WORKERS' PERCEPTION OF INCENTIVE PROGRAMMES AND THEIR PRODUCTIVITY IN ADAMAWA STATE GOVERNMENT HOUSE, YOLA

BY

AL-HASSAN MUAZ. TAHIR

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ABSTRACT

This study examined the Workers' Perception of Incentive Programmes and their Productivity in Adamawa State Government House, Yola. The study adopted descriptive survey design as the design of the study. Purposive random sampling technique was used to select the sample of the study, that is, 250 respondents from the population of the study. The study used questionnaire as the primary source of data and secondary source of data were derived from relevant books, journals, article document from internet, magazine etc. The study observed the nature of Incentive programmes offered by Government House, Yola, to increase the rate of motivation of workers. It also observed that the incentive programme has a

tendency to increase the confidence of the employees and reduce the rate of employee turn-over rate in the organization. Finally, the study provided some useful recommendations as to how to improve Incentive programme focused on enhancing skills of the employee in organization and country at large.

CHAPTER ONE
INTRODUCTION

1.1   Background of the Study

Incentive is essential bedrock for effective and successful human resources management of an organization. Against the background that human resource management has become more competing today in the face of globalization and the search for competitive advantage; no organization worth its self can afford to ignore the centrality of Incentive of employee in a work place.

In view of the fact that the sustainability of any organization hinge to a large extent on the functionality and the performance capability of its employees. It goes to say that the life span and relevance of any organization depends maximally on the effectiveness of its manpower planning. It is through such planning that the employees are equipped with necessary capabilities that will enhance their performance at the workplace. The role of Incentive is all encompassing, that is why it is

seen as a systematic approach towards making the employees more viable in discharge of their duties.

In this era of globalization in which organizations are susceptible to rapid change, has made it mandatory for people to acquire new skills, knowledge, and ideas in order for them to be to motivated and be relevant in the scheme of things in the organization. No system can cope with the magnitude of its responsibility without making adequate outlet for its staff Incentive.

It is in the best interest of any organization to find out how to increase the productivity of different employees. Aham (1999) stipulated that individual needs varied forms of Incentive to perform his assigned duties. Against this background, this study intends to asses the workers' perception of Incentive programmes in the workplace.

1.2   Statement of Research Problem

Over the years, there has been a general outcry on the poor welfare condition of the public servants. This has been a major source of concern by various labour unions. This problem manifested in different forms such like poor remuneration, irregular promotion, lack of and poor capacity building for staff, and other incentives that will motivate them are not forth coming.

The poor welfare can hamper service delivery by the public servants and as well culminate into bottleneck that renders the performance of their statutory duty ineffective.

The study will explore how this problem could be solved in order to enhance Incentive and productivity in Adamawa State Government House, Yola.

1.3   Objectives of the Study

The major objective of this work is to examine the workers' perception of Incentive programmes and their productivity in Adamawa State Government House, Yola. Other objectives of the study include the following:-

i.   To examine the nature of Incentive programmes   employed to increase workers productivity.

ii.   To assess the impact of Incentive programmes on Incentive at work place.

iii. To identify the effects of those Incentive programmes on employee productivity.

1.4   Research Questions

i.   What is the nature of Incentive programs employed to increase workers productivity?

ii.   What are the impacts of the Incentive programmes on Incentive at work place?

iii. Does Incentive programmes have any effects on workers performance?

1.5   Significance of The Study

The study will be useful in providing government and its agents with information that will serve as inputs in the process of making policies pertaining to staff Incentive. Also, manpower planners and institutional personnel managers will equally find this research work interesting, because it will provide them with the background information on the importance of Incentive on staff performance and efficiency. Furthermore, the general public will benefit from the study, in the sense that it will help them to understand the various ways staff can be motivated and the need for such Incentive. Finally, fellow researchers will find this study as an important reference material when conducting their researches.

1.6   Scope of The Study

This study was restricted to Adamawa State Government House, Yola and covers both the junior and senior staff of Adamawa Government State House employees. This research work covered only issues relating to workers' perception of Incentive programmes and their productivity

using Adamawa Government House workers as a case study. It covered a period of five (5) years 2005 to 2009, data concerning manpower Incentive activities retrieved through personnel department within this period was analyzed and used for decision making.

1.7   Limitations of The Study

Some major inherent limitations of this work are expected to be:

i.   Time factor: time is major determinant in any undertaking, especially on academic work. The time for this work might not be sufficient to make much reasonable research; nevertheless much effort will be made in utilizing the available time, in order to make the work a worthwhile.

ii.   Access to information: due to the sensitivity of this topic and for the fact that most organizations do not give information regarding their human capital policies, the gathering of information for this project might be to a large extent difficult. Sometimes, the researchers is seen by many organization as a spy

iii.   Financial constraint: This was one of the major problems encountered in the course of this work and so did not accord

access to sourcing of enough materials, and traveling to source

for more information.

CHAPTER TWO:

LITERATURE REVIEW6

2.0 Introduction

This chapter reviews related literatures with a view to putting the study in proper perspective. Therefore, the following sub-topics were discussed:

i.   Theoretical Framework

ii.   The Definition of the Concept Perception

iii. The Concept of Incentive/Incentive Programmes

iv.   The nature of Incentive programmes employed to increase workers productivity.

v.   The impact of Incentive programmes on Incentive at work place.

vi.   The effects of those Incentive programmes on employee productivity.

2.1 Theoretical Framework

The theory that guides this study is the Human Relations Theory. Uche (2009) posited that human relations era began during the 1920s and continued well into the 1960s. A greater concern for the human element in industry characterized this era. Human relations theory holds that

human beings working in organizations should be treated like human beings rather than like machines and that their needs should be given attention, so that they can effectively put in their best in the production process. Prominent among the advocates of this theory are, Elton Mayo, Abraham Maslow, Argyris, Rensis Likert. Ojoawo (1995) posited that human relations saw people as the key to productivity. They felt that worker's morale need to be considered first and not last. They believe that sincere sensitivity to people, good human relation and supportive supervision would lead to high morale and higher productivity. Based on this, human relations theorists condemned the mechanistic treatment of human beings, as demonstrated by classical management theory and replaced it with the idea that greater emphasis should be placed on employees' Incentive and satisfaction. Therefore, it is important that employers work with people in their organization in order to accomplish the set goals. This theory is relevant to the present study because it is based on the human resources management. Human resources management basically deals with human beings an organization, understanding their needs, personal and public for their development. To get the best from them, it is expected that the management should consider their aspirations and welfares and promote positive human

relations climate with their subordinates to achieve predetermined goals. Since the focus of the study is based on training, it means that when the management provides staff with the required training it will enhance their development, which will make them to be efficient and effective in the performance of their tasks. Hence, understanding the needs of workers in terms of job needs will create a conducive ground for them to know what to do, how and when to do it. When the management has human face for their staff they tend to know their needs and make provision for them, most especially in the area of training to enhance their performance.

2.2 The Definition of the Concept Perception

The word "perception" comes from the Latin words perceptio, percipio, means "receiving, collecting, and action of taking possession, apprehension with the mind or senses. What one perceives is a result of interplays between past experiences, including one's culture, and the interpretation of the perceived. Perceptions vary from person to person. Different people perceive different things about the same situation. But more than that, we assign different meanings to what we perceive. And the meanings might change for a certain person. One might change one's perspective or simply make things mean something else

(wikipedia, retrieved August, 2010).

Perception is the process by which stimulation of the senses is translated into meaningful experience. In contemporary psychology, perception is defined as the brain's interpretation of sensory information so as to give it meaning. Cognitive sciences make the understanding of perception more detailed: Perception is the process of acquiring, interpreting, selecting, and organizing sensory information. Many cognitive psychologists hold that, as we move about in the world, we create a model of how the world works. That means, we sense the objective world, but our sensations map to percepts, and these percepts are provisional, in the same sense that the scientific methods and scientific hypotheses can be provisional(New world Encyclopedia). Perception is categorized as internal and external: "Internal perception" ("interoception") tells us what is going on in our bodies. We can sense where our limbs are, whether we are sitting or standing; we can also sense whether we are hungry, or tired, and so forth. "External perception" or "sensory perception," ("exteroception"), tells us about the world outside our bodies. Using our senses of sight, hearing, touch, smell, and taste, we discover colors, sounds, textures, and so forth of the world at large (Wikipedia, retrieved August 2010).

2.3   The Concept of Incentive/Incentive Programmes

Incentive is derived from the word "motive" which refers to something within a person that causes him to act, move or behave in a goal directed manner (Aham, 1999). In order to motivate any person, therefore, we must know those factors, which contribute to making the person to want to do some jobs (Arikewuyo, 2006). These things are referred to as motivators and may be in the form of opportunity for advancement, recognition for achievements, responsibility, the work itself and growth potentials (Arikewuyo, 2006). Incentive by definition is concern with stimulation and influencing of human behaviour, in other words is an inner state that energizes, activates our moves and directs or channels behaviour towards goals.

Henry (1999), opined that for any organization to motivate an employee, there must be:

1. Needs that the employer wishes to satisfy. These can be real or imagined, aroused by the employer, or socially compelling circumstances such as the desire to appear successful, to maintain one's family, to make more money, etc.

2. The motivating factor must be one that meets the desires or aspirations of the employee for whom it is being designed.

3. The goal must be perceived as being attainable.

The employer must believe that given prescribed behavior will lead to the attainment of the goals.

Nwachukwu (2004), believed that a need create a tension in the individual who move in a certain direction in order to achieve the desired objectives which reduces the tension. He suggested that, a satisfied need does not motivate; conversely, an unsatisfied need motivates.

Ujo (2002), stated that the process of Incentive starts with a perceived need, then a tension is created which starts the motivating behavior; then there is a move towards the realization of the need—a goal oriented behavoiur. As soon as the need is satisfy, the tension relaxes. To motivate an employee, management must create real or imagined need for the employee to aspire to. A real need could be a desire to achieve through promotion, increase in wages or enjoyment of increased organizational favours, such as company cars with a chauffeur (Ujo, 2002).

Nwachukwu(2000), stated that since every employee has needs, he is capable of being motivated. The task of management is to determine

what are the valued needs that will make him react according to organizational desire—increased productivity.

Managers' view or perceptions of Incentive depend on a large extent on their assumptions about human nature. A Incentive well applied can act as a force that cause people to behave in certain ways (Griffin, 1997).

Wilbert (1991),in his research states that, "to utilize the human element in business effectively, it is well to devote adequate attention to the fundamentals of Incentive, unlike machines and other materials matters, people have personalities, can think, have beliefs and exercise some control over their work both in how well it is done and how much its done. Leadership, communications and good attitude play a very important role. Creating conditions that provide interest, job satisfaction and personal reward are vital".

2.4   The Nature of Incentive Programmes

According to Obikeze (2004) the success or failure of any organization depends mainly on the workers and how they perceived the Incentive programmes applied to them. It is therefore the duty of the manager to get the workers do what they are expected to do in order to help the organization achieve their own aims.

Nwachukwu(2004) stated that the best way to encourage/motivate an employee is to provide the opportunity for him to derive satisfaction through doing the work. He called it "internalized Incentive" which he believed is more sustaining than induced Incentive.

Internalized Incentive according to Nwachukwu (2004) include the following:

1. Autonomy—the feeling of being one's own boss. As an employee gains skill and does his work with little or no supervision, a new feeling of autonomy is generated. The satisfaction derived from this leads to harder work. It is not usual for the employee at this stage to perceive himself as a professional and act accordingly.

2. Understanding—nothing is more fulfilling than working with a supervisor who understands. A supervisor who observes when a subordinate looks moody, tired, physically or mentally exhausted and walks over to show some sympathy, is very understanding.

3. Praise—an employee who accomplishes a task very satisfactorily deserves a compliment. Some supervisors will never fail to reprimand an employee for a poor performance, but never remember to praise him for an outstanding one. We praise an individual not because of the good he did, but for the evil he

selected not to do. Praises stimulate the heart and goad one to more action.

4. Attention—every person deserves some attention. An employee likes to know that he is not just part of the organization. Noticing when an employee is sick, absent, unproductive etc. is part of giving attention. An employee could deliberately absent himself from work or reduce his productivity just to find out if anyone cares. Knowing that someone cares is very reassuring and increase self-esteem.

5. Achievement—the ability to accomplish a task satisfactorily gives one the feeling of achievement. This is particularly so when employee receives the attendant rewards ear-marked for the accomplishment of a task. This could be demonstrated by promotion, an increased in wages, more responsibility and authority.

According to Wikipedia (retrieved August, 2010), situation group behavior and behavioral Incentive Programme was the only way to increase productivity through Incentive once money, conditions and supervision had reached satisfaction levels. Other Incentive programmes according to wikipedia (retrieved August, 2010) include:

i.   Review salary and benefit levels. Without adequate compensation levels Incentive will be difficult

ii.   An improved working conditions. Poor working conditions are one of the biggest De-motivators

iii.   Free flow of information: Talk to each person who works for you about their career goals. The best source of information on what motivates an employee is the employee.

iv.   An analysis of each employee. This help to discover what would motivate them i.e. Money, opportunity, recognition? This would be discovered Recognized in their work assignments and rewards to the extent possible. Different people are motivated by different needs and desires.

v.   Work group events: Behavorial Incentive is effective because it binds people to a group and the group's goals and values. Doing things together makes a workplace a social group and easier to motivate.

vi.   Discuss group goals with workgroup: group needs goals in order to form a little society that controls member behavior. Talk to group about what "we" (the entire group) are doing, and will be doing, and how it is supposed to turn out.

vii.   Create a recognition program where workers who are productive are periodically recognized by the workgroup. It is behavioral Incentive at its best when you provide a group recognition reward in front of the workgroup.

viii.   People should be told when they have done a good job: The easiest, cheapest and most effective Incentive tool is to remember to tell people when they have done well.

2.4   Impact of the Incentive Programmes on Staff Performance

According to Uche(2009), the essence of all Incentive efforts is to increase employee productivity. Motivated worker out-produce unmotivated employees. The overall purpose of Incentive programme is to ensure that the organization is able to achieve success through people. Ulrich (1996) remarked that Incentive can be the source of organizational capabilities that allows firms to lean and capitalize on new opportunities; specifically, Incentive is concerned with achieving objectives in the areas summarized below:

1. Improved ability: different people are endowed with different abilities from birth. Those who are strong, talented or specially gifted excel in one field of endeavour or the other. And this could be harness through proper Incentive.

2. Stable physiological drive: Incentive makes people to make maximum demand of themselves. It leads them to high expectation and equally drives them to greater achievements.

3. Improve Management ability: one of the key functions of management is to utilize the people in the accomplishment of organizational objectives. To accomplish these objectives, management must not work but must motivate employees to greater performances. When this is not done, they become a liability to the organization.

4. Attitude: an employee with a poor attitude towards his work and the organization is a low producer. Attitude is observable and could be infectious. Incentive helps to remove those attitudes that might not be of the interest of the organization.

2.6   Effects of Incentive Programmes on staff productivity

The scientific management placed special emphasis on Incentive for effective development of staff to enhance their performance. Osiki (1996) opined that staff would do a better job when they receive Incentive and encouragement. Nwachukwu (1992) asserted that employee Incentive is at the heart of employee utilization, productivity, commitment, training and growth. Incentive is an organizational effort

aimed at helping an employee to acquire basic skills required for the efficient execution of the functions for which he was hired. Development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy (Nwachukwu, 1992).

Emechebe (2009) posited that Incentive of employees equip staff (both new and old) with the necessary morale required to perform their job satisfactorily. Incentive is an important phase in human resources management. The advantages of employee Incentive on staff, according to Peretomode and Peretomode (2001) are:

(i)   increased positive behaviour and attitude to work.

(ii)   increased organizational productivity and quality products.

(iii) Improved workers' morale

(iv)   reduced turnover rate among workers

(v)   brings about sense of belongingness among employees and reduces the rate of absenteeism.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This chapter dealt with the method that was adopted in eliciting and processing of data for this study. These include: research design, population, sample and sampling technique, instrumentation, method of data collection and analysis.

3.1 Research Design

The research design that was adopted in this study was descriptive survey design. According to Nworgu (1991), descriptive survey design are those studies which aim at collecting data on, and describing in a systematic manner, the characteristics, features or facts about a given population. This involved the use of questionnaires and observation to gather data.

3.2 Population of the Study

The population of this study covered all the staff members of the Adamawa State Government House, Yola. They consisted of all the two hundred and fifty (250) workers; they were stratified into senior and junior staff (The staff population as at 20th September, 2010).

3.3   Sample of the Study

The sample of this study was selected through stratified random sampling technique.

The sample size for this research work covered all the Staff members (both senior and junior staff) of Adamawa State Government House, Yola. The researcher intended to use the whole population (250) for the study.

3.4   Methods of Data Collection

For the purpose of getting the required data, both primary and secondary sources of data were used. The primary data involved the formulation and administration of survey questionnaires and personal interview to some of the staff of the Adamawa State Government House, Yola. Secondary data was derived from extensive consultation of text books, magazine, journals, related website and publications.

3.5   Description of the Instrument of Data Collection

The sources data that was used for the purpose of this study include primary sources, secondary sources and personal interview. Primary data are data collected specifically for this research and the instrument that was used was the questionnaire targeted at officers in Adamawa

State Government House, Yola. A total of two hundred and fifty (250) questionnaires was issued and distributed to the respondents.

The questionnaires were divided into three sections:-

1.   Demographic (Biographic) Data: this section dealt mainly with sex, marital status, qualifications, years as a civil servant, age and rank. Spaces were provided for the respondents to tick ($\sqrt{}$) the appropriate answer according to his/her opinion. For example: (a) below 25 (b) below 30 (c) below 40 (d) below 60.

2.   The second part of the questionnaire was based on workers perception of Incentive programmes.

3.   Suggestions and Recommendations: Space was provided for the respondent to give their suggestions and recommendations on the topic under study, on how best their capabilities were enhanced.

The secondary data are already existing records; this included the journals, textbooks (published and unpublished), and website, other printed materials.

3.6   Instruments for Data Collection

The instrument that was used is primary (questionnaires & interviews) and secondary.

 Primary Included:

Questionnaires: the questionnaires (250 questionnaires) are a combination of both structured and unstructured questionnaires. The structured questionnaire required either yes or no answers. The structured questionnaire was close ended questions, thereby reducing the demand on the respondent of too much thinking and thus, reduced the risk of not being answered at all. While the unstructured questionnaire was expect the respondents to express their opinions. The mixture was done to get elaborate views of the respondents.

Personal Interview: this is an arrangement whereby the research comes into contact with the respondents and questions are being asked by the researcher and answer provided by the respondents who was normally part of the research population.

Secondary Source Includes:

The secondary data are already existing records; this included the journals, textbooks (published and unpublished), and website, other printed materials on human capital development.

3.7   Validation of Instruments

The questionnaire was subjected to face validation by the researcher's supervisor and two other experts in the area under consideration. Their input helped to enrich the instrument.

3.8   Methods of Data Analysis

The data collected through the questionnaire was coded and presented for analysis. The statistical tool that was used to analyze the data was simple percentage and frequency count.

CHAPTER FOUR:

DATA PRESENTATION AND ANALYSIS

This chapter aims at presenting and analyzing all the relevant data collected for this study. It must be re-emphasized that multiple data gathering technique was used, which included oral interview with both Government workers and other participants. Also, personal observation and examination of records was equally adopted in order to achieve precision and reliable result.

Hence, For the purpose of this research, responses were first recorded, tallied (frequency) and quantified into simple percentages (%). A total of 250 questionnaires were distributed to the respondents, while 212 questionnaires were retrieved. This means that the researcher worked with 84.4 percent of the total questionnaires issued. This is illustrated in table 4.1 below.
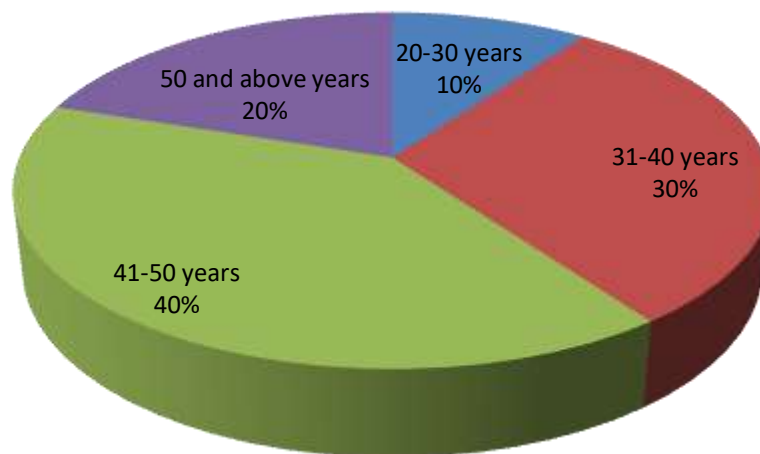
4.1   Data Presentation

Number of questionnaires distributed	Number of questionnaire returned by respondents.	Percentage (%)
250	**212**	**84.4**

Source: field survey, 2011

4.2   Data Analysis

The data presented below and the explanation that follows represents
the analysis of data and presentation of results.

The Age Distribution of the Respondent

Source: field survey, 2011

Chart 4.1 shows the age of the respondents, 10 % of the respondents fall
within the age bracket of 20-30 years, 30% of the respondents is within
31-40 years, 20 % are between 50 and above. Also, 40% of the
respondents fall within 41-50 years age brackets. The analysis shows
that majority of the respondents are within the age bracket 41-50 years.

Table 4.2: Sex of the Respondents

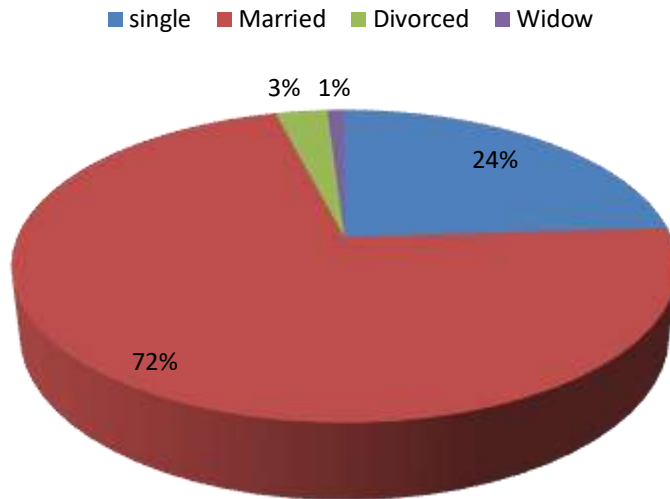## Sex of the Respondents
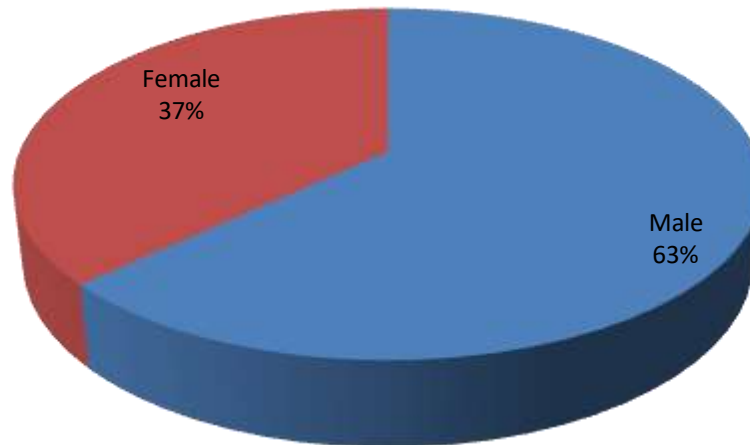
Female
37%

Male
63%

Source: field survey, 2011

Table 4.2 shows the sex of the respondents. 66% of the respondents are males; while 37 % are females. This means that majority of the respondents sampled in this study are males.

Table 4.3: Marital Status

Chart below 4.3 revealed the marital status of the respondents. 72 % of the respondents are married, 24% are single, 3% are Divorced, while 1% of the respondents is widow. This shows that majority of the respondents sampled are married.

Marital Status
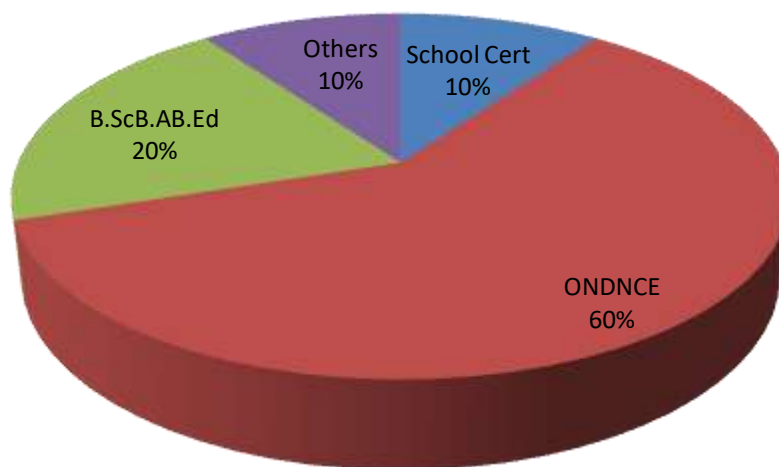
single **Married** **Divorced** **Widow**

3% 1%

24%

72%

Source: field survey, 2011

Table 4.4: Educational Qualifications of Respondents

Educational Qualification

Others
10%

School Cert
10%

B.ScB.AB.Ed
20%

ONDNCE
60%

Chart 4.4 shows the educational qualification of respondents. 60% of the respondents are holders of OND/NCE, 20% are holders of B.Ed/B.A/B.Sc, while 10% are holders of school cert and other forms of professional certificates. Therefore, the majority of the respondents are holders of OND/NCE.

Chart 4.5: Years of Service

Years of Service of the Respondents

21 and above
5%

16-20 years
10%

11- 15 years
20%
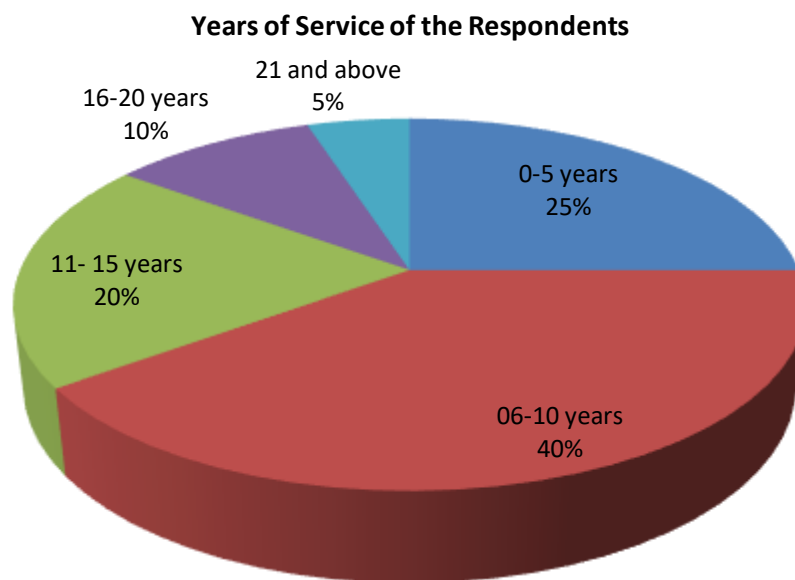
0-5 years
25%

06-10 years
40%

Chart 4.5 indicates the working experience of those sampled. 40% of them, which constituted the majority, have worked for a period of 6 – 10years. 25% indicated that they have worked for 0–5 years in the

organisation. 20% said they have worked for 11– 15 years while 5% have worked for 21 years and above. Hence, majority of the respondents have working experience of 6-10years.

Research Question –One

Chart 4.6: What are the Nature of Incentive programmes offered by government house, Yola.

**Intensive nature of the incentive programmes**
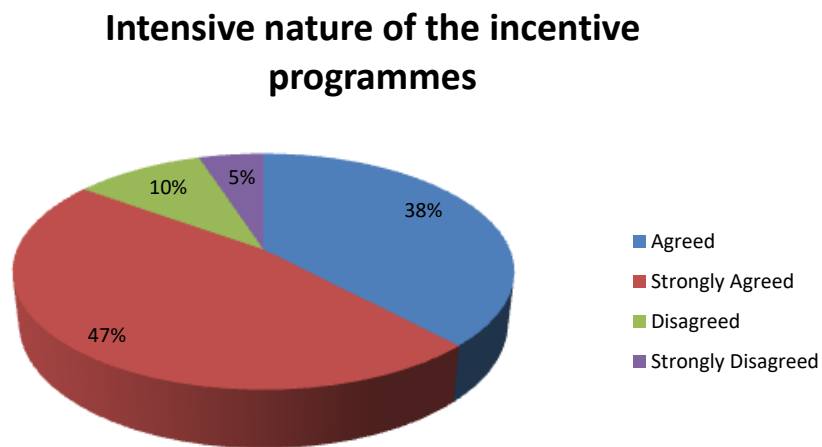
Source: field survey, 2011

Chart 4.6 captured intensive nature of the incentive programmes employed government house Yola. 85% agreed that the programmes are very intensive and can enable employees' have confidence on the organization, but 15 % disagreed with this position.

Ability of the Incentive to enhace workebility of the workers

■ Agreed ■ Strongly Agreed ■ Disagreed ■ Undecided
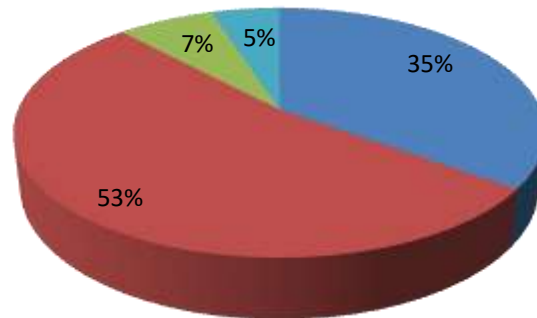
Source: field survey, 2011

Table 4.7 reveals the nature of programmes offered by government house Yola. The respondents indicated that the nature of the programmes offered increased the morale of the workers.

Research Question-Two

What are the Impacts of Incentive on Staff motivation?

Chart 4.8: Incentive makes the staff members to be prepared and cope with their work place challenges

Chart 4.8 below show that respondents indicated: that the programmes equip workers with morale that will sustain them in their work places

while only 3 % percent disagreed.

Incentive Helps worker to face challenges

Disgreed
3%

Strongly Agreed
40%
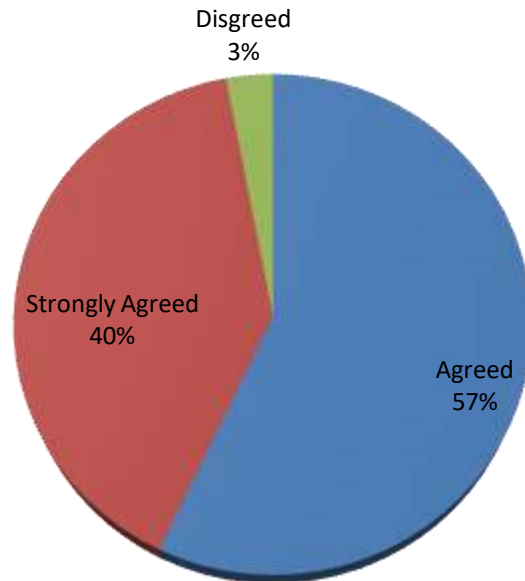
Agreed
57%

Source: field survey, 2011

Chart 4.9 Incentive enhances the quality of workers and their output

Ability of the Incentive programmes to enhance workers output

Strongly
disagreed
12%

Disagreed
0%

Undecided
0%

Agreed
40%

Strongly Agreed
48%
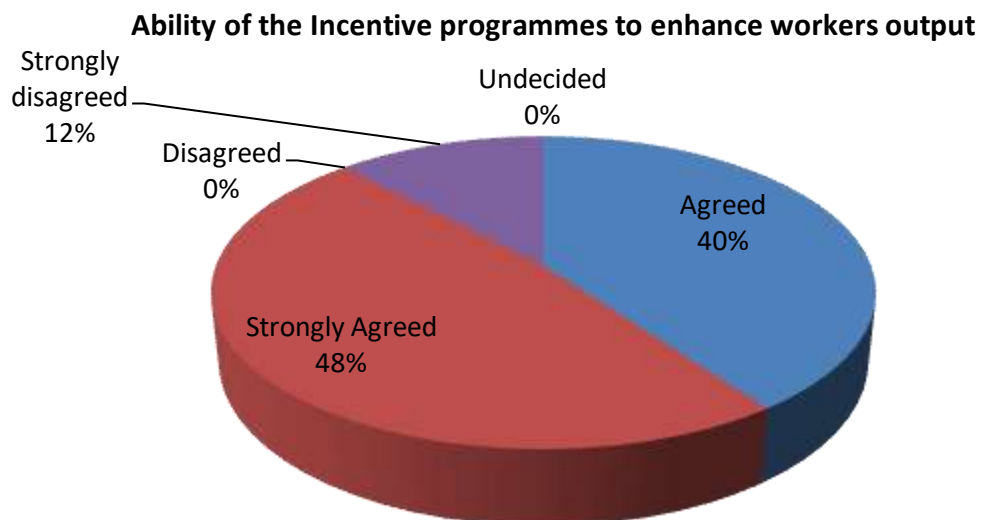
From the above chart, most of the respondents agreed that incentives enhances workers output and their level of productivity.12% of the respondents however disagreed.

Chart 4.10: the programme has helped to reduce redundancy in work places

Incentive has reduce redundancy in work places
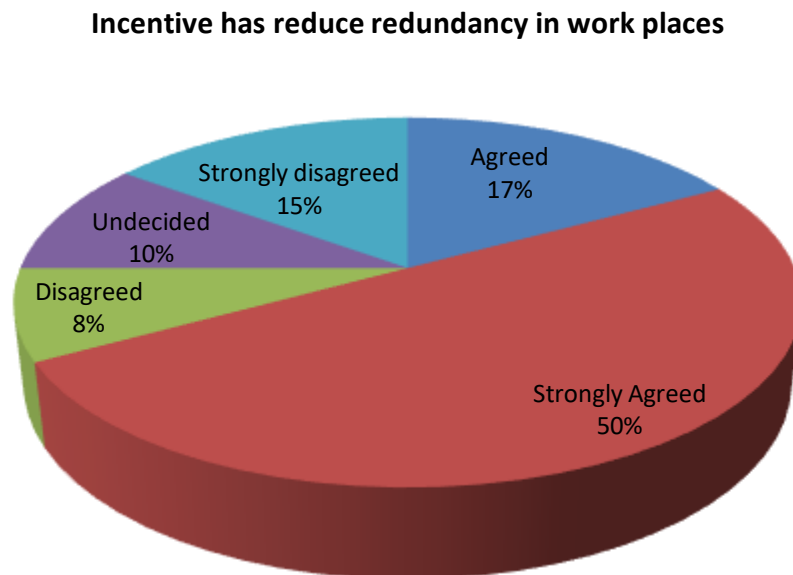
In chart 4.10 above, majority of the respondents (67%) agreed that redundancy at the work place can be greatly be reduced through incentives.10 percent of the respondents remained undecided while

15% disagreed.

Chart 4.11: Beneficiaries of the incentive programmes are self supervised.

Impact of incentive on workers
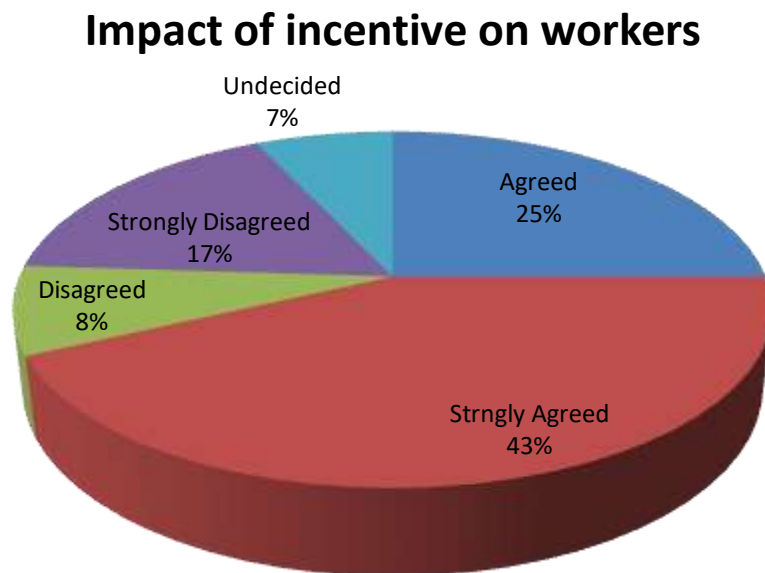
Source: field survey, 2011

Chart 4.11 indicated that most of the respondents agreed that well motivated staff often put out their best and also self supervised. However, 15 % of the respondents disagreed with this view, saying its only after adequate training that staff can be self supervised.

Chart 4.12: Incentive fosters the professional and personal growth of staff for their development.

Incentive fosters development of the staff

Undecided 0%

Strongly Dissagreed 17%

Disagreed 6%

Strongly Agreed 7%

Agreed 70%
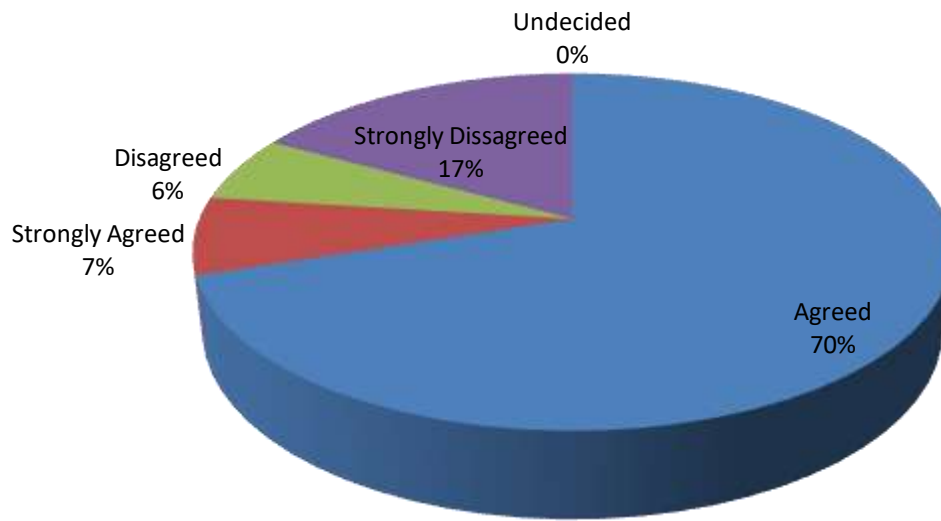
Source: field survey, 2011

The overwhelming acceptance of most of the respondents that the programmes have positive impact on employees' development and also foster personal growth of the employee.

4.2 Findings of the Study

The study discovered the nature of Incentive programmes offered by the Adamawa State government House, Yola included the following:

1. Work autonomy

2. Praise for the good work done

3. Salary review and other benefits

4. An improved working conditions

5. Free flow of information

6. Development and Training

The study also discovered that the programmes have positive impact in terms of reducing redundancy among workers under review.

Hence, it was discovered that:

1. It was discovered that the nature of the incentive programme is enough to induce workers to work more to the best of their capability.

2. The study discovered that incentives create confidence in workers towards their management.

3. Also, incentive enhances the quality of workers and their output level.

4. The respondents also made it known that incentives reduce the rate of employee turnover.

5. The programme serves as a platform for engaging employees in

the government house to be more productive.

Finally, proper incentive like training and development improves the skills and knowledge of workers thereby enhancing their growth and development. It also fosters the professional and personal growth of staff for their development.

4.3 Discussion of Findings.

The study examined the workers perception of incentive programmes and their productivity in Adamawa State government house, Yola. Therefore, the study discovered that the nature of incentive programmes offered in the government is primarily based on morale boosting among workers. This is with a view to assist the beneficiaries (employees)to acquire the confidence and ability, skill that will make them reliable and at the same time self-supervised, so that they can be productive to contribute to the achievement of organizational goals.

This argument is supported by Wilbert (1991), in his research states that, "to utilize the human element in business effectively, it is well to devote adequate attention to the fundamentals of motivation, unlike machines and other materials matters, people have personalities, can think, have beliefs and exercise some control over their work both in how well it is

done and how much it is done. Leadership, communications and good attitude play a very important role. Creating conditions that provide interest, job satisfaction and personal reward are vital".

Similarly, Obikeze (2004) the success or failure of any organization depends mainly on the workers and how they perceived the motivational programmes applied to them. It is therefore the duty of the manager to get the workers do what they are expected to do in order to help the organization achieve their own aims.

The study also discovered that the incentive programmes offered by government house, Yola have positive impact on redundancy reduction; by equipping the beneficiaries with skills and ability that will make them both stable physiological drive and improve Management ability. Ulrich (1996) stated that one of the key functions of management is to utilize the people in the accomplishment of organizational objectives. To accomplish these objectives, management must not work but must apply incentives to employees for greater performances. When this is not done, they become a liability to the organization. Ulrich (1996) remarked that motivation can be the source of organizational capabilities that allows firms to lean and capitalize on new opportunities.

Nwachukwu (1992) asserted that employee motivation is at the heart of employee utilization, productivity, commitment, training and growth. Motivation is an organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the functions for which he was hired. Development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy.

The above correspond with the finding of the study that the incentive programmes in government house, Yola have positively contributed to the increase productivity and commitment. Therefore, the functionality of the programmes on the beneficiaries, in terms of morale boosting can not be over-emphasized.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This study investigated the workers perception of incentive programmes and their productivity in Adamawa State government house, Yola, between 2005 to 2009. The main purpose of the study is to assess whether the incentive programmes offered by the government house Yola management have any impact in increasing productivity of workers. To be able to carry out this study, the study was divided into five chapters. Chapter one deals with the introduction of the issue under investigation. Chapter two deals with the review of related literatures, which was thoroughly done. Also, chapter three deals with the design of the study and the methods used in gathering data for the study. Chapter four deals with data presentation, analysis, findings and discussions of the findings of the study. Lastly, chapter five deals with the summary, conclusion and recommendation of the study.

5.2 CONCLUSION

Many organizations in the country have established so many incentive programmes aimed at increasing productivity of workers. It is noted in this study that incentive is the most important aspect of the organisational development, as it controls and coordinates all other factors of production for the nation's development. This is why both private and public organization made huge provision in their annual budget for improving the quality of their personnel productivity.

In this study, we have deduced that effectiveness and growth of an organization do not depend solely on higher wages and incentives, but entail a greater deal of training and development.

The study has equally shown that incentive can induce desirable attitudes in an employee. This can come in form of increased in productivity and proper training can equally reduce employees' turnover.

The work also revealed that adequate training of employee can increase his relationship with the customers and also, improve the image of the organization.

Finally, the research made with a deep sense of conviction that if accepted and implemented, the productivity in government house,Yola will be highly great and the aim of the organization will be achieved.

5.3 RECOMMENDATIONS

Based on the findings of this study, the following recommendations are provided:

1. That there is need for the sustainability of the incentive programmes. This should be done with a view to ensuring the continuity of the programme, scaling down the focus of the programme and improving upon the modus operandi of the programme.

2. That government house, Yola should channel more funds to the programme so as to enhance the functionality of the programme.

3. That government house, Yola should try to affiliate the skills acquisition programmes institute like Administrative Staff College of Nigeria(ASCON) and Nigeria Institute of Management (NIM), so that the programmes can provide opportunities for all level of employees.

4. Incentive needs assessment should be conducted so that the needed incentive by workers can easily be identified. This will help the government house authorities to know the nature of incentive to be given to people.

5. Incentive programmes should be made available to workers and selection method should be on demand, so that public servants can be encouraged to attend.

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APPENDIX

QUESTIONNAIRE

Masters Public Administration

School of Management and Information Technology

Federal University of Technology, Yola

Adamawa State.

5th May, 2011

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

I am a Post Graduate Student in the Department of Management Technology, Federal University Technology, Yola currently undergoing a research work on the **Workers' Perception of Incentive Programmes and their Productivity in Adamawa State Government House, Yola**. I wish to solicit for your cooperation in providing me the useful information as required in the questionnaire to the best of your knowledge to enable me carry out a successful research work on the topic.

The information is for the purpose of academic work. I solemnly declare that the information provided will be used only for the above mentioned purpose alone and your Reponses shall be treated with utmost confidentiality.

Thanks.

Tahir Mu'az Al-Hassan
(Researcher)

QUESTIONNAIRE

Please mark **(√)** in the appropriate box

SECTION—A (Background Information of Respondents)

1 What is your age?

i.   15-20   (   )

ii.   21-25   (   )

iii.   26-30   (   )

iv.   31-35   (   )

v.   36-40   (   )

vi.   41-45   (   )

vii.   46-50   (   )

viii. 51- & above   (   )

2 What is your Sex?

i. Male   (   )

ii. Female (   )

3 What is your marital status?

i. Single   (   )

ii. Married (   )

iii. Divorce (   )

iv. Widow   (   )

4. Educational Qualification

i. School Certificate   (   )

ii. OND/Diploma ( )

iii. HND/B.Sc/M.A/MS.c ( )

iv. Ph.D ( )

5. How long have you been in the service?

i. 0-5 yrs ( )

ii. 6-10 yrs ( )

iii. 11-15 yrs ( )

SECTION B (Nature and types of Incentive programmes offered

by Government House management)

6. Please specify the programme offered

i. Autonomy ( )

ii. Praise ( )

iii. Review salary and benefit levels ( )

iv. An improved working conditions ( )

v. Free flow of information ( )

vi. Training ( )

vii. Others: specify………………………

S/N	Items	Strongly agree	Agree	Disagree	Strongly disagreed	Undecided
7	The Incentive programmes are very intensive.					
8	The type of the Incentive programmes is enough to induce more working					

S/N	Items	Strongly agree	Agree	Disagree	Strongly disagree	Undecided
	capability to the workers.					

SECTION—C (Impact of Incentive on Government House workers)

S/N	Items	Strongly agree	Agree	Disagree	Strongly disagree	Undecided
9	It makes the staff members to be prepared and cope with their work place challenges.					
10	It enhances the quality of workers and their output level					
11	The programme has helped to reduce redundancy in the work place.					
12	Beneficiaries of the programme are self-supervised.					
13	It makes staff to be relevant in the areas of their work for effective performance.					

14	It improves the work experience of staff thereby making them to be efficient in discharging their duties.					