

*Effect of Employee Motivation on
Organizational Performance*
A Case Study of Federal University Gusau

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EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE A
CASE STUDY OF FEDERAL UNIVERSITY GUSAU

BY

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BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
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DECLARATION

I hereby declare that this project is a product of my effort under the supervision of Dr. Sanusi Lawal in partial fulfillment of the requirement of the award of B.sc Business Administration, and submitted to the Department of Business Administration, Federal University Gusau, Zamfara State, Nigeria.

All source and materials consulted have been duly acknowledged, any error (either omission or commission) is unintended and dully regretted.

Yusuf Ibrahim


Researcher

 12/11/2019

signature & date

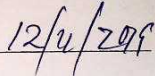
CERTIFICATION

This is to certify that this research project "Effect Of Employees Motivation On Organisational Performance" a study of Federal University Gusau was undertaken by Yusuf Ibrahim with matriculation number 1510203014, under the supervision of Dr. Sanusi Lawal and submitted to the Department of Business Administration, Faculty of Management and Social Sciences, Federal University Gusau, Zamfara State, for the award of (B.sc) degree in Business Administration.




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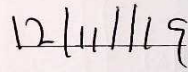


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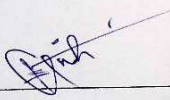


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DEDICATION

This research is dedicated to God Almighty the Source of all Knowledge, the Author and the Finisher of my Faith and also to my parents (Alh Abdulganiyu Yusuf And Alhaja Rasheedat Yusuf), and also to my lovely sheikh (Moulana Sheikh Murshid Mikail Babatunde Hamza Al-Aifari)

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ABSTRACT

The issue of motivation has continually posed a big challenge to business organizations around the globe especially in the manufacturing industries where high levels of productivity affect or play a major role in determining the profitability, growth, development, stability and future success of an organization. Therefore an organization in a bid to achieve success in maintaining a competitive edge over its rival as well as avoid a steady decline in the productivity levels of its employees, must ensure members of the workforce are adequately motivated. The primary purpose of this study is to examine the effect of employee motivation on organizational productivity. This study adopted a descriptive and causal research design as well as the survey method in investigating the effects of motivation on organizational productivity levels. The entire population of the study was 271 as a result the sample size determined is 50. A well-structured self-administered questionnaire was used as the main tool for data collection and was administered to 50 respondents out of which 42 were retrieved and appropriately filled. Data were analyzed using simple percentage and chi-square. From the hypotheses tested, the result indicated that there is a significant relationship between employee motivation and organizational performance. The results revealed that extrinsic factors were considered to have more significant effects on organizational performance than intrinsic factors. The study concluded that although both intrinsic and extrinsic factors are significant predictors of performance, extrinsic factors appear to be more significant or valued by respondents in the organization used as a study. Furthermore this study also recommended that management of institution should take appropriate measures in figuring out those factors that motivate their employees and seek ways of ensuring that they are adequately motivated in order to improve their performance and productivity levels.

KEYWORDS: Motivation, Productivity, Organization, Employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Generally most businesses, organizations and their managers are faced with various challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. The human resource is the most important of all resources among other factors of production and the human capital is what differentiate one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). This study however is centered on the aspect of motivation and focuses on the effects of employee motivation on organizational productivity.

Hellriegel (1996) viewed motivation as any influence that portray, direct, or maintain people's goal directed behaviors. It refers to the driving force that makes an individual to act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels. Employees make up the workforce of any organization as such they are an integral part of the organization. Aluko (2014), stated that an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances

are that their morale would be high as such performance and productivity levels would increase thereby to a large extent boosting overall organizational performance level. In order to achieve high levels of productivity as such boost organizational performance or productivity, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee motivation leads to reduced productivity which is harmful to organizational performance and continuous success.

Jennifer and George (2006) defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones (2012) states that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment.

Extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharge their

duties leading to low performance and productivity levels (Nwachukwu, 2004). This study therefore focuses on showing the effects of motivation on organizational productivity.

1.2 Statement of the Problem

James (2014) cited three warning signs of a demotivated workforce these include poor workplace atmosphere, slipping job standards and decreased productivity. He further stated that if any of these factors is observed to be trending downwards then there is a great chance that the organization is dealing with a demotivated workforce. Most businesses and organizations especially federal university gusau have failed to recognize the importance of motivation as a concept be it intrinsic such as employee well-being, relationship with co-workers, relationship with head of department, organizational policies etc. or extrinsic such as training and career development, good working conditions, amongst other factors that enhance or improve employee performance as well as organizational productivity levels.

1.3 Objectives of the Study

The primary objective of this study is to acquire a deeper comprehension of how employee motivation affect performance of workers in fugus as well as recognize the effects on organizational productivity. This research therefore seeks to:

- i. Determine the effect of employee well-being on organisational performance.
- ii. Determine the effect of employee relationship with H.O.D on organisational performance .
- iii. Determine the effect of compensation on organisational performance.
- iv. Determine the effect of relationship with co-worker on organisational performance.
- v. Determine the effect of working environment on organisational performance.

1.4 Research Questions

- i. What effect does employee well-being have on organizational performance?
- ii. What effect does employee relationship with H.O.D have on organizational performance?
- iii. What effect does compensation have on organizational performance?
- iv. What effect does employee relationship with co- worker have on organizational performance?
- v. What effect does working environment have on organizational performance?

1.5 Research Hypotheses

- i. Employee well-being has no significant effect on organizational performance
- ii. Employee relationship with H.O.D have no significant effect on organizational performance
- iii. Compensation has no significant effect on organizational performance
- iv. Relationship with co- worker has no significant effect on organizational performance
- v. working environment has no significant effect on organizational performance

1.6 Significance of the Study

For this study not to be an effort in futility, it has to be useful to a number of people and institutions among which are;

- i. **Institution:** The aim of this study is that the outcomes, results or findings should be beneficial to management of federal university gusau. This is to enable them understand the concept of motivation and its effect on productivity. It will also give an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations.

- ii. **Research Institutions:** This study also be also relevant to research bodies in the nation because findings would also be relevant to students and users of information in conducting further research in areas similar to this study.
- iii. **Government Agencies:** This research will be paramount importance because it would aid government agencies (ministry of education) in making and implementing policies that would enhance the stability, growth and development of federal institution throughout the nation in matters concerning university productivity by seeking ways ensure that employees are adequately motivated in their various institution thereby increasing overall productivity and performance levels.

1.7 Scope of the Study

The scope of this study is Federal University Gusau, Zaria road, Gusau local government area, Zamfara State, Nigeria. Where the study is being conducted. This study examines employee motivation and its resulting effects on the organization's productivity levels.

1.8 Definition of Terms

Motivation: Is the word derived from the word 'motive' which means needs, desire, wants or drives within the individuals, it is the process of stimulating people to action to accomplish the goals.

Employees: Employees are people who are hired working under contract in an organization, they are referred to as the workforce of an organization. it can also be seen as any person hired by an employer to do a particular job is an employee

Productivity: is the rate at which goods and services are produced by a standard population of worker, or a summary measure of the quantity and quality of work performance, with resource deployment taken into account. It can be measured at individual, group or organizational levels.

Employee Productivity: is the rate at which employees effectively and efficiently discharge their duties.

Organizational Productivity: A measure of how efficiently and effectively managers use resources to achieve organizational goals.

Effectiveness: refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.

Employee Effectiveness: is a qualitative characteristic that indicates the extent to which job related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.

Efficiency: can be derived from the relationship between inputs and outputs, and refers principally to the degree at which outputs are realized while minimizing costs associated with production.

Employee Efficiency: refers to the ability of an employee to do what is actually produced or performed with the same consumption of resources

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter shall extensively examine literatures that are associated and significant to the subject of this study. The review covers the concepts, empirical and theoretical explanations required to facilitate a complete examination and comprehension of the research. It provides an insight of other people's thoughts and opinions on the effects of motivation on employees and how it affects their productivity levels.

2.1 Conceptual Framework

2.1.1 Motivation

What is Motivation? James and Stoner (2009) Suggested that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behavior in a specific way. He went further to say that motivation is one of a number of elements that affect an organization's productivity and performance levels respectively.

Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Beach (2005) described motivation as the individual's readiness to expend energy so as to accomplish set goals. He is of the opinion that motivation relates to a person's enthusiasm for

specific patterns or behaviors. Also he further stated that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work.

2.1.2 Types of Motivation

Lin (2007) proposed that motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic (Martocchio, 2006). Lin, 2007; Ryan & Deci (2000) also identified several classes of motivation namely: extrinsic and intrinsic motivation.

Intrinsic motivation: can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Ryan & Deci, 2000).

In the workplace, it springs from impulses that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such Intrinsically motivated rewards comprises the chance to showcase expertise and abilities, receive gratitude, good recognition, freedom, responsibility and mutual respect.

Extrinsic motivation: behaviors are those that are external to the activity or the work, such as compensation, conditions of work, welfares, safety, and elevation etc. these motivators are usually determined by the company the individual works for. Extrinsic behaviors require workers to work hard or put in extra hours so as to get the reward that comes with it. Workers may not like the task but are inspired by the additional benefits, awards etc.

2.1.3 Intrinsic Motivational Factors

Although there are various forms of intrinsic motivation, this study focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization. Intrinsic motivation, derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity (Ryan & Deci, 2000). These factors are discussed below

Employee Well-being

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards delivery of goods and services. Consequently this has adversely affected the health, safety and general wellbeing of the workforce. Therefore the well-being of a workforce cannot be underestimated as workers also have similar needs be it physical or emotional.

Relationship with Co-workers

An employee's relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. This means that a co-worker's support is very essential in minimizing stress.

Relationship with Managers

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the

hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them.

2.1.4 Extrinsic Motivational Factors

Also there are various forms of extrinsic motivation, this study focuses on an employee's work environment, compensation as well as training and career development as factors that may influence an employee's productivity levels in an organization. Extrinsic motivation, derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity (Ryan & Deci, 2000). The above mentioned factors are discussed below;

Work Environment

Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environment where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations. A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007). Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as productivity level of workforces. This is because the productivity levels of the workforce would

not be optimal, if the state of their work environments are not conducive. Better work environments augments worker's productivity.

Compensation

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, Saberi & Safari, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, Cakiroglu & Cop, 2012). Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them.

Training and Career Development

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm.

2.1.5 Factors Affecting Motivation

Jellriegel (1996) proposed a number of factors that affect motivation. These factors are individual differences, job characteristics and organizational differences.

Individual Differences:

are particular needs, beliefs, behaviors, interests and expertise that workers bring to the job. This is due to the fact that workers are naturally different as such what may appeal to one worker may not appeal to another.

Job Characteristics:

describes the kind of task a worker is supposed to perform. It involves the limit, content and challenges associated with the task like the required skills to perform the task, the importance of the job and the kind of response that workers as regards the tasks they accomplish.

Organizational Practices:

are the guidelines and principles known as code of conducts, management practices, HRM procedures and reward systems organizations use to guide behavior of worker both inside and outside the firm.

2.1.6 Dilemma manager faces in motivating employees

It has been noted that most managers may not be great judges of employee motivation as they believe they are. As a matter of fact, people generally appear to constantly misjudge those elements driving employee motivation (Morse, 2003). A few of these misconceptions have been outlined and discoursed below.

One-size-fits all reward and recognition: A lot of managers utilize this concept as a means of recognizing, rewarding and inspiring members of their workforce. However, the challenges associated with this type of program is that it fails to recognize those differences that are peculiar to members of the workforce. It is imperative to understand that employees may differ in terms

of motives which may cause them to behave in diverse ways as they are motivated by different things. Similarly, a worker's cultural values, level of education, religious background, and even sexual orientations may have an effect on what motivates them. It is therefore crucial that an organization tailor rewards and recognition in a manner that creates room to understand workers and their distinctive qualities (Atchison, 2003).

Money is the ultimate Motivator: The notion that money is the most important or only motivating factor was originally suggested by (Taylor, 1911). This misconception has misled managers in the sense that some of them either view money as the sole motivator of workers or tend to have a preference for financial rewards. Also, it should be noted that financial rewards can inspire workers to a certain limit; this is because when compensation is either low or considered unfair, it is demoralizing to workers. When it is high, it can also be seen as a demotivator resulting in individual performance and levels of productivity being altered in a bid to sustain high levels of compensation (Atchison, 2003). He further suggested that once monetary rewards can be predicted by workers it becomes a right instead of a motivator.

Not everyone can be motivated: Managers with this point of view tend to disregard the idea of motivation in general. The fact is that every worker is motivated by one thing or the other, the challenge for managers is that whatever it is may not be job related that is in line with what the work entails (Morse, 2003).

All motivation is either extrinsic or intrinsic: Some managers are of the opinion that motivation is either extrinsic or intrinsic and therefore concentrate on only one of them while disregarding the other.

2.1.7 Productivity

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005).

Employees productivity

According to Antomioni (1999) a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified.

Mathis and John (2003) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational productivity, the greater the competitive edge.

Organizational Productivity

There is a general understanding among researchers that performance is an important variable in work organization (Suliman, 2001) and has become a significant indicators in measuring organizational performance in many studies (Wall et al., 2004). Employee performance can also be measured through the combination of expected behavior and task-related aspects (Motowidlo, 2003), even though performance is often determined by financial figures. In reality, performance that is based on an absolute value or relative judgment may reflect overall organizational performance (Gomez- Mejia, Balkin and Cardy, 2007; Wall et al., 2004). However Wiedower (2001) asserted that performance measure that is based on the performance appraisal items offers

higher reliability in evaluating performance. High performance employees pursue higher level of individual and organizational performance which involve quality, productive, innovation rate and cycle time of performance (Bharadwaj, 2005) and therefore they will be able to assist organisation to achieve its strategic aims and sustaining the organisation competitive advantage (Dessler, 2011). Thus, in order to attract and sustain higher employee satisfaction and performance, employer need to treat their workers as the most important internal resources and gratify them (Jin, 2007) because committed and satisfied employees are normally high performers that contribute towards organizational productivity (Samad, 2007).

2.1.8 Effectiveness

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers productivity levels meet set goals and objectives of the organization (Yesufu, 2000).

2.1.9 Efficiency

Efficiency on the other hand is productivity of estimated effects; specifically productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs.

2.1.10 The Nexus between Motivation and Productivity

Generally studies conducted on the impact of motivation as it relates to workplace productivity

has drawn significant attention in the aspect of management; however it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003).

Generally, most organizations through the use of incentives seek out ways to motivate their workforce. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and non-monetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as pre-determined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa.

2.2 Theoretical Framework

Several theories on the concept of motivation has been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job itself as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce.

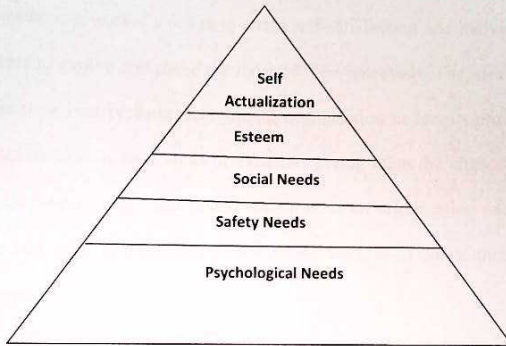
Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study.

2.2.1 Abraham Maslow's Hierarchy of Needs Theory

In the book titled *Motivation and Personality*, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorize into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most

fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied.



Physiological needs: represents those needs at the lower end of the pyramid which is also referred to as basic human needs. They involve the necessity to ensure satisfaction of the basic natural drives like food, air, water and shelter.

Safety needs: this is the need for security constituting the need for safety, freedom from any form of injury be it physical, mental or fiscal terms. Such needs are stimulated after basic survival needs have been achieved. They refer to a worker's desire for safer and favorable work settings without any prospective fears or injuries.

Belongingness needs: describes the desire of the workforce for a sense of belonging, approval, rapport and love. They are initiated after security requirements are fulfilled. These needs create room for members of a workforce to be associated and bond with themselves. Workers are

moved to perform well in their jobs when there is a feeling of acceptance

Esteem needs: focuses on the needs of workers to be cherished and appreciated. It involves a worker's longing to be acknowledged and to have self-respect. When workers are elevated and recognized in their numerous work achievements, these kind of needs are fulfilled. Maslow stated that this type of needs are triggered after belongingness needs are gratified.

Self-actualization needs: is a worker's desire to attain self-satisfaction and individual growth. It is the desire of workers to evolve and make the most of their potentials. The idea is for workers to be driven to put in their best performances for the organization as long it provides room for them to attain self-satisfaction in their areas of expertise giving them the chance to be all they can be. Self-actualized workers represent prized resources to an organization and management can aid in satisfying this need by providing prospects for workers to utilize their skill set and talents to the maximum.

The aforementioned needs comprises Abraham Maslow's hierarchy of needs from the lower levels to the higher levels. He stated that people would attempt to placate those needs that are of utmost priority to them first. Employers in a bid to maximize workers performance have to seek ways to gratify their needs. This is because workers are only interested in performing well if their wants are well catered for.

IMPORTANT OF ABRAHAM MASLOW'S HIERARCHY OF NEEDS THEORY

Maslow's theory although one of the earliest propounded theory of motivation is still very much relevant and applicable in present day organizational settings. Despite its shortcomings, it has been able to identify those needs that are peculiar to an individual and the effects it may have on an individual's performance or productivity levels in an organization. Hence, it is vital that managers try to understand those needs affecting members of its workforce and provide adequate

motivation tailored to suit or gratify those needs. In order to achieve high productivity levels from members of the workforce, the organization must consider employees the backbone of the organization as such an asset to the organization. Therefore to ensure that workers remain highly productive and in a bid to achieve continuous growth, stability and success of the organization, Maslow's theory posits that the needs of the workforce must first be given due consideration.

2.2.2 Frederick Herzberg Two-Factor Theory

Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factor which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in de-motivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment.

Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Smerek & Peterson, 2007). These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

Hence, it is imperative that managers make available hygiene elements in order to minimize

bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley, Coetzee Tladinyane & Ferreira, 2011). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied.

This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Herzberg (1987) then posited that in order to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for performance, ensuring fit between employees' competencies and tasks, ensuring learning and development opportunities.

The motivation-hygiene theory is therefore relevant for this research as it reveals that hygiene factors including supervision, pay and benefits, company policies, work environment are vital to avoid job dissatisfaction and motivators, which include, learning and development

Herzberg factor

Herzberg claimed that the lack of certain elements capable of causing dissatisfaction amongst members of a workforce are referred to as hygiene elements. These elements focus mainly on the characteristics of the job as well as other external concerns. The presence of these elements may not guarantee employee motivation but a lack of it might result in dissatisfaction. These elements consists of:

- a. Salaries
- b. Operational Conditions
- c. Job Security
- d. Level and quality of supervision
- e. Business policies and managerial processes
- f. Personal relations at work.

Motivation Factors

These factors refer to elements capable of provoking workers to improve their work-related performance. Herzberg (1974), characterized these elements as intrinsic stating that they are largely concerned with the job design, and how it is integrated in achieving set goals. He asserted that managers aiming to attain enhanced performance levels, must consider the inclusion of several factors in the job setting. This in turn allows for the development of inherent motivation within workers. These elements comprise:

- a. Interest in the work
- b. Recognition
- c. Growth / development
- d. Achievement

Motivators results from an internal dispositions within workers. Herzberg (1974), stated that both hygiene and motivation methods should be applied concurrently. He cited that the absence of hygiene elements does not affect morale but causes dissatisfaction amongst workers. Likewise the presence of those elements does not necessarily affect motivation, but leads to satisfaction among them

IMPORTANT OF FREDERICK HERZBERG TWO-FACTOR THEORY

Despite criticisms levied at the Two-Factor theory, it remains very important to organizations. It implies that managers and their organizations must constant guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee productivity levels. Also, managers must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work related performance levels. This theory lays emphasis on job-enrichment so as to encourage workers to be highly productive. Finally to ensure that employees are highly productive, managers must ensure that the kind of task being assigned to the workers should maximally utilize their abilities and experiences. Focusing on the motivational factors can improve work-quality and productivity levels of both the employees and the organization as a whole.

2.3 Empirical Framework

Various studies have examined the effect of extrinsic and intrinsic motivation on a workers' performance and productivity levels. Also most of these studies have obtained different results from their analysis. For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Previous studies have proposed that rewards leads to fulfillment and can affect a worker' to be affected, which directly influences the performance as well as productivity levels of the employee. Lawler (1968) stated that certain elements affect worker's productivity levels in relation to their jobs. First, productivity is dependent on the amount of monetary or non-monetary benefits they actually receive as opposed to the amount they feel they deserve. Also, evaluating what other workers receive in comparison to their own affects their individual performances, while the worker's contentment with both

intrinsic and extrinsic rewards acquired has an effect on overall work performance and productivity levels. Furthermore, workers vary largely in the rewards they crave and the degree of value they attribute to each reward. Finally, it is observed that extrinsic rewards tend to please workers more than intrinsic because they lead to the achievement of other rewards. As such, these observations propose the necessity for a diverse reward system.

The research carried out by Lin (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity. The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' productivity levels. As a result, implications of the findings for future study were stated.

Jibowo (2007) in the study: motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). The study shows some supports for the impact of motivation on productivity. However more value was placed on extrinsic factors than intrinsic. Another research by Centres and Bugental (2007), also based their inquiry on Herzberg's two-factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They utilized a population of 692 participants to test the rationality of the theory on worker effectiveness and efficiency levels. It was revealed that at higher professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated. As a result, they concluded that organizations that fulfills both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them.

Also Taylor and Vest (1992) investigated the effect of financial incentives and its removal on

workers performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers, it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated and highly productive was not validated, and the assumption that higher incomes employees will place great values on intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees in the organization.

(Baase, 2009) perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also Nwachukwu (2004) attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the well-being of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity.

An investigation which is of importance to this research, is that carried out by (Lake, 2000). He studied the relationship between motivation and job effectiveness of various workers taking into account their attitudes to the job in question. The study concluded that most workers placed more importance on extrinsic factors than intrinsic factors citing the need to satisfy other needs as a major criteria for their choice. He also noted that majority of the research participants cited poor

work environment, inadequate working conditions and a lack of resources as factors affecting worker efficiency levels in most organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter provides an insight into the methodology adopted in the collection, analysis and interpretation of the data collated for the study. It attempts to provide a detailed analysis of the research plan and tools utilized in the actualization of this study.

3.1 RESEARCH DESIGN

Research design provides the glue that holds the research project together. A design is used to structure the research, to show how all of the major parts of the research project - the samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research questions.

There are various research designs but the one adopted for the purpose of this study is a cross-sectional survey.

In a cross-sectional survey, data is collected at a point in time from a sample selected to describe some larger population.

3.3 POPULATION OF THE STUDY

According to Asika (1991), the population of a research study is defined as the census of all items or objects that possess the characteristic or that have the knowledge of the phenomenon being studied.

The population of the study comprises 271 respondents which includes both Academy And Non Academy staff in Faculty Of Management And Social Sciences And Faculty Of Humanities And Education

3.4 SAMPLE AND SAMPLING TECHNIQUES

To reduce the laborious process of distributing questionnaires and conducting personal interviews with the entire population in the various institutions, a random selection of selected people was carried out in the Faculty Of Management And Social Sciences And Faculty Of Humanities And Education.

The sample size determined for this study was 50, using simple random sampling techniques.

3.5 RESEARCH INSTRUMENT

To ensure the reliability of the information resulting from the research, the researcher deployed the use of the two data types.

The data used in this study was thus derived from both primary and secondary sources.

3.5.1 Primary Data

Primary sources are the materials on a topic upon which subsequent interpretations or studies are based, anything from firsthand documents such as poems, diaries, court records, and interviews to research results generated by experiments, surveys, ethnographies, and so on. Primary sources are records of events as they are first described, without any interpretation or commentary. They are also sets of data, such as census statistics, which have been tabulated, but not interpreted.

Primary data has the advantage of giving the researcher the opportunity to conduct an unbiased and extensive study on the research problem set out to solve.

For the purpose of this research, the researcher used the under listed primary research data:

- i. Questionnaires: A structured questionnaire was used, which contained a series of questions. A structured questionnaire has the advantage of presenting questions in sequence. It standardises the research instruments and equally removes the chances of the respondent tele-guiding the researcher. The researcher used scaled questions.
- ii. Observation: Observation means that the situation of interest is checked and a person or some mechanical device records the relevant facts, actions, or behaviors. Accurate data about what consumers do in certain situations is provided by observation. Observation does not tell why it happened.
- iii. Telephone Interview: Telephone interviews are easy to administer and allow data to be collected quickly at a relatively low cost. The interviewer can clarify the questions.

Response rates tend to be higher and telephone interviewing allows for greater sample control.

3.5.2 Secondary Data

Secondary sources, on the other hand, offer an analysis or a restatement of primary sources. They often attempt to describe or explain primary sources. Some secondary

sources not only analyze primary sources, but use them to argue a contention or to persuade the reader to hold a certain opinion.

A lot of materials used, especially for the theoretical framework of this study was obtained from textbooks, journals, magazines and newspapers. All these served as the secondary source of data.

3.6 VALIDITY AND RELIABILITY OF THE INSTRUMENT

Data from the primary sources are very reliable. It has been tested over and over again and the same results were achieved which means the information are very reliable. The questionnaire was administered and collected from respondents immediately. This research study has been read, corrections has been made by the supervisor and revision were modified.

3.7 PROCEDURE OF DATA COLLECTION

The methods of data collection for the study are:

- (a) The use of research questionnaires
- (b) Personal interview
- (c) Content, analysis of data in textbooks, journals, periodicals, magazines and articles (both published and unpublished).

The first two methods constitute the primary source of data for this research work. As indicated in section 3.5 above. In other words, primary data collected in this manner were used to validate our hypothesis and in answering the research questions. Due to the short time available to the

completion of this study, the questionnaire was collected back personally after repeated date. We made extensive use of the library and took a content analysis of literature on the research topic.

3.8 PROCEDURE FOR DATA ANALYSIS

This involves the use of some statistical tools such as percentage test in order to make comparison, and draw conclusions;

Percentages is a statistical tool that uses 100 as its base. It is simple and makes comparison easier – percentages are used in describing relationship.

Percentages: The simple percentage methods were used for the analysis of the result obtained from the questionnaire. The formula is given below as:

$$\frac{X}{\sum X} \times 100 = X\%$$

Where:

X = values of subgroup

$\sum X$ = total value (sum) of sub group

X% = percentage of sub group in total sum

Also the hypothesis was tested using Chi-square.

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

X^2 = Chi-square

O= Observed value

E= Expected value

CHAPTER FOUR

PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

In this chapter, the information gathered for the study is presented. In presenting and analyzing the data, more emphasis was laid on this question that are directing related to the objectives and problems under study.

In addition to sources of data mentioned earlier, this study made use of questionnaires which are analyzed with the aid of the chi-square statistical tool to test the hypothesis.

4.1 DATA ANALYSIS AND INTERPRETATION

4.2 SECTION A RESPONDENTS BIO-DATA

Questionnaire administered	Number	Respond %
Not return	8	16
Return	42	84
Total	50	100

Sources :field survey 2019

The above table analyze the questionnaire administered, it shows that out of the 50 questionnaire distributed 42 (84%) where properly answered and return, while the remaining 8 (16%) where not return.

Table 4.2.1 : Age of the respondent

Age group	Number	Respond %
Below 30	9	21.43
31-40	16	38.10
41-50	13	30.95
Above 50'	4	9.52
Total	42	100

Sources :field survey 2019

The above table analyze the age group of the respondent, it shows that out of 42 respondent 9(21.43%) where below 30, 16(38.10%) of the despondent fall between 31 to 40 years, 13(30.95%) of the respondent fall between 41 to 50 years,4(9.52%) of the respondent fall between 50 and above.

Table 4.2.2: Marital Status of the respondent

Marital status	Number	Respond %
Single	10	23.81
Married	31	73.81
Divorce	1	2.38
Total	42	100

Sources :field survey 2019

The above table analyze the marital status of the respondent, it shows that out of the 42 respondent, 10(23.81%) are single, 31(73.81%) are married and 1(2.38%) are divorce.

Table 4.2.3: Educational Qualification

Educational Status	Number	Respond %
O'LEVEL	2	4.76
NCE/OND	10	23.81
HND/B.SC	18	42.86
POSTGRADUATE	12	28.57
Total	42	100

Sources :field survey 2019

The above table analyze the educational status of the respondent, it shows that out of the 42 respondent, 2(4.76) are O'level holder, 10(23.81%) are NCE/OND holder, 18(42.86%) are HND/B.sc holder, while 12(28.57%) are postgraduate.

Table 4.2.4: job Status of the respondent

Job Status	Number	Response%
academic staff	18	42.86
non academy staff	24	57.14
Total	42	100

Sources :field survey 2019

The above table analyze the job status of the respondent, it shows that out of 42 respondent 18(42.86%) are academy staff while 24(57.14%) are non academy staff.

4.3 Section B

Effect of employees motivation on organizational performance

4.1.6 Table 6

s/n	Employee Well-being	SA	A	N	D	SD
1	I am okay with my present working conditions	20(47.62)	13(30.95)	4(9.52)	4(9.52)	1(2.38)
2	Work pressure puts stress on me	11(26.19)	19(45.23)	6(14.29)	3(7.14)	3(7.14)
3	I feel safe at work	8(19.05)	8(19.05)	10(23.81)	10(23.81)	6(14.29)
4	F.U.G provides me with adequate leave and holiday period	7(16.16)	13(30.95)	7(16.67)	6(14.29)	9(21.43)
5	F.U.G does a lot as regards the health and safety of its employees	3(7.14)	6(14.29)	11(26.19)	13(30.95)	9(21.43)

Source: field survey 2019

Analysis of the data from the above table

Item 1. 20 respondent representing 47.62% Strongly Agree, 13 respondent representing 30.95% Agree, 4 respondent representing 9.52% Neutral, while 4 respondent representing

9.52% Disagree and 1 respondent representing 2.38% Strongly Disagree, it show that most of the employees are okay with there present working condition.

Item 2. 11 respondent representing 26.19% Strongly Agree, 19 respondent representing 45.23% Agree, 6 respondent representing 14.29 % Neutral, while 3 respondent representing 7.14 % Disagree and 3 respondent representing 7.14 % Strongly Disagree, it show that work pressure put stress on most of the employees.

Item 3. 8 respondent representing 19.05% Strongly Agree, 8 respondent representing 19.05 % Agree, 10 respondent representing 23.81 % Neutral, while 10 respondent representing 23.81 % Disagree and 6 respondent representing 14.29 % Strongly Disagree, it show that there is a balance between the employees who do not feel safe at work and the employees who feel safe at work.

Item 4. 7 respondent representing 16.16% Strongly Agree, 13 respondent representing 30.95 % Agree, 7 respondent representing 16.67 % Neutral, while 6 respondent representing 14.29% Disagree and 9 respondent representing 21.43 % Strongly Disagree, it show that F.U.G provides there employees with adequate leave and holiday period.

Item 5. 3 respondent representing 7.14% Strongly Agree, 6 respondent representing 14.29% Agree, 11 respondent representing 26.19% Neutral, while 13 respondent representing 30.95% Disagree and 9 respondent representing 21.43% Strongly Disagree, it show F.U.G does a little as regards the health and safety of it employees.

4.1.7 Table 7

	Employee relationship with co-workers	SA	A	N	D	SD
1	My Relationship with my co-workers is strictly professional	8(19.05)	10(23.81)	9(21.43)	11(26.19)	4(9.53)
2	I enjoy working with my co-workers	7(16.16)	13(30.95)	10(23.81)	9(21.43)	3(7.14)
3	I enjoy a friendly relationship with my co-workers outside of work	13(30.95)	10(23.81)	9(21.43)	7(16.16)	3(7.14)
4	F.U.G organizes social functions and get together parties for all staff	0(0)	0(0)	0(0)	40(95.24)	2(4.76)
5	F.U.G does a lot to improve the relationship amongst all staff	8(19.05)	7(16.67)	7(16.67)	10(23.81)	10(23.81)

Source: field survey 2019

Analysis of the data from the above table

Item 1. 8 respondent representing 19.05% Strongly Agree, 10 respondent representing 23.81 % Agree, 9 respondent representing 21.43 % Neutral, while 11 respondent representing 26.19 % Disagree and 4 respondent representing 9.53 % Strongly Disagree, it show that most of the employees relationship with co worker are strictly professional.

Item 2. 7 respondent representing 16.16 % Strongly Agree, 13 respondent representing 30.95 % Agree, 10 respondent representing 23.81 % Neutral, while 9 respondent representing 21.43 % Disagree and 3 respondent representing 7.14% Strongly Disagree, it show that most of the employees enjoy working with there co workers.

Item 3. 13 respondent representing 30.95 % Strongly Agree, 10 respondent representing 23.81 % Agree, 9 respondent representing 21.43 % Neutral, while 7 respondent representing 16.16 % Disagree and 3 respondent representing 7.14 % Strongly Disagree, it show that most of the employees enjoys friendly relationship with there co- worker outside work.

Item 4. 0 respondent representing 0 % Strongly Agree, 0 respondent representing 0% Agree, 0 respondent representing 0 % Neutral, while 40 respondent representing 95.24% Disagree and 2 respondent representing 4.76 % Strongly Disagree, it show that F.U.G do not organize social functions and get together parties for all staffs.

Item 5. 8 respondent representing 19.05% Strongly Agree, 7 respondent representing 16.67 % Agree, 7 respondent representing 16.67% Neutral, while 10 respondent representing 23.81 % Disagree and 10 respondent representing 23.81 % Strongly Disagree, it show F.U.G does less in improving the relationship among all staff.

4.1.8 Table 8

	Employee Relationship With H.O.D	SA	A	N	D	SD
1	My relationship with my H.O.D is strictly professional	5(11.90)	15(35.71)	7(16.67)	13(30.95)	2(4.76)
2	My H.O.D criticizes me when I fail to meet expectations	28(66.67)	5(11.90)	3(7.14)	1(2.38)	5(11.90)
3	I receive credit or praise from my H.O.D when I meet or exceed expectations	0(0)	1(2.38)	17(40.48)	20(47.62)	4(9.52)
4	My H.O.D involves me in decision making processes	3(7.14)	6(14.29)	5(11.90)	19(45.24)	9(21.43)
5	I enjoy a friendly relationship with my H.O.D outside of work	17(40.48)	10(23.81)	3(7.14)	7(16.67)	5(11.90)

Source: field survey 2019

Analysis of the data from the above table

Item 1. 5 respondent representing 11.90% Strongly Agree, 15 respondent representing 35.71 % Agree, 7 respondent representing 16.67% Neutral, while 13 respondent representing 30.95

% Disagree and 2 respondent representing 4.76 % Strongly Disagree, it show that most of the employees relationship with H.O.D are strictly professional.

Item 2. 28 respondent representing 66.67% Strongly Agree, 5 respondent representing 11.90 % Agree, 3 respondent representing 7.14 % Neutral, while 1 respondent representing 2.38 % Disagree and 5 respondent representing 11.90 % Strongly Disagree, it show that most of the employees are criticized when they fail to meet expectation.

Item 3. 0 respondent representing 0% Strongly Agree, 1 respondent representing 2.38 % Agree, 17 respondent representing 40.48% Neutral, while 20 respondent representing 47.62 % Disagree and 4 respondent representing 9.53 % Strongly Disagree, it show that most of the employees do not receive credit or praise from the H.O.D when they meet or exceed expectation.

Item 4. 3 respondent representing 7.14% Strongly Agree, 6 respondent representing 14.29 % Agree, 5 respondent representing 11.90 % Neutral, while 19 respondent representing 45.24 % Disagree and 9 respondent representing 21.43% Strongly Disagree, it show that most of the employees are not involve in decision making.

Item 5. 17 respondent representing 40.48% Strongly Agree, 10 respondent representing 23.81 % Agree, 3 respondent representing 7.14 % Neutral, while 7 respondent representing 16.67 % Disagree and 5 respondent representing 11.90 % Strongly Disagree, it show that most of the employees do not enjoy friendly relationship with there H.O.D.

4.1.9 Table 9

	Employee responses regarding Work environment	SA	A	N	D	SD
1	I enjoy a conducive and friendly work environment	19(45.24)	20(47.62)	3(7.14)	0(0)	0(0)
2	F.U.G does a lot to improve the work environment	4(9.52)	2(4.76)	17(40.48)	10(23.81)	9(21.43)
3	I enjoy a certain level of autonomy in discharging my duties	4(9.52)	19(45.24)	12(2.86)	6(14.29)	1(2.38)
4	F.U.G organizes routine safety environmental programs	0(0)	2(4.76)	4(9.52)	20(47.62)	16(48.10)
5	My office is spacious and comfortable	9(21.43)	19(45.24)	1(2.38)	13(30.95)	0(0)

Source: field survey 2019.

Analysis of the data from the above table

Item 1. 19 respondent representing 45.24% Strongly Agree, 20 respondent representing 47.62 % Agree, 3 respondent representing 7.14 % Neutral, while 0 respondent representing 0% Disagree and 0 respondent representing 0% Strongly Disagree, it show that most of the employees enjoy conducive and friendly working environment.

Item 2. 4 respondent representing 9.52% Strongly Agree, 2 respondent representing 4.76 % Agree, 17 respondent representing 40.48 % Neutral, while 10 respondent representing 23.81 % Disagree and 9 respondent representing 21.43 % Strongly Disagree, it show that F.U.G does less in improving the working environment.

Item 3. 4 respondent representing 9.52% Strongly Agree, 19 respondent representing 45.24 % Agree, 12 respondent representing 2.86 % Neutral, while 6 respondent representing 14.29 % Disagree and 1 respondent representing 2.38 % Strongly Disagree, it show that most of the employees enjoy certain autonomy in discharging there duties.

Item 4. 0 respondent representing 0% Strongly Agree, 2 respondent representing 4.76 % Agree, 4 respondent representing 9.52 % Neutral, while 20 respondent representing 47.62 % Disagree and 16 respondent representing 48.10 % Strongly Disagree, it show that most of the employees relationship with co worker are strictly professional.

Item 5. 9 respondent representing 21.43% Strongly Agree, 19 respondent representing 45.24 % Agree, 1 respondent representing 2.38 % Neutral, while 13 respondent representing 30.95 % Disagree and 0 respondent representing 0 % Strongly Disagree, it show that most of the employees offices are spacious and comfortable.

4.1.10 Table 10

Employee responses regarding Compensation						
1	F.U.G pays me well	8(19.05)	10(23.81)	15(35.71)	7(16.67)	2(4.76)
2	I believe more incentives should be included in my total reward package	19(45.24)	10(23.81)	13(30.95)	0(0)	0(0)
3	I am not satisfied with my current pay	4(9.52)	2(4.76)	13(30.95)	22(52.38)	1(2.38)
4	I prefer in-kind rewards to cash rewards	2(4.76)	3(7.14)	9(21.43)	13(30.95)	15(35.71)
5	I receive allowances for special duties and overtime on the job	0(0)	2(4.76)	12(28.57)	15(35.71)	13(30.95)

Source: field survey 2019

Analysis of the data from the above table

Item 1. 8 respondent representing 19.05% Strongly Agree, 10 respondent representing 23.81 % Agree, 15 respondent representing 35.71 % Neutral, while 7 respondent representing 16.67 % Disagree and 2 respondent representing 4.76 % Strongly Disagree, it show that most of F.U.G employees are been paid well.

Item 2. 19 respondent representing 45.24% Strongly Agree, 10 respondent representing 23.81 % Agree, 13 respondent representing 30.95 % Neutral, while 0 respondent representing 0 % Disagree and 0 respondent representing 0 % Strongly Disagree, it show that most of the employees believes that more incentives should be included in there total reward package.

Item 3. 4 respondent representing 9.52% Strongly Agree, 2 respondent representing 4.76 % Agree, 13 respondent representing 30.95 % Neutral, while 22 respondent representing 52.38 % Disagree and 1 respondent representing 2.38 % Strongly Disagree, it show that most of the employees are satisfied with there current pay.

Item 4. 2 respondent representing 4.76% Strongly Agree, 3 respondent representing 7.14 % Agree, 9 respondent representing 21.43 % Neutral, while 13 respondent representing 30.95 % Disagree and 15 respondent representing 35.71 % Strongly Disagree, it show that most of the employees prefer in-kind reward to cash reward.

Item 5. 0 respondent representing 0% Strongly Agree, 2 respondent representing 4.76 % Agree, 12 respondent representing 28.57 % Neutral, while 15 respondent representing 35.71 % Disagree and 13 respondent representing 30.95 % Strongly Disagree, it show that most of the employees do not receive allowance for special duties and overtime on the job.

4.2 TESTING OF HYPOTHESIS

Hypothesis 1

Ho: Employee well-being has no significant effect on organizational performance

H1: Employee well-being has significant effect on organizational performance

Contingency value/observed value

4.2.1 Table 11

s/n	Employee Well-being	SA	A	N	D	SD	Total
1	I am okay with my present working conditions	20	13	4	4	1	42
2	Work pressure puts stress on me	11	19	6	3	3	42
3	I feel safe at work	8	8	10	10	6	42
4	F.U.G provides me with adequate leave and holiday period	7	13	7	6	9	42
5	F.U.G does a lot as regards the health and safety of its employees	3	6	11	13	9	42
Total		49	59	38	36	28	210

Expected value

$$\text{Expected return} = \frac{R * C}{OT}$$

Where

R= row

C=column

OT= overall total

Table 12

s/n	Employee Well-being	SA	A	N	D	SD	
1	I am okay with my present working conditions	$\frac{42*49}{210} = 9.8$	$\frac{42*59}{210} = 11.8$	$\frac{42*38}{210} = 7.6$	$\frac{42*36}{210} = 7.2$	$\frac{42*28}{210} = 5.6$	42
2	Work pressure puts stress on me	$\frac{42*49}{210} = 9.8$	$\frac{42*59}{210} = 11.8$	$\frac{42*38}{210} = 7.6$	$\frac{42*36}{210} = 7.2$	$\frac{42*28}{210} = 5.6$	42
3	I feel safe at work	$\frac{42*49}{210} = 9.8$	$\frac{42*59}{210} = 11.8$	$\frac{42*38}{210} = 7.6$	$\frac{42*36}{210} = 7.2$	$\frac{42*28}{210} = 5.6$	42
4	F.U.G provides me with adequate leave and holiday period	$\frac{42*49}{210} = 9.8$	$\frac{42*59}{210} = 11.8$	$\frac{42*38}{210} = 7.6$	$\frac{42*36}{210} = 7.2$	$\frac{42*28}{210} = 5.6$	42
5	F.U.G does a lot as regards the health and	$\frac{42*49}{210} = 9.8$	$\frac{42*59}{210}$	$\frac{42*38}{210}$	$\frac{42*36}{210}$	$\frac{42*28}{210}$	42

	safety of its employees		=11.8	=7.6	=7.2	=5.6	
Total		49	59	38	36	28	210

Chi Square Table

Table 13

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
20	9.8	10.2	104.04	10.61
13	11.8	1.2	1.44	0.12
4	7.6	-3.6	12.96	1.71
4	7.2	-3.2	10.24	1.42
1	5.6	-4.6	21.16	3.78
11	9.8	1.2	1.44	0.15
19	11.8	7.2	51.84	4.39
6	7.6	-1.6	2.56	0.34
3	7.2	-4.2	17.64	2.45
3	5.6	-2.6	6.76	1.21
8	9.8	-1.8	3.24	0.33
8	11.8	-3.8	14.44	1.22
10	7.6	2.4	5.76	0.76
10	7.2	2.8	7.84	1.09
6	5.6	0.4	0.16	0.03
7	9.8	-2.8	7.84	0.8
13	11.8	1.2	1.44	0.12
7	7.6	-0.6	0.36	0.05
6	7.2	-1.2	1.44	0.2
9	5.6	3.4	11.56	2.06
3	9.8	-6.8	46.24	4.72
6	11.8	-5.8	33.64	2.85
11	7.6	3.4	11.56	1.52
13	7.2	5.8	33.64	4.67
9	5.6	3.4	11.56	2.06
χ^2				48.66

LEVEL OF SIGNIFICANT= 5% OR 0.05

Df= DEGREE OF FREEDOM

R= ROW

C= COLUMN

Df= (R-1) (C-1)

(5-1) (5-1)

DF=16

CRITICAL VALUE=26.296

DECISION

Accept H1 which says employee well-being has significant effect on organizational performance and reject Ho which says employee well-being has no significant effect on organizational performance.

HYPOTHESIS 2

Ho: Relationship with co-worker has no significant effect on organizational performance

H1: Relationship with co-worker has significant effect on organizational performance

Contingency value/observed value.

4.2.2 Table 14

	Employee relationship with co-workers	SA	A	N	D	SD	Total
1	My Relationship with my co-workers is strictly professional	8	10	9	11	4	42
2	I enjoy working with my co-workers	7	13	10	9	3	42
3	I enjoy a friendly relationship with my co-workers outside of work	13	10	9	7	3	42
4	F.U.G organizes social functions and get together parties for all staff	0	0	0	40	2	42
5	F.U.G does a lot to improve the relationship amongst all staff	8	7	7	10	10	42
	TOTAL	36	40	35	77	22	210

Source: field survey 2019

Expected value

$$\text{Expected return} = \frac{R * C}{OT}$$

Where

R= row

C=column

OT= overall total

Table 15

	Employee relationship with co-workers	SA	A	N	D	SD	Total
1	My Relationship with my co-workers is strictly professional	$\frac{42*36}{210} = 7.2$	$\frac{42*40}{210} = 8$	$\frac{42*35}{210} = 7$	$\frac{42*77}{210} = 15.4$	$\frac{42*22}{210} = 4.4$	42
2	I enjoy working with my co-workers	$\frac{42*36}{210} = 7.2$	$\frac{42*40}{210} = 8$	$\frac{42*35}{210} = 7$	$\frac{42*77}{210} = 15.4$	$\frac{42*22}{210} = 4.4$	42
3	I enjoy a friendly relationship with my co-workers outside of work	$\frac{42*36}{210} = 7.2$	$\frac{42*40}{210} = 8$	$\frac{42*35}{210} = 7$	$\frac{42*77}{210} = 15.4$	$\frac{42*22}{210} = 4.4$	42
4	F.U.G organizes social functions and get together parties for all staff	$\frac{42*36}{210} = 7.2$	$\frac{42*40}{210} = 8$	$\frac{42*35}{210} = 7$	$\frac{42*77}{210} = 15.4$	$\frac{42*22}{210} = 4.4$	42
5	F.U.G does a lot to improve the relationship amongst all staff	$\frac{42*36}{210} = 7.2$	$\frac{42*40}{210} = 8$	$\frac{42*35}{210} = 7$	$\frac{42*77}{210} = 15.4$	$\frac{42*22}{210} = 4.4$	42
	Total	36	40	35	77	22	210

Chi -square table

Table 16

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
8	7.2	0.8	0.64	0.09
10	8	2	4	0.5
9	7	2	4	0.57
11	15.4	-4.2	17.64	1.15
4	4.4	-0.4	0.16	0.04
7	7.2	-0.2	0.04	0.005
13	8	5	25	3.16
10	7	3	9	1.29
9	15.4	-6.4	40.96	2.66
3	4.4	-1.4	1.96	0.45
13	7.2	5.8	33.64	4.67
10	8	2	4	0.5
9	7	2	4	0.57
7	15.4	-8.4	70.56	4.58

3	4.4	-1.4	1.96	0.45
0	7.2	-7.2	51.84	7.2
0	8	-8	64	8
0	7	-7	49	7
40	15.4	24.6	605.16	39.30
2	4.4	-2.4	5.76	1.31
8	7.2	0.8	0.64	0.09
7	8	-1	1	0.13
7	7	0	0	0
10	15.4	-5.4	29.16	1.89
10	4.4	5.6	31.36	7.13
χ^2				92.735

LEVEL OF SIGNIFICANT= 5% OR 0.05

DF= DEGREE OF FREEDOM

R= ROW

C= COLUMN

DF= (R-1) (C-1)

(5-1) (5-1)

DF=16

CRITICAL VALUE=26.296

DECISION

Accept the H1 which says relationship with co- worker has significant effect on organizational performance and reject the Ho which says relationship with co- worker has no significant effect on organizational performance

HYPOTHESIS 3

Ho: Employee relationship with H.O.D have no significant effect on organizational performance

H1: Employee relationship with H.O.D have significant effect on organizational performance

Contingency value/observed value

4.2.3 Table 17

	Employee Relationship With H.O.D	SA	A	N	D	SD	Total
1	My relationship with my H.O.D is strictly professional	5	15	7	13	2	42
2	My H.O.D criticizes me when I fail to meet expectations	28	5	3	1	5	42
3	I receive credit or praise from my H.O.D when I meet or exceed expectations	0	1	17	20	4	42
4	My H.O.D involves me in decision making processes	3	6	5	19	9	42
5	I enjoy a friendly relationship with my H.O.D outside of work	17	10	3	7	5	42
	Total	53	37	35	60	25	210

Expected value

$$\text{Expected return} = \frac{R \cdot C}{OT}$$

Where

R= row

C=column

OT= overall total

Table 18

	Employee Relationship With H.O.D	SA	A	N	D	SD	Total
1	My relationship with my H.O.D is strictly professional	$\frac{42 \cdot 53}{210} = 10.6$	$\frac{42 \cdot 37}{210} = 7.4$	$\frac{42 \cdot 35}{210} = 7$	$\frac{42 \cdot 60}{210} = 12$	$\frac{42 \cdot 25}{210} = 5$	42
2	My H.O.D criticizes me when I fail to meet expectations	$\frac{42 \cdot 53}{210} = 10.6$	$\frac{42 \cdot 37}{210} = 7.4$	$\frac{42 \cdot 35}{210} = 7$	$\frac{42 \cdot 60}{210} = 12$	$\frac{42 \cdot 25}{210} = 5$	42
3	I receive credit or praise from my H.O.D when I meet or exceed expectations	$\frac{42 \cdot 53}{210} = 10.6$	$\frac{42 \cdot 37}{210} = 7.4$	$\frac{42 \cdot 35}{210} = 7$	$\frac{42 \cdot 60}{210} = 12$	$\frac{42 \cdot 25}{210} = 5$	42
4	My H.O.D involves me in decision making processes	$\frac{42 \cdot 53}{210} = 10.6$	$\frac{42 \cdot 37}{210} = 7.4$	$\frac{42 \cdot 35}{210} = 7$	$\frac{42 \cdot 60}{210} = 12$	$\frac{42 \cdot 25}{210} = 5$	42
5	I enjoy a friendly relationship with my H.O.D outside of work	$\frac{42 \cdot 53}{210} = 10.6$	$\frac{42 \cdot 37}{210} = 7.4$	$\frac{42 \cdot 35}{210} = 7$	$\frac{42 \cdot 60}{210} = 12$	$\frac{42 \cdot 25}{210} = 5$	42
	Total	53	37	35	60	25	210

CHI-SQUARE TABLE

TABLE 19

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
5	10.6	-5.6	31.36	2.96
15	7.4	7.6	57.76	7.81
7	7	0	0	0
13	12	1	1	0.08
2	5	-3	9	1.8
28	10.6	17.4	302.76	28.56
5	7.4	-2.4	5.76	0.78
3	7	-4	16	2.29
1	12	-11	121	10.08
5	5	0	0	0
0	10.6	-10.6	112.36	10.6
1	7.4	-6.4	40.96	5.54
17	7	10	100	14.29
20	12	8	64	5.33
4	5	1	1	0.2
3	10.6	-7.6	57.76	5.45
6	7.4	-1.4	1.96	0.26
5	7	-2	4	0.57
19	12	7	49	4.08
9	5	4	16	3.2
17	10.6	6.4	40.96	3.86
10	7.4	2.6	6.76	0.91
3	7	-4	16	2.29
7	12	-5	25	2.08
5	5	0	0	0
χ^2				113.02

LEVEL OF SIGNIFICANT= 5% OR 0.05

DF= DEGREE OF FREEDOM

R= ROW

C= COLUMN

DF= (R-1) (C-1)

(5-1)(5-1)

DF=16

CRITICAL VALUE=26.296

DECISION

Accept the H1 which says employee relationship with H.O.D have significant effect on organizational performance and reject the Ho which says employee relationship with H.O.D have no significant effect on organizational performance

HYPOTHESIS 4

Ho: working environment has no significant effect on organizational performance.

H1: working environment has significant effect on organizational performance

4.2.4 Table 20

	Employee responses regarding Work environment	SA	A	N	D	SD	Total
1	I enjoy a conducive and friendly work environment	19	20	3	0	0	42
2	F.U.G does a lot to improve the work environment	4	2	17	10	9	42
3	I enjoy a certain level of autonomy in discharging my duties	4	19	12	6	1	42
4	F.U.G organizes routine safety environmental programs	0	2	4	20	16	42
5	My office is spacious and comfortable	9	19	1	13	0	42
	Total	36	62	37	49	26	210

Expected value

$$\text{Expected return} = \frac{R * C}{OT}$$

Where

R= row

C=column

OT= overall total

Table 21

Employee responses regarding Work environment		SA	A	N	D	SD	Total
1	I enjoy a conducive and friendly work environment	$\frac{42*36}{210}$ =7.2	$\frac{42*62}{210}$ =12.4	$\frac{42*37}{210}$ =7.4	$\frac{42*49}{210}$ =9.8	$\frac{42*26}{210}$ =5.2	42
2	F.U.G does a lot to improve the work environment	$\frac{42*53}{210}$ =10.6	$\frac{42*37}{210}$ =7.4	$\frac{42*35}{210}$ =7	$\frac{42*60}{210}$ =12	$\frac{42*25}{210}$ =5	42
3	I enjoy a certain level of autonomy in discharging my duties	$\frac{42*53}{210}$ =10.6	$\frac{42*37}{210}$ =7.4	$\frac{42*35}{210}$ =7	$\frac{42*60}{210}$ =12	$\frac{42*25}{210}$ =5	42
4	F.U.G organizes routine safety environmental programs	$\frac{42*53}{210}$ =10.6	$\frac{42*37}{210}$ =7.4	$\frac{42*35}{210}$ =7	$\frac{42*60}{210}$ =12	$\frac{42*25}{210}$ =5	42
5	My office is spacious and comfortable	$\frac{42*53}{210}$ =10.6	$\frac{42*37}{210}$ =7.4	$\frac{42*35}{210}$ =7	$\frac{42*60}{210}$ =12	$\frac{42*25}{210}$ =5	42
Total		36	62	37	49	26	210

CHI-SQUARE TABLE

TABLE 22

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
19	10.6	8.4	70.56	6.66
20	7.4	12.6	158.76	21.45
3	7	-4	16	2.29
0	12	-12	144	12
0	5	-5	25	5
4	10.6	-6.6	43.56	4.11
2	7.4	-5.4	29.16	3.94
17	7	10	100	14.29
10	12	-2	4	0.33
9	5	4	16	3.2
4	10.6	-6.6	43.56	4.11
19	7.4	11.6	134.56	18.18
12	7	5	25	3.57
6	12	-6	36	3
1	5	-4	16	3.2
0	10.6	-10.6	112.36	10.6
2	7.4	-5.4	29.16	3.94
4	7	-3	9	1.29
20	12	8	64	5.33
16	5	11	121	24.2
9	10.6	-1.6	2.56	0.24
19	7.4	11.6	134.56	18.18

1	7	-6	36	5.14
13	12	1	1	0.08
0	5	-5	25	5
χ^2				179.33

LEVEL OF SIGNIFICANT= 5% OR 0.05

DF= DEGREE OF FREEDOM

R= ROW

C= COLUMN

DF= (R-1) (C-1)

(5-1) (5-1)

DF=16

CRITICAL VALUE=26.296

DECISION

Accept the H1 which says working environment has significant effect on organizational performance and reject the Ho which says working environment has no significant effect on organizational performance.

HYPOTHESIS 5

Ho: . Compensation has no significant effect on organizational performance.

H1: . Compensation has significant effect on organizational performance

4.2.5 Table 23

	Employee responses regarding Compensation	SA	A	N	D	SA	TOTAL
1	F.U.G pays me well	8	10	15	7	2	42
2	I believe more incentives should be included in my total reward package	19	10	13	0	0	42
3	I am not satisfied with my current pay	4	2	13	22	1	42
4	I prefer in-kind rewards to cash rewards	2	3	9	13	15	42
5	I receive allowances for special duties and overtime on the job	0	2	12	15	13	42
	TOTAL	33	27	62	57	31	210

Expected value

$$\text{Expected return} = \frac{R * C}{OT}$$

Where

R= row

C=column

OT= overall total

Table 24

Employee responses regarding Compensation		SA	A	N	D	SA	TOTAL
1	F.U.G pays me well	42*33 210 =6.6	42*27 210 =5.4	42*62 210 =12.4	42*57 210 =11.4	42*31 210 =6.2	42
2	I believe more incentives should be included in my total reward package	42*33 210 =6.6	42*27 210 =5.4	42*62 210 =12.4	42*57 210 =11.4	42*31 210 =6.2	42
3	I am not satisfied with my current pay	42*33 210 =6.6	42*27 210 =5.4	42*62 210 =12.4	42*57 210 =11.4	42*31 210 =6.2	42
4	I prefer in-kind rewards to cash rewards	42*33 210 =6.6	42*27 210 =5.4	42*62 210 =12.4	42*57 210 =11.4	42*31 210 =6.2	42
5	I receive allowances for special duties and overtime on the job	42*33 210 =6.6	42*27 210 =5.4	42*62 210 =12.4	42*57 210 =11.4	42*31 210 =6.2	42
TOTAL		33	27	62	57	31	210

CHI SQUARE TABLE

TABLE 25

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
8	6.6	1.4	1.96	0.30
10	5.4	4.6	21.16	3.92
15	12.4	2.6	6.76	0.55
7	11.4	-4.4	19.36	1.70
2	6.2	-4.2	17.64	2.85
19	6.6	12.4	153.76	23.30
10	5.4	4.6	21.16	3.92
13	12.4	0.6	0.36	0.03
0	11.4	-11.4	129.96	11.4

0	6.2	-6.2	38.44	6.2
4	6.6	-2.6	6.76	1.02
2	5.4	-3.4	11.56	2.14
13	12.4	0.6	0.36	0.03
22	11.4	10.6	112.36	9.86
1	6.2	-5.2	27.04	4.36
2	6.6	-4.6	21.16	3.21
3	5.4	-2.4	5.76	1.07
9	12.4	-3.4	11.56	0.93
13	11.4	1.6	2.56	0.22
15	6.2	8.8	77.44	12.49
0	6.6	-6.6	43.56	6.6
2	5.4	-3.4	11.56	2.14
12	12.4	-0.4	0.16	0.01
15	11.4	3.6	12.96	1.14
13	6.2	6.8	46.24	7.46
X^2				106.85

LEVEL OF SIGNIFICANT= 5% OR 0.05

DF= DEGREE OF FREEDOM

R= ROW

C= COLUMN

DF= (R-1) (C-1)

(5-1) (5-1)

DF=16

CRITICAL VALUE=26.296

DECISION

Accept the H1 which says compensation has significant effect on organizational performance and reject the Ho which says compensation has no significant effect on organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This chapter comprises discussions associated with findings of the entire research. This includes summary of the study, findings both theoretical and empirical findings, conclusions and recommendations.

5.1 Summary of the study

The result of the research work is summarized as follows;

Employee Well-being

It show that most of the employees are okay with their present working condition, while that work pressure put stress on the employees and most employees do not feel safe at work.

Also F.U.G provide employees with adequate leave and holiday period and does little as regard the health and safety of it employee.

Employee Relationship With H.O.D

Most of the staff relationship with H.O.D are strictly professional and most of the employees do not receive credit or praise from the H.O.D when they meet or exceed expectation. Also most of the employees are not involve in decision making.

Employee responses regarding Work environment

Most of the employees enjoy conducive and friendly working environment. And that F.U.G does less in improving the working environment. Also most of the employees enjoy certain autonomy in discharging their duties and most of the employees offices are spacious and comfortable.

Employee responses regarding Compensation

Most of F.U.G employees are been paid well and most of the employees believes that more incentives should be included in their total reward package. Also most of the employees are satisfied with their current pay and most of the employees prefer in-kind reward to cash reward.

5.2 Conclusions

Employees should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Also it is important to note that a lack of adequate motivation results in low productivity and vice versa.

This study concludes that employee motivation be it intrinsic or extrinsic in nature has a significant effect and is a predictor of performance levels in an organization. It also concludes that both intrinsic and extrinsic factors of motivation appeal to employees and a right mix of both are essential in bringing out best performances from a workforce.

5.3 Recommendations

The following recommendations are made based on the findings of the study;

1. Management must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees.
2. Management should encourage interpersonal relations amongst co-workers and their managers to promote a sense of belonging and unity amongst staff. Also managers should ensure employees are involved in decision making processes and given a chance to air their views.
3. Also management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
4. Furthermore proper scheduling of job activities is key to achieving efficiency in the workplace. Adequate compensation packages in form of monetary or non-monetary rewards are essential in order to ensure that employees stay productive. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.
5. Management must also strive to ensure that all employees engage in training programs to acquire new skills and also have equal opportunity to utilize their skills and

competencies. Management should make sure that career development opportunities are clearly communicated to employees.

6. An established career path and an adequate development plan should be put in place for employees, development programs should be linked to each employees career needs and not just the organization's needs. Employees should be selected for sponsored training programs fairly and justly.
7. management should provides adequate information about strength and weaknesses of employees in form of feedback from employee evaluations.
8. Employees who offer the same level of inputs with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement. Additional inputs and outstanding performance should entitle an employee to additional rewards.

Finally, this study recommends that management should make policies that aids in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job. This will in turn enhance or boost employee morale resulting in a competitive edge through higher commitment levels, employee engagement, lower turnover and improved performance and productivity levels.

5.4 Limitations of the Study

The demanding schedule of respondents at work made it very difficult getting the respondents to participate in the survey. As a result, retrieving copies of questionnaire in timely fashion was very challenging. Also, the researcher has limited time as well as resources in covering extensive literature available in conducting this research.

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APPENDIX 1

Department Of Business Administration,
Faculty Of Management And Social
Sciences,
Federal University Gusau,
Zamfara State.

Dear Respondent,

LETTER OF INTRODUCTION

I am a final year of the above named institution, conducting a research on "Effect Of Employee Motivation On Organizational Performance; A Case Study of Federal University Gusau". In partial fulfillment of the requirement for the award of Bachelor of Science (B.sc) Degree in Business Administration.

I hereby solicit your inestimable input in supplying information required in this questionnaire.

Any information provided and obtained from the responses and records will be strictly confidential and will be used only for the purpose of the study.

Thank you

Yours faithfully

Ibrahim Yusuf

researcher

Questionnaire

Effect Of Workers Motivation On Organisational Performance Of Fugus

I am conducting a research on effect of worker motivation on Organizational performance of Fugus, for the award of Bsc. Business Administration at Federal University, Gusau

You are requested to kindly fill the questionnaire below, after reading all the phrase carefully and tick/mark (✓) the most appropriate answer as per your opinion

Section A

Please respond to the following statement by making a tick (✓) on the appropriate number indicate the response that best describe your AGREEMENT or DISAGREEMENT on the 5-point scale as follows: 5= strongly agree (SA), 4= agree (A), 3= neutral(N), 2= disagree(D), 1= strongly disagree (SD)

s/n	SA	A	N	D	SD
Employee Well-being					
1					
2					
3					
4					
5					
Employee relationship with co-workers					
1					
2					
3					
4					
5					
Employee Relationship With H.O.D					
1					
2					
3					
4					
5					

Employee responses regarding Work environment							
1	I enjoy a conducive and friendly work environment						
2	F.U.G does a lot to improve the work environment						
3	I enjoy a certain level of autonomy in discharging my duties						
4	F.U.G organizes routine safety environmental programs						
5	My office is spacious and comfortable						
Employee responses regarding Compensation							
1	F.U.G pays me well						
2	I believe more incentives should be included in my total reward package						
3	I am not satisfied with my current pay						
4	I prefer in-kind rewards to cash rewards						
5	I receive allowances for special duties and overtime on the job						

Section B: demography variable, respond to the following by making a tick (✓) on the appropriate answer

- 1) Gender (a) Male () (b) female ()
- 2) Age
 - i) below 30 () (ii) 31 – 40 () (iii) 41-50 () (iv) above 50 ()
- 3) marital status
 - i) Single () (ii) married () (iii) divorced ()
- 4) Educational Status
 - i) O⁺Level () ii) NCE/OND () iii) HND/B.SC () iv) Postgraduate Degree ()
- 5) job status
 - i) academic staff () non academy staff ()