

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 INTRODUCTION

An organization is an entity of human and non-human resources, which have been joined together to achieve desired or predetermined goals and objectives, in order to ensure efficient and effective management, there must be motivation. All organization depends on human element aside from other factors of production. The human factors are very crucial to the progress of an organization. The performance of workers in an organization depends on the motivation incentives that employee enjoys in the organization. The success of every organization depends on its human resources this to survive and prosper, an organization needs well qualified motivated employees or workers, this type of employees or workers must be available at the right time required.

Stephen P. Robbins (1978) sees motivation as the willingness to do something, conditioned by this ability to satisfy some need for the individual. Sterling H.S. and Douglas E. Durand (Pg. 56) sees motivation or force, internal to the individual that form the basis of human behavior. To Heinz Weihrich and Harold Kantz (1994), motivation is a general term applying to the entire class of drives, desires, need, wishes and similar forces. Motivation can also be referred to as the drive and effort to satisfy a want or a goal while satisfaction is the contentment experienced when a want is satisfied.

Motivation is anything that energizes behavior of worker in an organization, because work generally exist to be done just as human beings exist to work for survival. It is doing this work that breeds project and development accruing to a society and active participation assumption behind

Mc Gregor's theory which emphasizes that expenditure of mental and physical effort is natural as play and rest. The average human being doesn't inherently dislike work depending upon the controllable condition provided, because sometimes work might be a source of satisfaction and will be voluntarily performed.

However, in spite of this assumed close relationship between worker and man there is existence of great disparity between them and that is why when we look at a group of people that is performing the same task, it is difficult to predict that one does it better than the other, this can only be discovered, if there is a designed yard stick for measuring the best performance and the level at which each staff contributes to the productivity of the organization, also to reveal the best performance in each group and the poorest. (Performance Appraisal).

Motivation of staff plays a full role in the organization objectives and this has been one of the most difficult task that confront managers and administrators of an organization.

"The people who are doing the work are the moving force behind the Macintosh. My job is to create space for them, to clear out the rest of the organization and keep it at bay" Steve Jobs.

The success of a manager solemnly rests on how effective and efficient he is able to manage the enterprises for which he/she is head responsible and his success can be measured by the organization's efficiency and accomplishment of co-operative goals, which in turn depend on the level of mobilization of human resources (employees) available within the organization set up, consider these managerial statements.

"Our most productive investment remains our people, it is through the

dedication, skills and initiative of our people that Visy industries has proposed and will continue to move ahead” Richard Pratt.

“Our Mission statement about treating people with respect and dignity is not just words but a creed we live by everyday. You can’t expect your employees to exceed the expectation of your customer if you don’t exceed the employee’s expectation of the management” Howard Schulz.

1.2 STATEMENT OF THE PROBLEMS

The research is focused on the performance and the non-performance of employee in an organization in the low productivity of the civil servant is based on the fear to take concrete decision as a result of the purge of the public sector organization.

The purge occurred because public sector is over bloated; it carries unnecessary loads which culminated in many workers handling few jobs with levity of productivity, gossiping and other such negative practices that bedeviled the public sector.

The problem of bureaucracy practices that reduces the superior subordinate interaction and informal relationship that exist among them, also lack of supervision and in adequate career structure for promotion.

1.3 OBJECTIVES OF THE STUDY

The objective of the study is as follows;

- TO find out the history of Ifelodun Local government area of kwara state.
- To find out various motivational techniques or incentives that are available for Ifelodun Local government area of kwara state.
- To find out the constraint faced by Ifelodun local government area of kwara state.

- To recommend ways of enhancing motivational incentives to workers of Ifelodun local government area of kwara state.

1.4 SIGNIFICANCES OF THE STUDY

1. It will serve as a reference to other researcher
2. It will help to know the historical background of the case study
3. It will help to know the important of motivation of employee in an organization.
4. It will also contribute to an existing knowledge.

1.5 RESEARCH HYPOTHESIS

1.6 SCOPE AND LIMITATION OF THE STUDY

The study is concerned with the IFELODUN Local government Area mainly the senior executive staff of the council.

Also, selected relevant theories of motivation appropriate to the study are considered. Importance of staff and attitude of workers were also analyzed.

1.7 ORGANIZATION OF THE STUDY

This particular study is divided into (5) five chapters, they are first chapter, is the general introduction, statement of the problems the purpose scope and objective of the study, methodology used, organization and definition of likely terms.

Chapter two deals with literature review, it involves the definition of motivation, the frame work, the current trends in thinking and summary of the chapter.

Chapter three deals with methodology on its own, the research method used in the study. It involves the sample and population of the analysis and the research problems.

However, the fourth chapter deals with data presentation of data, analysis of data, testing of hypothesis will be analyzed critically.

Lastly, chapter five summarizes the whole work by a way of conclusion, recommendation and bibliography.

1.8 DEFINITION OF TERMS

Motivation: can be defined as a form of internal force which occurs inform of urge, drive, needs, desire e.t.c. which must not only be about snapping the behavior but must also be able to lead that behavior toward a direction i.e. goals and objectives.

Performance: is the act of performing a specific action deed e.t.c how well or badly you do them, how well, or badly something works out or result to.

Efficiency: efficiency can be defined as the ability to implement a specific task in compliance to it explicit dead line and the economizing of resource in attaining the preconceived objectives.

Employee: can be defined as an individual who is bonded in contract with another individual or organization based in exchange or resources for the benefit of both parties or in other to satisfy their need.

Management: can be defined as a team used to designate the hierarchies of activities that take place in an organization and also their body of individuals who implement them toward attaining the organization objectives.

Public Sector Organization: can be defined an establishment owned and managed by government which is attributed with the provision of essential services for the development of the national economy. It is organization agency, machinery, used by government in discharging its duties and responsibilities to the citizenry.

Public sector can also be viewed as a branch of government

administration outside the armed services or other government department in a country, except the armed forces and the people who work for them.

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CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The word motivation just like any other concept in the sciences does not level itself on any easy and a particular definition, various scholars have defined motivation in their various perspectives. However, the worth mentioning that no definition of motivation goes without reference to words like urge needs, drives, wishes, induce and incentives.

Some of these definition worth being examined at this particular junction, in the first instance, Mukhejee D. a physiologist defined motivation as the phenomenon in the operation of drives, incentives and motives, where motive is determining the direction of an individual behavior towards an end or goal consciously or unconsciously apprehended.

In addition, M.E.Jones see motivation as how behavior gets started, energy sustained, directed, stopped and the kinds of objectives reaction that is present in the system while all these are going on.

Therefore motivation may be defined as the phenomenon which includes one behaving in a particular way in order to satisfy a goal or objectives, motivation is that thing which induces the individual to perform.

2.2 THEORETICAL FRAMEWORK

The theoretical framework of this study, discuss more about the theories of motivation by different scholars.

Abraham Maslow, psychologist who propounded a theory of human motivation which is classified into five categories as follow;

- a. The psychological needs
- b. The safety needs

- c. The belonging needs
- d. The esteem needs
- e. He self actualization needs

a. The psychological Needs

These include the needs we have for oxygen. Water, protein, salt, sugar, calcium and other minerals and vitamins. Which are required or maintaining the body in a state of equilibrium? Also, there is the need to be active, to rest, to sleep, to get rid of waste (Co₂, sweat, urine and feces), to avoid pain and to have sex, quite a collection.

b. The safety Needs

When the psychological needs are largely taken care of the second layer of needs came into play. You will become increasingly interested in finding safe circumstance, stability and protection. You might develop a need for structure for order to some limits.

c. The belonging needs

After the psychological and safety needs, a third layer starts to show up. You begin to feel the need for friends and sweethearts, children, affectionate relationship in general, even a sense of community if looked out negatively, and one becomes increasingly susceptible to loneliness and social anxieties.

d. The esteem needs

This includes the desire for self respect, strength, the achievement, adequacy, competency and confidence in the face of the world and for independence and freedom. The satisfaction of the self esteem needs leads to feeling of self confidence worth, strength, the capability and adequacy of being useful and necessary in the world. But the thwarting of these needs

produce feeling of inferiority of weakness and helplessness.

e. The self actualization needs

The last level is a bit different, Maslow called itself actualization or the being needs. Self actualization as Maslow uses the term refers to the kind of things we have called higher motivations, creativity, compassion, the appreciation of beauty, truth, justice and so on. They differ from the deficit needs in the sense that they became part of your being and part of whom you are. Maslow once said that the being needs were the desire to “be all that you can be!”

No doubt money can motivate, in other words, it influences action thereby encouraging extra effort and activity.

2.3 CURRENT TRENDS IN THINKING

Motivational Factors

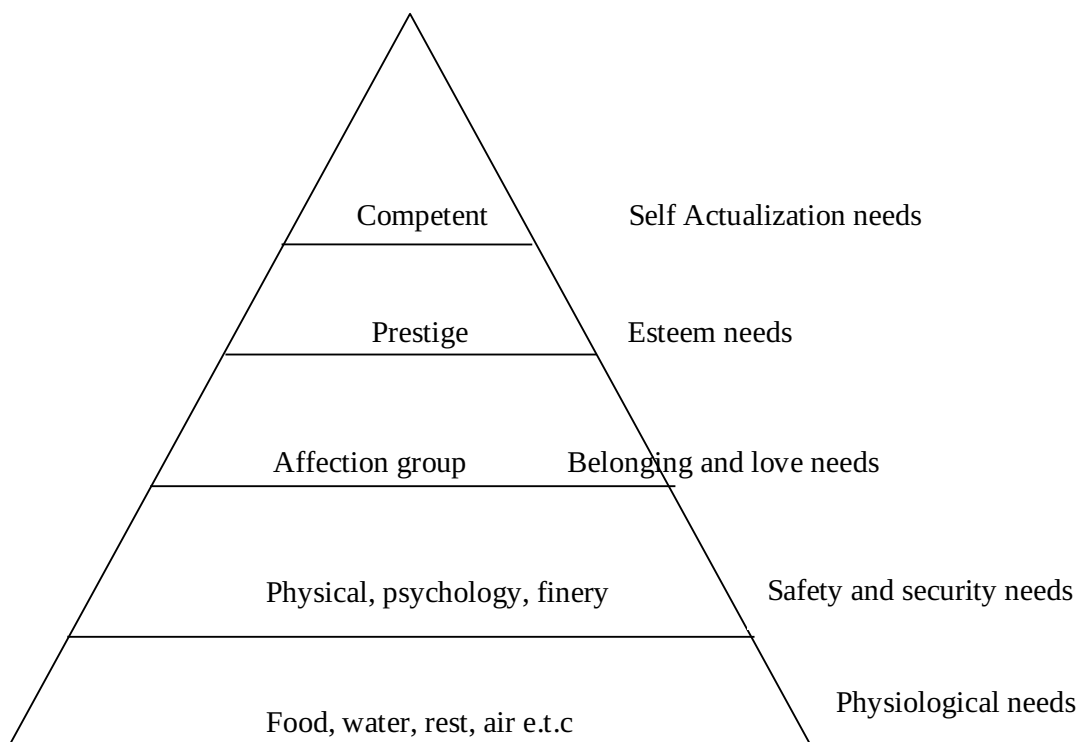
In order to motivate and encourage people to optimum performance, it is imperative to see that the various needs have been identified and discussed earlier in this study can be satisfied as much as possible.

Wages and salaries

In the first instance, the basic needs have to be satisfied, for instance, there is no doubt that the immediate problems of a Nigeria school leaver will be able to earn livelihood once employed the payment of adequate wages and salaries is fundamental to the productivity and optimum performance of those employed. There is a large number of Nigeria workers who by the very nature of “their job cannot be promoted or have their job improved somehow” to this group or sets of employees, the most important maturational factor will be the pay pocket consequently the use of money as a motivating factor should not be over estimated.

The Hierarchy of need theory

Human being come together to work with their individual needs. A need is accompanied by a state drive or tension that result in a behavior being directed towards a goal that will satisfy the needs and this reduce the drive or tension in the first category of needs, which is physiological need, which every human being want to satisfy first. It includes; hunger, thirst, rest e.t.c but the satisfaction of the low level needs gives rises to a struggle to achieve the higher needs. It is this satisfaction that will determine how much energy the particular employee will be prepared to be released on the job.



The structure of hierarchy of needs

Training

Training may be explained as a process by which the capabilities and skills of an employee are developed so as to enable him to perform more effectively on the task or job assigned to him.

Studying set of workers performing the same type of job, it is discovered that some do it better than others, irrespective of their specialization and due to the training they have received.

Training is important because it gives workers more knowledge to know how to do their job more effectively and according to Denyer, “full and proper training gives workers for better things. It also gives them pride in their work; increase their morals and gives better chances of promotion”.

Generally, employees want to be seen as a change for betterment in their place of work, for clerk will like to become a senior clerk and so on. In this case promotion is seen to bring along with it not just more money but a mark of recognition of an individual performance, in order to justify these assertion, the employee promotion puts new life in the individual an activities, his knowledge, skills and he strives harder to be effective in his new job.

However, to motivate the staff in every organization these factors are to be considered.

2.4 SUMMARY OF THE CHAPTER

This chapter talks about the definitions of motivation and also they of motivation. The theory propounded by Abraham Maslow was discussed and the structure was draft out.

It also emphasize on the factors of motivation i.e it share more light in motivation and the factors that motivate the staffs in organization and also the current changing in the organizations.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In this chapter the sample and the populations of study is critically explained and the feedback of the case study, I also provides the sources of data instrument used in the study. The method of data analysis was also presented and in conclusion the problems associated with the research work was revealed.

3.2 SAMPLE AND POPULATION OF THE STUDY

As mentioned earlier on the research has been carried out among those defined as the civil servant in Ifelodun local government area of kwara state.

In order to select officers within the proposed salary level to cut across the entire department as indicated above, the simple random sample was adopted as the sampling techniques.

In the course of study for the research work, about 10 members of the defined local government staff was interviewed individually.

POPULATION OF THE STUDY

The population of the study consists of the executive who are between the senior service salary grade level 12 and 16(men and women) in the Ifelodun local government area of kwara state.

3.3 DATA COLLECTION INSTRUMENT

This study employs both primary and secondary sources of data collections;

By primary sources of data that is collected by or on behalf of the person who is going to use that data i.e. the collection stages were critically monitoredby the researcher. It consist the oral interview, questionnaire

respondents and observation.

In the other hand, secondary source of data means data that are not collected by the person who is to use the data. They are second hand data which involves the consultation of book journals, bulletin, encyclopedia, project works and all other useful record from the library.

It is also important to note that the secondary sources of data collection were frequently used in chronicling the research findings.

3.4 METHOD OF DATA ANALYSIS

In analyzing the data, the complete questionnaire for was assembled and the frequency counts of the respondent. The main instrument used was the “pooled percentage” which is used in obtaining single percentage values from opinion information derived on the like point scale. The calculation of the percentage was rechecked in order to avoid errors and the final result was used to determine the essences of motivation in an organization.

With the result we are able to note that the organization staff can work effectively and efficiently when put in a conducive atmosphere also when he/she has a clear understanding of the significance of his duties to the attainment of the organizations objectives.

The worker also work effectively when appreciated for his job well done, rather than being censured all time because of his mistakes, he also need physical and emotional encouragement so as foster his commitment to the task.

3.5 RESEARCH PROBLEMS

However, a research work cannot be successful without facing some problems as challenges, in the sense that some of the selected employees have failed to corporate with the researcher because they don't understand the

significant of this study. In addition some felt it is risk related by releasing information concerning the organization to non-staff members in the course of this, the researcher has to go back home and think about the new strategy that could be employed again.

More also, another area of challenge to this research work is finance, this poses a major challenge to this project because it is a personally financed project.

Although the case study was within Kwara state but for the staff to liberate the information needed, it cost the research a lot of spending and stress simply because of the procedure that are involved in the process of issuing the information out. All thanks to God almighty for letting the envisage vision come true i.e. it finally came to reality.

“The hardest arithmetic to master is that which enables us to obtain our blessing”.

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CHAPTER FOUR

DATA PRESENTATION / ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 INTRODUCTION

“In the early days, I don’t have the money to pay decent salaries, so I don’t get good people, I got nice people but I don’t get good employees” Louse Hay.

This chapter is divided into two parts based on the questionnaire the major instrument used for data collections; the first part which deals with personal information was subjected to a descriptive analysis with the use of frequency distribution as a tool for describing some of the variables.

The second part which measures the degree of motivation in Ifelodun Local government area of Kwara state was subjective to the use of pooled percentage values from opinion information derived.

4.2 HISTORY OF IFELODUN LOCAL GOVERNMENT

Ifelodun local government area was created in 1975 with the headquarter at Share. It shares common boundaries with Asa, Edu, Ising, Irepodun, Ilorin South, Moro and Oyun local government areas. As well as Yagba west local government area of Kogi state. It has a landmass of 4,000km and a population of 206,042 by the 2006 census with well over 1,000 towns and villages. The population figure is distributed amongst the nine (9) district and eighteen political wards making up the local government area. Presently, this local government is the largest in the federation.

Due to the massive size of the local government area and for the purpose of administrative convenience, the local government has nine (9) district and eighteen political wards, these district are in turn grouped into

four (4) development areas offices i.e. Omupo, Oro-Ago, Oke-Ode, & Igbaja. The districts are; Agunjin, Igbaja, Oke-Ode, Omupo, Ora, Oro-Ago and Share. The wards are Share I, Share II, Share III, Share IV, Share IV, Share V, Igbaja I, Igbaja II, Igbaja III, Idofian I, Idofian II, Idofian III, Oke Ode I, Oke Ode II, Oke Ode III, Ile-Ire, Ora, Oro-Ago and Agunjin.

4.3 PRESENTATION OF DATA

This research covers all staff members of the executive council i.e. senior members of staff. In this regard, twenty questionnaires were printed and distributed to the staff in the executive care to be filled due to one reason or the other only ten copies of these questionnaires were eventually received and they were properly and adequately answered.

Consequently this chapter deals with analysis and presentation of information gathered through the questionnaire. This first questionnaire attempted to find various reasons why employees take up their various jobs. The first instance below is the reason given by them as shown in table 1.1

Table 1.1

RESPONSES	NUMBERS OF RESPONDENTS	PERCENTAGE
To earn a living	6	60%
Cater fir family	3	30%
Productivity	1	10%
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

From this above table, six people answered that their purpose of working is to earn their livelihood; their percentage is 60%.

Three people responded that their aim of working is to cater for their family and their family and this represents 30% of the total respondents.

In the same vein, one staff member claimed that his aim of working is in order to improve productivity of the economy and this gives a corresponding percentage 10%.

From this analysis, it has been seen that the primary motive for people taking up jobs is to satisfy their immediate needs and to sustain a means of livelihood.

The second inquiry stated on the questionnaire attempt in seeking staff members' opinion on the love and satisfaction they have for their job. This question allows for yes / No alternative option as shown in table 1.2

TABLE 1.2

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	7	70%
No	3	30%
TOTAL	10	100 %

Source: Researcher's field survey, 2020

From the above table, it could be seen that number of staff that love of satisfied with their jobs are seven (7) with corresponding percentage of 70% while the number of staffs that didn't love their job are just three (3) representing 30% of the total response, meaning that majority of the workers love their job.

The third question centered on the reason why the workers of the council are committed to their work.

4.4 ANALYSIS OF DATA

TABLE 1.3

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
To achieve organization aims and objectives	2	20%
Because of fear of punishment	1	10%
Because of strict supervision	2	20%
Because of the reward they hope to receive	5	50%
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

It can be deduced from this table that two respondents felt committed to the job in order to achieve the organization aims and objectives and this represent 20% of the respondents. Similarly, a respondent also expressed that his commitment to the job is due to fear of punishment this represent 10% of the respondents.

The number of respondent whose commitment to the job is due to strict supervision they are being subjected to within the working environment, this group of represent 20% of the total respondents. Staffs that are being committed to work based on the expected reward constituted five (5) respondents and this made 50% of the respondents.

In general, the tables has revealed that majority of the people are committed to their jobs mostly, because of the reward that they hope to receive. This is followed by the category of workers who are committed to

the job for the purpose of achieving the organization aims and objectives

This is followed by staffs that are committed to work due to strict supervision and that of fear of punishment make up the last one.

The fourth question the staff gave respond to intend is to comprehend if the worker can work extra mile in order to be promoted in conformity with the provision of carrier structure.

Table 1.4

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Cheated	5	40%
Unappreciated	3	40%
Discourage	2	20%
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

From this table, the number of respondent that will feel cheated when their colleagues are promoted leaving them out is four (4) representing 40% of the total respondent, those that feel unappreciated of their performance when they have their counterparts being promoted leaving them out is four (4), also representing 40% as well. Two of the total respondents expressed their view as having them to be discouraged if they found themselves in such situation and their number has a corresponding percentage of 20%.

The question that follows intend to know what the council staffs considered as criterion upon which the promotion of worker is being based in the council. The various responses for the question are presented in the table below;

Table 1.5

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
Meritocracy	5	50%
The principle of seniority	3	30%
God-fatherism	2	20%
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

The five respondents as shown in the table answered that promotion in the council is based on meritocracy representing 50% of the total view sought. Three respondents admitted seniority as the orientation for promotion exercises in the council representing 30% while two people opined that promotion in the council is based on god fatherism.

The interpretation of this is that promotion exercise is mainly based on the principle of meritocracy which can be acquired wither as a result of training receives on passing a pre-described examination or test conducted to test the ability of worker on the job (performance Appraisal).

This is however followed by the principle as seniority which depends on the duration of period or how long a particular worker has sustained the job.

Those who concluded that God fatherism is the criterion for promotion are few in number. And this does not mean that such does not exist. God fatherism is a situation where by somebody enjoys specific favours due to certain affiliation the person concerned has with those that determines who is qualified for such favour respect to this council two people said that people

get promotion in the council due to the people they know or other means.

The next issue considered in the questionnaire is the question whether promotion change workers attitude towards work. This limited Yes/No option as shown in the table.

Table 1.6

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	6	60%
No	2	20%
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

The above shows that eight persons expressed their view that promotion has a great impact on worker attitude, this indicate that people felt happy when their establishment shows its appreciation for their efforts expressed through the means of promotion.

On the other hand, two respondents felt that promotion will obtain no effect over workers attitude to their work. This option can be explained in relation to what McGregor assumed on postulating that in spite of workers being promoted, they will all be lazy and refuse to work harder.

The next issue considered is on the provision for raining in the council i.e. whether workers are being considered for training or not as should have.

TABLE: 1.7

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	6	60%
No	4	40%
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

The table has shown that sixty percentage 60% of the working population of the council opined that workers being trained in one way or the other while four (4) people have not enjoyed the benefit which made 40% percent of the respondents.

With the question that can training improve the staff`s performance in the execution of their task? They have these responses.

Table 1.8

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	10	100%
No	-	-
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

From these responses, it is clear that the view being expressed by all the workers appreciated the importance of training and its consequent effects on the performance of their jobs; it is a benefit that the workers seems to have hope to enjoy.

Lastly, the workers were asked of what could be the effects of suitable working environment and adequate working materials could have on their working performances. The table shows their responses.

Table 1.9

RESPONSES	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	10	100%
No	-	-
TOTAL	10	100 %

Source: Researcher`s field survey, 2020

It is crystal clear from the responses on the table that suitable working environment and adequate working materials could have a positive impact or effect on the workers effort in executing their task

4.5 TESTING OF HYPOTHESIS

The testing of the hypothesis will make use chi-square method which enables us to deduce the final conclusion based on the findings. It is not worthy that all the hypotheses are tested at 5 percent or 0.05 level of motivation which gives the final answers.

The formula for chi-square method is

$$X^2 = \frac{\sum (O_{ij} - E_{ij})^2}{E_{ij}}$$

Where i = Row

j = Column

O = Observed frequency from respondent

E = Expected frequency from respondent

X^2 = Chi Square

$\sum (O_{ij} - E_{ij})^2$ = Respondent computation of text

$\sum E_{ij}^2$ = Respondent chi square in the table

$\sum E_{ij}$ = Double summation

$$C = \frac{\sum n_i - \sum n_j}{N}$$

n_i = total roll

n_j = total column

N = total grand's

4.6 SUMMARY OF THE CHAPTER

“People are definitely company’s greatest asset, It doesn’t make any difference whether the product are cars or cosmetics. A company is only as good as the people it keeps” S Bola.

With aid of the designed questionnaire which is the main instrument used for gathering data’s, it is crystal clear from the response shown on the table that a suitable working environment accompanied with adequate provision for working material or tools would have a positive impact or effect on the performance of the workers on their job. Workers also show enthusiasm in work when appreciated for his or her good job well done. If a worker is extremely motivated he/she will develop commitment to the task delegated than being financially motivated, because when human attain his physiological needs and he is well secured of that with a sense of belonging nothing motivate him/her than being highly recognized and appreciated by his fellow group or parties.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS

“We have bloated bureaucracies in most organizations. The root of the problem is the absence of real corporate democracy” Steve Job.

Critically looking at the main findings and result from the analyzed responses based on questionnaire administration on a sample of population of the executive staffs of Ifelodun Local government area of Kwara state.

In the first instance, it is clear that people do not like work parse, but engaged in it because it gives them the opportunity and the means of earning not an end. Apart from this it could also be assumed that the people will be committed to their work as far as they understand, develop interest and believe in the objectives of the organization to serve this is to confirm the assumption that there are some intangible or psychological factor that motivates people which could result in negative or positive behavior within the organization.

Furthermore, the study has revealed that a good promotion system, which enables workers to get elevated as at when due, constitutes a motivating factor which will boost workers morale.

In addition majority of the workers value training and manpower development programs as vial machinery for effective motivation system.

The study has also brought into focus the fact that workers interest becomes highly aroused if the organization they work for could provide them adequate welfare facilities such includes food medical services, housing, transparent canteen. The availability of all these get worker attracted and highly committed to their jobs thereby leading to better performance and

greater efficiency.

In the same vein, it has also become clear that a well maintained conducive working atmosphere will give workers the pleasure to perform better thereby enhancing their productivity.

Materials, as another motivating factor towards improved efficiency and productivity such provision include that of adequate working materials, spacious work place, well ventilated office premises with necessary conveniences like toilet, wash room and soon.

As a whole therefore, it could be conveniently concluded that motivation factors like monetary rewards promotion, training, adequate welfare facilities and conducive environment have positive influence on employees, behaviors and performance of their jobs.

These factors serve as catalyst that could be used in arousing workers interest speedily, and thereby enhancing their efficiency towards the achievement of organization's goal and objectives.

5.2 CONCLUSION

"I think you have to work with people, and when I talk of managing relationship, don't think the derogatory "managed relationship". It is a question of sharing emotion and feelings. The common denominator of everything can't be money and it should not money".

Having examined and analyzed the finding through the data collected, the following could be used to further improve the efficiency and productivity of the workers of the local government council.

In the first instance, the personnel management should improve the general welfare and working conditions of the staff of the local government council. This is not however to say that the management has been failing in

duties towards the staff, but it is imperative to say that the current effort can still be greatly improved on to meet the general expectation and needs of the workers.

Consequently, the management can still use the following methods to further create mutually conducive environment within which the worker performance can successfully lead to achievement of organization aims and objectives. There should be a review of financial incentives policy in various types of allowance could be introduced in addition to the existing ones in order to further motivate the workers. There is no doubt that present earning of the worker could not adequately sustain them of course, the general feeling among the workers is that their earning in the present day economy situation is not commensurable with the services they render and that is such they could not adequately meet their base psychological needs.

5.3 RECOMMENDATION

As a result of this, as the economic situation improves it is suggested that more liberal granting of loans should be adopted by the council to motivate the workers, which may be in form of vehicle, housing or contingency loan.

Apart from this, promotion should continue to be based strictly on the principle of merit performance or other justifiable criterion which must be made known to the workers and should be adhered to. This is important because an industrious staff obviously expects to be appropriately rewarded with promotion if his moral is not dampened.

However, promotion shouldn't be based on sentimentality, affiliation with the top officials or other extraneous factors.

Also, the quality of the present welfare, recreational services and

facilities should be improved upon to further enhance productivity, procrastination and inadequacies in providing such services should be checked and new innovations should be made where necessary. Working environment should be well taken care of, with required and necessary materials provided to allow for improved and higher performance.

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