

## **TITLE PAGE**

**THE IMPACT OF MOTIVATION ON EMPLOYEE'S JOB  
PERFORMANCE IN AN ORGANISATION  
(A CASE STUDY OF ACCESS BANK PLC OKPARA AVENUE AND  
ABAKALIKI ROAD BRANCHES, ENUGU)**

**BY**

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## APPROVAL PAGE

This is to certify that the project has been examined, approved and accepted for the award of Bachelor of Science (B.sc) Industrial Relations and personnel management.

The research project titled "The impact of motivation on employee's Job performance in an organization" was written by **Dibang Esther Eyare** under supervision and is hereby recommended for approval.

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## **DEDICATION**

This project is dedicated to Almighty God for his love, care, protection, provision and favour, especially for making my academic pursuit a success. I equally dedicate this work to my parents, Mr. and Mrs. Sunday Dibang and to my brothers and sisters. Thank you all.

## **ACKNOWLEDGEMENT**

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## **ABSTRACT**

This study is aimed at determining the impact of motivation on employee's job performance in an organization. (A case study of Access Bank Plc). The purpose here is to investigate and identify factors responsible for the current state of affairs and seek to find practical solution for lack of staff motivation and job performance.

The research design is survey research design comprising of opinions, impressions and perceptions of the respondents. The sampling technique was simple random sampling and proportionate stratified random sampling. In sampling opinion to collect data, the questionnaire was used.

In all, a population of 60 staff of Access Bank comprising, top management middle management and junior staff were administered the questionnaire. The questionnaires were administered to them but only 50 responded comprising 28 males and 22 females. Simple percentage and chi-square were used to analyze the data collected and test the hypothesis stated.

The result from the test of the hypothesis indicated that

- ❖ Commensurate salaries and allowance paid to employee's of Access Bank Plc would motivated them toward higher job performance
- ❖ Promotion of employees as at when due will motivate them toward higher job performance.

The researcher recommends that management of Access Bank Plc should try as much as possible to increase satisfaction of the employees who are not satisfied with salaries they are given to increase their inputs in the organization. The effects of this dissatisfaction can hinder the job performance of the organization.

## **CHAPTER ONE**

### **1.1 INTRODUCTION**

Motivation means so many things to different people. Their impact on the individual depends also on his perception of what he considers to be of value to him and invariably influences his action or non-action.

Motivation can be described as a set of incentives monetary or otherwise, reward and punishment systems which determine or influence staff performance and attitude to work. It is a production of human resource management and its impact goes on a long way in determining the quality and quantity of production and the level of industrial and labour harmony or disharmony in the organization.

Motivation can also be defined as the forces acting on or within a person that cause the arousal, direction, and persistence of goal-directed, voluntary effort.

Work Motivation has been defined as “conditions which influences the arousal, direction, and maintenance of our behaviors’ relevant in work setting”. Gbadamosi and Adebakin (1997, PP33) other scholars have variously defined motivation as “the act of stimulating some or oneself to get a desired course of action, to push the right button, to get a desired reaction.

Julius Michael (1975,pp 265). “motivation is the process of creating organizational conditions which will impel employees to strive to attain company goals-Hodgetts,Richard (1977, pp 385) motivation is the influence or drive that causes us to behave in a specific manner and has been described as consisting of energy, direction and sustainability.

Motivation is a driving force by which human achieve their goals.

Motivation is said to be intrinsic or extrinsic:

Intrinsic motivation refers to motivations that is driven by an interest or enjoyment in that task itself, and exist within the individual rather than relying on any external pressure.

Extrinsic motivation comes from outside of the individual, common extrinsic motivation are reward like money and grades coercion and threat of punishment, competing is in general extrinsic because it encourage the performer to win and beat others, not to enjoy the intrinsic rewards of the activity.

The main purpose of motivation is to attain organization goals according to Koontz et al (1983: 14) "management requires the creation and maintenance of environment in which individuals work together in group toward the accomplishment of the objective" management has been faced with broad predicament since poor approaches were employed toward the attachment of organizational objectives.

These approaches are not without their strengths and weakness. In other words, firms are now faced with many complex managerial predicaments because of the phenomenon mentioned above.

Since the foremost aim of management of an organization is the attainment of its objective.

Little or no attention is paid to the welfare of workers. As an outcome, the firm's goals are defeated, since the workers are not motivated and cared for.

The motivations range from inadequate to lack of motivation. Often management becomes dogmatic in their method of motivation as a result their expectations are defeated. It is pertinent for management to know what can motivate a single individual at a particular time and place would not motivate another person.

The expectation to derive from anything one is doing is a motivation force that forces the individual to work. According to Ajuogu (1996, pp 47) "motivation is an internal psychological process". It is the motive power that makes people behaves the way they do.

## **1.2 BRIEF HISTORY OF ACCESS BANK**

Access Bank Plc is a remarkable story of the transformation of a small obscure Nigeria Bank into an African Financial institution of note; with emerging foot prints on the international banking landscape. Access Bank today is one of the top 10 largest banks in Nigeria in terms of asset base. A phenomenal accomplishment considering its antecedents.

### **The Beginning (1988-2002)**

December 19, 1988: Access Bank Issued a banking license.

February 8, 1989: Access Bank commenced operations at its Burma Road, Apapa Head Office.

March 24, 1998: Access Bank became a public limited liability company.

February 5, 2001: Access Bank obtained a universal Banking license from the central Bank of Nigeria.

### **The Rebirth**

The board of director appointed Aigboje Aig-Imoukhuede as MD/CEO and Herbert Wigwe as Deputy Managing Director. The mandate was clear: "Reposition the bank to one of Nigeria's leading financial institutions within a five year period (March 2002-March 2007) this task was perceived by many as audacious, given the realities of the Bank at the time. Also appointed to the Board was M. Gbenga Oyebode who brought commendable board experience gathered from some of Nigeria's leading companies, such as MTN Nigeria, Okomu oil Palm Plc. The new management then articulated a transformation Agenda for Access Bank Plc. This agenda represented a complete departure from all that

characterized the bank in the past and became the road map for the transformation of the bank into a world class financial institution. The focus was to:

- ❖ Assemble a credible and high caliber management team
- ❖ Introduce a culture of excellence founded on professionalism and integrity.
- ❖ Ensure human capital development
- ❖ Enlarge shareholder base
- ❖ Introduce strong procedures and processes to drive day-to-day activities of the bank
- ❖ Instill a passion for customers in all members of staff
- ❖ Establish a low cost liability generation strategy
- ❖ Expand branch network to cover all clearing zones within Nigeria
- ❖ Create a world class Brand image.

The impact of the transformation agenda was reflected in the first year. The bank grew its balance sheet by 100% and

posted an impressive N1billion in profit before tax. The profit before tax figure was more than the cumulative profit made by the bank in the last 12years. This also marked the beginning of what would be a 6 years record triple digit growth trend. Similarly, earning per share had rebounded to 21kobo from a negative 2kobo position, leading to a declaration of a 5kobo dividend to shareholders for the first time in 3 years

February 1, 2012 Access Bank acquired intercontinental bank as part of their expansion program is to increase their capital base, to increase their branches and to serve their customer better.

### **1.3 STATEMENT OF THE PROBLEMS**

So many problems have be found or discovered to be a hindrance to the entire business sectors. In the since that most enterprise has not achieved significant supply of corporative workforce and optimum productivity.

It has been noted that employee's often complain about their wages and salary administration, poor working condition, welfare, effective supervision, provision of adequate machinery and materials at work place, provision of proper appliance and their maintenances etc. the above complaints are indications that things are not going smoothly with the employee's. on the other hand, management always ask why the employee's are not longer productive or low level of productivity in the organization.

We pay them good salaries provide good working condition and environment and give excellent fringe benefits. The solution to the above management questions often point to the managers that employee's are either not properly motivated or not satisfied with their job. Except opportunities are provided at work place to satisfy the workers needs they will continue to have decreased production and performance will always remain low. It was such alarming question that led some human relation experts into finding out what gives on individual's job performance. These

relationships between motivation and job performance have made many researchers work intensively on this area to find out dependable solutions to the problems.

#### **1.4 OBJECTIVES OF THE STUDY**

The study will among other things try:

- ❖ To find out what constitutes motivations and job performance to employee
- ❖ To find out what motivated employee mostly in an organization.
- ❖ To diagnose some of the incentive given by Access bank Plc which have strengthened the relationship between motivations on employee's job performance.
- ❖ To abstain what constitutes and efficient leadership style which will leads to increase in employee's job performance.
- ❖ To find out if employees are trained as at when due in other to increase their job performance etc.

## **1.5 SIGNIFICANCE OF THE STUDY**

The study could be useful to Access Bank Plc, Enugu Metropolis, in improving their level of productivity and employee's performance in future.

It will also aid management in making decision on how employees could be motivated, not only with money but other incentives.

## **1.6 SCOPE OF THE STUDY**

The study will be carried out on Access Bank Plc, Enugu Metropolis, the data collected and other vital information are limited to Access Bank Plc. This study strictly treats the impact of motivation on employee's job performance.

Also the study does not show any concern or analyzing on any bank around it environment. The study should have covered all the banks in Enugu State but due to time and financial constraint, it was limited to Access Bank Plc, Enugu Metropolis.

## 1.7 LIMITATIONS OF THE STUDY

This research work is specifically on the impact of motivation on employee job performance in Access Bank Plc.

In the limitation on research work of this magnitude or nature can be carried out without limitation. Hence, during the course, certain constraints were encountered.

- ❖ **COST:** the cost of thorough research is not what can be afforded by a student. The prices of materials needed for this work has gone up and transport fee has also gone up.
- ❖ **Time:** the time was one of the limitations in the process of carrying out this research work.
- ❖ **SCARCITY OF LITERATURE:** The research encountered some problems in collection of literature especially on the bank History and operations. This are hindered the smooth running of this work.

## 1.8 RESEARCH QUESTIONS

In order to achieve the objective of this research effort will be made to provide answers to the following research questions:

- ❖ What activities are perceived by Access Bank Plc on impact of motivation on employee's job performance?
- ❖ How efficiently have these activities been implemented in order to attain organizational objectives?
- ❖ Are employees of Access Bank Plc motivated terms of commensurate salaries and allowance?
- ❖ Are employee's of Access Bank Plc promoted as at when due?
- ❖ Are employees of Access Bank Plc involved decision making?

## 1.9 HYPOTHESIS

In order to attain the goals of this study the following research hypothesis are formulated for accurate empirical validation of this study:

**NULL HYPOTHESIS H<sub>0</sub>**

**H<sub>0</sub>:** The employee's are not satisfied with the motivational and performance techniques employed by the Access Bank Plc Enugu Metropolis.

**H<sub>i</sub>:** The employee's are satisfied with the motivational and performance techniques employed by the Access Bank Plc Enugu Metropolis.

**H<sub>0</sub>:** Involvement of employee's in decision making will not motivated them toward increase job performance.

**H<sub>i</sub>:** Involvement of employee's in decision making will motivated them toward increase job performance.

**H<sub>0</sub>:** There is no direct relationship between motivation and employee's job performance in Access Bank Plc Enugu metropolis.

**Hi:** There is direct relationship between motivation and employee's job performance in Access Bank Plc Enugu Metropolis.

**Ho:** Commensurate salaries and allowances paid to the employee's would not motivate them toward higher job performance.

**Hi:** Commensurate salaries and allowances paid to the employee's would motivate them toward higher job performance.

**Ho:** Promotion of employee's as at when due will not motivate them toward higher job performance.

**Hi:** Promotion of employee's as at when due will motivate them toward higher job performance.

## 1.10 DEFINITION OF TERMS

**MOTIVATION:** it a social process in which some members try to influence others, to work harder, and work more efficiency. It is a person's state of mind which energizes channels and sustains behavior to achieve the person's needs. Motivation is also the willingness to do something and its conditioned actions and ability to satisfy some needs for the individual.

It is also a driving force by which human's achieve their goals.

**MOTIVE:** The desire, wishes, and similar forces that channels human behavior toward goals.

According to Collins English Dictionary: Motive is the psychological feature that arouses an organisms to action toward a desired goal, the reasons for an action that which gives purpose and desired goal, the reason for an action, that which gives purpose and direction to behavior.

Motive is divided into two: Rational and irrational motive:

**RATIONAL MOTIVE:** A motive that can be defended by reasoning or logical argument While **IRRATIONAL MOTIVE:** A motive that is inconsistent with reason or logic.

**INCENTIVES:** A thing that motivates or encourages one to do something or a payment or concession to stimulate greater output or investment.

Payment made to employee over and above their basic pay in order to encourage them to increase production, the payment are made on result achieve.

**BONUS:** A payment or gift added to what is usual or expected, in particular. Or an amount of money added to wages on a seasonal basic, especially as a reward for good performance.

Part of the employee remuneration that is related in some way to value quantity of work done, especially a payment that is made at the description of management rather according to a set formula.

**EMPLOYEE PERFORMANCE:** This is contribution employee's make to organization goals meaning how effective an employee carries out job responsibilities.

**MOTIVATOR:** Forces that induce individual to act or perform forces that influence human behavior.

**BEHAVIOR:** Manner of one's conduct, demeanor department.

**PRODUCTIVITY:** Efficiency to do that which is expected and as expected. The relative efficiency of economic activity.

**PERFORMANCE:** Achievement and attainment of state goals. The act of carrying out a duty or accomplishing something such as a task or action

**FRINGE BENEFIT:** Any non wage or salary payment or benefit granted to employees by employers, example include pension plans, profit-sharing programs, vacation pay, and company paid life, health and unemployment insurance.

**STAFF TURNOVER:** Staff turnover is their leaving work or employment by termination, resignation, dismissal, retirements, death etc.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION:**

The study will consider motivation in relation to the job performance. The analysis of the development stages of motivation and theories related to the concept shall be analyzed. The relationship between employer's want and general nature of human wants as propagated by behavioral psychologist will be discussed.

According to Oyedeji (1995-207) "motivation is the act of influencing a person to do something or behave in a particular way by providing an incentive which he could satisfy his desired need". The issue of motivation of the study received considerable attention in the recent years due to its vast contribution in life.

Nwachukwu (1992, PP 181) sees motivational "that energizing force that induces or compels maintains behavior".

According to him, "human behavior is motivated, it is goal directed." It is not easy to motivate an individual, for the success of any motivational effort depends on the extent to which the motivator meets the needs of the individual employee's for whom it is intended.

Nwachukwu further identified three basic characteristics of motivated behavior, which are as follows:

- ❖ It results from a felt need: an urge directed towards a need.
- ❖ It sustained: it is maintained for a long time until satisfied.
- ❖ It is goal oriented: it sees to achieve an objective.

The topic of motivation has been of keen interest to managers and social scientists, especially within the past three decades. In this literature review, some of their findings will be surveyed within the individual and social perspective. Old and new

theoretical perspective will be discussed in other to understand current knowledge about motivation and its relationship to work behavior and performance.

To consider these theories, it is necessary to bear in mind that motivation is the only influence on a person's performance level. Also involve are the individuals abilities and understanding of what behaviors' are necessary to achieve high performance. Motivation, abilities and role perception are all inter-related. The neglect of one factor discouraged or inhibits high performance. The performance level is likely to be low, even if the other factor encourages performance.

For the purpose of this discussion, terms such as need, Desire, aspiration and drive will be used interchangeably. Since every employee has needs, he is capable of being motivated. The task of management is to determine what are the valued needs

that make him react according to organizational desires, to increased productivity.

## **2.2 THE IMPORTANT OF MOTIVATION IN AN ORGANIZATION.**

Motivation is the absolute essential in the attainment of organizations goals. Motivation is a major tool in management, since the success or failure of management depends predominantly upon how well his subordinates performs or react. The needed skills and knowledge are additive to the achievement of the adequate understanding of human motivation would improve managers competence both in bringing up employee, potential and achieving effective and efficient performance from others.

## **2.3 THE HISTORICAL DEVELOPMENT IN AN ORGANIZATION**

Early explanation of motivation focused on instincts psychologist writing in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries suggested that human being were basically programmed to

behave in a certain way, depending upon the behavioral cues to which they were exposed. Sigmund Freud, for example, argues that the most powerful determinants of individual behavior were those of which the individual was not consciously aware.

According to motivation and leadership at work (steers, porter, and Bigley (1996) in the early 20<sup>th</sup> century, researchers began to examine other possible explanation for differences in individual motivation. Some researcher focused on internal drives as an explanation for motivated behavior. Others studied the effort of learning and how individuals base current behaviour on the consequences of past behaviour. Still others examined the influence of individual cognitive processes, such as the beliefs they have about future event. Overtime, these major theoretical streams of research in motivation were classified into two major schools: the content theories of motivation and the process theories of motivation.

## ❖ MAJOR CONTENT THEORIES

Content (or need) theories of motivation focus on factors internal to the individual that energize and direct behaviour. In general, such theories regard motivation as that product of internal drives that compel an individual to act or move (hence, “motivate”) towards the satisfaction of individuals needs. The content theories of motivation are based in large part of early theories of motivation that trace the path of action backward to their perceived origin in internal drives. Major content theories of motivation are Maslow’s hierarchy of needs, Alderfer’s ERA theory, Herzberg’s motivator – Hygiene theory and McClelland’s learned needs or three – needs theory.

## ❖ MAJOR PROCESS THEORY

Process (or cognitive) theories of motivation focused on conscious human decision processes as an explanation of motivation. The process theories are concerned with determining how individual

behaviour is energized, directed and maintained in the specifically willed and self – directed human cognitive processes. Process theory of motivation is based on early cognitive theories, which posit that behaviour is the result of conscious decision-making processes. The major process theories of motivation are expectancy theory, equity theory, goal-setting theory and reinforcement theory.

Since human race is dynamic, concept of motivation is also dynamic. As outcomes of dynamism of human race it undergoes some stages of changes and development. Donnelly et al (1995: 305) identifies some theories of motivation, each depending on the management thought.

## **2.4 CONCEPTS AND DEFINITION OF MOTIVATION**

Any discussion of motivation is inevitably related to the study of needs. Between motives and needs exist an inter- dependence. Motives actuate and direct actions to be taken in satisfaction of

identified needs. Motivation act as an energizing force which originales, sustains and direct activities towards diverse objectives. Through the stimuli of motives men are inspired to achieve in their professional and private lives.

Motivation has been variously linked with urges, instincts, purpose, goals, desires, wants, needs, motives, drives etc. It is looked as involving the psychological, and the social aspect of human being. According to Abadamosi and Adebakin (1997, pp33), motivation basically means "an individual needs, desires and concept that cause him or her to act in a particular manner." It involves how to make the individual put in extra effort willingly in the work setting.

Interest in motivation is basically with respect to work. Therefore, operational meaning and definitions reflecting this is of interest. Julius Michael (1975, PP265) motivation is the process of creating organizational conditions which will impel employee's to strive to attain company goals. – Work motivation has been

define as "conditions which influences the arousal, direction and maintenance of our behaviours relevant in work setting". Hodgetts, Richard (1977, PP 385) motivation is the influence or drive that causes us to behave in a specific manner and has been described as consisting of energy direction and sustainability. (Koith, 2007). In an organizational context, a leader's ability to influence is based partly on his or her skill and partly of the motivation level of the individual employee. Motivation theory explore multiple approaches to meeting individuals needs including theory Vroom (1964) need theory Maslow (1954) reinforcement theory skinner, (1971) and the widely used goals theory Karly (1993). It has been shown that predictors of motivation include job satisfaction, organizational, commitment, perceived/equally, Schnake (2007) in other words, motivation is either positively or negatively affected by the experience an employee has within a given work environment and with his or her leaders.

Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need, Vitus Morris (1963,PP 178)

Motivation is the stimulation of any emotion or desire operating upon one's will and prompting or driving it not action – Lillis J. C (1958, PP 103).

Olusala Aina says, "motivation is the difference between what a police can do and they actually do in a given situation".

According to him, motivation is the made up of two aspects.

- ❖ The conscious effort to gratify and satisfy those needs and
- ❖ An individual basic need.

Motivation involves a particular type of reason with basic needs and it is the needs that help to explain the action that is taken to satisfy them.

Organizations, we know exist to accomplish particular objective and to satisfy their needs as much as possible while they strive to accomplish organizational objectives.

## **2.5 THEORIES OF MOTIVATION**

Extensive studies and theories aimed at helping manager to get the best out of their workforce, giving them a sense of belonging and job satisfaction, and acting as satisfier and incentive to greater, and increased productivity have been propounded by both classical economists, social scientists and behavioral researchers. Some of those theories included the following

### **ABRAHAM MASLOW'S**

Maslow opined that man is a working animal who works towards the satisfaction of his needs. His view was that human unfold in a hierarchical order starting from the lower needs and that once a need is satisfied another one manifests itself. That probably account for the popular name "The Hierarchy of needs" given to

the theory. Those needs develop from the very basic needs of life, through a series of level to the more complicated higher level of motives.

Maslow graded the needs of man into the following hierarchy:

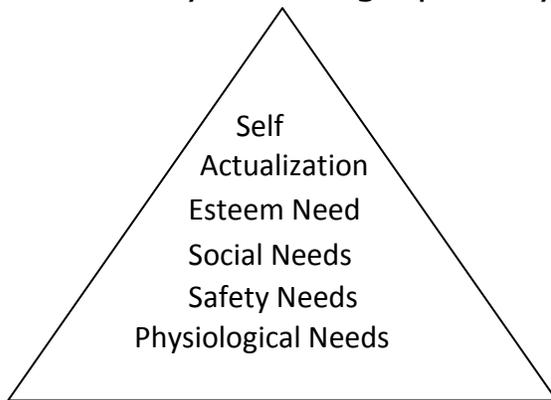
1. Physiological needs which are necessary to human survival, example food, water, sleep rest etc.
2. Safety needs, example security, order, stability, non-hostility.
3. Social or love needs example belongingness and friendly relationship with fellow citizens, need of companionship and association with others, affection and identification.
4. Ego or esteem or self expression need, example self respect, prestige, success etc and
5. Self actualization or self fulfillment needs.

These basic needs are related to one another and one that is satisfied actuates the other higher one, thus making man a

perpetually waiting animal. The theory however treats all human being a like, forgetting the individuality of each man and that what motivates one may not motivate another. The differences in background, upbringing, education and aspiration of individuals all have impact on human needs. This is evident in the fact that when every individual hustles for the basic needs of survival and safety, there is a variation henceforth. Others problems the theory did not look into include the problems of values in any definitive motivation theory, the relationship between appetites, desires needs and what is good for the organism, the etiology of the basic needs and their possible derivation in early childhood, ate definition of motivational concepts i.e. drives, desire, wish, needs, goals implication of our theory of hedonistic theory, the nature of the uncompleted act, of success and failure and of aspiration level, the role of association, habit and conditioning, relation to the theory of interpersonal relations, implications for psychotherapy, implication for theory of society, the theory of

selfishness, the relation between needs and cultural patterns, and the relation between this theory and all part's theory of functional autonomy.

This theory can be graphically represented below as follows:



**FIGURE1:** Maslow's need hierarchy

Maslow's theory has enjoyed great popularity on account of his classification of human needs in a convenient way and also because it has direct implications for managing human behavior in organization.

Application of the hierarchy of needs to management and the work place are obvious. According to the implications of the hierarchy, individuals must have their lower level needs not by,

for example, safe working condition, adequate pay to take care of one's self and one's family, and job security before they will be motivated by increased job responsibilities, status, and challenging work assignments. Maslow's theory has received several research support, extensive and entricisims. It is a popular theoretical framework in motivational studies.

### **ALDERFER'S ERG THEORY**

The ERG theory is an extension of Maslow's hierarchy of needs.

Alderfer suggested that needs could be classified into three categories, rather than five. These three types of needs are:

1. Existence
2. Relatedness
3. Growth

Existence needs are similar to Maslow's physiological and safety need categories.

Relatedness needs involve interpersonal relationship and are comparable to aspects of Maslow's belongingness and esteem needs.

Growth needs are those related to the attainment of one's potential and are associated with Maslow's esteem and self-actualization needs.

The ERG theory differs from the hierarchy of needs in that it does not suggest that lower-level needs must be completely satisfied before upper-level needs becomes motivational. ERG theory also suggest that if an individual is continually unable to meet upper-level needs that the person will regress and lower-level needs become the major determinants of their motivation. ERG theory's implications for managers are similar to those for needs hierarchy: managers should focus on meeting employee's existence relatedness, and growth needs, though without necessarily applying the proviso that, say, job, safety concern

necessarily take precedence over challenging and fulfilling job requirements.

## **MOTIVATOR-HYGIENE THEORY**

Fredrick Herzberg developed the motivator-hygiene theory. This theory is closely related to Maslow's hierarchy of needs but relates more specifically to how individuals are motivated in the workplace. Based on his research Herzberg argued that meeting the lower-level needs (hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied. Only if higher-level needs (motivators) were met would individuals be motivated.

The implication for managers of the motivator-hygiene theory is that meeting employees lower-level needs by improving pay, benefits, safety, and other job-contextual factors will prevent employees from becoming actively dissatisfied but will not motivate them to exert additional effort toward better

performance. To motivate works or employees, according to the theory, managers must focus on changing the intrinsic nature and content of jobs themselves by “enriching” them to increase employees’ autonomy and their opportunities to take on additional responsibility, gain recognition, and develop their skills and careers.

An analysis of these interviews led Herzber to conclude that certain factors led to job satisfaction, which he termed motivators and certain factors found in the two groups are summarized as follows

## **HYGIENE FACTORS**

- ❖ Leading to dissatisfaction:
- ❖ Policies and Administration
- ❖ Supervision
- ❖ Working conditions
- ❖ Money

- ❖ Job security
- ❖ Status
- ❖ Relationship with peers and subordinates

## **MOTIVATORS**

- ❖ Leading to satisfaction
- ❖ Achievement
- ❖ Recognition
- ❖ Responsibility
- ❖ Growth and development

## **ACHIEVEMENT THEORY/McClelland's LEARNED NEEDS THEORY.**

McClelland's theory suggests that individuals learn needs from their culture. Three of the primary needs in this theory are the need for affiliation (n Aff), the needs for power (n Pow), and the need for achievement (n Ach). The need for affiliation is a desire to establish social relationship with others. The need for power reflects a desire to control one's environment and influence

others. The need for achievement is a desire to take responsibility, set challenging goals and obtain performance feedback. The main point of the learned needs theory is that when one of these needs is strong in a person, it has the potentials to motivate behavior that leads to its satisfaction. Thus, managers should attempt to develop an understanding of whether and to what degree their employees have one or more of these needs, and the extent to which their jobs can be structured to satisfy them.

McClelland (1953) related these concepts directly to business drive and management. His research indicated that a strong need for achievement was related to how well individuals were motivated to perform their work tasks.

The need for achievement can be defined as a desire to excel or to succeed in competitive situations. In his research, McClelland found that people with high need for achievement have several characteristics of interest to managers:

- ❖ They like taking responsibility for solving problems
- ❖ They tend to set moderately difficult goals for themselves and to take calculated risks to achieve their goals.
- ❖ They place great importance on feedback on how well they are doing.

Thus, those with high achievement needs tend to be highly motivated by challenging and competitive work situations. Conversely, people with low achievement needs tend to perform poorly in competitive or challenging work situations.

### **V. H. VROOM & EXPECTANCY THEORIES**

Vroom (1964), in an influential work, focused his attention on individual behavior in the work place. He observed the work behaviour of individuals with the object of explaining the processes involved. He assumed that most of the observed behavior would be motivated, i.e. That it was the result of preferences among possible outcomes and

expectations concerning the consequences of actions. His principal methodology was 'objective observations'.

The essential elements of Vroom's ideals have come to be called "Expectancy theory". The crux of this theory is that motivated behavior is a product of two key variables:

- ❖ The valence of an outcome for the individual, and
- ❖ The expectancy that a particular act will be followed by a predictable outcome.

Valence is the anticipated satisfaction from an outcome. This distinguishes it from the value of the outcome, which is the actual satisfaction obtained. Expectancy is a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. The product of valence X Expectancy is force. Force is used in the sense of pressure to perform an act. Thus the basic formula designed by Vroom can be stated as follows:

**FORCE (MOTIVATION) = VALENCE X EXPECTANCY**

Vroom's ideas have been pursued by numerous other theorists to the extent that in his review of motivation theory, Guest (1984) concluded that 'Expectancy theory continues to provide the dominant framework for understanding motivation at work'. Lawler & Porter (1967), in particular, have extended Vroom's ideas by developing a model which attempts to address two major issues:

- ❖ What factors determine the effort a person put into his job?
- ❖ What factors affect the relationship between effort and performance?

The variable selected by Lawler and Porter were as follows:

- ❖ Effort
- ❖ The value of rewards
- ❖ The probability that rewards depends on effort
- ❖ Performance
- ❖ Abilities

❖ Role perceptions.

Underlying their basic model (see Figure 2) is the assumption that people act on the basis of how they perceive situations. This subjective aspect of the model is crucial.

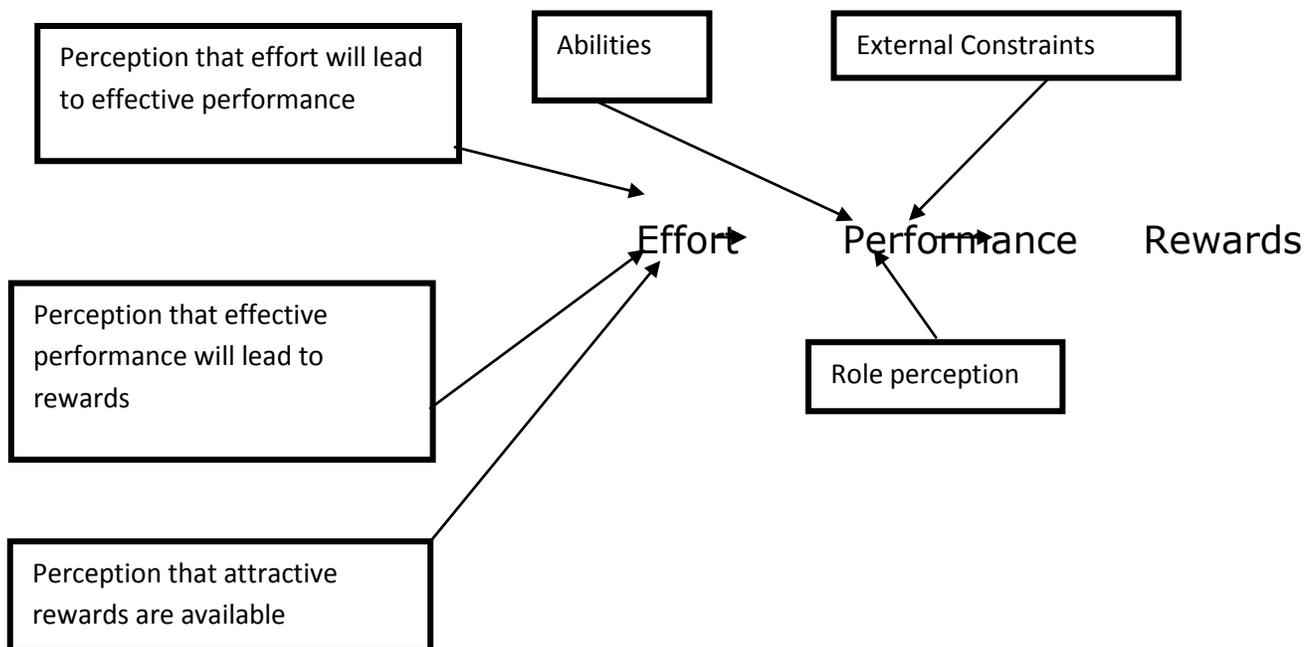


Figure 2 simplified model of expectancy theory (based of lawler & Porter, 1967).

The mode indicates clearly how effort is determined by individuals' perception of their situation. It also shows that performance is qualified by individuals own abilities and

understanding of their role, as well as by the constraints in the environment (e.g. company policy).

In his opinion, the main variables affecting job satisfaction were:

- ❖ Supervision
- ❖ The work group
- ❖ Job content
- ❖ Wages
- ❖ Promotional opportunities
- ❖ Hours of work.

In concluding his discussion on job satisfaction, Vroom comments that: people's reports of their satisfaction with their jobs are Directly related to the extent to which their jobs provide them with such rewarding out come as pay, variety in stimulation, consideration from their supervisor, a high probability of promotion, close interaction with co-workers, an opportunity to influence decisions and control over their place of work.

## **EQUITY-THEORY**

Equity theory suggests that individuals engage in social comparison by comparing their efforts and rewards with those of relevant others. The perception of individuals about the fairness of their reward relative to others influences their level of motivation. Equity exists when individuals perceive that the ratio of efforts to rewards is the same for them as it is for others to whom they compare themselves. Inequity exists when individuals perceive that the ratio of efforts to rewards is different (usually negatively so) for them than it is for others whom they compare themselves. There are two types of inequity—under-reward and over-reward. Under-reward occurs when a person believes that he or she is either puts in more efforts than another, yet receives the same reward, or puts in the same effort as another. For a lesser reward. For instance, if an employee works longer hours than her co worker, yet they receive the same salary, the employee would perceive inequity in the form of under-reward.

Conversely, with over-reward, a person will feel that his efforts to reward ratio is higher than another person's, such that he is getting the same reward even with less effort. While research suggests that under-reward motivates individuals to resolve the inequity, research also indicates that the same is not true for over-reward. Individual who are over-rewarded often engage in cognitive dissonant, convincing themselves that their efforts and rewards are equal to another's.

According to equity theory, individuals are motivated to reduce perceived inequity. Individuals may attempt to reduce inequity in various ways. A person may change his or her level of effort, an employee who feels under-rewarded is likely to work less hard. A person may also try to change his or her rewards, such as by asking for a raise. Another option is to change the behavior of the reference person, perhaps by encouraging that person to put forth more effort. Finally, a person experiencing inequity may change the reference person and compare him or

herself to a different person to assess equity. For managers, equity theory emphasizes the importance of a reward system that is perceived as fair by employees.

## **MCGREGOR'S THEORIES X AND Y**

McGregor (1960) evolved two sets of propositions and assumptions about the nature and behaviors of people in organizations.

These he termed "Theory X and Theory Y". The assumptions are as follows:

### **THEORY X ASSUMPTIONS**

- ❖ The average man is inherently lazy.
- ❖ He lacks ambitions, dislikes responsibility and must be led.
- ❖ He is resistant and is indifferent to organizational needs.
- ❖ Coercion and close control are required to induce him to work.

## **THEORY Y ASSUMPTIONS**

- ❖ To the average man, work is as natural as rest or play.
- ❖ Motivation, potential for development, imagination and ingenuity are present in all people given proper conditions.
- ❖ Coercion and close control are not required to force him to work.
- ❖ Given proper condition, people will accept and seek out responsibility

As McGregor notes, "behind every management action or decision are assumption about human nature and human behavior,". Those managers who subscribe to theory Y behave according to the postulate in theory Y. they believe that human beings like to take responsibilities and that commitment to objective is a function of the rewards associated with it. These rewards are the needs that motivate them to act. The rewards create the tension in the individual that subside when realized.

How we act or react toward other people is influenced by our assumptions about those people. If we believe that an employee has a special dislike for work and will avoid it if he can, if we believe that he is at work because he needs money to satisfy his physiological needs, we will attempt to motivate him with money and threaten him with loss of employment (security need) if he does not put in a measure of his effort.

Thus, in adopting theory X, management must direct, persuade, punish and control the activities of people and seek to coerce and modify people's behavior to fit needs of the organization.

## **GOAL-SETTING THEORY**

The goal-setting theory posits that goals are the most important factors affecting the motivation and behavior of employees. This motivation theory was developed primarily by Edwin Locke and Gary Latham. Goal -setting theory emphasizes the importance of specific and challenging goals in achieving motivated behavior.

Specific goals often involve qualitative target for improvement in a behavior of interest. Research indicates that specific performance goals are much more effective than those in which a person is told to "do your best".

Challenging goals are difficult but not impossible to attain. Empirical research supports the proposition that goals that are both specific and challenging are more motivational than vague goals or goals that are relatively easy to achieve.

Several factors may moderate the relationship between specific and challenging goals and high levels of motivation. The first of these factors is goal commitment, which simply means that the more dedicated the individual is to achieving the goal, the more they will be motivated to exert effort toward goal accomplishment. Some research suggests that having employees participate in goal setting will increase their level of goal commitment. A second factor relevant to goals-setting theory is self-efficacy, which is the individual's belief that he or she can

successfully complete a particular task. If individuals have a high degree of self-efficacy, they are likely to respond more positively to specific and challenging goals than if they have a low degree of self-efficacy.

## **2.6 TYPES OF MOTIVATION**

There are two kinds of motivation: positive and negative motivation. If people work out of fear and reasons of punishment and reprimand, it is negative motivation. On the other hand, if people work willingly and without fear and reason of punishment, it is positive motivation.

According to Gbadamosi and Adekakin, the two basic types of motivation often identified are intrinsic and extrinsic motivation.

### **INTRINSIC MOTIVATION**

They describe intrinsic motivate as "the motivation that is within the individual. It is internal motivation hence it is not

manipulated. It describes the feeling of being re-cognized, praised of for a job well-done and participation in whatever we can do, "(Gabadamosi & Adebakin)

In making assumptions about the nature of man, researchers have discovered that man is a more complex individual than rationed economic, social or self actualizing man. Not only is he more complex within himself but he is also likely to differ from his neighbors and co-workers in the partner of his own complexity. Some of the assumptions underlying this complexity are:

- ❖ Man is capable of learning new motives through his organizational experience.
- ❖ Man can become productively involved with an organization on the basis of many different kinds of motives. This ultimate satisfaction and effectiveness of the organization depends only in part in the nature of his motivation.

- ❖ Man is not only complex, but highly variable, he has many motives which are arranged in some sort of hierarchy and importance to him. This change from time depending on his mood and the current situation.
- ❖ Man's motives in different units in the same organization may be different. A person who is alienated in the formal organization may find fulfillment of his social and self actualization needs in the informal organization.

### **EXTRINSIC MOTIVATION**

Extrinsic motivation is an external one. It is not within the person. It is therefore manipulatable. In industry, it relates to the work environment, hence it can be influenced or changed. Extrinsic or external motivation concerns such motivation like money, retirement benefits, health insurance and compensation as well as other motivational incentives.

## **2.7 APPLICATION OF MOTIVATION AND IMPLICATION ON EMPLOYEES PERFORMANCE.**

These are various incentives and techniques which organizations can use in motivating their employees. These incentives or techniques may be divided into two categories, viz

- ❖ Financial incentives
- ❖ Non-financial incentives

### **FINANCIAL INCENTIVES**

Some individuals are ready and willing to define motivation as money. Most people are motivated by money. Financial incentives may come in the form of:

- ❖ Wages and salaries
- ❖ Bonus
- ❖ Allowances
- ❖ Other financial benefits

The importance of money as a motivator, even though played down by many behaviorists, cannot be over-emphasized, particularly in this part of the world where money seems to be the one and only important motivator. Money is a crucial incentive in any work setting and to most workers in many parts of the world particularly in the developing countries where the level of poverty, unemployment and other social malaise reign supreme.

Money is a very complicated motive because it is intertwined with most needs and it can provide most human needs from physiological (food, water, housing etc) to esteem (like schooling, education etc) to safety and even self actualization (possession of luxury goods). It is however what money can buy that seems to give it so much importance and not strictly its value. To some individual, money can symbolize almost anything to the extent of worshipping it.

People do not work only for money, but certainly, few individuals, if any will work where no money is involved at all. This is why even though employees complain of poor pay, nobody ever seems to reject or refuse the pay totally.

However, for money to motivate an individual's performance. It has been argued that certain conditions must be met, (Robbins, 1989, pp 205)

- ❖ Money must be important to the individual
- ❖ Money must be perceived by the individual as being as direct reward for performance.
- ❖ The marginal amount of money offered for the performance must be perceived by the individual as being significant.
- ❖ Management must have the discretion to reward high performances with more money.

## **ARGUMENTS FOR AND AGAINST FINANCIAL INCENTIVES**

Researchers have shown that approximately 50 of people in some industries are paid by results. Also statistically correct is that many successful companies use incentive system just as approximately equal proportion have also succeeded without using incentive systems. This suggests that philosophically, there are valid arguments both for and against such methods for payment.

Roots (1988, pp 87) in her summary of these arguments has identified the practical arguments against incentives as follows:

- ❖ Financial incentives schemes tend toward, and therefore put emphasis on the qualitative rather than the qualitative aspects of output and services.
- ❖ In a unionized workforce, application of incentive schemes is difficult. This is because to the unions primary exist to raise the earnings of its members

- ❖ Financial incentive schemes distort differentials. This is because in most cases, the scheme applies to less than the whole workforce. It therefore becomes almost impossible in arriving at an acceptable equitable criterion of application.

Despite these and other arguments, Roots has observed that all financial incentives schemes have a limited life at the end of which they have to be abandoned or modified to meet changed conditions. Opponents of incentives, Roots continues, argue that inevitable, some element of the bonus or piece-rate will be built into the new rate as part of the cost of change, and thus raise the new pay to a higher level than it would otherwise have been. Roots concludes that experience suggests that when this stage is reached, it is often because the scheme is no longer cost-effective as a motivator, that is the employee is already getting money for little or no extra effort.

Write on management, including those who are stronger on theory than practice, Roots has observed, will accept that money

is a motivator, and this has to be top of the list of arguments using it.

Thus:

- ❖ In supporting financial incentives, they argue according to Roots, that because employees want to increase their earnings, they will cooperate with efforts to achieve higher production if it also means more money. Thus they will more willingly accept work measurement they would otherwise reject.
- ❖ The amount of time which employee spends actually working will also probably increase where financial incentive are used. Root has observed that people tend to adopt a standard of living which matches their earnings and periods off work due to sickness, for example become more of a hardship where incentives pay creates a big gap between earning at work and income off work.

- ❖ The right type of incentive, the supporters will argue, can create an interest in and identification with the organizations objectives and problems, and do this more successfully than employees contribution without giving share in the result. Except promises of greater job security.

In concluding, Roots stresses that with or without incentives, work measurement is an important management tool. Whether applied in the factory, shop or office, however, it needs to be used by people trained in the technique properly applied work measurement, which is essential in individual incentives schemes, also ensures a fair distribution of work, enables objective targets to be set, helps in identifying blockages, provides a basis for costing and manpower budgeting and provides a means of measuring the results of changes in layout, mechanization etc.

## **NON-FINANCIAL INCENTIVES**

The non-financial motivators give personal satisfaction to the individual. It is a reward which gives inner joy to the individual but cannot be measured and qualified terms of money. The following constitute non-financial motivation:

- ❖ Promotion
- ❖ Objective setting and appraisal
- ❖ Job security
- ❖ Increased responsibilities
- ❖ Authority and Accountability
- ❖ Job enrichment
- ❖ Understanding the subordinates goals
- ❖ Full appreciation for work done
- ❖ The loyalty of management to workers
- ❖ Sympathetic understanding of their personal problems
- ❖ Tactful discipline
- ❖ Good and favorable company policy

❖ Good and favorable working conditions

These are factors that motivate today's workforce to higher performance as money does not motivate all employees neither does it motivate under all conditions and at all times.

### **IMPLICATIONS ON STAFF PERFORMANCE**

Motivation is a force which activates dormant energies and sets in motion the action of the people. It is the function that rekindles a burning passion for action among the workforce in an organization. For motion to succeed, care must be taken to motivate using the tools of promotion, praise, prestige and pay. (Chris Obisi 1996, pp 3060)

According to Obisi (1996),. For motivational tools to succeed, it must by dynamic, motivational techniques which are not flexible are dangerous and counter-productive. Organizations must and should not forget that a satisfied need is no longer a motivator of behavior. Environmental and organizational and even individual

changes should not be forgotten while organizing and implementing motivational tools.

He says further that when the workforce is adequately motivated, the organization derives some benefits and advantages which are reflected in:

- ❖ Enhanced individual and organizational growth
- ❖ Enhanced quality
- ❖ Improved safety
- ❖ Enhanced group dynamism
- ❖ Enhanced good labour management relations
- ❖ Improved productivity and performance

For the individual, adequate motivation leads to job satisfaction is. Job satisfaction is generally viewed as an emotional response and represents the degree to which a person likes his or her job. Feeling of job satisfaction or dissatisfaction tend to reflect more of

the employee appraisal of job experiences in the present and past more than expectation for the future.

Job satisfaction is a specific subject of attitudes held by people. It is the attitude one has towards his or her job. It is one's effective response to the job. Job satisfaction is concerned with the feelings one has towards the job and work motivation is concerned with the behavior that occur on the job. Job satisfaction can be defined by two commonly accepted job believes about the job Viz.

- ❖ Employee perception of what the job is currently providing.
- ❖ What the employee wants the job to provide or believes the job should provide.

Logically therefore, if an employee believes that what the job is providing is equal to what the job should provide, then there is job satisfaction and vice versa. There are three components of job satisfaction, these are:

- ❖ Organizational policies and practices such as promotion, compensation etc.
- ❖ The people the employee work with: superior, peers and subordinates

The work itself

## **DETERMINATES OF JOB SATISFACTION**

Many factors have been identified as determinants of job satisfaction. They include:

- ❖ Security
- ❖ Demographic variables
- ❖ Pay
- ❖ Supervision
- ❖ Working condition
- ❖ Recognition
- ❖ Occupational level

- ❖ Intrinsic features of work (variety, responsibility, creativity, control over work methods etc)

## **CONSEQUENCES OF JOB DISATISFACTION**

A de-motivated or de-satisfied workforce exhibits negative tendencies which are in the form of:

- ❖ Labour turn over
- ❖ Absenteeism
- ❖ Reduced productivity (Abadamosi and Adebakin) therefore, merit and hard work must be rewarded adequately. Rewards based on personal influences demoralize the workforce. In any organization where rewards are likely to be misplaced, where a spirited man is not as such respected and admired, motivation tools cannot bear fruit. It is a curse on advancement in an organization where merit plays second fiddle because of personal influences. Organizations will do

well if they avoid demoralizing influences in designing and implementing motivational tools.

## **2.8 THE IMPACT OF MOTIVATION ON EMPLOYEE'S JOB PERFORMANCE**

Motivation is a term that has been used frequently in many contexts. In my own point of view, motivation is the inner striving that initiates a person's actions. In English, we are referring to the willingness to exert high level of efforts ability to satisfy someone individual's needs. According to Ajuogu (1996:47) "motivation is an internal psychological process", it means the motive power that makes people behave the way they do.

From this definition, we have understood that employee is motivated when efforts is made to satisfy his personal goal. The level of impact of motivation feel by organization depends on how the employees is being motivated.

According to Sherman et al (1988: 308) "this implies when there is fitness between the job characteristics and employee personality and expressed in the amount of congruence between one's expectation on the job or reward that job provides". Job performance is that received from their employment is largely dependent upon the extent to which the job and everything associated with it meet their needs want. In English, wants are the conscious desires for things conditions that an individual will provide performance. Another factor that lead to performance is the sense of accomplishment on the part of the employee. Where an employee contemplating on how to achieve a particular level either in his job place with the expectation frequently lead to dissatisfaction with the performance.

In a nutshell, those factors giving rise to job performance were called hygiene factors.

Hygiene factor maintenance an employee, they do not know if a person is healthy rather they prevent unhealthiness when an organization meets. The hygiene needs of employee's dissatisfaction with performance would be eliminated but he would not be motivated to work harder.

In English, Herzberg motivational factors are job centered that is to say, it relates directly to job itself, the individual performance, job responsibilities, and growth and recognition obtained from it. According to Donnelly (1995: 312) "maintenance factors are peripheral to the job itself and more related to external environment of work". It is also clarified by another important finding of the study is that when employee are highly motivated they will have a high tolerance of dissatisfaction arising from maintenances factors.

The distinction between motivation and maintenance factors is similar to what psychologist have describe as intrinsic and extrinsic motivation.

Intrinsic motivators are part of the job, such as self regulation, pride and increased self worth that occur by performing a job. Extrinsic motivators are external rewards, such as pay promotion and time off that are given by a manager to motivate employee. In a nutshell, pay off course is a good example of what Herzberg classified as a maintenance factor and what some psychologies called extrinsic motivator for that he will be satisfied when he attains his goal. Therefore, the increase in his production becomes an instrument to achievement of a job performance.

Behavioral scientists believe that satisfaction lead to performance that he will be satisfied when he attains his goals. Therefore, the increase in his production becomes an instrument of performance.

They also defend that satisfaction leads to improvement performance and dissatisfaction detracts from performance.

Employee view their rewards equitable when their inputs in the organization and their outputs compare to the inputs of their output are equitable, this will result in satisfaction. But when the employee realized that in equity exists, there will be reduction in effort.

According to schevman et al (1988: 310) "dissatisfaction may result to absenteeism, lateness to work, and behavior that are detrimental to the organization".

In a nutshell, it is generally accepted that rewards play very essential role in maximum result. They are closely related with performance. The concepts, motivation and employee's job performance can be integrated.

## **2.9 MONEY AND JOB SATISFACTION**

Money can be overlooked as a motivator most organization use money as the obvious measure of success. Though in actual sense, money is not standard measure because of the role

money plays in our organization, therefore it is viewed as a prime motivator. The limitation of money in the motivation comes as a result of varying structure of human needs.

Moreover, money has lasting impact on our live time efforts, security, respect, success and satisfaction we derive from it.

In a nutshell, the satisfaction by derived from money is not through purchasing possessions, but as a means of happiness self-esteem and security.

## **2.10 JOB DESIGN**

In the year before 1900, conventional practices were found to be in adequate to meet demands from the changing economic social and technological environment. Experiments were conducted to find the efficient styles and procedures for control.

For the experiments developed as system of management which is known as scientific management. The scientific

approach investigates average operating problems is using scientific research.

Moreover, job design is concerned with the relationship between workers and the nature and content of jobs and their task functions. It is attempts to meet people's personal and social needs at work through reorganization or re-structuring of work.

There are two major reasons for attentions to job design:

1. To enhance the personal satisfaction that people derive from their work
2. To make the use of people as a valuable resource of the organization and to help overcome obstacles to their effective performance.

**Job specialization:** occur where resource are exclusively used to make a narrow range of productions. Because of concentrating on the limited range of work. Cost of maintenance and stocks fall

because variety is reduced. Therefore, job specification involves knowledge, skills and experience. Inyang et al (2002: 265).

**Job rotation:** it is the most basic form of individual job design it entails moving a person from one job or task to another. It attempts to add some variety and to aid remove boredom, at least in the short term.

However, if task involved are all way similar and routine, then once the person is familiar with the new task the work may quickly prove boring again.

**Job enlargement:** is a form disspecialization in that the number in task theoretically makes the job more interesting and challenging, consequently, job becomes psychologically rewarding.

According to mullins (1996: 531) job enlargement is horizontal job design it makes a structure bigger”.

**Job enrichment:** it is suggested formally by Herzberg. This entails building into individual jobs greater scope for personal achievement recognition and responsibility.

It is concern primarily strengthening the motivational factors and only incidentally with maintenance.

## **2.11 PRODUCTIVITY**

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 automated 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 productive organization will produce more units of outputs with given units of input.

## MEASURING PRODUCTIVITY

Productivity can be measured in two ways

1. Total productivity
2. Partial productivity

**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.

**Partial productivity:** This measures the productivity of each component of input example.

- ❖ Employee productivity index i.e., total number of goods and services produced divided by the number of hours expended.

- ❖ Raw materials productivity which can be defined as the quantity of output divided by the units of energy consumed. This is the most commonly used index to measure productivity.
- ❖ Equipment productivity index: this is the output of assets, sometimes the overall turnover ratio is used to measure this productivity.

### **Improving productivity**

Improving productivity of individuals, groups, organization or the society is dependent on a number of factors which include:

- ❖ Productivity of individuals: worker's attitudes have an important influence on productivity according to Weiss, this is contingent on willingness of the individual to perform and the ability to do. These two variables can range between low and high

## Willingness to do

|   |  |
|---|--|
| (a) Low ability to do and low willingness to do.  | (b) High ability to do and low willingness to do.  |
| (c) Low ability to do and high willingness to do. | (c) High ability to do and high willingness to do. |

Figure 2 Ability to do

The interaction between these two factors may create four situations;

- (a) Low ability to do and low willingness to do.
- (b) High ability to do and low willingness to do
- (c) Low ability to do and high willingness to do
- (d) High ability to do and high willingness to do

Individuals who fall into the category (d) are high performing individuals while individuals that belong to category (a) are low performing individuals. Category (b) individuals will require some degree of motivation in order to improve their performance while category (c) will require training to improve their skill.

- ❖ Productivity of Groups: This can be determined in terms of task-goals, personal goals

This is the ability to achieve the set standards and personal goals of members. Factor affecting productivity of groups include

- ❖ Good leadership
- ❖ The nature of the task
- ❖ Environmental factors
- ❖ Motivation of members
- ❖ Structured of the task
- ❖ Group collusiveness

Organizational productivity: The productivity of organization as well as the society is dependent on a number of factors. Mckinsey in his comparative study of American and Japanese organizations developed a model which was subsequently used by paseale and Auchos (1981). The model identified seven main variables in productivity of organization. They include:

- (a) Style: This is the leadership style used in influencing subordinate.
- (b) Super-ordinate goals which will link all other variables
- (c) Strategy: That is the means of attaining and implanting decisions
- (d) Structure: The methods of differentiating and interpreting work activity.
- (e) Skills: That is the ability of employees
- (f) System: That is particularly the information processing system
- (g) Staff: That is the characteristics of employees in the organization. Variables c, d and f are referred to as the hard S's while variables g, e and a are known as the soft S's variable (b) is the linking s.

### **Factors influencing productivity**

The role of management in influencing productivity gains is clear. In general, the productivity of an organization as well as a nation

will be dependent on the level of motivation, leadership, technological development and availability of labour.

However, many other interrelated factors also affect productivity. Their complexity is clear when we look at the following considerations;

- ❖ Tax policies
- ❖ Inflation
- ❖ A shift in worker attitudes and motivation
- ❖ Cost to industry of government regulation
- ❖ Increased use of alcohol and drugs
- ❖ Changes in family structure
- ❖ Growth of the less productive service sector
- ❖ Workforce: the makeup of the workforce is very important to productivity.
- ❖ Condition of facilities: and investment in new plants and equipment

- ❖ Energy cost: The costs of oil, gas and electricity have a significant effect on productivity.

The impact of these factors as enumerated above, upon the future productivity growth is varied. Some factors may be temporary and their effects already absorbed by the economy. Other factors, such as drugs abuse and changes in family structure, are social problems affecting all levels of national life. Some must however be addressed by managers if productivity gains necessary to counter inflation and improve the quality of life for all are to be realized. In this latter category are such factors as new facility investment and research and development programmes.

## **PRODUCTIVITY MANAGEMENT**

In an attempt to improve productivity, some organizations have set up systematic and coordinated productivity improvement

programmes. These methods can be discussed under the following heading:

- ❖ Quality of work life (QWL): quality of work life means a set of objectives, organizational condition and practices such as enrichment, democratic supervision, employee involvement and safe working conditions.
- ❖ It may also be equated with employees' perception that they are safe, relatively well satisfied and able to grow and develop as human beings.
- ❖ Product and process improvement: organization establishes research and development units to conduct both basic and applied research on improving the product and process. Such research will enhance worker productivity.
- ❖ Work and job improvement: the design of the job through job design and redesign, motion analysis and time study are some programs put in place by well established organization to improve productivity.

❖ Organizational change: systematic attempt to alter the structural relationship and roles assigned to people for effective functioning of organization. The main approaches to organizational change are structural (attempt to alter the structure), technological (attempt to analyze and refine the interactions between workers and machine to increase efficiency to the work place) people (attempt to change behavior of employees directly by focusing on their skills, attitudes, perception and expectation) and organizational development.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION:**

This chapter discusses the preliminary survey to show the flexibility of the study, the techniques and tools of data collection, and explain the population. It also explains the design and method for administering the questionnaires and the statistical tools that will be used in analyzing the research data and testing of the research hypothesis and decision criterion for the validation of the research hypotheses. The research work is under taken to discover the relationship between motivation and job performance in Access Bank Plc Enugu Metropolis.

#### **3.1 DESIGN OF THE STUDY**

This study is a survey research in which a questionnaire was used to collect data in order to ascertain the impact of motivation on employee's job performance in an organization. A case study on

employee's of Access Bank Plc Enugu Metropolis. There were questions of multiple choice disagree or agree, yes or No. The survey design is generally conceived to be a design in which a group of people or items are studied by collecting and analyzing data from only a few people or items considered to be representative of the entire group.

### **3.2 AREA OF THE STUDY**

The location of the study was at Access Bank Plc opera Avenue branch and Abakaliki Road Branch Enugu State.

### **3.3 POPULATION OF STUDY**

According To Harper (1971) viewed population as the group of people or items from which information can be obtained.

Population can be defined as a group from which a sample is drawn. It can be anything depending on what you are studying.

The population of this study is restricted to all the staff of Access Bank Plc.

### **3.4 SAMPLE AND SAMPLING TECHNIQUE**

Sampling or sample according Harper (1971) is a group of items taken from the population for examination. It is simply a smaller part of the population. Samples are useful because they allow the researcher to examine the characteristics of the population.

Without having to study the whole population because, it is a known fact that the whole population cannot be studied hence a sample will be drawn to represent the population. Since the findings from the study of the sample will be used to generalize for the population. The entire employee will be given equal chance of being included in the sample.

A sample of sixty (60) staffs was used stratified sampling method was used for the research.

The study will cover a sample of the following level of staffs. Top management, middle management, lower management and junior staff as follow:

|                   |   |                  |
|-------------------|---|------------------|
| Top management    | - | 2                |
| Middle management | - | 5                |
| Lower management  | - | 5                |
| Junior staff      | - | 48               |
| <b>Total</b>      |   | <u><b>60</b></u> |

### **3.5 INSTRUMENT FOR DATA COLLECTION**

Data collection relied on the following:

- ❖ Questionnaire: questionnaire were administered to the staff of Access Bank Plc directly by the researcher though the researcher was assisted by some staff in distributing the questionnaire around and it was collected some days after and was returned properly filled.

- ❖ Interviews especially the junior staff and the human resource manager.
- ❖ Data were collected from available company documents such as:
  - (a) Letters and memos
  - (b) Circulars and directives
  - (c) Company's handbook of policies and procedures
  - (d) The company's website
  - (e) Other available and relevant organization document.

### **3.6 VALIDATION OF THE INSTRUMENT**

In order to prove that the instruments used were valid a pilot test was conducted. According to Asika (1991) pilot study are conducted to protest the study schedule, which is validated in the process. This was done to test the usefulness of the instrument as well as to ensure that the possesses the characteristics, which a good measuring instrument should have.

### **3.7 RELIABILITY OF THE INSTRUMENT**

In order to maximize the reliability of the instrument the researcher with the help of experts in measurement and evaluation ensured that the questions in the questionnaire are not ambiguously presented to the respondents. In other word to ascertain the reliability of the instrument, questionnaires have been used by several researchers who have come out with reliable solution to the problems.

### **3.8 METHOD OF DATA COLLECTION**

The researcher administered the questionnaires personally to the respondents that are the staff of Access Bank Plc Opara Avenue and Abakaliki Road Branch, along Old park road. The researcher visited the outlet routinely issuing the questionnaires to the staff and also making sure that the issuance of double questionnaire was avoided and ensured minimum loss of questionnaires.

### **3.9 METHOD OF DATA ANALYSIS**

To test the main effects of each independent variable on these data, we used simple percentage ratio of respondents views to quality impression and chi-square for analyzing the data collected.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

The purpose of this chapter is to make a presentation of the data collected and analysis derivable from the parameter of interest. To achieve this purpose, a questionnaire was drawn up and administered on respondents who were staff of Access bank plc Enugu metropolis.

The areas covered in the questionnaire bother on the respondents' opinion on variables, which motivate or demotivate them and how these have impacted on their performance and attitude to work.

The analysis was done each individual parameter we have set out to investigate using simple percentages.

All the data used in this analysis were extracted from the opinion of the respondents as depicted in their repose to the statements in the questionnaire.

From the forgoing, an analysis of our data is presented in a form highlighting the opinions of our respondents who are all staff of Access Bank plc Enugu metropolis.

Structurally, the questionnaire comprises two sections labeled Section A and Section B. Section A pools question on the personal data of the respondents to throw light on some demographic data of the respondents while section B constitutes the technical questions and issues investigated in the study.

For easy comprehension of the analysis, the first column of each table shows the variables examined while the second indicates the number of respondents who agrees with each variables. Column three indicates the simple percentage breakdown of the number of respondents for better and clearer understanding.

## Section A

The section A of the questionnaire deals with personal data and demographic distribution of the respondents. The data is presented in tabular form as follows.

**Table 4.1 AGES OF RESPONDENTS**

| <b>Age</b>    | <b>Frequency</b> | <b>%</b>   |
|---------------|------------------|------------|
| 15 – 25 years | 6                | 12         |
| 26 – 35 years | 18               | 36         |
| 36 – 45 years | 12               | 24         |
| 46 – 55 years | 14               | 28         |
| 56 – 65 years | Nil              | 0          |
| <b>Total</b>  | <b>50</b>        | <b>100</b> |

Source: Field Work, 2012.

From table 4.1 above, it can be deduced that majority of the respondents were above 25 years of age. A further breakdown shows that 28% of the respondents were above 45 years of age but below 56 years. Thus, the respondents on the average can be

said to be mature enough to understand the issues addressed in this study.

**Table 4.2 STATUSES OF RESPONDENTS**

| <b>Job Status</b> | <b>Frequency</b> | <b>%</b>   |
|-------------------|------------------|------------|
| Junior staff      | 29               | 58         |
| Supervisory       | 6                | 12         |
| Middle management | 10               | 20         |
| Top management    | 5                | 10         |
| <b>Total</b>      | <b>50</b>        | <b>100</b> |

Source: Field Work, 2012.

Table 4.2 gives us an idea of the status of our respondents. Junior staffs that constitute 58% of the respondents have little or no input in decision making. They bear the brunt of unpopular decisions but have limited influence and understanding of the issues.

Both the supervisory and middle management cadre who constitute 12% and 20% respectively have inputs in decision making. Their opinion is therefore significant.

Top management who represent 10% or 10 of the respondents in absolute terms was the policy makers. They give direction on policy makers in the company subject to the approval of the executive cadre. They therefore represent a powerful group respondent.

From the supervisory through the middle to top management, we have 21 respondents 42% of respondents and were in a position to understand and opinionated on the issues. They therefore give credibility to this study.

**Table 4.3 LENGTH OF SERVICE**

| <b>Length of Service</b> | <b>Frequency</b> | <b>%</b>   |
|--------------------------|------------------|------------|
| Less than 2 years        | 3                | 6          |
| 2 – 5 years              | 32               | 64         |
| 6 – 10 years             | 13               | 26         |
| 11 – 15 years            | 2                | 4          |
| More than 15 years       | Nil              | 0          |
| <b>Total</b>             | <b>50</b>        | <b>100</b> |

Source: Field Work, 2012

From table 4.3 above, we can deduce that only 3 or 6% of the respondents were less than 2 years in the service of the company while 32 or 64% have spent 2-5 years in the service and constituted highest frequency and percentage.

13 of the respondents who have spend 6 years and above represented 26% of respondents and 2 or 4% have spend 11years to 15 years. Therefore, they constituted a group well a Brest of the situation of the company even from a historical perspective.

**Table 4.4 SEXES OF RESPONDENTS**

| <b>Sex</b>   | <b>Frequency</b> | <b>%</b>   |
|--------------|------------------|------------|
| Male         | 28               | 56         |
| Female       | 22               | 44         |
| <b>Total</b> | <b>50</b>        | <b>100</b> |

Source: Field Work, 2012.

Response to question 4 of section A of the questionnaire. Out of 50 valid responses recovered, 28 respondents representing 56% are male while 22 respondents representing 44% are female.

These indicated that the population of male staff are more in number than female staff of Access bank plc Enugu metropolis.

## **SECTION B**

This section seeks to enquire from the respondents their opinions on variables bothering on motivation and how these impact on staff performance

## Question One

**Table 4.5. What do you consider to be motivational factors?**

| <b>RESPONDS OPINIONS</b>         | <b>FREQUENCY</b> | <b>%</b>   |
|----------------------------------|------------------|------------|
| Financial benefit                | 13               | 26         |
| Non- Financial benefit           | 3                | 6          |
| Both financial and non-financial | 32               | 64         |
| None of the above                | 2                | 4          |
| <b>Total</b>                     | <b>50</b>        | <b>100</b> |

Source: Field Work, 2012.

Table 4.5 above represents the motivational factors. However 26% of the respondents emphasized that their motivation is financial benefit while 6% of the respondent indicated non-financial benefit. Financial and non- financial benefit recorded 64% of the total respondents as the motivational factor, while only 2% of the respondents supported none of the above opinions.

## Question Two.

**Table 4.6 People do not work only for money but certainly only few individuals will work where there is no money.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| I agree                 | 12                        | 24         |
| I strongly agree        | 16                        | 32         |
| I disagree              | 8                         | 16         |
| I strongly disagree     | 14                        | 28         |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field Work, 2012.

From the table above indicates that 16 respondents or 32% strongly agree and 12 respondents also agree that people do not work only for money but certainly, only few individuals will work where there is no money, while 14 respondents strongly disagree and 16% of the total respondent disagrees with the above fact.

People do not work only for money and non-monetary benefit but work for other reasons such as indicated in Table 4.6

### Question Three

**Table 4.7 People do not work only for money but work for other reasons such as;**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| Recognition             | 6                         | 12         |
| Promotion               | 2                         | 4          |
| Job enrichment          | Nil                       | 0          |
| All of the above        | 41                        | 82         |
| None of the above       | 1                         | 2          |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field work, 2012.

The above table shows that apart from the fact that people work for both financial and non-financial benefit, the respondents also believe that people can work for recognition, promotion and combined, hence 82% of the respondent support the three factors why people work. Also, 6% of the respondents say that recognition can enable people work while 4% of the respondents believe that people can work because of promotion, none of the respondent believe that people can work because of job

enrichment while 2% of the respondent believe that none of the above is not the reason why people work which probably suggests that financial and non- financial benefit could be the possible reason why people work.

To this effect, we decided to fine out reasons why people put in more effort in job performance and then the question is asked.

#### **Question Four**

**Table 4.8 what would make you to put in more effort in your job?**

| <b>RESPONSES OPINION</b>  | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|---------------------------|---------------------------|------------|
| Expectation of reward     | 26                        | 52         |
| Withdrawal of reward      | 1                         | 2          |
| Expectation of punishment | Nil                       | 0          |
| Personal satisfaction     | 22                        | 44         |
| Other factors             | 1                         | 2          |
| <b>Total</b>              | <b>50</b>                 | <b>100</b> |

Source: Field Work, 2012.

Table 4.8 shows that 52% of the total respondents believes that expectation of record would make a worker put in more effort in

his job performance while expectation of punishment has no effect on their job performance as the table indicates nil in the number of respondents. However, there is another factor that has little effect on performance and is withdrawal of reward which has 2% of the total respondents while personal satisfaction shows 44% of the respondents, who believe that it can make the workers put more effort in job performance. But apart from these, there are some other factor as indicated in the table which show that 2% of the respondents believes it could make the workers put more effort into their job performance, which identified work security and staff welfare.

## Question Five

**Table 4.9 Do you agree that people need to be coerced (threatened/ forced) before they can perform.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| Agree                   | 10                        | 20         |
| Disagree                | 40                        | 80         |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field work, 2012.

From the table above 20% of the respondents agree that people need them to be coerced to perform their duty may be in terms of threats, using punishment or withdrawal of rewards etc. while 80% disagreed with the use of perform their duty accepting the ethics of democracy and rejecting the evils of dictatorship. However, the table shows the massive rejection of leadership by force.

In view of this disagreement in the use of coercion, another question asked is whether people out their free will perform their duty hence new table presented below.

### Question Six

**Table 4.10 can people out of their free will perform job task.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| Agree                   | 26                        | 52         |
| Strongly agree          | 19                        | 38         |
| Disagree                | 3                         | 6          |
| Strongly disagree       | 2                         | 4          |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field Work 2012.

Table 4.10 above shows that about 52% agree that people out of their freewill can perform their duty while 38% of the total respondents strongly agrees and with confidence that people can do their work without be forced. Though about 6% disagreed with this view that people can perform their duty out of freewill. From

the above table 4% of the respondent strongly disagree with this notion.

### Question Seven

**Table 4.11 which of these training does the company organized for their workers.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| On-the-job training     | 44                        | 88         |
| Off-the-job training    | 3                         | 6          |
| None                    | 3                         | 6          |
| Others                  | Nil                       | 0          |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field Work 2012.

Table 4.11 above shows that 88% of the workers under go on-the-job training while 6% of the workers under go off-the-job training, 6% of the respondent indicates that none of the above training is available while others as shown in the above indicates nil.

## Question Eight

**Table 4.12 has the training had any significant on your performance.**

| <b>RESPONSE OPINION</b> | <b>NO OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|--------------------------|------------|
| Yes                     | 47                       | 94         |
| No                      | 3                        | 6          |
| <b>Total</b>            | <b>50</b>                | <b>100</b> |

Source: Field work 2012.

Table 4.12 above show that 94% of the respondents say yes that various training they acquired contributed significantly to the improvement in their performance. However 6% of the total respondent disagreed or say No with this view. These could be those who have not undergone any training programmed since they were employed by the company.

## Question Nine

**Table 4.13 Are you given any opportunity to apply your training after the training performance.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| Yes                     | 47                        | 94         |
| No                      | 3                         | 6          |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field work 2012,

From the table above, 94% of the total respondent agreed that they are given opportunity to apply their training after the training performance while 6% of the total respondent disagree that they are not given the opportunity to apply their training after the training performance. And from the table above the number of respondent that agree are more than those who disagree therefore those that disagree can be neglected.

## Question Ten

**Table 4 .15 Salary level.**

| <b>RESPONSE OPINION</b> | <b>NO OF RESPONDENT</b> | <b>%</b>   |
|-------------------------|-------------------------|------------|
| Salary level 1-5        | 22                      | 44         |
| Salary level 6          | 20                      | 40         |
| Salary level 7-15       | 8                       | 16         |
| <b>Total</b>            | <b>50</b>               | <b>100</b> |

Source: Field work 2012.

Table 4.11 Above shows that 22 respondents representing 44% are on salary level 1-5 while those representing 40% are on salary 6 and 8 respondents representing 16% are on salary level 7-15 and constitute a clear knowledge of the study.

## Question 12

**Table 4.16 Do you think your salary justifies your input in the job.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| Yes                     | 40                        | 80         |
| No                      | 10                        | 20         |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field work 2012.

From the 40 respondent representing 80% of the total respondents know that their salary justify their input on the job while 20% of the total respondents do not think or believe that their salary justify their input on the job. However the number of respondent that think their salary justify their input on the job are more therefore others can be ignored.

### Question 13

**Table 4.17 How regularly does the company organized training for their workers.**

| <b>RESPONSE OPINION</b> | <b>NO. OF RESPONDENTS</b> | <b>%</b>   |
|-------------------------|---------------------------|------------|
| Monthly                 | 7                         | 14         |
| Bi-monthly              | 3                         | 6          |
| Annually                | 29                        | 58         |
| occasionally            | 10                        | 20         |
| Others                  | 1                         | 2          |
| <b>Total</b>            | <b>50</b>                 | <b>100</b> |

Source: Field work 2012.

Table 4.17 shows that 14% of the total respondents say the company organized training for them every month 6% of the respondent says bi-monthly, 58% of the total respondents says it is occasionally. But apart from these some other factor as indicated in the table which shows 2% of the respondent says every six months. Hence from the table above, it is clear that the company organized training for it workers annually.

#### **Question 14**

**Table 4:18 how far does your supervisor involve you in decision affecting your welfare on the job.**

| <b>RESPONSE OF RESPONDENTS</b> | <b>NO. OF RESPONDENT</b> | <b>%</b>   |
|--------------------------------|--------------------------|------------|
| Always                         | 12                       | 24         |
| Occasionally                   | 31                       | 62         |
| Not at all                     | 7                        | 14         |
| <b>Total</b>                   | <b>50</b>                | <b>100</b> |

Source: Field Work 2012

Table 4.18 above however shows that 24% of the respondents their supervisor involves in always in decision affecting their

welfare on the job while 31 respondent representing 62% of the total Respondent, their supervisor involve he or herself occasionally in decision affecting their welfare on the job and 14% of the respondents their supervisor does not at all involve in decision affecting their welfare on the job.

#### 4.2 TESTING OF HYPOTHESIS

The hypothesis is tested using the chi-square statistical tool

$$X^2 = \frac{\sum i(\text{of}-\text{ef})^2}{\text{ef}}$$

Where, Of = Observed frequencies

$\sum i$  = Summation of all item in I term

Ef = Expected frequency

$X^2$  = Chi - square

The research hypothesis was tested at five percent (5%) level of significance i.e ( $\alpha = 0.05$ )

Degree of freedom (DF) is given by  $df = (r-1) (c-1)$

i.e (row-1) (column - 1).

The critical value  $\alpha$  is given by  $X^2$  as to the point in the chi-square table where DF interest with the level of significance  $\alpha = 0.05$ .

The decision value is if calculated chi-square is greater than ( $>$ ) the critical value ( $\alpha_1$ ), we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). But if calculated chi-square ( $X^2$ ) is less than ( $<$ ) the critical value ( $\alpha_1$ ), we reject  $H_1$  and accept  $H_0$ .

The hypotheses tested in this study are hypothesis 2, 3 and 4 as obtained in chapter one of this project work-data used for testing the hypothesis are obtained from the responses to the questionnaire distributed at Access Bank Plc Enugu Metropolis.

## HYPOTHESIS 1

**H<sub>0</sub>:** Commensurate salaries and allowances paid to the employee's would not motivate them toward higher job performance.

**H<sub>1</sub>:** Commensurate salaries and allowances paid to the employee's would motivate them toward higher job performance.

**QUESTION ITEM:** Are employees of Access Bank Plc motivated in term of commensurate salaries and allowances?

Table 4.19

| <b>Rating</b> | <b>Observed frequency</b> | <b>Expected frequency</b> | <b>(of-ef)</b> | <b>(of-ef)<sup>2</sup></b> | <b><math>\frac{0f-ef}{ef}</math></b> |
|---------------|---------------------------|---------------------------|----------------|----------------------------|--------------------------------------|
| Yes           | 40                        | 25                        | 15             | 225                        | 9                                    |
| No            | 10                        | 25                        | -15            | 225                        | 9                                    |
| <b>Total</b>  | <b>50</b>                 |                           |                |                            | <b>18</b>                            |

Source: Field Work- 2012

Chi-square formula =  $X^2 = \frac{\sum i (\text{of}-\text{ef})^2}{\text{ef}}$

To determine the expected frequency

$$E_1 = \frac{40+10}{2} = \frac{50}{2} = 25$$

Therefore

$$X^2 = \frac{(40-25)^2}{25} + \frac{(10-25)^2}{25}$$

$$9 + 9 = 18$$

$$X^2 = 18$$

The degree of freedom (DF) = (r-1) (c-1)

$$(2-1) (2-1) = 1 \times 1 = 1$$

The level of significance = 0.5

Hence, the critical value on  $X^2$  table figure at degree of freedom

(1) Intersect level of significance (0.05) is 3.81.

Comparing results  $X^2 > r$ ,  $18 > 3.841$

**Decision:** Null hypothesis (Ho) is rejected since calculated value of  $x^2 = 18$  is greater than the table value  $X^2 = 3.841$ . So the alternative (Hi) is accepted, which state that commensurate

salaries and allowances paid to the employee's would motivate them toward higher job performance.

### **HYPOTHESIS 11**

**Ho:** Promotion of employee's as at when due will not motivated them toward higher job performance.

**H1:** Promotion of employee's as at when due will motivated them toward higher job performance.

**QUESTION:** Are employee's of Access Bank Plc promoted as at when due?

Table 4.20

| <b>RATING</b> | <b>OBSERVED<br/>FREQUENCY</b> | <b>EXPECTED<br/>FREQUENCY</b> | <b>(Of-Ef)</b> | <b>(Of-Ef)<sup>2</sup></b> | <b><math>\frac{Of-Ef}{Ef}</math></b> |
|---------------|-------------------------------|-------------------------------|----------------|----------------------------|--------------------------------------|
| Yes           | 35                            | 16.67                         | 21.33          | 454.9689                   | 27.2926                              |
| No            | 10                            | 16.67                         | -6.67          | 44.4889                    | 2.66880024                           |
| Don't know    | 5                             | 16.67                         | -11.67         | 136.1889                   | 8.1697006                            |
| <b>Total</b>  | <b>50</b>                     |                               |                |                            | <b>38.13110084</b>                   |

Source: field work 2012

$$\text{Sum of frequency} = \frac{50}{3} = 16.67$$

Number of variable

$$DF = (r-1) (c-1)$$

$$(3-1) (2-1)$$

$$2 \times 1 = 2$$

$$DF = 2$$

$$X^2 \text{ tab} = 5.991$$

$$X^2 \text{ cal} = 38.1311$$

Decision

$X^2 \text{ cal} > X^2 \text{ tab}$  reject  $H_0$  and accept  $H_1$

$X^2 \text{ cal} > X^2 \text{ tab}$  accept  $H_0$  and  $H_1$

Employee's of Access Bank Plc are promoted as at when due.

### **HYPOTHESIS 111**

**Ho:** Involvement of employee's decision making will not motivated them toward increase Job performance

**H1:** Involvement of employee's in decision making will motivated them toward increase job performance

**QUESTION:** Are employees of Access Bank involved in decision making.

Table 4.21

| <b>Rating</b> | <b>Observed Frequency</b> | <b>Expected Frequency</b> | <b>(of-ef)</b> | <b>(of-ef)<sup>2</sup></b> | <b><math>\frac{\text{of-ef}}{\text{ef}}</math></b> |
|---------------|---------------------------|---------------------------|----------------|----------------------------|--|
| Yes           | 40                        | 25                        | 15             | 225                        | 9  |
| No            | 10                        | 25                        | -15            | 225                        | 9  |
| <b>Total</b>  | <b>50</b>                 |                           |                |                            | <b>18</b>  |

Source: Field work 2012

Degree of freedom  $DF = (r-1) (c-1)$

$$= (2-1) (2-1)$$

$$1 \times 1 = 1$$

$$DF=1$$

Level of significance = 0.05

Critical value = 3.841

$$X^2 = 18$$

Comparing: calculated value > critical value

$$18 > 3.841$$

**Decision:** reject null hypothesis (Ho), and accept alternative hypothesis (H1), which state that, involvement of employees in decision making motivated them toward increase job performance.

### **4.3 SUMMARY OF RESULT**

After testing hypothesis, the researcher concludes that:

1. Commensurate salaries and allowance paid to employees of Access Bank Plc would motivate them toward higher job performance.
2. Promotion of employees as at when due will motivated them towards higher job performance
3. Involvement of employees in decision making motivated them toward increase job performance.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND**

### **RECOMMENDATIONS**

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

This chapter discusses the major findings of this research study in relation to the objective as shown by the tables and figures contained in the study analysis based on the facts gathered from oral interviews and the review of intertexture.

The data presented and analyzed in the tables in chapter four shows that the employee's of the company under study. ACCESS BANK PLC was of different views concerning the question items in the questionnaire.

The data presented and analyzed in table2 reveal that majority of the respondents consider both financial and non financial benefit as a motivational factors. Interviews reveal also that when employee's are motivated with both financial and non financial benefit it increase their job performance.

Some of the major findings are as follows:

Table 7 reveal that a larger percentage of the population is of the opinion that people do not work only for money but for recognition, promotion and job enrichment and from the table it also reveal that a larger percentage of the population work for all of the above mention. And if employee's of Access Bank Plc are recognized for their goods wand and also promoted as at when due there will increase their job performance.

In relation to the above finding, table 4. 8 presented that what would make employees of Access Bank Plc to put in more effort to their job is expectation of reward as it has the largest percentage of the total population of respondent while expectation of punishment show's Nil which is to say that employee's of Access Bank Plc need not to be punished in other for them to increase their job performance.

Table 4.9 where a question was ask, if people need to be coerced, threatened or forced before they can perform their task. As

shown in the table a large number of the respondents disagree that people don't need to be coerced, threatened. Or even forced before they can carried out their duties or task.

While table 4.10 agree that people out of their free will perform job task with the largest number of the total respondent.

Table 4.11 lay emphasis on the type of training organized by the organization for it employee's with the opinion on -the-job training, off -the-job training, none and others. And the opinion of on-the job training has the largest number of respondent44 with a percentage of 88% that is to say that Access Bank Plc organized on – the – job training for it employee's.

While table 4.12 shows that the training has had significant on their performance, because the numbers of respondent that agree that the training has had significant on their performance are more than those that disagree.

In addition to that table 4.13 shows that the workers are given the opportunity to apply their training after the training with a

large number of respondent of 94% as to 6% that said No. and if they are given opportunity to apply their training after the training, that will motivated them toward higher job performance.

Table 4.17 also show that Access Bank Plc organized training for it worker Annually because from the table we observed that, Annually has the largest number of respondent which is 29 and a percentage of 58% of the total number of respondents.

Table 4.19 also show that employee's of Access Bank Plc are motivated in term of commensurate salaries and allowance paid to them

Table 4.20 of the tested hypothesis shows that employee's of Access Bank Plc are promoted is at when due which motivated them toward higher job performance.

Table 4.21 also shows that employee's of Access Bank Plc are involved in decision making of the organization

## 5.2 CONCLUSIONS

The following conclusion were made from the findings of this empirical study:

- ❖ Employees of Access Bank Plc are not only motivated toward higher performance with only financial benefit but also with non financial benefit such as medical care, Lunch subsidy, Transport allowance, Housing benefit etc.
- ❖ They will also put in their best toward higher performance if they are reward of their effort and not when they are punished.
- ❖ Also employee's Access Bank Plc doesn't need to be coerced, threatened or forced before they can perform their task. That out of their free will, they can perform their task.
- ❖ Access Bank Plc should keep adopting the on – the- job training for it employee's in other to increase their job performance.

### **5.3 RECOMMENDATIONS**

Based on our finding and conclusion, the following recommendations are put forward for the consideration of the management of the organization:

- ❖ Adequately improve non-financial benefits to staff. This includes:
  - Promoting staff on merit to enhance and enrich their jobs.
  - Giving supervisory and management staff a measure of free hand backed by authority to operate.
  - Recognizing excellence by verbal and written commendations.
- ❖ Staff attitude to work can be further improved when management action, policies and decisions are seen to be fair, consistent and progressive. This, staff preference, will increase their productivity.

Thus, parameters for discipline, promotions and other benefits or punishments must be clearly spelt out to improve ambiguity and partiality and inconsistency. This will assure staff all the time and encourage loyalty, faith and commitment to management, the organization and its objectives.

- ❖ Staff will perform better where they are allowed to say how the job should be done. This should be encouraged. However, no room for lousiness should be encouraged.
- ❖ Management should try as much as possible to increase satisfaction of the employees who are not satisfied with salaries they are given is their inputs in the organization. The effects of this dissatisfaction can hinder the job performance of the organization.
- ❖ Organization should give their employee's the opportunity to apply their training after the training, in other to improve their performance.

## **5.4 IMPLICATION**

The implication of this study is that impact of motivation in organization especially banking sectors in Nigeria should be allowed. Workers or employees should be motivated toward higher performance.

Since the finds of the study indicate substantial positive “motivation and performance”, especially where employee’s and management relationship are good, it is important that they make provision for employee’s participation in decision making affecting their welfare.

## **5.5 LIMITATION**

The findings of this work may not be generalized to all organization owing to some inadequacies in the design and execution of this research.

The research was conducted using Access Bank Plc, Enugu metropolis as the case study. Its findings may be different from

other studies conducted in other banking sectors especially those where the workers are not motivated.

Also the hypothesis formulated and tested for the purpose of this study may not have been inclusive enough, especially that the results provided may not be the same if different statistical tools instead of the chi-square techniques is used to test the hypothesis.

The means of data collection, primarily the questionnaire method and its question items could have been enlarged in some other work, to obtain a wider data for the bases of analysis.

## **5.6 SUGGESTIONS FOR FURTHER STUDY**

The research is by no means conclusive. Many areas exist within the environment of Access Bank Plc which requires further studies. These also be beneficiary to other organizations similarly positioned and operationally so situated.

Thus, studies can be conducted in the following areas:

- ❖ Relationship between performance and satisfaction of the leadership style of motivation.
- ❖ The impact of tribalism in motivation of employees in business organization.
- ❖ Job performance and employee's productivity.

These and other areas not mentioned are not included in this study due to the direction this research and the suggested areas can be further researched to add to the knowledge.

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## **APPENDIX**

Department of Industrial Relation  
and Personnel Management

Faculty of Management and  
Social Sciences.

Caritas University Enugu.

Dear Sir/ Madam,

### **REQUEST FOR FILLING OF QUESTIONNAIRE**

I am a final year student of the above mentioned department and university.

As part of the requirements for the reward of degree in the university, I am carrying out a research project on "The impact of motivation on employee's job performance in an organisation (A case study of Access bank plc)."

I hereby request you to please supply the information being sought for as stated in the attached Questionnaire.

Note that this research is just for academic work only and any information collected will be used as such.

Your response will be used in confidence and used solely for the study.

Your sincerely,

**Dibang Esther Eyare.**

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Your response will be used in confidence and used solely for the study.

Your sincerely,

**Dibang Esther Eyare.**

## QUESTIONNAIRE

### Instruction:

Answer the question below by ticking in the appropriate box or filling the blank spaces where applicable:

### SECTION A (personal data)

1. Age: (a) 15-25yrs [ ] (b) 26-35yrs [ ] (c) 36-45yrs [ ]

(d) 46-55yrs [ ] (e) 56-65yrs [ ]

2. Job status: (a) Junior staff [ ] (b) supervisory [ ]

(c) Middle management [ ] (d) Top management [ ]

3. How long have you been with the company?

(a) Less than 2years [ ]

(b) 2years-5 years [ ]

(c) 6years -10 years [ ]

(d) 11 years – 15years [ ]

(e) More than 15years [ ]

1. Sex: (a) Male [ ] (b) Female [ ]

**SECTION B**

1. What do you consider to be motivational factors?

- (a) Financial or monetary benefits [  ]
- (b) Non-financial or non-monetary benefits [  ]
- (c) A and B [  ]
- (d) None of the above [  ]

2. People do not work only for money but certainly, only few individuals will work where there is no money?

- (a) I agree [  ]
- (b) I strongly agree [  ]
- (c) I disagree [  ]
- (d) I strongly disagree [  ]

3. People do not work only for money but work for other reasons such as;

- (a) Recognition [  ] (b) promotion [  ] (c) job enrichment [  ]
- (d) A, b and c above [  ] (e) none of the above [  ]

4. What would make you want to put in more effort in your job performance?

- (a) Expectation of reward [   ]
- (b) Withdrawal of reward [   ]
- (c) Expectation of punishment [   ]
- (d) Personal satisfaction [   ]
- (e) Other factor (please state).....

5. Do you agree that people need to be coerced (threatened, force) before they can perform?

- (a) I agree [   ] (b) I disagree [   ] (c) I strongly agree [   ]
- (d) I strongly disagree [   ]

6. Do you agree that people out of their free will can perform job task?

- (a) I agree [   ] (b) I disagree [   ] (c) I strongly agree [   ]
- (d) I strongly disagree [   ]

7. Which of the appraisal techniques is used by your organization?

- (a) The graphic rating scale [   ]
- (b) Focal rating scale [   ]
- (c) Paired Comparism [   ]
- (d) Use forced choice rating [   ]
- (e) Others please specify.....

8. Which of these training does the company organized for their workers?

- (a) On - the - job training [   ]
- (b) Of - the - job training [   ]
- (c) None [   ]
- (d) Others, please specify.....

9. Has the training had any significant change on your performance? (a) Yes [ ] (b) No [ ]

10. Are you given any opportunity to apply your training after the training performance? (a) Yes [ ] (b) No [ ]

11. How do you rate incentive in the organization?

(a) Very encouraging [ ] (b) just adequate [ ]

(c) Not adequate [ ] (d) None of existence [ ]

12. How will you rate the management leadership style?

(a) Very good [ ] (b) fair [ ] (c) Very bad [ ]

(d) discouraging [ ]

13. Are you encouraged with the management and does it motivate your passion to work?

(a) Yes [ ] (b) No [ ]

14. Which of the new appraisal techniques is practiced?

(a) Multi-rater techniques [ ] (b) Critical incident method [ ]

(c) Behavioral rating scales [ ] (d) Assessment centre [ ]

15. Which of the following welfare provisions are available in your organization?

(a) Pension/ gratuity [ ] (b) life assurance [ ]

(c) Increase in fringe benefits [ ] (d) others please specify.....

16a. Are you satisfied with the fringe benefits offered?

(a) Yes [ ] (b) No [ ]

16b. If your answer question 16a is No, indicate by making (x) against the benefits you are not satisfied with.

(a) Medical care [ ] (b) pension scheme [ ]

(c) Housing benefits [ ] (d) lunch subsidy [ ]

(e) Transport allowance [ ] (f) others, please specify.....

17. Salary level:

(a) 1-5 [ ] (b) 6- 10 [ ] (c) 11 and above [ ]

18. Do you think your salary justifies your input in the job?

(a) Yes [ ] (b) No [ ]

19. How regularly does the company organized training for their workers?

(a) Monthly [ ] (b) Bi-monthly [ ] (c) annually [ ]

(d) Occasionally [ ] (e) others, please specify.....

20. How far does your supervisor involve you in decisions affecting your welfare on the job?

(a) Always [ ] (b) Occasionally [ ] (c) Not at all [ ]