

**THE IMPACT OF MANAGEMENT INCENTIVE  
POLICIES ON WORKER'S PRODUCTIVITY  
(A CASE STUDY OF DANGOTE CEMENT FACTORY,  
OBAJANA, KOGI STATE.)**

**BY**

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**BA/DE/2010/313**

**DEPARTMENT OF BUSINESS ADMINISTRATION  
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES  
CARITAS UNIVERSITY AMORJI –NIKE  
ENUGU, ENUGU STATE.**

**AUGUST, 2013.**

**TITLE PAGE**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT  
OF BUSINESS ADMINISTRATION IN PARTIAL FULFILLMENT  
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AND SOCIAL SCIENCES. CARITAS UNIVERSITY AMORJI –  
NIKE, ENUGU**

**AUGUST, 2013.**

## **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 social science, Caritas University, Amorji-nike Enugu.

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PROF G.U NWANGUMA  
HEAD OF DEPARTMENT

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DATE

## **DEDICATION**

This project is dedicated to God almighty for his grace and mercies towards my academics and also to my beloved mother for her ceaseless effort towards my academics.

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to God almighty, my hope, my sufficiency, my inspiration and my strength for his love and care towards me throughout my studies.

My profound gratitude goes to my beloved mother MRS MELEMU OSENI for her financial and material support towards my studies, she was all I needed; mum you are a rare GEM.

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I am also indebted to my friends, Ojali, Joseph, Kasim, Samuel, Ada, Dorathy, Ngozi, and to my roommates, Fracess, Rosemary, Oluma, Lynda, Gina, Grace.

## **ABSTRACT**

*The impact of management incentive policies on worker's productivity. The place of good management incentive policies on employee's productivity cannot be over emphasized. Most incentives plans are designed to help increase efficiency in the organization. However, obtaining employee's acceptance of incentive system may be difficult at the onset. This research has been necessitated by the need of raise awareness of practitioners and the employers of labour to the need of high productivity through good incentive policies. The researcher's search light was beamed on several theories of incentive usefulness and purpose of a good incentive policy in an organization. Problems associated with individual incentive plans were also enumerated with a view to providing solutions to those problems in form of recommendations, which is that the management should concentrate more on individual incentive scheme whereby reward will be based on individual effort. Organizations have divergent policies on incentive, but towards what extent has these packages improve productivity? This research work is significantly useful as a reference point for subsequent researches and more useful to every organization that that desires to achieve high productivity. The descriptive research was adopted, while both primary and secondary source of data were explored. The population of the study was 187 and the sample size is 127 by using Yaro Yamane method. The study revealed that good incentive polices motivate workers, motivated workers are happy workers and happy workers are productive workers. The study also revealed that a monetary incentive is essential in getting workers to perform better. However, money is not everything for other factors are equally important.*

**TABLE OF CONTENT**

Title page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
<b>CHAPTER ONE</b>	
1.1 Introduction	1
1.2 Statement of problem	3
1.3 Objectives of the study	5
1.4 Research questions	5
1.5 Significance of the study	6
1.6 Scope of the study	7
1.7 Limitation	7
REFERENCE	9
<b>CHAPTER TWO</b>	
2.0 Review of Related Literature	10
2.1 Theoretical Frame Work the Study	11



2.2 Historical back ground of Dangote Cement factory, Obajana, kogi State.	25
2.3 Current literature on theories postulated	28
REFERENCE	41
<b>CHAPTER THREE</b>	
3.0 Research Design and Methodology	42
3.1 Research Design	42
3.2 Source Of Data	42
3.2.1 Primary Source of Data	42
3.2.2 Secondary Source of Data	42
3.3 Postulation of The Study	43
3.4 Sample Design and Determination Of Design Size	43
3.5 Method Of Data Collection	45
3.5.1 Questionnaire Design, Distribution and Collection Of Response	45
3.6 Methods Of Data Presentation And Analysis	46
REFERENCE	47
<b>CHAPTER FOUR</b>	
4.0 Data Presentation and Analysis	48
4.1 Demographic Characteristics	48

4.2	Presentations According To the Key Research Questions	49
<b>CHAPTER FIVE</b>		
5.0	Summary of findings, conclusion and recommendation	61
5.1	Summary of findings	51
5.2	Conclusion	63
5.3	Recommendation	64
	BIBLIOGRAPHY	66
	APPENDIX	68
	QUESTIONNAIRE	

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

An incentive is a form of financial encouragement recognizing a particular contribution made by the work force, in other words, it is a sum of money paid in addition to the basic rate which the organization pays to ensure that its most important production aspects are being optimized . For instance, a capital intensive company might have an incentive linked to machine utilization.

Performance incentives are payment made to an employee or group of employee based on amount of output. The use of performance incentive policies is premised on the belief that output can be measured and performance by workers, it used dated back to the era of the scientific management movement championed by Fedrick Winslow Taylor who argued passionately for the use of incentive wage system as a way of getting more output from the workers. It was also aimed at combating "soldering" or boondoggling" which was a practice of deliberate restriction of output by workers on the job as at that time. Taylor believe that workers could always exert greater efforts if they were

to be paid a financial incentive based upon the number of units of work they were able to produce. He then developed the differential rate system which gives a worker a lesser piece rate e .g #1.0 per piece if he produced less than the standard amount of output required by so doing; individual workers are motivated to produce greater output.

In every organization, large or small private or public enterprises, human resources (employees) are always the pillar of the success of the organization. The human elements have their individual drives, desires, needs, wishes and similar forces which they intend to satisfy when they are coming into an organization. The satisfaction or non-satisfaction of these needs by the organization has an impact on the behaviour or performance of the employee and eventually on productivity.

The usefulness of good incentive policies which leads to motivation of the employee cannot be over emphasized. Every organization depends on motivation among other factors for the attainment of their objectives. The monetary incentives like bonuses, wages, salary increment, e t c to put more effort in

their work which help to improve the level of productivity in both private and public industries.

Many a time, the most concern of employer is to make the employee to contribute to the attainment of organizational objectives, but they should know that if the employees are not happy with the management of the organization, there will be a very low rate of production in the organization, that is why Hekina and Jones (1967) page 120 visualize that employees should be seen and valued as assets for the allocation of organizational resources. This project will be based on the impact of management incentive policies on workers' productivity using Dangote cement factory obajana, kogi state as a case study.

### **1.1 STATEMENT OF PROBLEM**

Most incentive plans are designed to assist in increasing efficiency in the organization. However, obtaining employees acceptance of an incentive system may be difficult at the onset. There may be fear that the plan will lead to a speed up layoffs or reduce wage can cause workers resistance.

Most employers do different things for instance ranking of people, contest, performance appraisals, production, teams and departments, shifts, commission pay etc. all this are believed to enhance performance. Some researchers think it does the opposite instead of trying to use the external motivation (something outside the work itself such as promised rewards or incentives) to get higher levels of performance from people. Employers will be better served by studying the organization as a system. Employers demand results. Without good result organization will find it difficult to survive. Managing incentive policies is a requirement for higher productivity.

Consequent upon a systematic survey of the constraint inimical to the success of management incentives policies

1. To what extent has incentive policy affected workers productivity?
2. What is the purpose and importance of these incentives?
3. What is the effect of the absence of these incentives?
4. What is the way out?

## **1.2 OBJECTIVES OF THE STUDY**

Good incentive policies, when put in place, motivate workers and make them happy and happy workers are often productive. Good management incentive could be financial or non financial in nature. Financial incentive happens to be the most important of the incentive schemes and it includes wages and salaries, profit sharing scheme, etc.

This researcher shall, by this study therefore beam search light on various aspect of management incentive policies vis-à-vis productivity, with a view to achieve the following objectives among others.

- i. To examine the nature and feature of various incentive schemes
- ii. To examine the usefulness and purpose of incentive in an organization
- iii. To examine problems associated with individual incentive plans
- iv. To make relevant recommendations based on findings.

## **1.3 RESEARCH QUESTION**

- i. To what extent does money motivate employee?

- ii. How do workers respond to different incentive?
- iii. How does management incentive policy impact workers productivity?
- iv. How can workers implement or improve incentive system in their work place?

#### **1.4 SIGNIFICANCE OF THE STUDY**

The significance of this study cannot be over emphasized. It is particularly useful to the organization in question, Dangote cement factory obajana and to other organizations. It will serve as a guide to show the different incentive scheme and packages organizations can adopt as well the need to inculcate the principle of responsibility, motivation and fairness in every organization.

The research work will also be useful for academic purpose in the sense that it is an improvement on past academic work of other researchers on the subject of management incentive policies vis-à-vis employee productivity. It also serves as a reference point for subsequent researchers.

The need for the study therefore becomes stronger and consequently the desire to find out how and to what extent effective incentive policy could help in increasing workers



productivity. Above all, this research work is significant to the society at large as it includes the need for efficiency and effectiveness which will encourage growth and development.

### **1.5 SCOPE OF THE STUDY**

This study will cover the impact of management incentive policies on workers' productivity in Dangote Cement Factory Obajana located in Kogi State in North central region of Nigeria within the period of the year 2013.

### **1.6 LIMITATION**

Some limitations that were identified and encountered in the process of the study include:

- i. Financial constraint:- in running around to gather material for this study considering the economic meltdown, money and other resources where involved delayed the completion of this work.
- ii. Time; - The researcher was constrained by time in running round for the completion of this project.
- iii. Attitude of respondents;- the research found it difficult initially to source required information from the members

of staff of obajana cement factory, this also delayed the completion of this work.

- iv. Electricity ;- the researcher had a hard time in typing, proof reading, printing, and editing of this work due to the incessant seizure and interruption of power supply by the power holding company of Nigeria .

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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 REVIEW OF RELATED LITERATURE**

Wage incentives were first development by industrial engineers prior to the scientific management movement led by Fredrick .W. Taylor; one of the first industrial engineers. The usual method of payment has been by the hour or the days. Taylor and his associates believed that the workers would produce more if given incentives to do so. Accordingly, workers pay should be increased in some proportion to increase output resulting from his own extra output.

These ideas brought about wider adoption of place work and other intricate wage incentives systems as well as work measurement or time study, work simplification and other industrial engineering techniques. The monthly lab review stressed that “one of the reason for low productivity or performance is based on the wage incentive plan.

The scholars who advocated for scientific management and industrial engineers often concentrate on the notable technical

contributions to aspect of these systems, which often are being neglected. It is worthy to note that the human problems involved in getting employees and unions acceptance of new production standard and how wage incentives are both important and more difficulty to solve than the technical problems of developing and establishing (on paper) these standard rates and systems.

According to Lyman 1975 (page 106) it is the worst sort of over simplification to assume however that there establishment of an incentive plan can motivate workers for higher output, resulting in both higher employee's earning and greater company's profits. It was further stated by Louder (1994) page 76 that wage incentive system must be simple and understandable to the employees, complexity was one of the draw-backs in many of the wage incentive system.

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

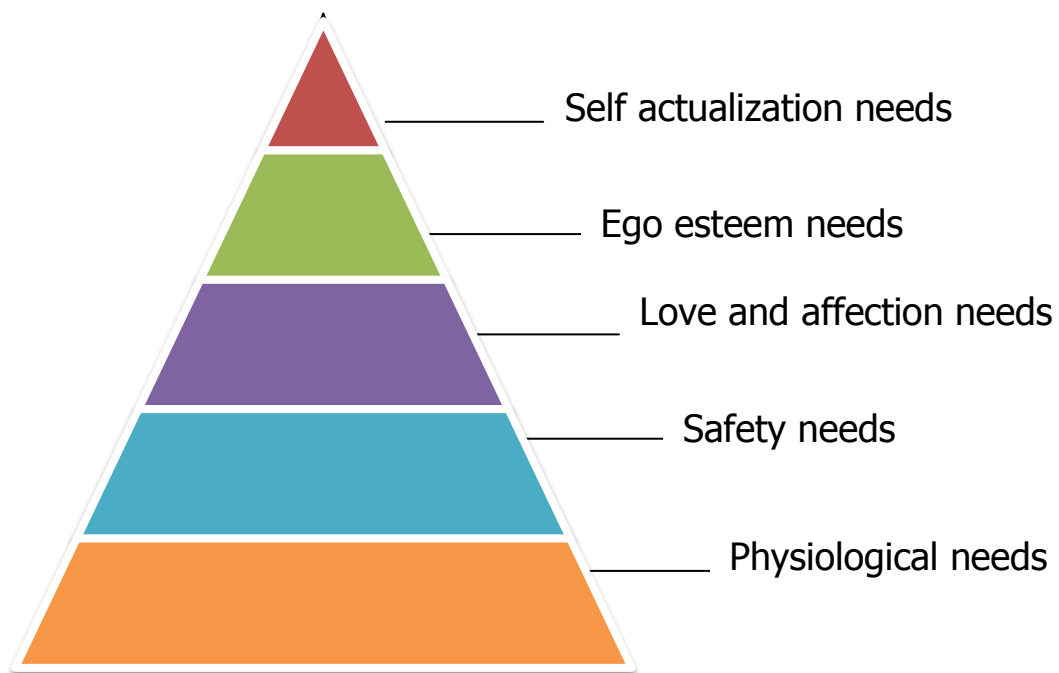
To provide the required theoretical background for the study attempt will be made to review literature of incentives as a means of achieving employee performing the job effectively. Behind every behaviour there is motive, that is, all behaviour is motivated,

individual wants satisfaction of their needs but do not develop generally accepted clarification of needs.

### **2.1.1 DEMAND OF WORKERS FROM ITS WORK**

The reward of any worker is the size of his pay package at the end of the month. A worker needs good working environment, good working conditions, a job satisfaction at work, recognition and so forth. An employee's reward is directly towards the satisfaction of the needs of workers. Abraham Maslow in his book on motivation personally listed the persons hierarchy of needs and divided the needs into five as illustrated below

- i. Physiological needs
- ii. Safety needs
- iii. Social needs
- iv. Esteem needs
- v. Self actualization needs



**Source:** Industrial Psychology; the Nigerian perspective by Fagbohunge and Longe (1993).

Maslow asserts that the satisfaction of the needs normally commences from the lowest which is a psychological, progress hierarchically. The physiological needs according to Maslow are the needs for jobs or food, shelter and clothing while ego need is the need for respect and recognition, self actualization, need for fulfilment.

Maslow further asserts once a need is satisfied, it stops, being a motivator at the point in time. It should also be noted that the need of an employee at any given time will normally shape his behaviour at the point in time. Employers should therefore be able

to identify the basic needs of their employees so that needs could be satisfied for increased productivity and better performance at work.

The self concepts are also important to workers.

According to Gentleman (1956) page 167 unifying force run through individual motivational history, one of the most powerful is derive to actualize his own image himself. (The outlines of a person's image are fairly well itched. early in childhood, therefore, they do not ordinarily change radically. The individual aim is turned to his symbolic set).

The individual is always trying consciously or otherwise to act like the person he thinks he is and to get what he thinks he can have "strategy which seems to him sensible forgetting along in the world he think he lives in".

A worker will want to compare his earnings with other counterpart and may even extend his comparism to other of the related shares of proceeds of industry, which falls to wage and profit respectively. The workers skill and his capacity must be recognized. the worker must also be given the opportunity to



always identify himself with the organisation thereby boosting the morale of such worker.

### **2.1.2 INDIVIDUAL INCENTIVE PLAN**

The purpose of individual incentive plans is to offer a financial incentive for a worker or group of workers to produce work of an acceptable quality over and above a specified quality.

According to Wolf (1956) page 94 their primary purpose is to and in obtaining incentive, minimum costs, thereby contributing to enterprises profits.

One can see, as a result, that the scheme is for two main purposes namely:

- i. To reduce unit cost.
- ii. To maintain standard of quality

It should be stressed that most individual incentive plans are designed to assist in increasing efficiency not to accomplish it alone.

Incentive plans are to make changes in work method that are acceptable to employees and to sustain efficiency gained by the time and motion study in work simplification.

The industrial engineering serves to organise task more efficiency while individual incentive system are designed to motivate the worker to carry out this industrial engineering plans for increased efficiency. Most incentive plans for production workers are of two types.

- i. Piece – rate plan that provide for wage payments based on quality of units produced.
- ii. Production bonus plans that provides for wages payment based on production that exceeds the standard rate or on the completion of work in less than standard time.

Another type of plan employees are on every three months on several factors such as productivity, quality of work, dependability and versatility and rated high; may make as much as 20% above the job rate. This merit rating fixed the wage until the job rate at which the individual pay may be changed upward or downward.

Sales pay plans featuring commission or bonuses based on the number of item or Naira volume sold can also be considered in the category of individual incentive scheme.

## **PROBLEM ASSOCIATED WITH INDIVIDUAL INCENTIVE PLAN**

The problems are numerous obtaining the employees acceptance of an incentive system may be a problem speed up lay off or reduce wage can cause workers resistance. Establishment of standard for measuring performance can also be a problem. No matter how skilled and fair the industrial engineer or whoever establishes the standard may be, standard cannot always be perfectly accurate because it involves value judgement.

Another problem may arise from the effect on productivity of forces over which workers has no control, obviously, workers will resent reduction in pay due to incentive, breakdown, defective raw material and so forth.

Sales people on commission will recent a sales decline because of ineffective advertising inferior products or generally poor business condition. Productivity on some job than the performance of the individual that most incentive system are not applicable. Numerously other problems may arise from the workers to "beat the system" that is to get the system to pay off in the rewards the worker wants. For example, unless the standards

of operation and quality are put into system, some workers may attempt to maximise earning at the expense of quality and some at the expense of the production of other workers.

A sales clerk may push easy to sell items that may not be the particular types of plans workers may perform rapidly at time and then hide surplus production to cover periods when they wish to slow down or to breakdown in machines.

Whyte (1989) believes that the workers may deliberately slow down in order to obtain a low standard that will yield a high bonus.

Lyman 1975 "Restriction of output because of social pressures or fear that standard will be raised are additional problems"

### **2.1.3 GROUP INCENTIVE PLANS**

The purpose of group incentive plan is the same as that of the individual plans except for the additional emphasis on co – operation within the group.

Actually most group incentive plans are individual plans applied to a small group of worker with piece rate compensation being the most prevalent incentive plan.

These plans are particularly applicable to situations in which several workers must co-operate to performing a single task and the contribution of a particular individual is difficult to measure.

A good example of the plan is the scheme, which involves a whole machine crew, the machine operator and other less skilled workers who form part of the crew. In some schemes, the money payable is graduated according to the importance of the team effort, thus the machine might get 40% the machine operator 30% and others 30% of the agreed rate.

#### **2.1.4 WIDE PRODUCTION PLANS**

The major purpose of wide productivity plans is to increase efficiency in proportion to workers participation in committee on production. One of the most famous incentive plans of this type is the scalon plan. This plan features a standard based on ratio between the adjusted payroll and the naira sales volume production for some historical periods.

Major features of the scalon plan emphasize union levels by means of committees.

The originator of the plan, Joseph scalon would not assist the plan without union consent and participation.

Leshien (1959) contended that a committee on production is each department consisting of a union with elected or appointed representative and a foreman, meet regularly to consider ways increasing production and evaluate suggestion from employees. He further stated that "all suggestions should be thoroughly discussed, and the results of the meeting referred to committee consisting the union officials and top management.

Relcher on his part asserted that other groups of similar nature are the Rucker share of production plan and the Num – Bush Shore Company's plan.

### **2.1.6 PROFIT SHARING SCHEME**

This kind of scheme has not become common in the industrial practices in Nigeria. The purposes of this scheme are as follows.

- A. To encourage a sense of partnership between employee and to stimulate the employee's interest in the enterprise.
- B. To encourage employees to direct additional effort and imagination towards increasing company's profits.
- C. To increase the financial security of employee's.

### **INCENTIVES APPLICABLE TO EMPLOYEES OF DANGOTE CEMENT FACTORY OBAJANA, KOGI STATE**

On inquiry, the incentive scheme applicable to Dangote cement factory Obajana, Kogi State, it was discovered that the following are the incentive being given to workers.

- a) Good Salaries
- b) Production Award
- c) Promotion Policy strictly on merit
- d) Creativity and Pension scheme
- e) Grievance Procedure:- To help in showing individual and group grievance against an officer or the management.
- f) Children Company scholarship scheme for workers.
- g) A Continuing education scheme for workers
- h) Various Allowances
- i) A Safety policy

A look into some journals of the company revealed some of the allowance applicable to the workers, which include the following:-

- (a) Transport allowance
- (b) Housing allowance
- (c) Transfer allowance
- (d) Leave period package
- (e) Long service award
- (f) Shift allowance
- (g) Out of station allowance and many others.

### **2.1.5 THE USEFULNESS AND PURPOSE OF INCENTIVES**

In any organization setup, be it a profit making, non – profit making organization or service oriented organisation, a target will always be set which all the organisation will be combined to achieve.

Let us examine the set up of a corporate body. The board of directors will formulate corporate policy, which must be in line with the objective clause in the memorandum of association which is



the charter of the organisation, with which it will be registered as a corporate concern, the people at the management level will interpret the policy and pass it down the communication line to the supervisors or line managers for the corporate goals.

It should be noted that managements task is getting work done through subordinates and the people at the top of the organisational hierarchy.

Incentives in form of fringe benefits must be given to these workers to help in boosting their ego and for attaining their own objective within the firm. Incentive are used to describe wage payment plans which make the payment of wages dependent directly or indirectly on the productivity standards of individual worker or group of workers for the organisation as a whole. In common industrial parlance, incentives usually refer to the means by which employers provide some government employees to be productive once they are in work place.

An employer can motivate an employee by making him aware of a need through the use of incentive. Wages are incentives used to motivate an individual to awareness of needs that can be qualified through the acquisition of wages.

However, an incentives scheme is due to widely interpretation and also a variety of opinion is what its objectives are. These are great differences in the basis of assessment and also in the industrial atmosphere into which they must fit.

Invariably, there are good schemes and bad schemes and a man's opinion of them, whether on moral, technical or economic groups must be largely tempered by personal knowledge and experience.

The management in any industry will introduce many incentives to attract people to the organisation. Incentives offered in any organisation as earlier noted can be non – financial or semi – financial.

The main purpose of incentive is to motivate to greater performance of their duty and to increase productivity. Incentives give workers a sense of belonging. They also help management increasing output. Incentives a times may be included in the employee conditions of services or through collective bargaining. It should be note that management of any organisation is always concerned with reducing cost, while the workers main interest lies in earning more money.

Some incentives plans may relate wage paid to productivity of individual, other to the productivity of group or to the productive and profitability of entire organisation. In any organisation incentives are used as motivating scheme extra effort, thereby leading to the accomplishment of higher productivity.

Wages incentive systems are commonly found in industries and deserve some discussion as alternative way of sharing increase in productivity with workers.

## **2.2 HISTORICAL BACKGROUND OF DANGOTE CEMENT FACTORY, OBAJANA, KOGI STATE**

Dangote Cement Plc is a publicly traded cement manufacturer based in Nigeria. A subsidiary of the Dangote group: It is the largest company traded on the Nigeria stock exchange accounting for around one third of the exchange's total value. Plans are in the London stock exchange although analysts say the company will face significant challenges.

As of 2011, Dangote cement had a market capitalisation of us \$ 15 billion.

In 2012 Forbes Africa named Dangote Cement as one of the top five listed companies in west Africa.

### **CURRENT OPERATION:**

Dangote Cement operates several plants in western Africa, Nigeria. On February 9, 2012, the firm opened a \$ 1 billion cement plant in Ibese, Ogun state. The facility is capable of producing 6 million metric tons of cement per year, raising the company's total production by 40% at the time with the commissioning of the Ibese plant. Nigeria has been transformed from major importer of cement to self sufficient in production and exports.

Aliko Dangote on June 11, 2012, the company plant in Obajana Kogi state opened its third production line to become the largest plant in sub – Sahara Africa, and one of the world's largest. The plant was installed by a Chinese firm and represents one of the largest non – oil investment in Nigeria.

According to Aliko Dangote, current capacity is 28 million tons per year in Africa, 10.25 of which are at the Obajana facility.

## **FUTURE PLANS**

Dangote plans to raise production at Obajana to 13.25 million tons per year and company wide production 2015. He hopes to eventually upgrade capacity at the Obajana plant to 15 million tons per year which would make it the world's largest. The company is currently ahead of pace and could potentially hit 60 million tons of production by the end of 2014 due to aggressive expansion across Africa.

Aliko Dangote has invested U.S \$6.5 million into his cement operations between 2007 and 2012. Cement account for roughly 80% percent of Dangote groups business as of 2011.

## **SERVICES**

- Business development
- Consulting
- Contracting
- Medical engineering
- New perspectives
- The phase of intensive project preparation
- The phase of planning and design

- The phase of plant operation
- Manufacturing and repairs plant for LPG cylinders
- Investigation and studies
- Design and engineering
- Project implementation
- Operational assistance
- Inspection – testing – expediting
- Fields of activities
- Scope of activities
- Pre – inspection
- Expert maintenance consultancy

### **2.3 CURRENT LITERATURE ON THEORY POSTULATED**

Abraham Maslow explains that though man is in state of want all the time but the satisfaction of the physiological drive is essential to the maintenance of life and hence Maslow described them as proponent for the motivation of behaviour. Maslow has also postulated that everyone has five (5) basic need arranged in hierarchical order.

Biliter 1976 page 78 et al explains that most people in an organisation are motivated between three deeply embedded life

interest longhead, emotionally driven passions for certain kinds of activities. Deeply embedded life interest is not hobbies. They are inmate passions that are intricating emotional with personality life interest. In the content of carrier satisfaction, value refers to the reward people seek, some people value money; others want intellectual challenge and still others desire prestige or comfortable life style. People with the same ability are life style interest may pursue different carriers based on their values. That's why life interest is the most important of the three variable of career satisfaction. Someone can be good at a job indeed. Some generally needs to be and it likes the reward from it. But only life interest will keep most people happy and fulfilled over the long term. And that's the key of retention.

### **Work Motivation**

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being to initiate work related behaviour and to determine its form, direction, intensity and duration. Understanding what motivates an organisations employee is central to the study of I-0 psychology. Motivation is a person's internal disposition to be concerned with and approach

positive incentives and avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment. While motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behaviour and performance. Because of motivation's role in influencing workplace behaviour and performance, it is key for organisations to understand and to structure and work environment to encourage productive behaviours and discourage those that are unproductive.

There is general consensus that motivation involves three psychological processes; arousal, direction and intensity. Arousal is what initiates action. It is fuelled by a person's need or desire for something that is missing from their lives at a given moment, either totally or partially. Direction refers to the path employees take in accomplishing the goals they set for themselves. Finally, intensity is the vigour and amount of energy employees put into this goal – directed work performance. The level of intensity is based on the importance and difficulty of goal. These psychological processes result in four outcomes. First, motivation



serves to direct attention, focusing on particular issues, people, tasks etc. it also serves to stimulate an employee to put forth effort. Next, motivation results in persistence, preventing one from deviating from the goal – seeking behaviour. Finally motivation results in task strategies, which as defined by Mitchell and Daniel are patterns of behaviour produced to reach a particular goal.

## **Theories**

A number of various theories attempt to describe employee motivation within the discipline of I-O psychology. Most of these theories can be divided into four broad categories of need – based, cognitive process, behavioural and job based.

### **Need Based Theories**

Need – based theories of motivation focus on an employee's drive to satisfy a variety of needs through their work. These needs range from basic physiological needs for survival to higher psycho-emotional need like belonging and self actualisation.

### **Maslow Hierarchy of Needs**

Abraham Maslow's hierarchy of needs (1943) was applied to offer an explanation of how the work environment motivates employees

in accordance with Maslow's theory which was not specifically developed strive to satisfy their needs in hierarchical order.

At the most basic level, an employee is motivated to work in order to satisfy basic physiological needs for survival such as having enough money to purchase food, the next level of need is the hierarchy is safety, which could be interpreted to mean adequate housing or living in a safe neighbourhood, the next three level in Maslow's theory relate to intellectual and psycho-emotional needs: love and belonging, esteem (which refers to competence and mastery) and finally the highest order need, self actualisation.

Although Maslow's theory is widely known in the workplace, it has proven to be a poor prediction of employee behaviour. Maslow theorized that people will not seek to satisfy a higher level need until their lower level needs are met. There has been a little empirical support for the idea that employees in the workplace strive to meet their needs only in the hierarchical order prescribed by Maslow. Building on Maslow's theory, Clayton Alderfer (1959) collapsed the level in Maslow's theory from five to three: existence, relatedness and growth. Their theory called the ERG theory does not propose that employees attempt to satisfy these

needs in a strictly hierarchical manner. Empirical support for this theory has been mixed.

### **Need for Achievement**

Atkinson and McClelland's need for achievement theory is the most relevant and applicable need – based theory in the I – O psychologist's arsenal. Unlike other need based theories which try to interpret every need, need for achievement allows the I – O psychologists to concentrate research into a higher focus. Studies show those who have a high need for achievement prefer moderate levels of risk, seek feed back and are likely to immerse themselves in their work. Achievement motivation can be broken down into three types.

- **Achievement:-** Seeks position advancement, feedback and sense of accomplishment.
- **Authority:-** need to lead, make an impact and be heard by others
- **Affiliation:-** need for friendly social interactions and to be linked.

Because most individuals have a combination of these three types (in various proportions), an understanding of these achievement motivation characteristics can be a useful assistance of management in jobs placement recruitment.

The theory is referred to needs for achievement because individuals are theorised to be the most effective employees and leaders in the workplace. This individual strives to achieve their goals and advance in the organisation. They tend to be dedicated to their work and strive hard to succeed.

### **Cognitive Process Theories**

Equity theory: This is derived from social exchange theory. It explains motivation in the workplace as a cognitive process of evaluation whereby the employee seeks to achieve a balance between inputs or effort in the workplace and the outcomes or rewards receives or anticipated.

In particular, equity theory research has tested employee sentiments regarding equitable compensation. Employee inputs take the form of work volume and quality, performance, knowledge, skills, attributes and behaviours, the company

generated outcomes include reward such as compensation, praise and advancement opportunities.

The employee compares his inputs relative to outcomes and then, extrapolating to the social context, the employee compares his input (outcome ratio with the perceived ratio of others). If the employee perceives an inequity, the theory posits that the employee will adjust his behaviour to bring things into balance.

### **Expectancy Theory**

According to Vroom's expectancy theory, an employee will work smarter and (or harder if he believes his additional efforts will lead to valued rewards. Expectancy theory explains this increased output of effort by means of equation;

$$f = E(EI \times V)$$

Where as F (effort or motivational force) = Effort the employee will expend to achieve the desired performance.

E (expectancy) = Belief that effort will result in desired level of performance

I (Instrumentality) = Belief that desired level of performance will result in desired outcome.

V (valence) = value of the outcome to the employee.

Expectancy theory has been shown to have useful applications in designing a reward system. If policies are consistency, clearly and fairly implemented, then the instrumentality would be high.

Expectancy theory posits employee satisfaction to be an outcome of performance rather than the cause of performance.

### **Behavioural Approach to Motivation**

The behavioural approach to workplace motivation is known as organisational behavioural modification. This approach applies the tenets of behaviourism developed by B.F Skinner to promote Employee behaviours that an employer deems beneficial and discourage those that are not.

Any stimulus that increases the likelihood of a behaviour increasing is a reinforcer. An effective use of positive reinforcement would be frequent praise while an employee is learning a new task. Employee behaviour can also be shaped during the learning process if approximation of the ideal behaviour are praised or rewarded. The frequency of reinforcement is an

important consideration while frequent praise during learning process can be beneficial, it can be hard to sustain indefinitely.

Compensation and other reward programs provide behavioural reinforcement and if carefully crafted, can provide powerful incentives to employees. Behavioural principles can also be used to address undesirable behaviours in the workplace but punishment can negatively impact employee's perception of fairness in the workplace.

### **Motivation – Hygiene Theory (Two factor Theory)**

It is impossible to discuss motivation and job attributes in I – O psychology without crediting Frederick and Herzberg's motivator Hygiene theory (Also referred to as Herzberg's two – factor theory) published in 1968, Herzberg's motivator hygiene theory holds that the content of person's job is the primary source of motivation. In other words, i.e. argued against the commonly held belief that money and other compensation is the most-effective form of motivation to an employee instead, Herzberg posed that high levels of what he dubbed hygiene factors (pay job security, status, working conditions, fringe benefits, job policies and relations with co-worker) could only reduce employee dissatisfaction. (Not create

satisfaction). Motivation factors (level of challenge, the work itself, responsibility, recognition, advancement, intrinsic interest, autonomy and opportunities for creativity).

However could stimulate satisfaction within the employee, provided that minimum levels of the hygiene factors were reached. For an organisation to take full advantage of Herzberg's theory, they must design jobs in such a way that motivators are built in.

### **Motivation and Incentives**

Incentives can be generally categorised into implicit incentives and explicit incentives.

(1) **Implicit Incentives:-** These incentives are not based on anything tangible. Social incentives are the most common form of implicit incentives. These incentives allow the user to feel good as an active member of the community. These can include relationship between users such as face book friends or Twitter's followers. Social incentives also include the ability to connect users with others as seen on the sites already mentioned as well as sites like you tubes, which allow users to share media from their lives with others. Other common social incentives are status, badges or



levels within the sites, something a user earns when they reach a certain level of participation which may or may not come with additional privileges. Yahoo! Answer is an example of this type of incentive.

(2) **Explicit Incentives:** - These incentives refers to tangible rewards, examples include financial payment, entry into a contest, a voucher, a coupon or a frequent traveller miles. Direct explicit incentives are easily understandable by most and have immediate value regardless of the community size. This type of incentives is used in different ways to encourage user participation. The drawback to explicit incentives is that they may cause the user to be subject to the over justification effect, eventually believing the only reason for participation is for explicit incentive. This reduces the influence of the other form of social or all intrinsic motivation making it increasingly costly for the content host to retain long-term contributors.

I agree on the various theories to the fact that incentives policies has a great impact on employees, increase work motivational factor to high productivity, increase work performance thereby leading to achieving organisational objectives and goals, a

manager has to assess his employees to know the kind of incentive policies which he can apply that will be beneficial to the organisation, that will lead to efficient achievement of organisational goals and objectives.

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## **CHAPTER THREE**

### **3.0 RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 RESEARCH DESIGN**

Research design is the general plan or structure of the investigation in order to obtain answers used for collection of necessary questions. The research designs include a description of the research method used for collection of necessary data and information for the research work.

#### **3.2 SOURCES OF DATA**

The researcher explored both primary and secondary source of data collection to obtain data for this research work.

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

The primary collected for this study includes; questionnaires, interview and observation.

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

These are facts collected from already existing sources which includes journals, textbooks seminar papers, newspaper,

magazines and other literacy materials that are relevant to the research topic.

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

Population is the number of persons living in a particular geographical area or region.

The population of this study therefore covers all members of staff and management of Dangote cement factory Obajana, Kogi State which has a total population of 187 staff thus, the total population of the study is 187.

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

The sample size was determined from the total staff strength using the Yaro Yamane formula for selection of a sample from a definite population.

The Yaro Yamane formula is stated thus:

$$n = \frac{N}{1+N(e)^2}$$

Where n is the sample size

N is the finite population

e is the level of significance

(Or limit of tolerable error)

I is unity C constant five percent (5%) error margin was considered suitable for the study

Through substitution of values from the above formula we have that:

$$N = \frac{187}{1 + 187 (0.05)^2}$$

$$N = \frac{187}{1 + 187 \times 0.0025}$$

$$N = \frac{187}{1 + 14675}$$

$$= 127.4$$

127 approximately

Therefore, the sample size is 127.

Out of hundred and twenty seven (127) size questionnaire that was distributed, eighty six (86) were returned while forty one (41) were not returned.

### **3.5 METHOD OF DATA COLLECTION**

In collection of data for the study, the following instruments were employed

- The interview method
- Questionnaire
- Interview Method: the researcher conducted interview to some employees.

Questionnaire:- The instrument for data collection in this study was a structured questionnaire. This enables them to express themselves freely.

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

The questionnaire was carefully designed to accommodate two sections. The first section is personal data which will generate proper data regarding the respondent's characteristics like sex,

age, educational level, while the other deals on relevant aspect of the topic under study.

The question consists of simple yes/no. In administering the questionnaire; personal distribution approach was adopted to facilitate the exercise. The sample technique that was used by the research in this research work is simple random sampling technique.

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

After collection of data through questionnaires, tables were drawn to show the result of each question the data was analysed and interpreted in accordance with the response to the questions.



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## **CHAPTER FOUR**

### **4.0 DATA PRESENTATION AND ANALYSIS**

#### **4.1 DATA PRESENTATION**

The data used in this research work were mostly collected through questionnaires thus the for data analysis . The result of the personal interview is also analysed in this chapter.

This chapter deals with analysis and presentation of data collected during the field survey carried out.

One hundred and twenty seven (127 questionnaire) were administered to the respondent and eighty six (86) questionnaire were returned. All the eighty six questionnaires returned were rightly completed. The completed questionnaire was processed and data were reported in table 1 present the response in percentage and in statistical form.

It is shown in the table below.

### 4.1.1 DEMOGRAPHIC CHARACTERISTICS

**Table 4.1:** Sex Distribution

Response	Frequency of Response	Percentage %
Male	56	65.1
Female	30	34.9
Total	86	100

Source: Field survey 2013

From the table above, it shows that out of 86 respondents, 56 respondents which is equivalent to 65.1% of respondents are male while 30 or 34.9% are female.

**Table 4.1.2:** Age Distribution

Details	Frequency of Response	Percentage %
Under 25 years	23	26.5
26 – 35 years	37	43.0
36 – 45 years	12	14.0
46 – 55 years	12	14.0
56 years and above	2	2.3
Total	86	100

Source: Field Survey 2013

The table above revealed that 37 respondents representing 43% are between 26 – 35 years of age. This shows that most of the respondents are middle age and relatively young with energy and mental alertness to cope with their task. They are followed by those under the age of 25 with 26.5% and those between the age of 36 – 45 and 46 – 55 respectively are equally represented.

**Table 4.1.3:** Marital Status

Response	Frequency of Response	Percentage %
Married	29	33.7
Single	49	56.7
Divorced	4	4.7
widow	4	4.7
Total	86	100

Source: Field Survey 2013

From the above table 29 or 33.7% of the respondents are married, 49 or 56.7% respondents are single, 4 or 4.7% respondents are widows. This implies that majority of the respondent are single.

**Table 4.1.4:** Distribution According to Salary Scale of Respondent

Income Per Annum (₦)	Frequency of Response	Percentage %
240,000 – 300,000	32	37.2
360,000 – 420,000	17	19.8
480,000 – 540,000	11	12.8
600,000 and above	26	30.2
Total	86	100

Source: Field Survey 2013

In the above table 37.2% or 32 of the respondents earn between ₦ 240,000 – 300,000 per annum, 19.8% or 17 represent the respondents who earn between ₦ 360,000 – 480,000 per annum, 12.8% or 11 represent the respondents who earn between ₦480,000 – 540,000 while 30.2% or 26 earn between ₦600,000 and above per annum.

Respondent represented by 37.2% or 32 fall within the category of income between ₦240, 000 – ₦360, 000 falling mainly into Junior Staffs. However, there are some respondents who indicated that they are of lower and middle management but income exceeding ₦600, 000 and above, that is 30.2% or 26. This may be due to their length of service or their performance in their assigned tasks.

**Table 4.1.5:** Educational Qualification

Qualification	Frequency of Response	Percentage %
Primary Six	1	1.2
SSCE/GCE/NECO	17	19.8
OND/NCE	27	31.4
HND/BSc.	32	37.2
MBA/MSc./MPA	8	9.3
PHD/DBA/DPA	1	1.2
Total	86	100

Source: Field Survey 2013

These analyses above shows that 32.4% of respondents are ND/NCE and HND/BSc. Holders are 37.2% while other qualifications constitute 1.2, 19.8%, 9.3% and 1.2% respectively.

**Table 4.1.6:** Distribution According to Management Level

Management Level	Frequency of Response	Percentage %
Top management	10	11.6
Middle management	35	40.8
Lower management	41	47.6
Total	86	100

Source: Field Survey 2013

These analysis above shows that 11.6% or 10 of the respondent are top management and 40.8% constitute the middle management while 47% represent the lower management level respectively.

**Table 4.1.7:** Length of Service Experience

Details	Frequency of Response	Percentage %
0 – 5 years	39	45.3
6 – 10 years	22	25.6
11 – 15 years	19	22.1
16 – 20 years	5	5.8
21 years & above	1	1.2
Total	86	100

Source: Field Survey 2013

Considering the table above, 45.3% or 39 of the respondents have been working for less than 5 years. This gives the impression that they are fresh school leavers or are type that change job frequently, in search of job satisfaction. 25.6% or 22 have been in service for 11 – 15 years while only 5.8% (8) and 1.2% (1) of the

total respondent have spent 16 – 20 years and 21 years and above respectively. In other words, the above representatives show a favourable rate of labour turnover, which have emanated as a result of the workers being reasonably satisfied.

**Table 4.1.8:** Distribution according to departments

Department	No of Questionnaire	No. Of returns	Percentage %
Administrative Dept	45	33	38.4
Finance Dept.	30	17	19.8
Technical Dept.	20	12	14
Corporate Affairs	14	12	14
Marketing Dept.	18	12	14
Total	127	86	100

Source: Field Survey 2013



**TABLE 4.2:** PRESENTATION ACCORDING TO KEY RESEARCH QUESTIONS

**Research Question One:** Are you motivated in your present job?

**Table 4.2.1**

Response	Frequency of Response	Percentage %
Yes	51	59
No	32	37
I don't know	3	4
Total	86	100

Source: Field Survey 2013.

From the above table, 51 respondents or 59% agreed with the statement while only 3 respondents or 4% were not sure. This implies that majority of the workers are motivated in their work place.

**Table 4.2.2****Question Three:** How do you see your job?

Response	Frequency of Response	Percentage %
Very good	17	20
Good	37	43
Fairly good	28	33
Bad	4	4
Total	86	100

Source: Field Survey 2013

37 or 43% of the respondents responded positively that their work environment is favourable while only 4 or 4% respondent responded negatively.

Table 4.2.3

Question four: Does your work environment affect your rate of productivity?

Response	Frequency of Response	Percentage %
Yes	63	73.3
No	21	24.4
I don't Know	2	2.3
Total	86	100

Source: Field Survey 2013

63 or 73.3% of the respondents are in support that their work environment affects the rate of their productivity, while 21 or 24.4% responded negatively. The remaining 2 or 2.3% are undecided.

Table 4.2.4

Question Five: Suppose you were promoted without pay increase, will you work effectively?

Response	Frequency of Response	Percentage %
Yes	11	13
No	63	73
I don't know	12	14
Total	86	100

Source: Field Survey 2013

Only 11 respondents or 13% will still work without increase in pay. Majority of the respondents 63 or 73% are on the negative side while only 12 or 14% respondent have no choice, this implies that increase in payment with promotion will enhance effectiveness.

### **Table 4.2.5**

**Question Six:** Suppose your promotion carry along salary (wages increment) how would you respond?

Response	Frequency of Response	Percentage %
Very much happy	63	73.3
Just so happy	21	24.4
Not so happy	2	2.3
Not happy at all	-	-
Total	86	100

Source: Field Survey 2013

73.3% of the respondents responded positively that they will like their promotion to carry along salary/wages increment which mean that increase of salary will motivate employee to improve productivity.

Table 4.2.6

Question Seven: if you are offered the same incentives and condition in another company will you prefer it to your present state?

Response	Frequency of Response	Percentage %
Yes	22	25.6
No	57	66.3
I don't know	7	8.1
Total	86	100

Source: Field Survey 2013

The table above shows that 66.3 believes that money is the primary motivational tool to motivate every worker, while 22 respondent representing 25.6% disagreed with the statement.

**Table 4.2.7**

**Question eight:** Do you agree that the success of manager in motivating employees will depend on job enrichment?

Response	Frequency of Response	Percentage %
Yes	55	64
No	27	31
I don't know	4	5
Total	86	100

Source: Field Survey 2013

From the table above, 64% agreed that the success of manager in motivating employee will depend on job enrichment while 27 or 31% disagreed with the statement and only 4 or 5% have no option about the statement.

## **CHAPTER FIVE**

### **5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.**

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

The findings were made after the data collected from the survey has been presented and analyzed. In summarizing the findings of the study, we focus mainly on motivational factors among which are the following. Recognition, good working condition, job security, good wages and salaries, promotion with pay challenging assignment, identification with workers and appreciation for work done, provision of fringe benefits. e.t.c

As a potential manager, it serves a good purpose to research into the impact of management incentives policies on workers productivity in an organisation

Further examination by the researcher on the role incentive play in the productivity of workers established the fact that a well planned and administered incentives scheme within the organisation can increase the productivity level within the organisation. This view was 100% supported by the respondents.

From research work, various problems peculiar to administration of incentives schemes on workers were highlighted and means of correcting them also mentioned. The study also brings to light the fact that workers generally support the idea that they should be paid in direct proportion to their individual effort rather than as a group.

At this juncture, it is worthy to note that incentive schemes should be well planned so that the incentive scheme that could satisfy the need of the employees can be given them. From the study, it is established that management of an industry must consider the following factors when designing an incentive scheme for his workers.

1. The state of economic development of the country.
2. The corporate objectives and goals of the organisation.
3. The working condition of employees in the organisation.
4. The degree of government intervention in the labour matters.
5. Available incentives scheme in other organisations.
6. Administration of incentives in other organisations.



This study also provides that increased productivity is determining factor in the welfare of any nation and its people and therefore, countries that have high returns on productivity invariably enjoys high level of productivity.

## **5.2 CONCLUSION**

Research finding and experiences have shown that workers productivity capacity most often increase with any rise in their interest and morals.

Since motivation is an incentive and encouragement to stimulate workers towards maximum output.

It implies that their productivity will be relative to the degree such incentives therefore, the issue of workers motivation can neither be divorced from the problem of training, participation and productivity among workers. It is without that, all the complex organisational problems evoked insatiable desire and concern among industrial sociologist, psychologist and those involved in the meaningful solution and reconciliation of those interest problems in the contemporary industrial organisation.

It is necessary to provide the right incentives and environment for the organisation to realise its full potential.

### **5.3 RECOMMENDATION**

In view of the findings earlier stated the following recommendation are therefore made to the management of Dangote Cement Factory Obajana in order to aid them in the effective administration of their incentive scheme.

- 1) The management should endeavour to bridge the communication gap between them and workers. The communication link should be improved or modified so that workers can have a sense of belonging and thereby put in their best to aid the organisation.
- 2) The research study revealed that the management of Dangote Cement Factory place a bar on salary level of junior workers. This is a situation where the junior staffs are not expected to be promoted beyond that predetermined salary level, there level of experience on the job notwithstanding, the management is advised to remove the bar on staff level of junior staff and promote them accordingly.
- 3) The management should concentrate more on individual incentive scheme whereby reward will be based on the course of research that an individual workers want his effort and competence in his job to be appreciated and rewarded

adequately otherwise, it could lead to bitterness and dissatisfaction among workers.

- 4) Management should pay inconvenience allowances to those workers that have to work for irregular hours like public holidays, weekends and so forth.
- 5) Since majority of the staff favour financial incentives schemes, management should increase their leave, transport and housing allowances.
- 6) The wide gap between the fringe benefit offered to the people at the management level and the junior workers should be reviewed by the management in order to avoid cold war or industrial unrest within the organisation they might affect productivity.

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## **APPENDIX**

Department of Business Administration,

Faculty of Management and social  
Sciences,

Caritas University,

Amorji-Nike,

Enugu,

P.M.B 01784

12<sup>th</sup> August, 2013.

Dear Sir/Madam

I am a student of Business Administration of the above mentioned university. I am carrying out a research on the impact of management incentive policies on workers' productivity.

May I solicit for your help in answering the question below and would like to assure you that every information you give will be treated in strictest confidence and will be solely for academic purpose.

Thanks

Yours Sincerely,

OSENI AJIFA VIVIEN  
BA/DE/2010/313

**QUESTIONNAIRE**

**Instruction:** Please tick  $\checkmark$  in the box corresponding to your response.

**1) Sex.**

Male

Female

**2) Marital status of the respondents.**

Married

Single

Divorced

Widowed

**3) Age distribution of Respondents.**

Under 25

26 – 35

36 – 45

46 – 55

56 and above

**4) Academic qualification.**

SSCE/GCE/NECO

OND/NCE

HND/BSC

MBA/MSc/MPA

## PHD/DBA/DPA

- 5) How do you see your job?
- a. Very good
  - b. Good
  - c. Fairly good
  - d. Bad
- 6) Does your work environment affect your productivity?
- a. Yes
  - b. No
  - c. I don't know
- 7) Supposed you were promoted without pay increase will you work efficiently?
- a. Yes
  - b. No
  - c. I don't know
- 8) Supposed your promotion carry salary/wage increment, how could you respond?
- a. Very happy
  - b. Just happy
  - c. Not so happy
  - d. Not happy at all



- 9) If you are offered the same incentives and condition in another company will you prefer it to your present state?
- a. Yes
- b. No
- c. I don't know
- 10) Do you agree that success of manager in motivating employees will depend on job environment?
- a. Yes
- b. No
- c. I don't know
- 11) What is your range income per annum?
- a. ₦ 240,000 – ₦ 300,000
- b. ₦ 360,000 – ₦ 420,000
- c. ₦ 480,000 – ₦ 540,000
- d. ₦ 600,000 and above
- 12) Which management cadre do you belong to in the organisation?
- a. Top management
- b. Middle management
- c. Lower management
- 13) How long have been working for this organisation?

- a. 0 – 5 years
- b. 6 – 10 years
- c. 11 – 15 years
- d. 16 – 20 years
- e. 21 years and above