MOTIVATION AS A TOOL FOR EFFECTIVE MANAGEMENT IN PUBLIC SECTOR ORGANIZATION

(A Case Study of University of Ilorin Teaching Hospital)

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Motivation is a management tools, management is very exciting and dynamics discipline which has a special appeal to people who aimed at getting things done in an effective and efficient way, the art defining management is however not easy.

Management can be view from different aspect of main's activities in his effort to achieve the stated objective to an organization effectively and efficiently while some people has the terms that help management to operate, control and co-ordinate effectively and efficiency.

Motivation is a process and manner in which objective of an organization are achieve the through the combinations and coordination of the available resource which are motivation of work to increase the level of productivity.

However, for implantation to work out effectively there are some management skill needed by manager which will assist in carrying out his/her duties in an organization effectively.

Robert Katz classified skill as basic of work to help managers to work effectively in an organization.

In has book called managerial techniques and skill (1862)pg 63.

i. Technical skills:- This is the ability of a manager to use tools and procedure and techniques in specialized field.

ii. Human skills:- This is an ability of the mental require understanding and motivate people to achieve the stated goals.

iii. Conceptual skills:- Is also a mental ability require of manager co-ordinate and integrate all the interest of an organization.

Finally, this study will look into management skill, how it has helped early organization and in our modern days with it usefulness in staff motivation and it productivity in an organization.

1.2   STATEMENT OF THE PROBLEM

The researcher in this research work state motivation as a significance on staff performance, this research work made it known to use that motivation is very essential in their performance of staff. If the staff are been motivated by the employers appraisal then to will affect positively the workers performance.

1.3   OBJECTIVES OF THE STUDY

The study aims at enlighten the case study which is University of Ilorin teaching hospital is motivating their staff so as to ensure effective work done.

However, the researcher intention is to encourage their staff by appraising the workers whenever a worker is going well encouraging subs-workers by

improving his salary declaring him as the best so as the make other improve in their working skill too. The essence of this project therefore is to evaluate and examine the present motivational strategies available in university of Ilorin teaching hospital and its effect on the patient.

Motivation as a management tools, if well applied in organization, increases productivity and efficiency of worker staff welfare is a way to productivity commitment to workers and improvement to their efficiency.

The objective of the study is to highlight the following:-

1.   The significance of staff motivation in University of Ilorin teaching hospital.

2.   To highlight the present motivational strategies available ion the school.

3.   To highlight the correlation between motivator workers productivity and efficiency.

4.   To evaluate and examine the role of University of Ilorin teaching hospital.

1.4   SIGNIFICANCE OF THE STUDY

Motivation has special importance to the economy or organization of country for the following reason:-

1.   Supplement your long term objectives with short term goals and specific action.

2.   Make your job a different one set improvement objectives for your position with some imagination you probably can considerably increase your productivities.

3.   Develop an area of expertise. Build on your strengths or develop one of

your weakness into a strength.

4.   Gives yourself feedback and reward yourself setting veritable goods provides your with a standard against which you can measure your performance.

1.5   SCOPE AND LIMITATION OF THE STUDY

The scope of the study us the significance of motivation on staff performance in UITH with the particular reference of the hospital which the researcher see as the cases study. Studying will cover both the teaching and non teaching staff of the hospital.

In any research undertakes certain factors or constraints must limit one's inspiration. The main limitation encounter was to get the staffs to complete the questionnaire because some of the staff were very busy.

Secondly, some staffs deliberating refused to complete the questionnaire on the ground that they mighty be reprimanded by supplying relevant and useful information as contained in the questionnaires given out to staff to complete could not be collected.

Thirdly, financial constraint has made traveling to other polytechnic or schools outsides states in the federation difficult.

The should have allowed for comparable how workers are being motivated by both board of director and school management.

1.6   DEFINITION OF KEY TERMS

MOTIVATION:- This is the set of process that moves or motivate a person towards a goal. This can also be regarded as the driving force by which we

achieve our goals.

STAFF:- This can be regarded as all the workers employed in an organization considered as a group.

ORGANISATION:- This can be defined as group of people who form a business together in order to achieve as particular aim.

MANAGEMENT:- This can be defined as a social process entailing responsibility for the effective and economic planning and regulation of the operative of an enterprises for the fulfillment of a given tasks.

REWARDS:- This can be defined as something given or received in return for a service or merit.

PROMOTION:- This can be defined as the activity that encourages people to believe in the value or importance of something or that helps something to succeed.

Discipline:- This can be regarded as the practice of training people to obey rules and orders and punishing them if they do not; the controlled behaviour or situation that results from this training. The school has a reputation for his standard of discipline.

SATISFACTION:- This is the good feeling that you have when you have achieved something or when something that you wanted to happen does happen.

Productivity:- This means the rate at which a worker a company or country produces goods and amount produced. Compared with how much time work and money is needed to produce them.

TRAINING:- This is the process of learning the skills that you need to do a

job.

AUTHORITY:- This is the power to give order to people. The people or an organization who have the power to make decisions or who have a particular area of responsibility in a country or region.

PERFORMANCE:- This is how well or badly you do something; how well or badly something works;

ACHIEVEMENT:- A thing that somebody has done successfully, especially using their own effort and skill.

COMMUNICATION:- This is the activity or process of expressing ideas of feelings or of giving people information.

DEVELOPMENT:- The gradual growth of something so that it becomes more advanced, stronger e.t.c.

CHAPTER TWO

LITERATURE REVIEW

When considering motivators, longevity and effectiveness are important. Motivators such   as   fear   or   incentives   have effects   that can

be counterproductive or short¬lived. Thus, the use of internal motivational factors needs to be considered (Helminger, 1997). "Beecher once said, 'God made man to go by motives, and he will not go without them any more than a boat without steam, or a balloon without gas. Find out what motivates man, touch that button to turn the key that makes men achieve'" (Helminger, 1997).Because each organization has a distinct personality, managers should try and remove barriers from their organization that cause job dissatisfaction and are a detriment to motivating employees. Factors such as company politics, unproductive meetings, withholding information, and unfairness lead to low morale and overall job dissatisfaction (Robbins & Coulter, 1996).Recent studies have expanded the concept of employee motivation beyond job design and identified issues such as motivating a diverse workforce, pay¬for¬performance programs, and employee stock ownership plans (ESOPs) (Robbins & Coulter, 1996).Some organizations have management incentive programs under which managers and executive managers pledge to meet certain MBOs by year¬end. At the end of the period, their performance is measured against these MBOs and compensation is granted according to the organization's results of operations for the year. These programs work well for management; however, as only a targeted group of employees are allowed to participate, the overall success is debatable.

2.2.1   The Concept of Motivation

The word motivation has been derived from motive which means any idea, need or emotion that prompt a man into action. Whatever may be the behavior of man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concern. Motive can be known by studying a person's needs and desires.

There is no universal theory that can explain the factors influencing motives which control man's behavior at any particular point in time. In general, the different motives operate at different times among different people and influence their behaviors. The process of motivation studies the motives of individuals which cause different type of behavior.

Kreitner(1995), Buford, Bedeian and Linder(1995),Higgins (19940 cited in Linder(1998) defined motivation as "the psychological process that gives behavior purpose and direction , a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve, respectively.

Young (2000) also defined motivation as the force within an individual that account for the level, direction, persistence of effort at work. Halepota (2005) definition of motivation is "a person's active participation and commitment to achieve the prescribed results". Halepota further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results at all times."

According to Antonioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that leads and drives certain human action or inaction over a given period of time given the prevailing conditions.

Furthermore, the definitions suggest that there is the need to be an "invisible force "to push people to do something in return. It could also be deduced from

the definition that having a motivated workforce or creating an environment in which high levels of motivation is maintained for the challenge for management today. Its challenge may emanate from the simple fact that motivation is not a fixed trait as it could change with changes in personal, psychological, financial or social factors.

For this research, the definition of motivation by Greenberg and Baron (2003) is adopted, as it is more realistic and simple as it considers the individuals and his performance.

Greenberg and Baron defined motivation as "the set of processes that arouse, direct, and maintain human behavior towards attaining goals.

Jones (1955) argues that "motivation is concerned with how behavior gets started, is energized, is sustained, is directed, and is stopped and what kind of subjective reaction is Present in the organization while all this is going on.

2.1.2   Extrinsic Motivation and Employees' Performance

Extrinsic motivation refers to someone doing something because it leads to a separable outcome (Mullin, 2010). Extrinsic rewards may play an important role in boosting the employee's performance as Pierce and Gardner (2004) point out that an individual's self-esteem, formed around work and organizational experiences, plays a significant role in determining employee motivation. There are various components of extrinsic motivational factors and they include: pay, bonus programs, profit sharing and stock options (Mullin, 2010).

A. Pay

Pay refers to the amount of money provided to workers for the accomplishment

of organization goals (Koch, 2008). Kreitner and Kinicki (2007) suggests that the effectiveness of pay as a motivator depends on a number of circumstances, including the value and needs of individuals and their preference for different types of financial or nonfinancial rewards. Armstrong and Murlis (2004) further commented that pay is important to people because it is instrumental in satisfying a number of their most pressing needs. It is significant not only because of what they can buy but also a highly tangible method of recognizing their worth, thus, improving their self-esteem and gaining esteem of others (Khan, Farooq & Ullah, 2010). Armstrong and Murlis (2004) reflecting on intrinsic motivation pointed out that pay in itself has no intrinsic meaning and acquires significant motivating power only when it comes to symbolize intangible goals.

Yin and Yang (2012) found that the employee incentive of pay, distinctively impacted on their performance. Pay was significantly correlated with job performance (Yin and Yang, 2012).

B. Bonus

Programs Bonus programs are usually rewards provided to individuals for their accomplishment in a particular task (Mullin, 2010). The bonus program has been used in different organizations for some time now. Bonuses are frequently used in sales organizations to encourage salespersons to generate additional business or higher profits. They can also be used, however, to recognize group accomplishments. Indeed, increasing numbers of businesses have switched from individual bonus programs to one which rewards contributions to corporate performance at group, departmental, or company-wide levels (Odell, 2005).

According to Yin and Yang (2012), small businesses interested in long-term benefits should probably consider another type of reward. Bonuses are generally short-term motivators. By rewarding an employee's performance for the previous

year, they encourage a short-term perspective rather than future-oriented accomplishments. In addition, these programs need to be carefully structured to ensure they are rewarding accomplishments above and beyond an individual or group's basic functions.

C. Profit Sharing

Profit sharing refers to the strategy of creating a pool of monies to be disbursed to employees by taking a stated percentage of a company's profits (Yin & Yang, 2012). The amount given to an employee is usually equal to a percentage of the employee's salary and is disbursed after a business closes its books for the year (Rajapaksa and Rothstein, 2009). The benefits can be provided either in actual cash or via contributions to employee's retirement plans. A benefit for a company offering this type of reward is that it can keep fixed costs low (Ramey, Ardella and Carl, 2011).

D. Stock Options

A stock option refers to a contract between two parties in which the stock option buyer (holder) purchases the right (but not the obligation) to buy or sell 100 shares of an underlying stock at a predetermined price to the option seller (writer) within a fixed period of time (Khan, Farooq and Ullah, 2010). Stock options have become an increasingly popular method in recent years of rewarding middle management and other employees in both mature companies and start-ups. Employee stock-option programs give employees the right to buy a specified number of a company's shares at a fixed price for a specified period of time (usually around ten years). They are generally authorized by a company's board of directors and approved by its shareholders. The number of options a company can award to employees is usually equal to a certain percentage of the company's shares outstanding (Parker and Liz, 2001).

2.1.3   Intrinsic Motivation and Employees' Performance

Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable (Yin and Yang, 2012). Intrinsically motivated agents do not only care about extrinsic rewards (like monetary payments), but their motivation to worker harder depends also on factors such as their self-esteem or self confidence in succeeding in a task (Pierce and Gardner, 2004). There are various components of intrinsic motivational factors and they include: job autonomy, professional growth, leadership, workload and work contentment (Yin and Yang, 2012).

Such experiences are for examples signals by the organizational environment and significant others (Pierce and Gardner, 2004). Other determinants of an employee's self-confidence are job characteristics, such as task difficulty and complexity, the environment in which the task is performed, work quality, quantity and routine, as well as creativity and meaningfulness of the work, or identification with the job (Gardner, 2004).

As such, the management therefore needs to understand what reward system are involved to get employees give of their best and stretch towards their potential. Hatcher, Bleich, Connolly, Davis, Hewlett, and Hill (2006) conducted a study to identify best practices for motivating and retention of the older nursing workforce (ages 45-64). The authors conducted a literature review to examine characteristics of the older employee, define human resource policies affecting production, and discover work environment designs that foster recruitment of older employees. The authors identified 25 individuals as experts in hospital employee retention as well as experts in the retention of older workers. Of the 25 experts, 13 participated in telephone interviews (Hatcher et al., 2006). Ultimately, these 13 experts identified either the same or very similar variables to increase organizational commitment as those identified in the literature (Hatcher et al., 2006). Job autonomy may also play a role in boosting employees' performance.

A. Job Autonomy

Job autonomy refers to the way a job provides the freedom to expand on the job duties and responsibilities to any individual who was hired to perform it independent judgment and discretion required to do the work. In addition to telephone interviews, Hatcher et al. (2006) conducted a survey as a means of identifying best practices for enhancing performance of older employees. A pilot web-based employee survey was made available to more than 2,000 employees in a Presbyterian New Mexico healthcare system composed of seven different hospitals, 26 ambulatory care clinics, home health care and hospices services. The survey response rate was 200% (N=377) and did not concentrate solely on older employees (Hatcher et al., 2006). The authors recommended autonomy as a solution to the motivation of older employees in the overall findings to enhance their performance. A literature review by Moseley, Jeffers, and Paterson (2008) examining the same identified empowerment or autonomy as a solution to increasing workers performance.

B. Professional Growth

Professional growth refers to the fulfilment career responsibilities as part of the employee learning and skill building overtime (Mullin, 2010). Hatcher et al. (2006) found that professional growth, such as provision of challenges, increases performance among older employees. To further support professional growth and continuing education as indicators for boosting the workers' performance, Tourangeau et al. (2010) found that provisions of challenges and support from the organization for professional development of the employee practice are important to employees. The authors reported that opportunities for new challenges are a motivator for boosting their performance. It was also reported

that opportunities for professional development, such as educational offerings, have the potential to increase employees' performance (Tourangeau et al., 2010). Many managers and consultants tend to agree that professional growth is the best incentives in the long run as an intrinsic reward (Pascerella, 2007). Professional growth tends to sustain employees' performance in the long term (Gross, 2005). In a further study by Shaw and Schneier (2005), professional growth was found to be a more effective way to motivate a team as compared to monetary rewards. Yin and Yang (2012) found that a positive correlation between professional growth and job performance. Moseley, Jeffers and Paterson (2008) recommended professional growth should be enhanced as a means of continually fostering increased performance (Moseley et al., 2008). Such interventions would promote employee motivation to give the best of their performance. Leadership may also play a role in boosting employees' performance.

C. Leadership

Leadership is defined as an individual who has the ability to bring about change by looking for potential motives in followers, by seeking to satisfy higher need and fully engage the followers through a mutual relationship to inspire the followers towards the achievement of the group goals (Ma, Lee, Yang and Change, 2009). Tourangeau, Cummings, Cranley, Ferron and Harvey (2006) suggested establishing leadership that shares common interest in his or her vision, work group goals and objectives. In a later study, Tourangeau et al. (2010) further supported the previous findings by suggesting that leadership support, as well as relationships with the manager, are motivators for increased employee performance. The authors also found that flexible scheduling is an equally important variable. Based on the finding of this study, participants felt leaders who provided flexible scheduling had a positive impact on employee

performance. In most focus groups, the leader's capabilities, motives, and relationship with the employees affected the employee's performance (Tourangeau et al., 2010).

In 2009, Ma, Lee, Yang, and Chang conducted a cross-sectional study in Taiwan. This study involved four acute care hospitals and examined employees' performance and its correlation with leadership characteristics. Upon approval from the institutional ethical committees, self-reported surveys, developed by the research team, were administered to the employees, with reminders that the questionnaires were voluntary and anonymous (Ma et al., 2009). Ma et al. (2009) found that good leadership was the most significant predictor of intent to improve performance. The authors recommended that organizations implement a good leadership program to improve on employees' performance. Also, performance of the employees should be assessed on a regular basis and the leaders take actions to enhance the employees' performance (Ma et al., 2009). Work load may also play a role in boosting employees' performance.

2.3   THEORETICAL FRAMEWORK

2.3.1 THEORY X AND Y OF DOUGLAS MC GREGOR

One of the early scholars to research into human behaviour in the work place wase Laste Professor Douglas MC Gregor 1905 -1084 who was a professor of industrial administration at the Massachusetts institute they X stands on the following characteristic four assumption by manager.

1.   Employee inherently dislikes work and whenever possible will attempt to avoid it.

2.   Since employees dislikes work, they must be controlled or threatened with punishment or achieve desire goals.

3.   Employees will shrink or avoid responsibility and seek formal direction whenever possible.

4.   Most employees place security above all other factor associated with work and display little ambition.

These are the characteristics of autocratic managers in organization today. These assumptions by these manages are negatives ones. These assumptions were of the view that unless human being in the work place are forced. Controlled and threatened they will not put faith to the development of the organization.

In contract to those negative assumptions, Douglas Mc postulated yet another theory known as R theory Y for democratic managers in organization.

These are assumption of the positive theory Y:

1.   Expenditure on physical as well as mental effort in work is as natural as play and rest.

2.   Employees will always exercise self direction and in the service of objectives in which they are committed.

3.   Average employees can learn to accept, even ask for responsibility.

4.   Under the condition of modern industrialized, the actualized potentiality of an average human being is only partially, utilized.

5.   Committed to objective is a function of reward associated with

achievement.

6.   The capacity to exercise a relatively high degree of ingenuity, imagination, credibility in the solution to organization problems is widely but not narrowly distributed.

A democratic manager in our organization today upheld these assumption even profession Douglas Mc Gregor himself supported these assumption as the most acceptable theory dominated by the lower order needs.

2.3   ABRAHAM H. MASLOW HERARCHY OF NEEDS

One of the early scholars of motivational theories was, a psychologist Abraham, Maslow. He views human needs in an hierarchy form or in a seconding or descending order, that is to say what man needs ascend from the lowest highest and descend from a highest to the lowest. He also concluded that as soon as one set of needed is satisfied is no longer motivators.

A.   Physiological needs

These are needs for sustaining human life such as food, clothing, shelter, sleep and other bodily needs.

B.   Security needs or safety needs

These are the needs to be free of physical danger and of the fear of loosing a job, property food or shelter.

C.   Affiliation of Acceptance needs

These include affection, belongings, special activities, friendship. This is borne by the fact that human being are social beings and therefore need to interact socially with one another.

D.   Esteem needs

These we have internal and external factors internal factors are self respect, autonomy, achievement. The external factors on the other hand are status, recognition in the eyes of people and attention.

E.   Self Actualization needs

Maslow regards these as the highest need in his hierarchy. It is the desire to become what one is capable of becoming to maximize ones potential and to accomplish something.

2.5   DC MC CELLANCE ACHIEVEMENT MOTIVATION THEORY

David C. Mc celland was also one of early scholars who carried out research on motivation.

His work was originated from investigation carried out into the relationship between hunger need and imaginary of food processes. He then identified three arousal based and socially developed motive.

1.   Affiliation (n-AFC)

2.   Power (n- pow)

3.   Achievement (n-Ach)

The three arousal in the achievement of motivational theory correspond with the Abraham Maslow Hierarchy of needs of love, esteem and self

actualization.

The intensity of affiliation, power and achievement varies from individual in organization for instance managers will tend towards higher achievement need than for him to stick to an affiliation. This theory has received a world – wide acceptance looking at the n –ACH, manager can plan training for workers in order for him to achieve his need.

Some leaders, no matter hard working they may be, no matter achievement they mighty made with the organization, they are not going to the compensated by motivation. The application of motivation in any organization is basically rest with the type of leader available in the organization.

2.7.1 THE AUTHORITARIAN LEADERSHIP STYLE

This type of leadership is authoriantarian in nature. This is where the focus of power is with the manager. He exercise decision making alone and authority for determining policy, procedures for achieving goods e.t.c are, vested in the hand of the authorianal manger, this type of leader does not listen to the need and aspiration of workers to the extent of some incentives to them.

2.7.2   DEMOCRATIC LEADERSHIP STYLE

This is where they focus more with the group as workers in the organization. There is interaction between the managers and his subordinates. The functions of the democratic leaders are shared with the members of the organization unlike the autocratic leaders who exercise all powers and the function in the organization. The group members have greatest saying in the policy making process, determination of policy implementation. With this type of leaders who allowed members to contribute to the decision making process of the organization will be able to express their feeling to their manager and will

certainly listen to the needs and views.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   INTRODUCTION

Different methods are used in conducting this research. The methods are primary source and secondary sources. The primary source is the interview method used because it gives all the relevant information needed to complete this work. More so, it is quite easy and precise in the see that questions are asked directly and any questions not properly answered could be asked again. All question that were directly and any question not properly answered could be asked again. All question were asked were based on the topic.

The secondary source includes the documentation and also relevant text book.

3.2   RESEARCH DESIGN

Research hypothesis if properly institutionalized will put an end to industrial conflict in University of Ilorin teaching hospital

Ho – Null hypothesis

H_1 – Alternatives

H_2 - That collective bargaining, if property institutionalized will not put an end to industrial conflict in University of Ilorin Teachning Hospital.

Research Question

1.   What is the best method of resolving conflict in an organization.

3.2   POPULATION SAMPLING AND SAMPLE

The population saddle with responsibility of carrying out personnel duties in an organization is believed by the research to be the appropriate target group. The basic advantage of the population is that by their status and experience their responds to the questionnaire administered will produce unbiased and realistic responses.

3.4   METHOD OF DATA COLLECTION

Since the purpose of this research work is to determine of collective bargaining as food for resolving industrial conflicts has by impact in the made of selling conflict in University of Ilorin teaching hospital. The various responses from the administrative questionnaire will be used in analyzing them data collected from the ,members of staff of the company persona intergve would also be conducted so as to be able to gather the need information from the staff of University of Ilorin teaching hospital. T his method represents the primary means of data collected from magazine and textbook that contain relevance information on the subject matter, relevant journals were also referred to these two data source will only be used because of time limit allow on this study.

3.5   METHOD OF DATA ANALYSIS

For this research work, responses from the questionnaire were evaluated through statistical package for social science (SPSS). This provide for chi-square simple table cross tabulation and percentage chi-square is a fact which estabnte the liokehood that an observed result due to charge.

It is used to find out whether a result which is observed, if the sample can be considered as a result which exist in the population from which chi-square formular

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

Where o= Observed value

E= Expected value

X^2= Chi-square

$\Sigma =$ Summation

The degree of random = (n-1) (m-1)

Where n = number of row

   M = number of column

E = Expected value = row (total x column total) = <u>RTXCE</u>

                              Grand total   GT

Rejection region $X^2 > X^2$, where df $-$ (n-1) (m-1) using 5%m level of significance.

3.6   TESTING VALIDITY AND DEVALIDITY OF DATA INSTRUMENT

   The hypothesis was tested with sa non parameter stastic 7m chi $-$ square (x^2)

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1   INTRODUCTION

There were fifty (50) questionnaire administered on impact of motivation on organization performance which were filled and returned accordingly.

The researcher adopted both primary and secondary method as means of obtaining data for this research study.

As earlier mentioned, the primary source of the research is based on the administration of questionnaire and observation methods in order to obtain the necessary data.

4.2   DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Analysis of all data and relevant information collected for this study was divided into two (2) different parts as follows:

1.   Analysis of demographic characteristics: This was carried out on personal data of individual respondents. Relevant data analysis tools like table were used to present such characteristics.

2.   Test of Hypothesis: The hypothesis formulated earlier will be tested through the use of responses from questionnaire collected.

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This section presents the demographic statistics of respondents. One hundred and sixty seven (167) questionnaires were administered, dully completed and returned.

The detailed analysis of the demographic characteristics of the respondents is therefore presented below:

Table 4.1: Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	35	70
Female	15	30
Total	**50**	**100**

The data presented in the table 4.1 above shows that thirty-five (35) respondents were males representing 70% of the total number of respondent while fifteen (15) were female representing 30%. This implies that majority of the respondents are males.

Table 4.2: Age Distribution of Respondents

Age	Frequency	Percentage
18 – 23 years	5	10
24 – 29 years	15	30
30 – 35 years	15	30
36 – 41 years	10	20
42 years above	5	10
Total	50	100

Considering the above table, it was observed that fifteen (15) respondents representing 10% were between age range 15 – 23 years, fifteen (15) respondent representing 30% were between 24 – 29 years, fifteen (15) respondents representing 30% were between age range of 30 – 35 years, ten (10) respondents representing 20% were between age range of 36 – 41 years, while five (5)

respondents representing 10% were between age range of 42 years and above.

Table 4.3: Marital Status Distribution of Respondents

Marital Status	Frequency	Percentage
Single	22	44
Married	25	50
Divorced	3	6
Total	50	100

Source: *Field Research, 2022*

It was observed that twenty-two (22) respondents representing 44% were single, while twenty-five (25) respondents representing 50% were married and three (3) were divorced. This implies that majority of the respondents are married.

Table 4.4: Educational Qualification of Respondents

Educational Qualification	Frequency	Percentage
SSCE	3	6
NCE/OND	10	20
B.Sc/HND	20	40
MBA/Ph.D	10	20
Others	7	14
Total	50	100

Source: *Field Research, 2021*

From the above table, it was observed that three (3) respondents representing 6% were SSCE holder, ten (10) respondents representing 20% were

NCE/OND holder, twenty (20) respondents representing 40% were B.Sc/HND holder, ten (10) respondent representing 20% were MBA/HND holder while seven (7) respondents representing 14% were others holder.

This implies that the firm has more of B.Sc/HND holder than other qualification.

Table 4.5: How long have you been working with UITH Industries?

Responses	Frequency	Percentage
0 – 2 years	5	10
3 – 5 years	25	50
6 – 8 years	15	30
9 years above	5	10
Total	50	100

Source: *Field Research, 2022*

From the above table, it was observe that five (5) respondents representing 10% have been with the organization for the period of 0 – 2 years, while twenty-five (25) respondents representing 50% have been with the organization for the period of 3 – 5 years, fifteen (15) respondent representing 30% have been with the organization for the period of 6 – 8 years and five (5) respondents representing 10% have been with the organization for the period of 9 years and above.

SECTION B

Table 4.6: Motivation is important for employee efficiency

Responses	Frequency	Percentage
Strongly agreed	30	60
Agreed	10	20
Undecided	0	0
Disagreed	5	10
Strongly disagreed	5	10
Total	50	100

Source: Field Research, 2022

Table 6 shows that 60% of respondents of KAM Industries strongly agreed that motivation is important for employee efficiency, while 20% agreed, 10% disagreed that motivation is important for employee efficiency while 10% also strongly disagreed that motivation is important for employee efficiency.

Table 4.7: Workers put in their best when they are placed on little or no supervision

Responses	Frequency	Percentage
Strongly agreed	35	70
Agreed	10	20
Undecided	0	0
Disagreed	5	10
Strongly disagreed	0	0
Total	**50**	**100**

Source: *Field Research, 2022*

Data analysis for table 2 indicate that 70% of respondents strongly agreed that workers put in their best when they are placed on little or no supervision, 20% of respondents agreed that workers put in their best when they are placed on little or no supervision while 10% disagree that workers put in their best when they are place on little or no supervision.

Table 4.8: Motivation is important for employee efficiency

Responses	Frequency	Percentage
Strongly agreed	35	70
Agreed	10	20
Undecided	0	0
Disagreed	5	10
Strongly disagreed	0	0
Total	50	100

Source: Field Research, 2022

The above table indicates that 70% of respondents strongly agreed that well motivated staff have a positive attitude toward works, 20% respondents agreed that well motivated staff have a positive attitude toward work while 10% respondents disagreed that well motivated staff have positive attitude toward work.

Table 4.9: What is the turnup of the staff without motivation

Responses	Frequency	Percentage
Strongly agreed	0	0
Agreed	5	10
Undecided	0	0
Disagreed	35	70
Strongly disagreed	10	20
Total	50	100

Source: Field Research, 2022

Data analysis from table 9 shows that 10% respondents agreed that even without motivation some workers still put in their best, 70% respondents disagreed that even without motivation some workers still put in their best while 20% respondents strongly disagreed that even without motivation some workers still put in their best.

Table 4.10: Rewarding good work and excellent performance can contribute to more excellent and healthy completion among worker

Responses	Frequency	Percentage
Strongly agreed	35	70
Agreed	10	20
Undecided	5	10
Disagreed	0	0
Strongly disagreed	0	0
Total	50	100

Source: Field Research, 2022

The table 10 above shows that 70% respondents strongly agreed that rewarding good work and excellent performance can contribute to more excellent and healthy completion among workers, 20% respondents agreed that rewarding good work and excellence performance can contribute to more excellent and healthy completion among worker, while 10% respondents were undecided.

Table 4.11: Hospital, staff clubs, staff quarters, cafeterias etc. Are important if a worker must perform well

Responses	Frequency	Percentage
Strongly agreed	20	40
Agreed	30	60
Undecided	0	0
Disagreed	0	0
Strongly disagreed	0	0
Total	50	100

Source: *Field Research, 2022*

Regarding analysis whether hospitals, staff clubs, staff quarters, cafeterias etc. are important if a worker must perform well, 40% respondents strongly agreed to that while 60% respondents agreed that hospitals, staff clubs, staff quarters, cafeterias etc. are important if a worker must perform well.

Table 4.12: The organizing of Christmas/Easter/Sallah/End of the Year Party is good and helps to encourage workers performance

Responses	Frequency	Percentage

Strongly agreed	0	0
Agreed	40	80
Undecided	0	0
Disagreed	10	20
Strongly disagreed	0	0
Total	50	100

Source: Field Research, 2022

Table 12 shows that 80% of respondents agreed to the organizing of Christmas/Easter/Sallah/End of the Year Party is good and helps to encourage workers performance while 20% of respondents disagreed to the organizing of Christmas/Easter/ Sallah/End of the Year party is good and helps encourage workers performance.

Table 4.13: Salaries commitment to supervisors and peers and job security can increase workers efficiency

Responses	Frequency	Percentage
Strongly agreed	0	0
Agreed	35	70
Undecided	0	0
Disagreed	15	30
Strongly disagreed	0	0
Total	50	100

Source: Field Research, 2022

The table above indicates that 70% respondents agreed that salaries, commitment to supervisors and peers and job security can increase workers

efficiency while 30% respondents disagreed that salaries commitment to supervisor and peers and job security can increase workers efficiency.

Table 4.14: Interpersonal relationship between top management and workers should be encouraged

Responses	Frequency	Percentage
Strongly agreed	40	80
Agreed	0	0
Undecided	0	0
Disagreed	10	20
Strongly disagreed	0	0
Total	50	100

Source: *Field Research, 2022*

The above table shows that 80% respondents strongly agreed that interpersonal relationship between top management and workers should be encouraged while 20% disagreed that interpersonal relationship between top management and workers should be encouraged.

Table 4.15: Favourism on the part of the CEO or MD can contribute to much productivity

Responses	Frequency	Percentage
Strongly agreed	10	20
Agreed	30	60
Undecided	0	0

	10	20
Disagreed	10	20
Strongly disagreed	0	0
Total	50	100

The analysis in table 10 indicate that 20% respondents strongly agreed favourism on the part of the CEO or MD can contribute to much productivity, 60% respondents agreed that favourism on the part of the CEO or MD can contribute to much productivity while 20% respondents disagreed favourism on the part of the CEO or MD can contribute to much productivity.

should be established encouraged and promoted

Responses	Frequency	Percentage
Strongly agreed	35	70
Agreed	0	0
Undecided	0	0
Disagreed	0	0

Strongly disagreed	15	30
Total	50	100

Table 16 analysis shows that 70% respondents strongly agreed that groups that fight for staff welfare within an organization should be established, encouraged and promoted while 30% respondents strongly disagreed that groups that fight for staff welfare within an organization should be established, encouraged and promoted.

Table 4.17: Workers welfare should be paramount issue of concern to top management

Responses	Frequency	Percentage
Strongly agreed	35	70
Agreed	15	30
Undecided	0	0
Disagreed	0	0
Strongly disagreed	0	0
Total	50	100

Source: *Field Research, 2022*

The above table indicate 70% respondents strongly agreed that workers welfare should be paramount issue of concern to top management while 30% respondents agreed that workers welfare should be paramount issue of concern to top management.

4.3   DISCUSSION OF FINDING

Before the data was analyzed, it was certified reliable by using test rate method. The hypothesis formulated were now tested to see if they should be uphold from the result be rejected. Inve

stors in order to critically analyze the impact of motivation on organization performance in order to determine the liquidity and profitability level of a company before taking any manager are to ensure that used so that potential investors can be attracted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1   SUMMARY OF FINDINGS

The project work has been able to look into the management of motivation in an organization, the impact of motivation on organization performances the data have been presented and analyzed. The hypothesis have equally been tested and result obtained.

Firstly, the study has attempted to examine the impact of motivation on organization performance to identify and evaluate the benefit of employee motivation in KAM Industries Nigeria Limited, to examine the approaches to motivation and to examine the relationship between motivation and employee performance.

Secondly, the research study achieved its objective and discovered the following findings that, there is significant relationship between employee motivation and employee efficiency, the study discovered that employee motivation have significant impact on the organization performance. Lastly, the study noted that organization in Nigeria needs motivation as a management approach to achieve organization performance.

Since motivation will influence workers to be committed to the organization and this tend to increase workers performance and in turn increase organization performance. Below are some of the findings from the analysis.

The study has attempted to examine the impact of motivation on organization performance to identify and evaluate the benefits of employee motivation in KAM Industries Nigeria Limited, to examine the approaches to

motivation in KAM Industries Nigeria Limited and to examine the relationship between motivation and employee performance.

However, the research study achieved its objective and discovered the following findings.

- ✔ There is significant relationship between employee motivation and employee efficiency.

- ✔ The study discovered that employee motivation have significant impact on organization performance.

- ✔ The study noted that organization in Nigeria need motivation as a management approach to achieve organization performance.

Thus, it was gathered that there is significant relationship between motivation and organization performance since motivation will influence workers to be committed to the organization and this tend to increase workers performance and in turn increase organization performance.

5.2 CONCLUSIONS

This study reveals that workers motivational processes in KAM Industries (Nig) Limited have undergone tremendous change since the organization was established. Some of these changes were essential for its growth and to make it adjust to the changing economic socio-political evolution of the country. However, the employees seem to have undergone a trauma, the major traumatic experience is linked with the treat of retrenchment of workers. Reason been due to the new global positioning processes and implementation of same management style establish in Europe in Nigeria as well as the new common practice of organization, castigation of management personnel who are not in

any position to defend themselves.

The seeming loss of one of the most cherished and envied hallmarks of the organization job security and the uncertainties about wages and salaries would appear to have greatly affected the workers morale. Under such a condition, workers cannot vive their best and expected return or output from the job. The management would now need to take an urgent step to look into the problems if the employees are to achieve their stated objectives by motivating them to commit themselves towards the attainment of organizational performance.

5.3   RECOMMENDATIONS

In light of the findings in this study, the following recommendations are necessary:

- ✔ Organization should adopt motivation as a means towards the attainment of organizational performance. The organization should encourage initiative and creativity by allowing for some flexibility in application of rules and regulation. Too much rigidity in applying the rules may constitute a setback in modern growth of the organization and dampen initiative and creativity.

- ✔ Organization should motivates workers to achieve their organizational performance. The CEO should establish an adequate motivational unit in the organization whose main function will be to monitor and promote the morale boosting activities in the organization. Such a unit should carry out studies on the welfare of the workers compare to similar organization, and make available their findings a data for planning and implementing of reward system in the organization.

✔   Organization should adopt motivation as a management approach to achieve organizational performance. Efforts should be geared at work enrichment for the staff in the various cadres, and more opportunity for decision-making should be given to supervisors.

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APPENDIX

Department of Public Administration

Institute of Finance and Management Studies (I.F.M.S)

Kwara State Polytechnic, Ilorin

P.M.B. 1375,

Ilorin, Kwara State.

Dear Sir,

I am a final year student of the Department of Business Administration, Kwara State Polytechnic, Ilorin.

As part of the conditions for the award of National Diploma (ND) I am conducting a study on the Impact of Motivation on Organization Performance.

I shall be very grateful if you could do me a favour by completing the attached questionnaire as objectively as possible. Please be assured that any information given in this regard will be treated confidentially and used only for the purpose of this academic exercise.

Thanks for your unreserved assistance.

Yours faithfully,

QUESTIONNAIRE

SECTION A: SOCIO-ECONOMIC AND DEMOGRAPHIC DATA

1.   **Gender:** Male (   ) Female (   )

2.   **Age:** 18 – 23 (   ) 24 – 29 (   ) 30 – 35 (   ) 36 – 41 (   ) 42 and above (   )

3.   **Educational Qualifications:** SSCE (   ) NCE/OND (   ) B.SC/HND (   ) MBA/PH.D (   ) Others (   )

4.   How long have you been with KAM Industries (Nig) Limited?0 – 2years (   ) 3 – 5 years (   ) 6 – 8 years (   ) 9years and above (   )

5.   **Marital Status:** Single (   ) Married (   ) Divorced (   )

SECTION B

1.   Motivation is important for employee efficiency. Strongly agreed (   ) Agreed (   ) Undecided (   ) Disagreed (   ) Strongly disagreed (   )

2.   Workers put in their best when they are placed on little or no supervision. Strongly agreed (   ) Agreed (   ) Undecided (   ) Disagreed (   ) Strongly disagreed (   )

3.   Well motivated staffs have a positive attitude towards work. Strongly agreed (   ) Agreed (   ) Undecided (   ) Disagreed (   ) Strongly disagreed (   )

4.   Even without motivation, some workers still put in their best. Strongly agreed (   ) Agreed (   ) Undecided (   ) Disagreed (   ) Strongly disagree (   )

5.   Rewarding good work and excellent performances can contribute to more

excellent and healthy competitors among workers. Strongly agreed (   )
Agreed (   ) Undecided (   ) Disagreed (   ) Strongly disagreed (   )

6. Hospitals, staff clubs, staff quarters, cafeteria etc. are important if a worker must do well. Strongly agreed (   )   Agreed (   ) Undecided ( ) Disagreed ( ) Strongly disagreed ( )

7. The organizing of Christmas/Easter/Sallah/end of the year party is good and helps to encourage workers performance. Strongly agreed ( ) Agreed ( ) Undecided ( ) Disagreed (   ) Strongly disagreed (   )

8. Salaries, commitment to supervisors and peers and job security can increase workers efficiency. Strongly agreed (   ) Agreed ( ) Undecided ( ) Disagreed ( ) Strongly disagreed ( )

9. Interpersonal relationship between top management and workers should be encouraged. Strongly agreed ( ) Agree ( ) Undecided ( ) Disagreed ( ) Strongly disagreed ( )

10. Favourism on the part of the CEO/MD can contribute to much productivity. Strongly agreed ( ) Agree ( ) Undecided ( ) Disagreed (   ) Strongly disagreed ( )

11. Groups that fight for staff welfare within an organization should be established, encouraged and promoted. Strongly agreed (   ) Agreed (   ) Undecided (   ) Disagreed (   ) Strongly disagreed (   )

12. Workers welfare should be paramount issue of concern to top management. Strongly agreed ( ) Agreed ( ) Undecided (   ) Disagreed ( ) Strongly disagreed (   )