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**The Effect Of Motivation On
Employees Productivity:**

(A Case Study Of Yobe Broadcasting
Corporation, Maiduguri, Yobe State)

BY

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2000/ND/BUS/021

Department Of Business Administration and
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TITLE PAGE

**THE IMPACT OF MOTIVATION ON EMPLOYEES
PRODUCTIVITY:
A CASE STUDY OF YOBE BROADCASTING CORPORATION,
DAMATURU, YOBE STATE**

**BEING A RESEARCH PROJECT SUBMITTED TO DEPARTMENT
OF BUSINESS ADMINISTRATION AND MANAGEMENT STUDIES,
THE FEDERAL POLYTECHNIC, DAMATURU, YOBE STATE.**

BY

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ABSTRACT

The study is on the impact of motivation on employees productivity. A case study of Yobe Broadcasting Corporation. It is aimed at determining the effectiveness of motivation on the productivity of employee and how they could continuously be motivated to achieve organization goals.

In order to elicit sample data for the study, primary and secondary sources of data were extensively utilized.

The findings of the study signifies that, there is a strong relationship between adequate incentives and performance. Hence, absence of adequate incentives like medical care, transportation, meal subsidy, promotion and fringe benefits has demotivated the employees of the corporation and subsequently resulted to their poor work performance. Hence, with recommendation take staff promotion and training medical incentives transport allowances etc the situation could be improved.



CERTIFICATION

This project has been duly presented and approved by the Department of Business Administration and Management Studies, as a partial requirement for the award of National Diploma in Business Studies.

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DEDICATION

This work is dedicated to whole my brothers, sisters, cousins and my grand father Late Mohammed Mele, may his soul rest in peace.

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CHAPTER ONE

1.1 INTRODUCTION

To encourage and ensure high productivity and efficient performance of employees in an organization, it is important to know how the individual employee in an organization feels about the job h/she performs. It is therefore the duty of the management of the organization to find out the individual employee effort becoming this or that in order to occupy a particular position in life. Why he/she works so hard or even not to work at all? Why the restless urge to achieve one goal or the other? In answering these questions the management team will have to find out what each staff needs to be satisfied.

However, the impact of motivation with regards to its influence on human behaviour has been brought to our knowledge through the studies of several psychologist, it has become quite clear that human being possess different behaviour pattern and motives. According to Bolt (1987) motives refers "to the inner driving force that dictates how great an effort will be made". When individuals are grouped together to work as a team, they are bound to have different motives.

People differ so much in their behaviour. Consequently, a great deal of information is usually needed before we can clearly identify the motives for which he is putting in any organization to succeed in the achievement of it's objectives. It must be able to effectively combine that is organize coordinate and motivate it's human resources as a result of this it has therefore become silent for managers to have a good knowledge of psychology to know how to develop motivational schemes that will be adequately enough to motivate their subordinates

to perform their best in the duty or task assigned to them. It can therefore be effective management, the necessity of building motivational factors into an organization roles. The staffing of these roles and the entire process of directing and leading people must be built on the knowledge of motivation.

Motivation is not an attempt to manipulate people, but rather, to recognize the desired motivating factors required in designing a conducive environment towards achieving the employee productivity.

1.2 HISTORICAL BACKGROUND OF YOBE BROADCASTING CORPORATION

Yobe Broadcasting Corporation (YBC) is a media organisation owned by Yobe State Government of Nigeria. It situated at 7km along Gujba Road. It was established in 1992. The station was officially commissioned on the 14th of October 1992 by the Military President, General Ibrahim Badamasi Babangida. Yobe Broadcasting Corporation as at the time of it's commissioning, started transmission with two transmitters of 2 x 50KW transmitting on 648khz MW Band and 2 x 10KW transmitters on 801 KHZ MW Band. All the transmitter are of CCA any model as follows: AM 50,000F and CCAAM, 10,000F respectively. In addition to this the engineers have designed and produced a FM Band, which covers about 20KM range.

Currently, the area of coverage of the station is very wide, the station is being received on the North by the Niger Republic, Chad Republic and Borno State of Nigeria. In the East it is also received by Bauchi and Jigawa States of Nigeria. Commercial and Political campaign messages on the station. Therefore have better chances of

reaching more people than can be provided by most Radio Station in the Region.

The medium wave transmitters effectively cover the whole state with a considerable spill over. in the areas mentioned above. Also a considerable number of the people in the neighbouring countries like Niger and Chad Republic understand the major languages spoken in Yobe State. These neighbouring countries are also large markets for goods and services produced and advertised in Nigeria. This means advertising on Yobe Broadcasting Corporation, Damaturu in the language of Hausa, Kanuri and Fulfulde and also English language will not only create effective demand for goods and services advertised within the state and the neighbouring countries like Niger and Chad Republic but will also foster understanding and brotherhood among the people. Certainly, the corporation is boosting trade and commerce within the area. Hausa and English language are predominantly used for the commercial broadcast.

In terms of welfare, the YBC has incentive packages for its members of staff. These range from rent subsidy, meal subsidy, transport allowance etc. These are constantly being reviewed to meet up with the dynamics of economic events in the country, though not frequent and extensive enough to motivate employees effectively.

1.3 STATEMENT OF PROBLEM

Adequate provisions has to be made for the basic needs of employees in respect of food, clothing and shelter, as to enable them to remain in a state of good health and efficiency. Beside these basic needs employees should have their due share of social and economic progress in form of improved health services, wider provision of social

amenities, security, better education opportunities etc. in Nigeria, we can see that wages and salaries are very low, in view of rising cost of living, other types of remuneration, for instance incentives and fringe benefits should have been properly taken care of in Nigeria to meet the cost of living index. This would of course, induce, or motivate employees to put in more effort to realize the objectives of the organization.

In this country, employees in the public or government sector give less attention to the issue of employee motivation. The YBC is not an exception motivation of employees working with YBC has been minimal and therefore fail to induce employee to put their best. The application of motivation is very low especially salaries are not paid on time, large portion of the income is taken as tax and payment of various levies and galloping prices of goods and services all militate against meaningful standard of living. It could be stressed that monetary compensation is very essential to employee most especially in the present economic dispensation of high inflation and low purchasing power of the Naira.

1.4 AIMS AND OBJECTIVES OF THE STUDY

Any field work must have its purpose which must be of benefit to the society at large. This very work is not an exception. The aim of the research work among other things therefore, is to elicit knowledge on how motivation has contributed to employees productivity. It is also to critically appraise how various organizations have achieved some element of motivation and critically access the problems and prospects existing in various motivational incentives applied.

Furthermore, it is to access the reason for low productivity in the organization despite the various forms of motivational techniques applied. The major objectives of undertaking this study is to accomplish the following:-

1. To see how the employee can further be motivated in order to achieve organizational goals.
2. To know the level of employee satisfaction based on the kind of motivation.
3. To give appropriate measures for improving employees performance in the organization
4. To give appropriate measures for improving employees performance in the organization.

1.5 SIGNIFICANCE OF THE STUDY

The significance of the study is to emphasize the following:-

- i) The importance of study in enhancing higher productivity in the corporation (YBC)
- ii) To find out the strength and weakness of the Corporation in it's staff and labour force.
- iii) To find ways of minimizing negligence, in order to have an increase in productivity.
- iv) To form part of the requirement for the award of National Diploma (ND) in BUSINESS ADMINISTRATION AND MANAGEMENT STUDIES.
- v) To serve as bedrock for further investigation, studies or research.

1.6 SCOPE AND LIMITATIONS OF STUDY

Any research like this will hardly come into being without having some imitations. The constraint faced in gathering of the data and compiled with my course write has not been easy. Also due to some financial constraints and time factor which always affect research work, the researcher decided to limit the scope of the study top Yobe Broadcasting Corporation Damaturu.

1.7 DEFINITION OF TERMS

- i. **THEORY:-** A generation of the principle on which practice precedes.
- ii. **DRIVE:-** a need or motive that emerges and maintains an act or series of acts.
- iii. **IMPACT:-** A forceful or dramatic effect.
- iv. **BONUS:-** A bonus is defined as an extra sum (additional incentives) given to the worker in addition to his basic salary.
- v. **MOTIVATION:-** What makes people act or behave the way they do. Or identifying how to get the best out of subordinates by understanding why they behave the way the do.
- vi. **MOTIVES:-** What makes them work well or badly.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

During the past three decades the question of better ways of motivating people at work has caused some researchers to concentrate on the psychological factors that stimulate employees rather than developing the incentives of financial reward. Researchers have agreed that, not only with the form of motivation will not have the same appeal for individual employees engaged in the same job.

To fully understand human needs in an organization, in order to be able to motivate employees effectively to produce more, a number of theories have been developed by some notable scholars. Some of these theories are exposed on this section.

2.2 MOTIVATION

Motivation has involved too many things over the years. According to Ajibola (1976) defined motivation "as a process of stimulating people to action to achieve organisational desired goals or accomplish a desired task as well as a process of stimulating one self to action.

According to David W. I. Et-al (1980) are of the opinion that, "stimulus affects behaviour, they term motivation as the stimulus that produces action, directed action, which is the primary function of management".

Usman A.S. (2001) motivation refers to a all those inner driving condition such as wishes, desires, drives, needs and other similar forces which move an employee and committed to their duties and responsibilities strive to put in their best and consequently achieve

better output". The better outputs of the individual employees and groups translate into the achievement of the organizational goals.

It is an general applying to the entire class of desires desire needs, wishes and similar forces. Harald (1980) express motivation "as process governing choices made by person or lower organism among alternative forms of voluntary activities".

Motivation is derived from the word motive. The study of motives is concerned with what is inside a person that causes the person to engage in goal directed behaviour. The ability to take effective motivational decisions requires knowledge about the motives, which bring about purposeful behaviour. The decision-maker must have insight into the manner in which people will respond to particular conditions.

Given the definition above, it is also important to note the underlying ingredients of motivation which are thus:-

- i. It's an individual phenomenon, in other words, recognized the uniqueness of each person.
- ii. Motivation is intentional, that is when an employee or subordinate does something it is simply because he wants to do it.
- iii. It has to do with behaviour and when the behaviour is effective it will amount to high performance.

2.3 IMPACT OF MOTIVATION

The essence of motivation is to cause people to put fourth their efforts with enthusiasm and effectiveness in order to achieve and hopefully surpass organizational goals. Managers want to know about motivation for several reasons. Firstly, they must understand

individual motives in order to know how to get them to join the organization. Secondly, they must know how to motivate employees to stay with the organization. They must see that jobs and working conditions allow employees to meet their individual needs. So also together with ability of training and correct job placement, motivation often leads to effective employee performance.

2.4 THEORETICAL FRAME WORK

There are several theories of motivation, some of these are:-

- a) Abraham Maslow hierarchy of needs.
- b) Vrooms valance – expectancy theory.
- c) Fredrick Hcerzberg two factor theory.
- d) Mcc Lelland achievement motivation theory.
- e) Douglas Mcgregor's theory x and theory Y.

This study is based on the framework of motivation. "The hierarchy of needs" theory put forth by a psychologist Abraham Mashow (1940). He saw human needs in the form of a hierarchy, starting in a descending order, from the lowest to the highest needs and concluded that one needs was satisfied, this kind of need ceased to be motivator. He proposed five classification of needs in a hierarchy of importance, these needs are:-

- a. Physiological needs (food, shelter and clothing).
- b. Safety needs (security job etc).
- c. Acceptance needs (need for friendship).
- d. Esteem needs (self respect).
- e. Self actualization.

Maslow's theory of human motivation include two basic fundamental premises that have important implications for any

manager. First, human need are arranged in hierarchy of importance. Higher level need do not become important in motivating behaviour until lower level needs are continuously attempting to be satisfied. When need in one level has been satisfied, people move to the next higher needs. If the manager therefore appeals to employees higher level needs when lower level needs have not been satisfied, the employee will not be motivated to increase their efforts. One of the most important points for management to keep in mind is that employees are motivated by needs that are not satisfied. In other words, it is what people are seeking that is motivational, not what they already have. As lower level needs are satisfied, they retain less motivational value in an individual behaviour. However, a need does not need to be completely satisfied before the next level need emerges. An individual may move from security need is 80% satisfied. Managers must determine which needs are relatively unsatisfied in order to influence the behaviour of employees.

According to Martin Inter "everything that is done in the world is done in hope". This statement better explain the expectancy theory. The essential element of expectancy theory as expressed by Victor Vroom (1964) "Argues that people will be motivated to do things to achieve some goals to the extent that they expect that certain actions on their parts will help them to achieve that goals.

The Vroom expectancy theory tells us that, employees have goals and are motivated to adopt the kind of behaviour that will result in accomplishing this goal. The theory has significance in management because it suggests that managers should communicate clearly how goals should be achieved such as promotion, enhance

status etc are earned in organizations. This means managers should guide and explain clearly what behaviour pattern will be required of employees to achieve and realize their goals.

Fredrick Herzberg (1959) in his two factors theory explained motivation in terms of two sets of factors. The first set of factors which can be referred to as hygiene or maintenance factor i.e. acceptable salary, good working condition with one's subordinates, fears and supervisors one extrinsic to the job and do not in themselves motivate employees. They are hygiene and are required if healthy organisation suitable for good job performance is to develop their non-availability causes dis-satisfaction among employees. The other set of factor motivators are intrinsic to the job and actually cause employees to be motivated. E.g. recognition, achievement, growth advancement and greater responsibility in the place of work.

The table below gives comparison of Maslow's hierarchy of needs and Herzbergs motivational maintenance theory.

COMPARISON OF MASLOWS HIERARCHY OF NEEDS AND HERZBERGS MAINTENANCE THEORIES

MASLOW	HERZBERG
Self actualization Need	Motivation factors, achievement and recognition.
Esteem Needs	Work itself responsibility, advancement
Acceptance Needs	Maintenance factors, interpersonal relations
Safety Needs	Company policy and administration
Physiological Needs	Salary, working condition, supervision and job security

Source: Human relations in organisation by Dan Costley and Ralph Todd (1983)

The most basic implication of the motivation hygiene theory is that, in order to maximize human production, it is necessary to satisfy employees needs. The role of the managers in providing condition for motivation includes developing an atmosphere for support and approval, communicating all necessary job related information and encouraging individual goal setting and providing recognition for achievement. It is also very important to review David Mc Chellands work on theories of motivation. Manifest needs theories was originally developed by Henry Murray and later refined by J.W Attainson. It is current advocate and researcher David Mc Chelland (1951). It stated that human beings have three motivational needs.

- a) Need for power.
- b) Need for achievement.
- c) Need for attiliation.

All the three needs are important in considering ways of motivating employees.

For example, employees who are known to have the need for power and are effective speakers may be motivated. When they are assigned by management to communicate organization's policies to other employees. And employees with strong achievement need may be motivated if they are asked to perform channeling assignment.

Douglas Mc Gregor (1960) expresses the natures of people in two sets of assumptions known as theory x and theory Y. Each set

involves certain assumptions concerning human nature. Theory X assumes that the average human being has an inherent dislike of work and would avoid it if he can. Hence due to human characteristics of dislike of work, most people must be forced controlled with punishment to get them put forth adequate efforts towards the achievement of organisational goals or objectives. In other words, the average human being prefers to be directed because he has relatively little ambition and wishes to avoid responsibilities.

Theory Y holds a directly opposite view about human beings. That under the right condition, the average human being will accept and seek one way to induce people to work and is not necessarily the best way.

According to him, management practices are generally based on theory X but argues that the level of motivation for employees will improve if management practice are based on theory Y.

2.5 THEORIES OF MOTIVATION AS THEY AFFECT NIGERIAN EMPLOYEES

Most writers believe that the application of the contemporary motivation theories in Nigeria should acknowledge some basic truths that border on socio-cultural and economic realities of the third world environment. In this contribution, Powell (1980) noticed that "modern organization in Nigeria is complicated by the cultural characteristic of the society including the unfortunate effect of tribalism, ethnic grouping and the actions of state government. Most of these problems are not existing in the developed countries where those theories originated from. In most of the third world countries, the employees

are still faced with the basic problem of survival such as food, clothing and shelter. They are also faced with problems of health care and education. In Europe and America, the welfare schemes cover such wide areas as: employment, housing, educational health. These schemes are still more < problem in the developing countries and not to be introduced on a meaningful and comprehensive scale in Nigeria.

The effect of the absence of welfare scheme on employees motivation has been highlighted by Ubaku (1975). He lamented that "while the social science findings in Europe and America tends to play down the importance of wages and salaries as a motivating factor, in the Nigerian context, it has a large motivating factor in it". In this context, the average Nigerian employee is obliged to share his income with the extended family relations, including sisters brothers, cousins, Aunta, uncles, Naphews and even some far distant relations and in-laws. In relation to his needs therefore, the monthly income of the average Nigeria employee can hardly be said to be adequate.

It is high time the employees of labour appreciate these problems, reward their employees with more meaningful salaries and wages and provide them with such welfare needs as health. Care, housing and educational scholarship for their children. It is on this note that POWEL (1980) suggested that "until the culture and environmental values of working people are better understood, human organization relations in an industrial environment are likely to cause continuous confrontation between employees and organization". These policies will no doubt ensure employees motivation to work and commitment to their organization.

Professor .O. Oloko (1977) identified some motivational factors in the employment situation which have, most frequently been correlated directly or indirectly with the labour productivity of the Nigerian employees. These factors which are divided into five broad categories include style of leadership, job content, size of the work group, work role content and physiological needs of employees for items in the reward system. Nigerians generally hate lexicon and intimidation.

It was in realization of this fact that made Inua Auka (1986) to point out that “a Japanese Manager will not bark on his subordinate when instructing him to do his job” such as “what a hell do you mean to have not cleaned this place before now?” rather he will say “it seems this place has not been cleaned today”. The politeness of the directive does not portray weakness of leadership because the instruction is firm and must be taken. The Nigerian is very critical of events and enjoys freedom of expression. He want to operate in an atmosphere where he cold be seen and heard. All these are views provided to be the factors affecting employees motivation and performance in an organization.

2.6 HOW TO MOTIVATE EMPLOYEES

In achieving productivity, there is need for employers to seek to know their staff or employees needs and satisfy them. They should also b able to show concern for the individual, concern for the group, fair disciplines impartiality, recognition and opportunity for advancement. It is important for the employers to know when their employees lower needs have been satisfied so as to pay attention to their other needs. These needs may include the following:-

- a. **RECOGNIZE INDIVIDUAL DIFFERENCE:-** Almost every contemporary motivation theory recognizes that employees are not homogeneous. They have different needs. They also differ in terms of attitudes, personality and other important individual variables.
- b. **USE GOALS:-** The literature on goal – setting theory suggests that managers should ensure that employees have hard, specific goals and feed back on how well they are doing in pursuit of those goals. For those with high achievement needs, typically a minority in any organization, the existence of external goals is less important because high achievers are already internally motivated.
- c. **ENSURE THAT GOALS ARE PERCEIVED AS ATTAINABLE:-** Regardless of whether goals are actually attainable, employees who see goals as unattainable will reduce their effort, their feeling being “why bother”. Managers must be sure therefore, efforts can lead to achieving performance goals. For managers, this means that employees must be capable of doing the job and must perceive the performance appraisal process as both reliable and valid.
- d. **INDIVIDUALIZE REWARDS:-** Because employees have different needs, what acts as a reinforcer for one may not for another. Managers should use their knowledge of employee differences to individualize the rewards over which they have control. Some of the more obvious rewards that managers allocate include pay, promotions autonomy, and the opportunity to participate in goal setting and decision making.



- e. **LINK REWARD TO PERFORMANCE:-** Managers need to make rewards contingent on performance. The rewarding factors other than performance will only reinforce those other factors. Key rewards such as pay increase and promotions should be given for the attainment of the employees specific goals. Managers should also look for ways to increase the visibility of rewards. Eliminating secrecy surrounding pay by openly communicating every one's compensation, publicizing performance bonuses and allocating annual salary increases in a lump sum rather than spreading them over the entire year are examples of actions that will make rewards more visible and potentially more motivating.

2.7 CHARACTERISTIC OF EMPLOYERS WHO BEST MOTIVATE THEIR EMPLOYEES

Employers who want to achieve their productivity could best motivate their employees if they possess the following procedures

- a) Establishing realistic goals for himself and others, that is goals that are worth while, challenging and attainable.
- b) Seek and give feedback to his employee about how they are doing, the progress they are making, and problems that are coming up, because of his open communication and feedback, his employees are motivated to perform well. They openly evaluate their progress, and they do not hesitate to seek changes when they think they are needed.
- c) Resolve conflicts, with good judgement, understanding and openness. He focuses on solving the conflict rather than placing the blame. He attempts to understand the problem and determine the best solution. He approaches his employees with the spirit of "let's see, what we can

do to straighten this problem". This approach and fairness promotes a more relaxed and trusting relationship between the employers and employees.

- d) Is genuinely interested in his employees as individual. He is interested in their growth and future progress. He discusses this over them and offer suggestions where appropriate.
- e) Actively seeks the opportunity to promote his employees, even if it means losing them
- f) Makes job as interesting and desirable as possible.
- g) Do not compete with employees for credit.
- h) Make decisions after relevant participation by his employees. He seeks and his seriously interested in their thought and I does; and as a result, the employees do not hesitate to offer suggestion and work fully to achieve the best possible outcome.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter gives highlights on the sources and method, used in gathering the relevant data used in writing these research work.

Methodology refers to the whole method and processes used in data collection. In this chapter, the method used for carrying out this research include both the secondary and primary data. The need for this arose in order to give a better presentation of the study.

3.2 SOURCES OF DATA COLLECTION

Both the secondary and primary data were used in conducting this research work.

a. SECONDARY DATA

According to Emory C. W (1976) secondary data are data that have been collected, arranged and processed by other persons, they become secondary data to the person using them.

Secondary data could also be defined according to E. Constitutions Osuala (1982) "as a data collected for some other purpose, frequently for administrative reasons, may be used for this research work the sources of the secondary data was obtained through the organizations information brochure and other published materials drawn from relevant literatures.

ADVANTAGES OF SECONDARY DATA

- i. It is easily available
- ii. Less costly and save time in collection.

DISADVANTAGES OF SECONDARY DATA

- i. It may not give the exact information needed
- ii. It must be used with caution since it may not suit one researcher purpose.

b. PRIMARY DATA

According to E. C. Osuala (1982) defines primary data as a data that may be expressly collected for a specific purpose or the collection of facts and figures relationship to the population census provides primary data. Primary data and the information gathered through:

- i. Direct Interview
- ii. Questionnaire

i. DIRECT INTERVIEW

This is a formal conversation carried out with a defined aim in obtaining certain information from the interviewees.

ii. QUESTIONNAIRE

This are written sequence of questions designed to elicit draw facts from a person, informant, hence as a research instrument, it is a written structured schedule given to respondent to fill them and return some to researcher for further work on it or on them.

ADVANTAGE OF PRIMARY DATA

- i. Some of the respondents do omit question without making any comment.
- ii. Some questions are ambiguous to the respondent because of different view or perspectives that each person ask.

3.3 POPULATION

This is the collection of all possible individuals, objectives or measurement of interest.

The population of this study is made up of the entire staff of the corporation in Damaturu with particular emphasis on those resident in Damaturu Metropolitan and nearby by Local Government across the State.

SAMPLE POPULATION

This is a portion or part of the population instead of studying the whole population because it is difficult to study every member of the population.

3.4 SAMPLING TECHNIQUES

This is the system or technique adopted in choosing the sample from the population such that the sample will be a representation of the population and the entire subjects. We have two types of sampling technique which are probability sampling and Non probability sampling.

i. PROBABILITY SAMPLING

This is when every element in the population has a non-zero probability and equal chance of being selected for sample.

ii. NON-PROBABILITY

This is the opposite of the probability sampling that is to say, the population does not have an equal chance of being selected because it is of a large number.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

The purpose of this chapter is to present the data and analyses them. The sources of information were from interviews and questionnaires. This chapter gives the analytical presentation of data collected. Simple averages are used in tabular form.

4.2 ANALYSIS OF RESPONSES TO RESEARCH QUESTIONS

The purpose of this chapter is to present and analyses the data gathered through the questionnaire distributed.

It should be noted that conclusions and recommendations will be derived from this chapter and also gives the meaning to the data collected.

Fifty (50) questionnaires were administered to the middlemen and low-level employees, and only forty (40) were completed and returned for the analysis in this study. The remaining ten (10) were not returned as a result of technical problems. Hence the final analysis of this research work is based on forty (40) questionnaires completed and returned.

A total of fifty (50) questionnaires administered (representing 100%) of the sample population only forty (40) were returned. These represent 80% and those that were not returned represent 20% of the population sampled.

Question one:- is on academic qualification.

TABLE 1:

VARIABLE	RESPONDENTS	PERCENTAGE
SSCE	20	50
HND	8	20
BACHELOR'S DEGREE	5	12.5
OTHER (please specify)	7	17.5
TOTAL	40	100%

This shows that 50% of the respondents are SSCE holders, while 20% are HND holders, 12.5% are first degree holders and 17.5% are having post graduate certificates. This indicates that 50% of the employees in the organization are SSCE holders.

Question two:- have you worked in any organization before now?

TABLE 2:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	25	62.5
No	15	37.5
TOTAL	40	100%

From the above table 62.5% of the respondent have worked in other organization before joining the corporation while 37.5% get their first employment with the organization. In this regard out of the 40 respondents only 15 respondents got their first employment with the corporation.

Question three:- how regular are your salaries and other remuneration?

TABLE 3:

VARIABLE	RESPONDENTS	PERCENTAGE
Very Regular	10	25
Regular	15	37.5
Not Regular	15	37.5
TOTAL	40	100%

From the above table 25% said their own salaries and other remunerations were very regular, 37.5% of the respondents agreed that their own were regular while 37.5% agreed that their financial remuneration are not regular. From this it's very clear that the financial remuneration of those workers is not regular enough.

Question four:- is on the level or degree of satisfaction in assessing other in terms of staff motivation!

TABLE 4:

VARIABLE	RESPONDENTS	PERCENTAGE
Very satisfactory	5	12.5
Satisfactory	10	25
Not satisfactory	25	62.5
TOTAL	40	100%

The above table shoes that 12.5% do enjoy certain incentives apart from their remunerations it is very satisfactory. However, 25% said they do enjoy the incentives in the organization while the 62.5% agreed that the incentives are not satisfactory. It can be clearly stated

that, those employees agreed of satisfaction is not satisfactory in terms of staff motivation.

Question five:- have you received any training since you joined the organization?

TABLE 5:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	10	25%
No	30	75%
TOTAL	40	100%

25% out of 40 respondents have received training while the 75% of the respondents said that they did not received any training since the joint the corporation. This shows that the employees are not receiving regular training in the organization due to some technical problems know to them.

Question six:- if response to questions 5 is yes, how did you get the training?

TABLE 6:

VARIABLE	RESPONDENTS	PERCENTAGE
Personally	25	62.5
Through the organization	15	37.5
TOTAL	40	100%

From the table above it reveals that 62.5 of the respondents said that they trained them selves while 37.5 said it is the organization that sent them on training. This shows the corporations are not regulaly training their employees.

Question seven:- has it increase your performance?

TABLE 7:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	30	75
No	10	25
TOTAL	40	100%

The table shows that 75% claimed that is has increase their performance in terms of motivation as a result 25% clearly indicated that training have not increased their performance. The result clearly indicated that training is one of the ways by which employees can be motivated to perform better in their job.

Question eight:- if response to question 7 is No does it mean that training has no relationship with your job?

TABLE 8:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	10	25
No	30	72
TOTAL	40	100%

From the table, 25% of the respondent said that training has no relationship with their job based on reasons well known to them, while 75% said that training plays an important role with their job. This shows that training plays a vital role in other to perform in their job.

Question nine:- do you get reward for job well done?

TABLE 9:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	10	25
No	30	75
TOTAL	40	100%

The table rewards that out of 40 respondent only 25% indicated that they have at one time or the other been rewarded for job well done while 75% said that, they have not in any time been rewarded for job well done. It can be concluded that employees lack recognition which is one of the incentives discussion. That will best motivate their employees in the organization.

Question ten:- has this reward contributed towards your job performance?

TABLE 10:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	15	37.5
No	25	62.5
TOTAL	40	100%

The table shows that 37.5% of the respondents indicate that it has increase to their job performance; it gives them the courage to put more efforts while 62.5% said that it does not contributed to their job performance because they were rewarded for job well done. This

indicate that the reward has not contributed to their job performance since not all the employees are been rewarded in the corporation.

Question eleven:- does lack of promotion effect the level of employees performance?

TABLE 11:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	30	75
No	10	25
TOTAL	40	100%

75% of the respondents agreed that it does while 25% disagreed and claimed not to know the effect of promotion on the performance of employees. This shows that lack of promotion effect the level of their performance. Since they are not been promoted, this reduces their level of performance in the organization.

Question twelve:- does supervision have effect on staff performance?

TABLE 12:

VARIABLE	RESPONDENTS	PERCENTAGE
Yes	30	75
No	10	25
TOTAL	40	100%

From the table above 75% said that supervision have effect on staff performance, while 25% said that it does not have any effect on their performance. This clearly indicates that supervision has a greed effect on staff performance.

Question thirteen:- in what direction?

TABLE 13:

VARIABLE	RESPONDENTS	PERCENTAGE
Positive	10	25
Negative	30	75
TOTAL	40	100%

This shows that 25% said that it has a positive effect and 75% rewards that the effect is negative as agree that lack of promotion decrease the level of performances of employees, it can be agreed from the above percentage that supervision really effects the level of performance of employees in a negative way.

4.3 DISCUSSION

It can readily be seen from the data collection and analyses that employees in governmental parastatals have been performing heavy poorly because they lack adequate incentives. Absence of incentives has made it difficult for the employees to be motivated and this results in poor work performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 SUMMARY

The research begins with the historical background of Yobe Broadcasting Corporation the statement of problems, aims and objectives, the significance and some definition paragraph. Chapter two consist of the literature which touches the definition of motivation paragraph as seen by most scholars and authors. It also focussed on the impact of motivation in government parastatals. In the cause of the research the theoretical approach to motivation has been looked into by considering the works of some motivational theorists. Also observations have been made on the theories of motivation as they affect employees in the government parastatals through the Yobe Broadcasting Corporation employees whose organization is chosen as the case study. There is also the need for employers to seek to know their staff or employees needs and satisfy them, it has been observed that to achieved productivity, employers of business concern must know how to motivate and posses certain characteristics.

Chapter three was the research methodology of data collected. Both secondary and primary data were used in gathering those information.

Chapter four was the data presentation and analysis through which questionnaire was distributed randomly to various area and establishment within the corporation.

5.2 CONCLUSIONS

In conclusion, it will be agreed that the impact of motivation on employees productivity depends on how best the employers relate with their employees.

It has been observed also from experience that productivity is attainable when employees are all moved to carry out consistent self-appraisal, self correction and involve in identifying, clarifying and solving problems. Productivity also could result when informing about plans, decision and the reason for them are provided. Studies are also summon that in an organization where employees are allow to raise questions express frustration and seek explanation which will enhance that productivity.

In spite of the numerous researches carried out on the impact of motivation on employees productivity, there had been no consensus on how best to motivate employees to achieve productivity. Therefore, it is becoming more clear that the impact of motivation on employees productivity is of greater concern to employers and management of organization.

5.3 RECOMMENDATIONS

- i) It is recommended that the organisations should review their promotion programmes to give room for regular promotion of their employees as this will surely enhance god performance.
- ii) Management should not depend too heavily on motivating its employees with wages and monetary fringe benefits only, even though there is nothing wrong with encouraging employees to achieve more with these.

- iii) Also, organizations should provide continuous education and refresher courses to up date the employees knowledge and improve performance in view of the present day complexities of changing in technology. No organization can achieve it's goals without equipping it's employees with relevant knowledge from time to time. Training should be seen as of paramount importance for every employees in the organization. The gains of training not only provide employees with opportunity and also a means to obtain knowledge and skill required to perform their work efficiently and effectively.
- iv) Better remuneration and more challenging work to justify it should be given to employees. This will contribute to their good job performance, as they will want to meet up to the expectations of the management by discharging the responsibility assigned to them.

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APPENDIX A

Department of Business
Administration and
Management Studies
Thee Federal Polytechnic
Damaturu – Yobe State.

Dear Respondent,

I am a final year student of the Department of Business Administration and Management Studies the Federal Polytechnic Damaturu. I am doing a research work on the topic “The Impact of Motivation on employees productivity” |A Case study of Yobe Broadcasting Corporation (YBC) Damaturu, Yobe State. In partial fulfillment of the requirement for the award of National Diploma in Business Studies.

Respondent are kindly requested to complete the question by making (x) In appropriate place or by completing the empty space provided.

Your responses will be treated with almost confidence. Be assured that information so collected is going to be used strictly for academic purpose.

Thanks for your anticipated responses.

Yours faithfully,

HAAJARAH AUDU MOH'D
2000/ND/BUS/021

APPENDIX B QUESTIONNAIRES

- 1) Is on academic qualification
(A) SSCE (B) HND (C) Bachelor's Degree (D) OTHERS
(PLEASE SPECIFY).
- 2) Have you worked in any organization before now?
(A) Yes (B) No
- 3) How regular are your salaries and other remuneration?
(A) very regular (B) Regular (C) Not regular.
- 4) Is on the level or degree of satisfaction in assessing others interns of staff motivation?
(A) very satisfactory (B) satisfactory (C) Not satisfactory
- 5) Have you received any training since you joined the organization?
(A) Yes (B) No
- 6) If response to question 5 is yes, how did you get the training?
(A) personally (B) through the organisation
- 7) Has it increase your performance?
(A) Yes (B) No
- 8) If response to question 7 is no does it mean that training ha no relationship with your job
(A) Yes (B) No
- 9) Do you get reward for a job well done?
(A) Yes (B) No
- 10) Has this reward contributed to your job performance?
(A) Yes (B) No
- 11) Does lack of promotion affect the level of employees performance?

(A) Yes (B) No

12) Does supervision have effect on staff performance?

(A) Yes (B) No

13) In what direction?

(A) Positive (B) Negative