2}{e}$
55	20.75	34.3	1176.5	57
15	20.75	-5.75	33.1	1.6
11	20.75	-9.75	95.1	46
2	20.75	-18.75	351.6	17

$X^2 C$                       80.2

$$DF = (R - 1) (C - 1)$$

$$= (R - 1) (4 - 1)$$

$$= 1 \times 3$$

$$= 3$$

Significant level 0.05

$$\text{Calculated value } X^2 = 80.2$$

$$\text{Table value } x_{t^2} = 7.82$$

Decision, since 80.2 calculated chi-square value is greater than  $X^2_{t=7.82}$ .

We will reject null hypothesis. Therefore, we conclude that total quality management reduces cost and increase productivity.

## **CHATER FIVE**

### **SUMMARY OF FINDINGS, CONCLUTIONAND RECOMMENDATION**

#### **INTRODUTION**

The finding of the data will be analyzed. Conclusion shall be drawn and necessary recommendation made to the management to serve as a solution to the achievement of employee's performance through the modern management techniques theory.

#### **5.1 SUMMARY OF FINDINGS**

The main objective of the research work is to examine the impact of employees motivation in organizational productivity in Power Holding Company of Nigeria (PHCN) in Enugu. The sample of 96 staff consisting of senior and junior staff were drawn from (PHCN) Power Holding Company of Nigeria.

The data used for this study were collected through the use of interview method, and the measuring of instrument called questionnaire. The responses collected from the respondents are presented, interpreted and analyzed using frequency distribution table, were tested using chi-square ( $X^2$ ). The finding of this study are as follows;

1. There is a significant impact of employee motivation in the organization
2. That 56% of the respondents were view that there is impact of employee motivation in the organization
3. 44% responses agreed that there is impact of motivation among employee performance within the organization PHCN
4. Majority of the respondent were of view that customers are satisfied with the quality of product and services.
5. About 61% of the respondents view that the organization emphasizes doing the right thing first time.

6. Majority of the respondents were of view that management techniques enhance employee performance.
7. Majority of the respondent were of view that management style have effect on the employee performance.

## **5.2 CONCLUSION**

In the course of the study, various relevant literatures relating to the concept of impact of the employee motivation and impact on employee's performance especially in PHCN was revealed. Therefore, based on the researchers findings it was discovered the organization has shifted from the old practice of placing more emphasis in high productivity and profit maximization at the expense of customer's satisfaction but value for their money if they most survive. It is by so doing that the survival and growth of the organization is guaranteed.

Furthermore, organizations that intend to grow must attain and maintain a high level of employee motivation in the organization.

### 5.3 RECOMMENDATION

In view of the finding earlier stated the following recommendations are made with firm belief that if implemented and monitored, it would result in overall improvement in the organization level of performance.

1. Management techniques such as praises, recognition for achievement and challenging work enhance employee performance in the organization, if the organization can improve in their techniques it will help to improve employee motivation in the organization
2. To attain higher quality of product and services for customer's satisfaction. Workers must be motivated through conducive environment as well as reasonable take home pay
3. Finally, organization should know that management style has effect on the employee performance.

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## APPENDIX I

Department of Business Administration  
Faculty of Management and Social Sciences  
Caritas University  
Amorji-Nike  
Enugu  
4<sup>th</sup> August, 2012

Dear Respondents

I am a student of Caritas University, Amorji-Nike Enugu, Enugu State, department of Business Administration. As part of my B.Sc programme I am conducting a research on THE IMPACT OF EMPLOYESS MOTIVATION ORGANIZATIONAL PRODUCTIVITY (A Case Study of PHCN Enugu, Enugu state.

Please, your assistance is required for adequate information by answering these questions. It is an Academic exercise and every information given would be treated with strict confidentiality. Thanks for your understanding and co-operation.

Yours faithfully

**Idogo O. Angela**

## QUESTIONNAIRE

### Section A: Bio Data

Please tick ( ) in each question that best represent your views in the space provided

1. Sex
  - a. Male ( )
  - b. Female ( )
2. Marital status
  - a. single( )
  - b. married ( )
  - c. separated ( )
  - d. Divorced ( )
  - e. Widow( )
3. Educational Background
  - a. post graduate ( )
  - b. graduate ( )
  - c. OND/NCE ( )
  - d. school certificate ( )
4. Length of service
  - a. below 5yrs( )
  - b. 5 – 15years ( )
  - c. above 20years ( )

### SECTION B

1. Do you think money is a motivator?
  - a. Agree ( )
  - b. strongly agree ( )

- c. disagree ( )                      d. strongly disagree ( )
2. Is there any impact of motivation among employee performance within the organization PHCN?
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
3. Are customers satisfied with the quality of product and service
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
4. The organization emphasizes doing the right thing first time
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
5. Can management techniques enhance employee performance
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
6. Your organization has implemented motivational techniques concept
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )

7. Is there any relationship between motivation and performance in the organization?
- a. Agree ( )                      b. strongly agree ( )  
c. disagree ( )                      d. strongly disagree ( )
8. Does management style have effect on employee performance?
- a. Agree ( )                      b. strongly agree ( )  
c. disagree ( )                      d. strongly disagree ( )
9. The practice of modern management techniques gives your organization advantage over competitors in the industry
- a. Agree ( )                      b. strongly agree ( )  
c. disagree ( )                      d. strongly disagree ( )
10. Salary and wages paid to employee in your organization affect their performance
- a. Agree ( )                      b. strongly agree ( )  
c. disagree ( )                      d. strongly disagree ( )

11. Management decision/policy affect employees performance positively in an organization
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
12. Only the top management are responsible for the formulation of employee motivational technique
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
13. Total quality management reduces cost and increases productivity
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )
14. Profitability of an organization increases with effects implementation of employee motivation
- a. Agree ( )                      b. strongly agree ( )
- c. disagree ( )                      d. strongly disagree ( )