

**THE INFLUENCE OF PROMOTION AS AN
INCENTIVE FOR HIGH PRODUCTIVITY IN
JIGAWA STATE POLYTECHNIC DUTSE**

BY

WADA ALI
AD/PAD/19/051A

MARCH, 2021

TITLE PAGE

THE INFLUENCE OF PROMOTION AS AN INCENTIVE FOR HIGH
PRODUCTIVITY IN JIGAWA STATE POLYTECHNIC

BY

WADA ALI

AD/PAD/19/051A

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
PUBLIC ADMINISTRATION, COLLEGE OF BUSINESS AND
MANAGEMENT STUDIES, JIGAWA STATE POLYTECHNIC DUTSE IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
ADVANCED DIPLOMA IN PUBLIC ADMINISTRATION

MARCH, 2021

APPROVAL PAGE

This research has been read and approved as meeting the requirement for the award of Advanced Diploma in Public Administration (ADPA), College of Business and Management Studies, Public Administration Department, Jigawa State Polytechnic Dutse.

MAL. JUNAIDU MOHAMMED
(SUPERVISOR)

SIGN & DATE

MAL. GANBO UBA
H.O.D

SIGN & DATE

MAL. JUNAIDU MOHAMMED
PROJECT COORDINATOR

SIGN & DATE

EXTERNAL SUPERVISOR

SIGN AND DATE

DECLARATION

I hereby declared that besides the references made in this research work, contained is only the products of my research efforts undertaken under the supervision of **Mal. JUNAIDU MOHAMMED** and that the work is not copied neither has it ever been presented here in Jigawa State Polytechnic nor elsewhere for the award of a certificate. All sources are duly acknowledged and to the best of my knowledge all information here is original.

WADA ALI

AD/PAD/19/051A

SIGN AND DATE

CERTIFICATION

This is to certify that the research work for this project has been conducted and prepared by Wada Ali and was carried out under my supervision.

MAL. JUNaidu MOHAMMED
SUPERVISOR

SIGN AND DATE

DEDICATION

My special dedication to Almighty Allah who has given me the wisdom, knowledge and strength in the course of this Research Work.

ACKNOWLEDGEMENT

First and foremost, I acknowledge the almighty Allah for giving me source to complete my study, my aspiration and providence.

Also for making it possible for me to have successfully completed Advanced Diploma program.

I wish to express my unreserved gratitude to my project supervisor Mal Jamaida Mohammed under his able supervision this project was successfully completed through his necessary corrections, advice and encouragement.

My profound appreciation also goes to my entire family. Special acknowledgement also goes to my father and mother Malam Ali Adamu and Hajjia Aisha sale my brothers and sisters especially Musa Ali, Shuubi Ali, Abba Ali, Habeebu Ali, Rabi Ali, Maryam Ali, Amina Ali and Hafsat Ali they have being there for me all through both in good time and otherwise.

My appreciation also goes to my beloved friend Abubakar Saidu, Adam Wada, Ali Musa, Sadam Ali and Haruna Ahmad may Allah bless us all.

TABLE OF CONTENTS

Content	pages
Title page.....	i
Approval page.....	ii
Declaration page.....	iii
Certification.....	iv
Dedication.....	v
Acknowledgement.....	vi
Table of content.....	vii
Abstract.....	ix

CHAPTER ONE

1.0 INTRODUCTION.....	1
1.1 STATEMENT OF PROBLEMS.....	4
1.2 AIM OF THE STUDY.....	4
1.3 RESEARCH QUESTION.....	5
1.4 SIGNIFICANCE OF THE STUDY.....	5
1.5 SCOPE AND LIMITATION OF THE STUDY.....	5
1.6 DEFINITION OF TERMS PROMOTION.....	6
1.8 PLAN OF THE STUDY.....	6

CHAPTER TWO

2.0 LITERATURE REVIEW AND THEORETICAL FRAME WORK.....	7
---	---

5.0 SUMMARY CONCLUSION AND RECOMMENDATION.....	38
CHAPTER FIVE	
4.3 RESPONSE PRESENTATION AND ANALYSIS.....	30
4.2 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.....	30
4.1 INTRODUCTION.....	30
4.0 DATA PRESENTATION AND ANALYSIS.....	30
CHAPTER FOUR	
3.8 DATA ANALYSIS.....	29
3.7 QUESTIONNAIRE DESIGNED AND ADMINISTRATION.....	28
3.6 SAMPLE SIZE.....	28
3.5 SOURCE OF DATA.....	27
3.4 STUDY AREA.....	27
3.3 RESEARCH DESIGN.....	27
3.2 POPULATION OF THE STUDY.....	27
3.1 INTRODUCTION.....	27
3.0 METHODOLOGY.....	27
CHAPTER THREE	
2.9.1 MASLOW'S NEED HIERARCHY THEORY.....	22
2.9 THEORETICAL FRAMEWORK.....	22
2.8 TRAINING.....	21
2.7 PENSION SCHEME.....	20
2.6 OVERTIME.....	20
2.5 FRINGE BENEFITS.....	19
2.2.2 MOTIVATION.....	11
2.2.1 PROMOTION.....	10
2.2 CONCEPTUAL FRAMEWORK.....	7
2.1 INTRODUCTION.....	7

5.1 SUMMARY	38
5.2 CONCLUSION	38
5.3 RECOMMENDATIONS	39
BIBLIOGRAPHY	40
APPENDIX (QUESTIONNAIRE DESIGN)	42

ABSTRACT

This research work aim to access the influence of promotion as an incentive for high productivity in Jigawa State Polytechnic. The study adopted maslow hirachy of needs theory as the theoretical frame of analysis. The sampling technique use in this study is stratified random sampling. The research work was compiled by the use of method of data collection in considering the complete size to collection the necessary information through the use of questionnaire, interview as well as secondary source of data collection (text materials). The Instrument For the collection of data in this study is questionnaire. For this research structured questionnaire was designed. The questionnaire has two Part. Fifty questionnaires were administered to the respondents. All the respondents said that promotion can be used as an incentive for high productivity. This show that all the respondents know the importance of promotion in such organization as Jigawa state polytechnic. All the respondents believe that financial incentive can serve well when there is economic crises. promotion only cannot be the only form of incentive. Also the respondents said that staff promotion in Jigawa state polytechnic is based on merit. This is quite important because it will allow the workers to face their work squarely and this will give room for increase in productivity. This research should be extended to other organizations in Jigawa state.

CHAPTER ONE

General Background

1.1 INTRODUCTION

Every organization either public organization, private organization, nongovernmental organization must have employees to carry out its day to day activities. Hence, the organization success depends on the level of productivity of the employee. No organization can survive without an employee, even organization that operate online needs employee to operate it data, upload and update it online data (Gohari, 2013).

Employee Productivity is the driving force behind an organization growth and productivity. Employee productivity is so essential to an organization, to the extent that it is Capable of determining the level of profit and loss of that Company.

Employee productivity directly affects a company's profit When employees are productive they accomplish more in a given timeframe, in turn, employee efficiency saves their organization money, time and labour. When employee's level' of Productivity is low, it takes longer time for the employee to complete the task as its given to them which will cost the organization more resources due to their level of productivity (Matocchio *et al.*, 2006). Employee productivity is a measurement or calculation between the input and outputs. The inputs include raw materials, machinery and labour. While outputs include the goods and service produced. If the input and output are equivalent, then the", employee is considered to be productive. That is, if the amount of input is equals to the amount of output, the employee is seen as been productive. Every person has his own wants and desires, for that purpose he/she works to get fulfill them. It is not enough for an employee to be satisfied materially but non aspects areas essential as material

aspects, an employee need both to be fulfilled. Material means his salary, bonuses, allowances, job security and other facilities: While non-material aspect includes leaves, excellent Working environment, good understanding among other fellow workers and top management, all these elements have much to do with motivation of employee. Employee's play very important part in the daily operations of any organization especially where the markets are very competitive and have ever-changing environment which is supported by majority of the theorists. The fate of an organization is usually determined by its employees so it sounds logical to understand how employees can be motivated (Gohari, 2013) as far as the employee's motivation is concerned, employee motivational incentive programs have -been found to be the most commonly adopted technique among Organizations. The purpose of the program is to reward -productive employee's productivity reinforce positive behaviour and stir interest in employee. Employee's productivity and how it could it could be enhanced central to the concern of industries and organizations, therefore many organizational scientists, are very much interested in different schemes and techniques related to employee's productivity and its growth incentives are one of those techniques used in workplaces to stimulate employee's in order to get desired employee's productivity (Matoocchio *et al.*, 2006).

Human resource provides basis for an organization to achieve sustainable competitive advantage. Since organizations are operating in a dynamic and Competitive business environment, they need to develop strategies to acquire and retain the competent workforce. Human asset is considered to be the most important asset of any organization and in order to get the efficient and effective result from human resource, motivation is necessary (Zaman, 2011). Researchers divide incentive into two categories, intrinsic and extrinsic. Extrinsic incentive

comes from external factors such as financial rewards and needs to be refilled at regular intervals not to lose its effect. Intrinsic incentive comes from inside of an individual and is the kind of incentive every organization wishes their employees would have (Mundhra, 2010). Milton (2013) defines incentives as variable rewards granted according to variations in the achievement of specific results. It is also called a stimulus to greater action. They may be used to incite action or greater effort. An incentive is anything which can be given in addition to wages. Incentives are therefore motivations for work. They could be financial or non-financial rewards. Incentives provide zeal in the employees for better employees' productivity. It is a natural thing that nobody acts without a purpose behind to motivate employees. Besides monetary incentive, there are some other stimuli which include job Satisfaction, job security, job promotion, and pride for accomplishment. Employees occupy a strategic role and position in any organization. They are responsible for converting inputs to productive outputs. Since they are the key to the productive outputs, they ought to be effectively and adequately compensated for their labour. Taking cues first from the Biblical expression that a labourer deserves his wages; and secondly bearing in mind that the reward for labour, a factor of production is "wages", it becomes logical that employees be adequately and fairly compensated if they are to be motivated to increase productivity in any organization be it the organized private sector or public sector (Puwanenthiren *et al.*, 2011). Broker's belief is anchored on productivity, employee's productivity, motivation quality and service in managing people in every organization. This emphasis is often captured in organizational mission statements and goals. Incentive provides a platform through which firms can motivate their employees to improve their employees' productivity, scholars like Poulakas, 2008; Pinar 2008; Arnolds and Venter, (2007) have all carried out

research into monetary and non-monetary incentive and how they affect organizations. Incentive programs are put in place by organizations to reward and compensate exceptional employee's productivity. These packages could come in financial or non-financial forms but its objective is to compel the employee to show more efforts in any given task. Incentives are forces that cause employee's to behave in a certain way on any given day usually as hard as possible (Armstrong, 2009) However it is noteworthy that incentives are designed to get maximum employee's productivity from the employee's and help retain the most productive and performing employee's (Arnold, 2013). Organizations must ensure they use the best incentives to get the required result from their employee's. Incentives are instrumental drive towards employee motivation and employee's productivity as it has great benefits and high potential to motivate workers to put in their best in any given task (Condly *et al.*, 2003). Delvecchio and Wagner (2007) observed the effect of different incentives on salespeople and concluded that younger salespeople react more dramatically and positively with higher intrinsic motivation when paid on plans with higher incentive proportion (Nola *et al.*, 2010). Ojokuku (2011) also identified the effect of financial incentives on information and communication technology professionals. Profit sharing plans, premium pay and Cash bonus are the types of financial benefits enjoyed by these professionals which enhanced their motivation to work. In the real estate sector, Azasu (2004) identified the various incentives and benefits used in Sweden to include variable 'pay, asset loan, paid paternity and maternity leave, lunch allowance and travel insurance. The author also noted that training is not popularly used but the firms are willing to give allowance for self-initiated training. Identifying the types of incentives used by employers in estate firms and whether this significantly influences employee's productivity and firm's employee's productivity is the focus of this research. Indications from students and graduates estate management as

well as those currently employed in real estate firms is that the pay package is not robust enough and that incentives are almost nonexistent. Therefore this study aimed to access the influence of promotion as an incentive in employee productivity (hellriegel *et al.*, 2013).

1.2 STATEMENT OF PROBLEMS

Incentives have created a lot of challenges to employee's input and output in organization. The negligence of adequate structure in pay incentive, fringe incentive; and bonus and over time benefits has caused a lot of inequitable justice oh 'die administration of incentive scheme. The resultant effect on employee productivity could be negative. The negative attributes can be seen as poor turnover, poor product quality improvement, job dissatisfaction, low morale, low Commitment, absenteeism, low turnover intentions to stay with the organization and poor employee's productivity that affects input and output. Companies are spending huge amounts of money on their reward programs which aim at motivating, retaining, committing and attracting new employees. Despite the great amount of money used in these incentives and rewards, only few of the human resource Managers are able to justify and measure whether they are efficient.

1.3 AIM AND OBJECTIVE OF THE STUDY

The research aimed to access the influence of promotion as an incentive for high productivity in Jigawa State Polytechnic.

OBJECTIVES OF THE STUDY

The objective of the study are the following

1. To examine the extent to which Promotion can be used as an incentive for employee productivity.
2. To examine the influence of incentives on employee productivity in the organization.
3. To examine other possible ways to enhance employee productivity.

1.4 RESEARCH QUESTIONS

1. To what extent can Promotion be used as an incentive for employee productivity?
2. What are the influences of promotion as incentives on employee productivity in the organization?
3. What other possible ways can be used to enhance employee productivity?

1.5 SIGNIFICANCE OF THE STUDY

Research work will help Jigawa state polytechnic employees to increase the level of awareness about promotion as an incentive in Jigawa state polytechnic. Additionally, this research work will be beneficial to the public sector and the citizens; it will help enhance the level of productivity of the public sector. This research will serve as a platform and a foundation for scholars and future researchers to build upon towards achieving research goals. Moreover, the study aimed at producing a research work which is in partial fulfillment of an advanced diploma in

Public Administration. The study will help to correct the misconception about promotion as an incentive in public sector.

1.6 SCOPE AND LIMITATION OF THE STUDY

This study is carried out to access the influence of promotion as an incentive for high productivity in Jigawa State Polytechnic; Therefore, the investigation of this study will be restricted to Jigawa state polytechnic therefore the result of the study cannot be generalized.

Financial constraint insufficient funding tends to impede the efficiency the researcher in sourcing for relevant materials, literature or information and in the process of data collection. Time constrains _ the researcher will simultaneously engage in this study with other academic work this consequently will cut down on time devoted for the research work

1.7 HISTORICAL BACKGROUND OF THE STUDY AREA

Jigawa State Polytechnic came in to being following the taking over of the then Hussaini Adamu Polytechnic by the Federal Government and its subsequent conversion to Hussaini Adamu Federal Polytechnic Kazaure in 2007. Since the then Polytechnic was taken over, three of its constituent parts namely College for Legal and Islamic Studies Ringim, College of Agriculture Hadejia as well as College of Business and Management Studies Dutse were left independently as Monotechnics. Having been left without any Science and Technology course, the future of College of Business and Management Studies

(CBMS) became apparently blink due to the fact that for any Polytechnic to be accredited it must have 70% of its courses in Science and Technology related field. During that period of improbability on its continuous existence due to the near absence of all the cardinal pillars for running a full blown Polytechnic; came the emergence of Alh. Sule Lamido CON as the Governor of Jigawa State who within some few months of coming to office signed into law a bill for the establishment of Jigawa State Polytechnic and approved the creation of additional College of Science and Technology (CST). The Governor also constituted a visitation panel with the mandate of advising the government on how best to improve the standing of the Institute.

Following that recommendation coupled with Governor's commitment and political will, Jigawa State Polytechnic has 3 Colleges namely College of Environment and Engineering, College of Science and Technology as well as College of Business and Management Studies. The Polytechnic is currently running 3 accredited HND Programmes in Accounting, Public and Business Administration, 2 Higher Diploma Courses in Social and Local Government Administration, 11 National Diploma Courses in Computer Science, Science Laboratory Technology, Statistics, Electrical and Mechanical Engineering, Welding and Fabrication as well as Architecture, Accounting, Public and Business Administration. It is also running 8 Diploma Courses in Social Administration, Crime Management and Control, Purchasing and Supply, Marketing, Business Administration, Accounting, Public Administration, Office Technology and Management. A part from having a fully constituted 9 member Governing Council, the Polytechnic has also a functional and vibrant management committee comprising the Rector, Registrar, Acting Bursar, Director Academic Planning, Acting Director Works as well as the 3 Directors representing the colleges.

The Management in their quest to entrench democratic principles as well as transparent and open administration accept the request of Academic Staff for democratising the office of College Directors and Head of Departments. In its drive to make the Polytechnic as the leading citadel of academic intellectualism and centre for entrepreneurial development and innovation, the management sent its academic staff to further their studies at postgraduate level. At the moments three of their staffs are in United Kingdom and Malaysia for their PhDs, 2 have obtained their Masters in UK and additional 6 are waiting for their graduation in Wolverhampton University and one is in England for masters in Fibre Technology and another 8 are waiting for their final defence in BUK, ABU as well UDUS. It has also obtained funding for its academic staff to attend local and international conferences. At the moment about 10 academic staffs are preparing to leave for Malaysia, Japan, Kenya and South Africa to present papers and rob minds with members of the academic community. The Polytechnic can modestly compete with first generation Polytechnics in terms of modern state-of-the art facilities.

1.8 DEFINITION OF TERMS

Promotion is an advancement of an Employee to a better job, better in terms of greater responsibilities, more prestige or status, greater skill and specially increased rate of pay or salary" (Arnolds *et al.*, 2007).

Incentives:- Milton L. Rock, incentives are defined as 'variable rewards granted according to variations in the achievement of specific results (Matocchio *et al.*, 2006).

Employee:- is a person conducting a business or an undertaking and is usually hired to perform specific duties which are packaged into a job (Hellriegel *et al.*, 2013).

Productivity:- Productivity is commonly defined as a ratio between the output volume and the volume of inputs (Gohari, 2013).

1.9 PLAN OF THE STUDY

Chapter one consist of background of the study, statement of problem, aim and objectives of the study, research questions significance of the study, scope of the study, limitations of the study, definition of terms, plan of the study.

While chapter two consist of literature review and chapter three consist of research methodology, introduction, area of study, population of the study, sample size and sampling technique, data collection procedure, data collection instruments, research design, data analysis

And chapter four consists of introduction. data analysis and presentation of result, socio-demographic characteristics of the respondents and other section based on the related question to the research. Lastly, chapter five consist of introduction, summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAME WORK

2.1 INTRODUCTION

This chapter discusses past literature that are related to this study. The review is subdivided into three subheadings, which include conceptual framework, theoretical framework.

The origin, structure and performance of the contemporary civil service in Nigeria are highly traceable to colonial administrative formation. Civil Service in Nigeria has its origins in organizations established by the British in colonial times. The Nigerian Civil service is a body of government employees entrusted with the administration of the country, and mandated to carry out the policies of the government of the day. In other words, it is the body of civilian employees of any level of government, not subject to political appointment and removal, normally hired and promoted largely on the basis of competitive examination (Priskeley, 2011) Nigeria gained full independence in October 1960 under a constitution that provided for a parliamentary government and a substantial measure of self-government for the country's three regions. Since then, various commissions have studied and made recommendations for reforming of the Civil Service, including the Margan Commission of 1963, the Adebo Commission of 1971 and the Udoji Commission of 1972-74. A major change occurred with the adoption in 1979 of a constitution modeled on that of the United States. The Dotun Philips Panel of 1985 attempted to reform to the Civil Service. The 1988 Civil Service Reorganization Decree promulgated by General Ibrahim Babangida had a major impact on the structure and efficiency of the Civil Service. The later report of the Ayida Panel made recommendations to reverse some of the past innovations and to return to the more efficient Civil Service of earlier years. 2 The Civil Service has been undergoing gradual and systematic reforms and restructuring since May 29, 1999

after decades of military rule. However, the civil service is still considered stagnant and inefficient, and the attempts made in the past by panels have had little effect on the promotion of sustainable human development in Nigeria (Ujo, 2010).

The ministries are responsible for various parastatals (government-owned corporations) such as universities (Education), National Broadcasting Commission (Information) and Nigerian National Petroleum Corp (Petroleum). Other parastatals are the responsibility of the Office of the Presidency, such as the Independent National Electoral Commission, the Economic and Financial Crimes Commission and the Federal Civil Service Commission.³ Meanwhile, the above development has x-rayed the genealogical administrative setting of Nigerian Civil Service, from 1960 to date. The central point is that: Have various civil service reforms that have taken place in Nigeria immensely promoted sustainable human development? Hence, strong human resource management, man power planning and utilization, effective organizational performance, efficient employee-employer relations in a given establishment and high level bureaucratic stability have eluded the post colonial Nigerian Civil Service, a concomitant damaging effect on the promotion of sustainable human development (Amua, 2011).

2.2 Conceptual Framework

2.2.1 Promotion

Promotion is the gradual upgrading of the civil servants in Nigeria. The upgrading of the civil servant is a motivational incentive for greater productivity motivational needs are of total importance and significance because the success or failure of any organization is largely determined by the output of such organization then have been cases of inefficiency in the public bureaucracy especially the local government system.

There are basic rules and regulations that are being followed before someone can be promoted in Nigeria, they are the following

- (a) That promotion in the Civil Service should be based on the attendance and successful completion of shorttime training programmes by civil servants on their professions, management and leadership;
- (b) That promotion in the Civil Service at certain Grade Level be tied to membership of professional organizations;
- (c) That officers on appointment with international organizations abroad should, on their return, be permitted to sit for promotion examination and if successful, should be granted appropriate notional promotion to enable them be at par with their colleagues;
- (d) That notional dates of conversion/upgrading of officers should be the dates of acquiring the relevant additional qualifications;
- (e) That officers who pass promotion examination but could not be promoted due to vacancy constraints should not be subjected to repeat such examinations when vacancies become available. Such officers should be promoted in order of merit of their performance in the examination whenever vacancies are available.
- (f) That officers who passes the required promotion examination should have their salaries upgraded to the next level and the salary be made personal to them (Akinyemi, 2010).

2.2.2 Motivation

Baron (2011) defines motivation as the variable that drives employees to "want to act" and "choose to act" to succeed in the workplace. Further, motivation is explained as the energy that encourages work-related behavior and influences one's work style, direction, intensity and duration. Hellriegel (2006) viewed motivation as any impact that brings out, guides, or sustains a person's goal-directed behaviors.

Ivancevich (1004) Suggested that motivation refers to those set of forces that triggers certain behaviors and regulates its form, course, intensity and duration. Obikeze (2005) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards. Kreitner (2005) described motivation as the mental process giving behaviors the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. 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.

Agberto (2002) also stated that motivation is anything that moves an individual towards a specific goal. Furthermore Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. George and Jones (2012) termed work motivation as self-induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals. Betelsson and Staines (2002) opined that motivation is an inner state that inspires actions as well as direct and channel behavior towards a goal. Guay *et al* (2010) argued that motivation deals with "the motives underlying behaviors". In addition, (Broussard, 2004) defined motivation simply as "those elements that pushes an individual to act or not to act".

Based on the above definitions, motivation could be defined as a mental force that is induced by external or inherent factors in an employee which influence an

Ivancevich (1994) Suggested that motivation refers to those set of forces that triggers certain behaviors and regulates its form, course, intensity and duration. Obikeze (2005) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards. Kreitner (2005) described motivation as the mental process giving behaviors the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs.

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.

Agbeto (2002) also stated that motivation is anything that moves an individual towards a specific goal. Furthermore Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. George and Jones (2012) termed work motivation as self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals. Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as direct and channel behavior towards a goal. Guay *et al* (2010) argued that motivation deals with "the motives underlying behaviors". In addition, (Broussard, 2004) defined motivation simply as "those elements that pushes an individual to act or not to act".

Based on the above definitions, motivation could be defined as a mental force that is induced by external or inherent factors in an employee which influence an

employee level of productivity. According to De Cenzo *et al.*, (2006), people who are motivated use a greater effort to perform a job than those who are not motivated. It is pertinent to note that if employee are motivated it will have greater influence on their job performance which will lead to increase in employee productivity, although management are aware of this notion, but they might not know the exact factor or series of factors that will motivate the employee.

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, 2000). George and Jones (2012) are of the opinion that employee would be devoted to his job for as long as he believes the job is able to satisfy his wants. Intrinsically driven work conducts, are behaviors performed for one's own sake, that is, the inspiration to work emanates from within the individual. Here the worker is motivated because he derives happiness in doing the job.

Intrinsic motivation is a very personal form of motivation and revolves around completing a task for the sake of the task (Whang, 2014). In this case, an employee completes a task early because it is rewarding to him or her, not because of a reward that might be earned.

For example, a worker who is employed as a cook in a hotel, and such worker is been paid low salary compare to other people who work in the hotel, the worker is not motivated by the salary, but by the pleasure he or she derived in cooking. He or she did not see cooking as a job but as fun. Hence, such employee is motivated as a result of the pleasure she derived in cooking rather than the salary. The pleasure the worker derived in working is the intrinsic factor that motivate the employee. Therefore when an individual engages in activities without any apparent

inducements with the exception of the activity itself such an individual is said to be motivated intrinsically (Nwannebuife, 2017).

Extrinsic Motivation

Extrinsic motivation is most often associated with the engagement in activities because they lead to desirable consequences separate from the activity such as tangible rewards. Hence, the behavior is a means to an end and not involved in for its own sake (Deci 2005). Deci (2005) stated that extrinsically motivated behaviors as those where the controlling mechanism is easily seen and Deci and Ryan (2005) stated in their work that extrinsically motivated behaviors are generally done as a consequence of pressure and result in low self-esteem and anxiety. Extrinsic motivated work behavior stems from such tangible rewards such as pay, bonuses, and promotion among others.

Extrinsic motivation is 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). But this study focuses on employee's work environment, remuneration as well as training as factors that may influence an employee's productivity levels in an organization. The above mentioned factors are discussed below:

Work Environment

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). Kohun (2012), defines working environment as an entirety which comprises the totality of forces, actions

and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. That is it has to do with the totality of the work place environment such as social amenities, working facilities, working condition and even the climate condition. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Brenner, 2004).

Opperman (2002) defines working environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. Yesufu (2000) claimed that the kind of conditions workers are subjected to physically in the work place is significant to output. A work environment should be a place where worker find it conducive to carry out their day to day activities without hindrance, for instance, a bakery that is situated in an environment that is prone to erosion, the workers will be concern coming to work when it rained or when it raining because the road that lead to the bakery might have been flooded which will be hectic or inconvenience for them to pass through and by the time they get to work, they might be demoralized which will lead to decrease in their level of production. A conducive work environment should have functioning health facilities, relaxation centers, restaurant and a convenient transportation scheme for the employee. In a situation where by the

employee are able to meet up with the expectation of the management, a conducive working environment can be used to compliment the employee productivity. For instance, a shoe factory that have a production target of 1,000 pair of shoe daily, if the company decide to introduce a transportation scheme that will bring the employee to work and take them back home daily, the shoe factory is likely experience an increase in production because the employee will be motivated to work without thinking of the stress to get home and the factory will also save the time in which the production of shoe start daily because almost all the employee will resume at the same time which will make the production effective and efficient.

Base on the above definitions and illustrations, work environment can be defined as the physical environment which includes social amenities, climatic condition, technological infrastructure and working tools that have effect or influence the employee level of productivity.

Remuneration

Maicibi (2005) defined remuneration as pay or reward given to individuals for work done. He further identified the indicators of remuneration which include: basic salary, wages, health schemes, pension schemes, transport allowances, overtime allowances and responsibility allowances. Remuneration 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 *et al* 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz *et al* 2012). Remuneration or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley *et.al.* 2011).

According to Allis and Ryan (2008), the cost of remunerating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of

operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance. Remunerating is an important factor that influences the level of productivity of an employee. At times, employees see increase in remuneration as a means of appreciating their level of productivity and also that there is need for them to increase their level of productivity or at least maintain their current level of productivity.

Although compensating workers may have an effect on productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. Employees receive their remuneration in form of basic salary, wages, overtime, pension schemes, fringe benefits and allowances such as medical allowance, transport allowance, wardrobe allowance among others.

2.3 Basic Salary and Wages

Braton & Gold, (2003) basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates. Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while Salaried persons

are generally said to be doing “white collar office jobs” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis.

One purpose of a person as an employee of a company is to earn income in the form of wages or compensation. Wages is received to meet basic needs such as food, clothing and housing. Every company in determining the amount of wages paid to the employee must be feasible, so that the lowest wage that is given to meet the needs of their life (Kanzunnudin, 2007). Agburu (2012) argued for the importance of salaries and wages in Nigeria, he stated that wages should not only be adequate but they must also show some element of equity, this is particularly true from the point of the employees. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees in an economy such as Nigeria. For many Nigerian employees, wages or salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, wages and salaries are the most emphasized by the employees, thus they sort of take a centre stage in the scheme of things as far as rewards for work is concerned.

2.4 Bonuses and Incentives

Romanoff (2008) defined bonus as a single payment made at the end of the performance period typically a year to reward extraordinary effort or achievement while incentive is a tangible or intangible reward that is designed to motivate a person or group to behave in a certain way. He further stressed that incentives differ from bonuses in that incentives define both what needs to be accomplished,

what the employee will receive in return for accomplishing it. As a result incentives have greater behavioral and motivational impact. Heathfield (2016) bonus pay is compensation over and above the amount of pay specified as a basic salary or hourly rate of pay. The basic amount of compensation is specified in the employee offer letter, in the employee personnel file, or in a contract. Employers can distribute bonus pay randomly as the company can afford to pay a bonus, or the amount of the bonus pay can be specified by contract.

To Bardot (2014) a bonus is a payment which is backward-looking and usually discretionary or at least not expected from the employee(s). A decision is made to pay it to one, a group or all employees, based on criteria decided by management to reward past achievements, such as reaching a specific profit or some important milestones for the organization. Bonus payment is tied to the achievement of specific objectives that have been pre-determined and communicated to the employees that are on the plan. The purpose of bonus is to ensure that the employee are motivated to achieve the target that is been given to them by their employee. Bonus or incentives can be paid in cash or in non-monetary award such as gifts, award and promotion at work. The incentive plan is not discretionary; if the upfront, agreed objectives are reached, the payment or award is made.

2.5 Fringe Benefits

Fringe benefits which focuses on enhancing the quality in terms of lifestyle of the employee; fringe benefits include a certain level of safety and financial security taking into consideration their family relations. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Mathis and Jackson, 2003). Examples of fringe benefits are; retirement or pension plans, medical insurance, use of company car, employee discount, sick pay, vacation pay education reimbursement

and time off. Fringe benefits are benefits that are made available for member of staff of an organization. Fringe benefit can also be extended to the relatives or family of the employee depending on the type of benefit. For example, an employee that is going for vacation in Belarus, if such employee is married, the company might decide incur the cost of the vacation of the employee and his or her family who are going with him or her for the vacation.

2.6 Overtime

Overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Tyson, 2009). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an employee meet one of the basic needs in order to enable them have access to reasonable accommodation while on official duty. Some employee provides their employee with accommodation which may be owned by the organization while other organizations reimburse rent payments (Andrews, 2009). In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi *et.al.* 2014).

2.7 Pension Scheme

Business dictionary defines Pension scheme as an arrangement by which an employer and, usually, an employer pay into a fund that is invested to provide the employee with a pension on retirement. The Encyclopedia Britannica defines pension as a series of periodic money payments made to a person who retires from employment because of age, disability, or the completion of an agreed span of service. The payments generally continue for the remainder of the natural life of the recipient, and sometimes to a widow or other survivor. Pension consists of

lump sum payment paid to an employee upon his disengagement from active service. According to him payment are usually in monthly installments (Ozor 2006). He further stated that pension plans may be contributory or non contributory; fixed or variable benefits; group or individual; insured or trustee; private or public, and single or multi-employer. According to Ozor (2006) the types of pensions available in Nigeria are:

Retiring Pension: This type of pension is usually granted to a worker who is permitted to retire after completing a fixed period of qualifying service usually practiced in Nigeria between 30-35 years

Compensatory pension: This type of pension is granted to a worker whose permanent post is abolished and government is unable to provide him with suitable alternative employment.

Superannuating pension: This type is given to worker who retires at the prescribed age limit of 60-65.

Compassionate allowance: This occurs when pension is not admissible or allowed on account of a public servants removal from services for misconduct, insolvency or incompetence or inefficiency.

2.8 Training

According to Anthony (2019) argued that, training involves learning and teaching employee due to a need for development of skills and knowledge. Training involves three main activities which are training, education and development. DeCenzo & Robbins (2009), explain training as a "learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job". This mean training must be designed in such a way that, it will involve changing or enhancing of skills, knowledge, attitudes, and social behavior. This change or enhancement of skills, knowledge, attitudes, and social

behavior could involve what the employee knows, how he works, his relations and interactions with co-workers and supervisors. Training thus consists of planned programmes designed to improve performance at the individual, group or organizational levels, Cascio (2012).

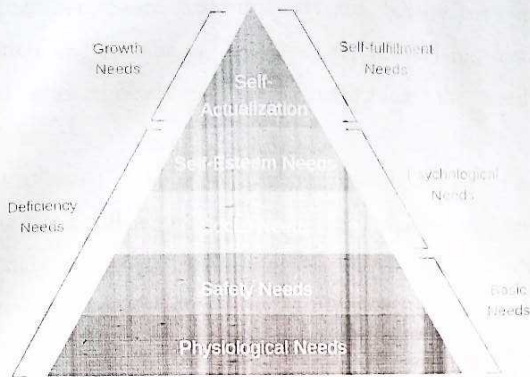
2.9 Theoretical Framework

The theoretical adopted for this project is Maslow's Need Hierarchy theory. This theory is adopted because it has to do motivation or incentive of an employee within an organization and how best an employee can be motivated.

2.9.1 Maslow's Need Hierarchy Theory

This theory was propounded by Abraham Harold Maslow. It is the simple and widely accepted theory. Abraham Maslow's hierarchy of needs is the most well-known theory of motivation. Abraham Maslow developed a model in which basic, low-level needs such as physiological requirements and safety must be satisfied before higher-level needs such as self-fulfillment are pursued. In this hierarchical model, when a need is mostly satisfied it no longer motivates and the next higher need takes its place. Maslow's hierarchy of needs is shown in the following

Maslow's Hierarchy of Needs



Source: Maslow, 1954.

Physiological needs are those required to sustain life, such as: air, water, nourishment, sleep. According to Maslow's theory, if such needs are not satisfied then one's motivation will arise from the quest to satisfy them. Higher needs such as social needs and esteem are not felt until one has met the needs basic to one's bodily functioning. Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs might be fulfilled by: Living in a safe area, Medical insurance, Job security, etc. According to Maslow's hierarchy, if a person feels that he or she is in harm's way, higher needs will not receive much attention.

Once a person has met the lower level physiological and safety needs, higher level needs become important, the first of which are social needs. Social needs are those related to interaction with other people and may include: Need for friends, Need for belonging, need to give and receive love. Once a person feels a sense of "belonging", the need to feel important arises. Esteem needs may be classified as

internal or external. Internal esteem needs are those related to self-esteem such as self respect and achievement. External esteem needs are those such as social status and recognition. Some esteem needs are: Self-respect, achievement, attention, recognition and reputation. Maslow later refined his model to include a level between esteem needs and self-actualization: the need for knowledge and aesthetics.

Self-actualization is the summit of Maslow's hierarchy of needs. It is the quest of reaching one's full potential as a person. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow. Self-actualized people tend to have needs such as: Truth, justice, wisdom and meaning. Self-actualized persons have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization.

Implications of Maslow Theory

If Maslow's theory holds, there are some important implications for management. There are opportunities to motivate employees through management style, job design, company events, and compensation packages, some examples of which follow:

Physiological needs: Provide lunch breaks, rest breaks, and wages that are sufficient to purchase the essentials of life.

Safety Needs: Provide a safe working environment, retirement benefits, and job security.

Social Needs: Create a sense of community via team-based projects and social events.

Esteem Needs: Recognize achievements to make employees feel appreciated and valued, offer job titles that convey the importance of the position.

Self-Actualization: Provide employees a challenge and the opportunity to reach their full career potential.

However, not all people are driven by the same needs - at any time different people may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, the manager must be able to recognize the needs level at which the employee is operating, and use those needs as levers of motivation.

CHAPTER THREE

3.0 METHODOLOGY

3.1 INTRODUCTION

This chapter gives an introduction to the methodology that was adopted and used in the study. The study focused on the influence of promotion as an incentive for high productivity in Jigawa State Polytechnic.

3.2 POPULATION OF THE STUDY

The population of this study involves the whole staff of Jigawa State Polytechnic Dutse .

3.3 RESEARCH DESIGN

The research design used in this project work is the survey design.

3.4 SOURCE OF DATA

The data for this research was collected basically through the primary source of data by the use of questionnaire which will be distributed among the staff of Dutse local government while the secondary will be obtained from published and unpublished data source.

3.5 SAMPLE SIZE

The sample population for the study will be chosen at random, A sample size of this study is 50.

3.5.1 SAMPLE SIZE DETERMINATION

These are the public organization of Dutse local government , the sample size determine of the respondents is 50 respondents of the entire population . it is expected from the sample size that the research work use information with the sole aim that the findings or the outcome will adequately generalized the population . the sample size of this study research study consist of mathematical calculation whereby the Taro yemeni (1967) formulae is applied the formulae is

$$N=n$$

$$1+n(e)^2$$

where n = the sample size

N= The Population Under Study

E= The margin of error (it could be 0.10, 0.5 or 0.01)

$$N=125$$

$$1+125 (0.10)^2$$

$$N=125$$

$$= 1+ 125 (0.01)^2$$

$$N=125$$

$$1+0.01 \times 125 = 1.30$$

$$N=125$$

$$1+ 1.25 = 2.30$$

$$N=130$$

$$2.30$$

$$=60$$

3.6 QUESTIONNAIRE DESIGNED AND ADMINISTRATION

Some of the structured questions were designed, the questionnaire has two parts, the first part ask question about the socio-demographic characteristics of the respondents, while the second part involve questions design in such a way that the respondent had to answer either with a yes or a no to questions

3.7 DATA ANALYSIS

The data obtained from this study is analysed using simple percentage, and will be presented in the form of tables and figure

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter focuses on the presentation and analysis of data obtained by the researcher. The data is analysed using simple statistical methods and representation on tables.

Analysis of data will be carried out using statistical tools described in chapter 3.

4.2 DEMOGRAPHIC DATA OF THE RESPONDENTS

Section A :-Socio-demographic characteristics of the respondents

Table 4.1: Gender

RESPONSE	FREQUENCY	PERCENTAGE
MALE	38	76%
FEMALE	12	24%
TOTAL	50	100%

Source: Field survey, 2021

Table 4.1 shows the distribution of respondent's gender. The table shows that 38 (76) percent of respondent were males while 12 represent 24 percent of the respondents were females. This implies that majority of the respondents participated in this research study were males.

Table 4.2: Age Of Respondents

RESPONSE	FREQUENCY	PERCENTAGE
18-25	3	6%
26-35	14	28%
36-40	22	44%
40 AND ABOVE	11	22%
TOTAL	50	100%

Source: Field survey, 2021

Table 4.2 shows the distribution of respondent's age brackets. The table shows that 3 represent 6 % of the respondents were in the category of 18 to 25 years, 14 (22%) we are in this category of 26 to 35 years, 22 (44%) where in the age category of 36 to 40 years, and 11 (22%) were in the age category of 40 years and above. This implies that majority of the respondents that participated in the research study were in the age group categories of 36 to 40 years of age.

Table 4.3: Marital Status

RESPONSE	FREQUENCY	PERCENTAGE
SINGLE	32	64%
MARRIED	10	20%
DIVORCED	8	16%
TOTAL	50	100%

Source: Field survey, 2021

Table 4.2 shows distribution of marital status of respondents. The table shows that 32 (64%) of the respondents were single, 10 (20%) of the respondents were married and the 8, 16% of the respondents were divorced. That majority of the respondents that participated in the research were single.

Table 4.4: Educational Background of the Respondents

RESPONSE	FREQUENCY	PERCENTAGE
FIRST LEAVING CERTIFICATE	7	14%
SSCE/WASSCE	20	40%
ND/NCE	10	20%
HND/B.SC/PGD	13	26%
TOTAL	50	100%

Source: Field survey, 2021

Table 4.4 shows that 7 respondents representing 14% first leaving certificate holders, 20 respondents representing 40% SSCE holders, while 10 respondents representing 20% are ND/NCE holders, while 13 respondents representing 26% are HND/BSC HND/PGD holders, this means that majority of the respondents are educated enough to give a reliable data for the study.

4.3 RESPONSE PRESENTATION AND ANALYSIS

Section B : Deals with questions that has to do with the research topic

Table 4.5: Can Promotion be used as an incentive for employee productivity?

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

The table above shows that all the respondents said that promotion can be used as an incentive for high productivity, this shows that all the respondents know the importance of promotion in such organization as Jigawa state polytechnic

Table 4.6: Financial Incentives Can Serve Best Economic Crisis

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

The table above shows that all the respondents believe that financial incentive can serve well when there is economic crises, promotion only cannot be the only form of incentive.

Table 4.7: Workshop are usually organized for Jigawa poly polytechnic staff

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

All the respondents said yes that Workshop are usually organized for Jigawa polytechnic staff. this is usually done in order to improve the productivity of the staff of the school

Table 4.8: I have been a beneficiary of training programmes

Response	Frequency	Percentage
Yes	40	80
No	10	20
Total	50	100

Source: Field survey, 2021

The table about shows that 40 (80%) said that they are beneficiary of the training programmes while 10 (20%) of the respondents said that they are not beneficiary of training programme that is being provided but the Jigawa state polytechnic .

Table 4.9 : Staff promotion are based on merit

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

All the respondent in this study said yes , that staff promotion in jigawa state polytechnic is based on merit. this is quite important because it will allow the workers to face their work squarely and this will give room for increase in productivity

Table 4.10 Promotion and Training program are beneficial to my development

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

The table above shows that all the respondents said that Promotion and Training program are beneficial to their development this shows that the staff of the school are benefiting from various programme that the school is organizing.

Table 4.11 :- My office facilities are up to standard

Response	Frequency	Percentage
Yes	20	40
No	30	20
Total	50	100

Source: Field survey, 2021

The table above shows that 20 (40%) of the respondents said yes that the facility in their office is up to standard while 30 (60%) of the respondent said that the facilities in their office is not up to the standard they wanted .

Table 4.12 My superior are effective in leadership

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

All the respondents in this study said yeas that their superior is effective in leadership , this shows that all all the people in the school are united.

Table 4.13 The school Administration is democratic

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

The table above shows that all the respondents in this study said that the school Administration is democratic, this shows that the workers will be able to participate in various decision making of the school .

Table 4.13 : I receive my salary as at when due

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

The table above shows that all the respondents in this study said yes that they use to receive their salary as at when due, this shows that the government of jigawa state is paying the salary of the staff of the school as at when due. This is quite important because payment on-time is very important in government work.

Table 4. 14 :- Financial bonus can also serve as an incentive

Response	Frequency	Percentage
Yes	50	100
No	-	-
Total	50	100

Source: Field survey, 2021

The table above shows that all the respondents said yes that financial bonus can also serve as an incentive to the workers

Table 4. 15 : I am satisfied with my current salary

Response	Frequency	Percentage
Yes	10	20
No	40	80-
Total	50	100

Source: Field survey, 2021

The Table above shows that 10 (20%) of the respondent said Yes that they are satisfied with their current salary, while 40 (80%) of the respondents said that they are not satisfied with with their current salary.

Table 4.15 The remuneration I received is able to cover my expenses

Response	Frequency	Percentage
Yes	-	-
No	50	100
Total	50	100

Source: Field survey, 2021

The table above shows that all of the respondents said no that the remuneration they received is able to cover their expenses. This shows that human want are unlimited and there is need for every one to fulfil his or her need up to the extend that he is able to.

CHAPTER FIVE

5.0 SUMMARY CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This study focuses on the promotion as it affects Employee Productivity in Public Sectors in Jigawa State. All the respondents said that promotion can be used as an incentive for high productivity, this shows that all the respondents know the importance of promotion in such organization as Jigawa state polytechnic. Also the Promotion and Training program are beneficial to their development this shows that the staff of the school are benefiting from various programme that the school is organizing.

In this study, 20 (40%) of the respondents said yes that the facility in their office is up to standard while 30 (60%) of the respondent said that the facilities in their office is not up to the standard they wanted .

All the respondents in this study said that the school Administration is democratic, this shows that the workers will be able to participate in various decision making of the school . 10 (20%) of the respondent said that they are satisfied with their current salary, while 40 (80%) of the respondents said that they are not satisfied with with their current salary. All of the respondents said that the remuneration they received is not able to cover their expenses, this shows that human want are unlimited and there is need for every one to fulfil his or her need up to the extend that he is able to.

5.2 CONCLUSION

Conclusively, the result of this study has shown that promotion affect employee productivity: the results reveal that organizational practices aimed at the substantial reward and compensation of workers for their contributions further enhances their

work productivity and task employee's productivity and further places and thereby promotes the overall employee's productivity of the organization. A focus on the wellbeing and welfare of workers through non-monetary activities impacts substantially on their work productivity and fairness as it increases their motivation levels to perform better and be of more use to the organization. Organizational culture significantly moderates the relationship between incentive management and employee employee's productivity at a 95% confidence interval. The results of the analysis supports the assertion that the incorporation and adoption of incentive systems, processes, and structures considered as fair, just and equitable further enhance the work behaviour of workers and employees of the organization, bringing about improved employee's productivity.

5.3 RECOMMENDATIONS

Researchers and academicians can utilize these study findings to test their hypothesis or to enhance further research, particularly on finding out cost effectiveness of different incentives and rewards used by organizations to increase employee productivity. The researcher should consider the current economic crisis with an aim to reduce costs and to balance between short term and long-term productivity outcomes.

1. The researcher should come up with recommendations to be used by the management to reassess the combination of financial and non-financial incentives that can serve their organizations best through economic crisis
2. It is very important to extend this research and discover new facts because motivational incentives are very basic element of any job (the desire to receive something beneficial in exchange of one's effort).
3. This research should be extended to other organizations in Jigawa state .

BIBLIOGRAPHY

- Armstrong, M (2009) A Handbook of human Resources Management Practice, 1--11th ed, Kogan Peger Loadett.
- Arraya, M. & Pellissier R. (2013), Productivity Measurement in a Sports Organization Southern African Business Review 17 (1) 98-127
- Arnolds, C., & Venter, D. (2007). The Strategic Importance of Motivational Rewards for Lower-Level Employee's in The Manufacturing and Retailing Industries. South African Journal of Industrial Psychology, 33 (3), 15-23.
- Azasu, S. (2004). Using Pay and Benefits in a Swedish Real Estate Firm. Retrieved from <http://eres.scix.net/data/works/att/db82.content.00379.pdf>
- DruCkman, D., Singer, J.E. & Van Cott H. (1 Fids)(1997). F,nhancilig Organizational Employee's (p)roductivity. Washington DC: National Academy Press.
- Ghatak, B. (2003). Incentives, Choice and Accountability in the Provision of Public Services. Centre for Analysis of Risk and Regulation (London).
- Goliari, P., Kamkar, A., Hosseinipour, S. J. and Zohoori, M. (2013). Relationship 6 between Rewards and Employee Performance; A Mediating Role of Job Satisfaction. Interdisciplinary Journal of Contemporary Research in Business, Vol 5 (3).
- Hellriegel, D. Jackson, S.E., Stocum, J., Staudt, G., Ansoo, L., Kloppel, J LB., Louw, L. and Ooshizen, T. (2005). Management. 2nd Edition. Cape town: Oxford University Press Southern Africa.

- Jaffa, S.A and Okpu, T (2013), Internal Attitude Survey and Workers Commitment in Nigerian Banking Industry. *European Journal of Business and Management* Vol. 5 (28).
- Nosa&Ose, (2010). Capital Structure and Corporate Employee's productivity in Nigeria: An Empirical Investigation. *Journal of Management Sciences*, 1(1):43-52
- Matoecchio, J. (2006) *Strategic Compensation: A Human Resource Management Approach*, New Jersey: Prentice Hall.
- Ojokuku, R. &Oyedokun, A. (2011). Efficacy of Financial Incentives An assessment of Medium Scale firms Entrepreneurial Firms. *International Journal of Economics* 1(4)37-41
- Onaolapo. O&Kajola (2010). Capital Structure and Firm's Employee's productivity: Evidence from Nigeria. *European Journal of Economics, Finance and Administration Sciences*. Issue 25, 70-82
- Puwanenthiren, P. (2011), Reward System and its Impact on Employee Motivation in Commercial Bank of Sri Lanka Plc. in Jaffna District. *Global Journal Management and Business Research*, vol 11(14).

APPENDIX A
JIGAWA STATE POLYTECHNIC DUTSE
COLLEGE OF BUSINESS AND MANAGEMENT STUDIES
DEPARTMENT OF PUBLIC ADMINISTRATION

Dear respondent,

I am a final year student of Department and institution stated above with a registration number AD/PAD/19/051A. I am carrying out research work as part of the requirement for the award of advanced diploma in public administration. this research uses the influence of promotion as an incentive for high productivity in Jigawa state Polytechnic, Dutse. The questionnaire is designed for the research purpose only. I will be grateful if you can accept by providing information needed to the question below and information given will be treated confidentially, your anonymity is guaranteed.

Thank you

Yours faithfully,

WADA ALI

Tick () as appropriate

SECTION A:- Socio-demographic Characteristics of the Respondents

1. Gender: a. Male () b. female ()
2. Age Range: a. 18-20yrs () b. 21-25yrs () c. 26-30yrs old ()
d. 31yrs and above ()
3. Marital Status: a. Single () b. Married () c. Divorced ()
4. Educational status: a. Informal () b. Primary () c. Secondary ()

Jerdan ()

Section B - contains question that concerns the research work.

5. Can promotion be used as an incentive for employee productivity?

Yes () No ()

6. Financial Incentives Can Serve Best Economic Crisis

Yes () No ()

7. Workshop are usually organized for Jigawa polytechnic staff

Yes () No ()

8. I have received beneficiary of training programmes

Yes () No ()

9. Staff promotion are based on merit

Yes () No ()

10. Promotion and Training program are beneficial to my development

Yes () No ()

11. My office facilities are up to standard Yes () No ()

12. My supervisor are effective in their salary Yes () No ()

13. The School Administration is democratic Yes () No ()

14. I receive my salary as at when due. Yes () No ()

14. Financial bonus can also serve as an incentive. Yes () No ()

15. I am satisfied with my current salary. Yes () No ()

16. The remuneration I received is able to cover my expenses. Yes () No ()

()