

**MOTIVATION AND STAFF PERFORMANCE IN A
VOLUNTARY ORGANIZATION (A CASE STUDY OF
ABDULLAHI MAI MASSALLACI ISLAMIC FOUNDATION)**

BY

RABI URA IPRAHIM

AD/PAD/16/013A

AUGUST, 2017

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**A PROJECT ESSAY SUBMITTED TO THE DEPARTMENT OF PUBLIC
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AUGUST, 2017

APPROVAL PAGE

This Project Has Been Read, Examined And Approved By The Supervisor To Meet The Requirement For The Award Of Advanced Diploma In Public Administration At College Of Business And Management Studies, Jigawa State Polytechnic Dutse, Jigawa State.

MALAM IBRAHIM SALLAU
Project supervisor


Date/Sign,

.....
External Supervisor

.....
Date/Sign

Malam Gambo Uba
Head of Department

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Date/sign

DEDICATION

This research project is dedicated to my parents, who encouraged me and supported me morally and financially in my education career, May Allah forgives them and acknowledges their deeds.

Acknowledgement

Alhamdulillah I am grateful to almighty Allah who helped me to write this project and complete it successfully.

I will like to use this opportunity to extend my profound gratitude to my supervisor Malam Ibrahim Sallau, who devoted his time, strength and knowledge to guide us, and offer important and meaningful advice.

Our sincere gratitude goes to my parents especially my father Alh Baba U. Ibrahim, Dr Saadatu Uba Ringim, Hajiya Hadiza Uba Ibrahim (gwaggo), and My mother Rukaiyya Baba Uba for this entire less support and advices, prayer, guidance and financial support. I will not forget to thank Malam Jamil Madaki and Mubarak who contributed to the success of this work.

Finally, I would like to express my appreciation to all those who contributed to the success of this project whose names were not mentioned here especially Dr Kabiru Uba, who accepted my interviewing. May the almighty Allah in his infinite mercy reward you allAmeen thanks a lot.

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ABSTRACT

This Research work is concentrated or carried out on motivation and staff performance in a voluntary organisation.

Thus motivation as the process of achieving ultimate performance in a voluntary organisation as well as helping their staff and encouraging them, to concentrated to ward melting the goals and objective, and achievement of the organisation or foundation. i.e

(Abdullahimaimasallachi). The research work is divided in to five (5) chapters.

The chapter one of this project it deals with introduction chapter two deals with literature review base on the topic by the Research, the chapter three it deals with research methodology as well sample and sampling techniques then the chapter four have an data presentation analysis and interpretation and the finally chapter which is chapter five contain the summary, conclusion, recommendations, references and Appendix.

CHAPTER ONE

1.0 Introduction

Motivation is very important element of every employees be in public or private sector.

Motivation in an organization means: the reason for people actions, desires, and needs.

Motivation can also be referred as one's direction to behaviour, or what cause a person to want to repeat a behaviour.

The citizens of today in every developed country are typically employees. They look or work for an institution that suit their livelihood. They look to the institution for an access to state and function to the society. They look for an institution that has opportunities personally fulfilment and achievement.

While in the past employed citizens worked for a small family type operations.

The task of every management is to make productive and the work achieving set goals organisation have only one true resources people work in organization by making human resources productive.it accomplishes its performance through work.

In the process of making work to be productive and an essential function, one has to consider human being as an organism having peculiar physiological and physiological properties abilities, and limitations and not as things and as having unlike any other resources personally citizenship. Control over whether the work, how much and how well and those requirement responsibility, and motivation.

Motivation plays a vital role in effective performance of staff. It is a well known fact that workers perform better if they are adequately motivated. Every organization expect greater output and profit, therefore, if this is to be achieved, existing staff must be motivated to

enable them discharge their duties competently and efficiently. An adequately motivated employee can perform above the standard expected.

However, in spite of the provision of some motivational factors toward the effective performance of staff, there are certain facilities that are still lacking in the pursuit of this in an organisation. Therefore, the need to study the impact of motivation on staff performance must arise.

The management of an organisation has to make a productive organisation act of human and materials resources. Through staff motivation. The organisation must be capable producing more or better than all the resources that comprises it. It must genuinely be whole and greater than at least different from the sum of its parts with its output than the sum of all input.

Concerning the history of Islamic education in Nigeria it is observed that the legacy bequeathed to mankind through the divine precepts, and effort of the early Muslim scholars were the major reasons for development of Islamic system of education in the north, where the trend of the spread of the Islamic education is similar to north Africa and the western Sudan. The Arab traders poured into the savannah region, which included the Northern part of Nigeria as early as the almost a thousand years ago''ozigi (1981).

Since then Islamic education in country has witnessed series of development.

1.1 Research Problem

Factly, there is no organisation that will expect high and efficient performance from its worker without good package of motivation.

This research intends to investigate the motivation and staff Performance in a voluntary organisation.

The research will try to rectify why the staff of Abdullahimaimasallachi Islamic foundation performance is not as expected

Motivation, should there for be given all the necessary attention because no matter how the head of the department (HOD) plans or control activities, he will not achieve meaning full result unless more consideration is given motivation.

1.2 Purpose Of Study

The research is carried out in order to find out the importance of such motivation to an organization. also to find out the extent at which staff were motivated and how they are motivated, also the researcher intends to find out the effect of inadequate motivation as it relates to effective performance of staff on their official duty, likewise find out why are motivated and what are the result of such motivation

1.3 Objective

Narrating the benefits is that could be achieved at the end of this research is necessary. The research is not waster of energy, effort and resources but a prerequisite for the award of advance diploma in public Administration.

The benefit that could be achieve include giving advice to Abdullahimaimasallachi Islamic foundation and other related organization on how to take their problem and also how to make the employee productive through motivation. The researcher will use various theories of motivation propounded by many people like Abraham Maslow, Douglas MC Gregory, Frederick Herzberg and the role of motivation in producing beneficent information to the foundation.

1.4 Research limitation.

Due to the time factor, the researcher uses question and interview the management in order to know the relationship between the staffs/teachers and management.

Therefore this research limit to the Abdullahimaimassallaci Islamic foundation.

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1.5 Significance of study

The research carried out so as to highlight the benefits of stimulate people and bring out that natural drive to do a good job when efficient and effective performance of duty is carried out by staff.

Understanding the meaning and importance of motivation in an organisation. By the individuals is one of the aims of the researcher.

The research is also aiming to make it so easier person or group persons, who needs to know something about motivation as it relate to effective and efficient performance of duty by staff.

Moreover, the researcher hope that the project will serve as a guide to student who are waiting to make similar research on this organisation (Abdullahimaimasallaci Islamic foundation).

1.6 Hypothesis

- a. Ho: magnitude of motivation provided by the management determined the level of efficiently of workers.
Hi: magnitude of motivation provided by the management does not determine the level of efficiency of workers.
- b. Ho: the role of motivation leads to the success at an organizational objective.
Hi: the role of motivation does not leads to the success of an organizational objective.
- c. Ho motivation is a dependent tool for the achievement of an organisational good and objectives.
Hi: motivation is not a dependent tool for the achievement of an organizational good objective.

1.7 Case study.

Historical background of the Abdullahimaimassallaci Islamic foundation.

Abdullahimaimassallaci Islamic foundation (named after late ALh. Uba Ibrahim Ringim's grandfather) was launched on 28- 5-2000 took over the maintenance and development of the wagf left behind by late ALh. Uba Ibrahim Ringim for the cause of Islam and Muslims. There are three schools fadimatuislamiyya primary, (morning & evening), Abdullahimaimassallaci institute for Qur'anic studies junior Tahfeez section in kano, it has another branch which is Abdullahimaimassallaci Islamic secondary school in Ringim, his house at No.178 Unguwarinikano city, thousands of collections of rare Islamic Books. Islamic audio video cassettes, and Mosque.

1.8 Definition of Terms

Motivation: - there are many definition of motivation. One of the definition is the one by victor who defined motivation as process governing choice made by people or lower organization is among alteration (arm of voluntary activity).

Staffs: - may be defined as the all the workers employed in an organization considered as a group. Medical staff.

Performance: - is the act of performing a play, concert or some other form of entertainment.

Voluntary: - is the work done by people who choose to do it without being paid.

Organization: - is refers as the group of people who form a business together in other to achieve a particular aims.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examined relevant literature from works that have already been done on the topic. The literature review was structured in the following form: Introduction, concepts and nature of motivation, the early theorists of motivation, contemporary theorists of motivation, importance of motivation and how motivation influence work in the organization Most institutions and organizations strive to improve quality service and performance of their products, service, internal or external operations. The reason for this can vary depending on the goals of the business or the organizational. Important goals could be to ensure a firm and stable work environment to promote good work performance. The competition between institutions and organizations can be a difficult task, making it difficult to reach higher goals and development (Bolman, 1997).

One strategy for reaching higher goals and development is motivation. Employees are motivated to render quality service and effectiveness which means that motivation is a key factor for progress within an institution or organization. A profound knowledge of motivation and its meaning is therefore essential for success of the institution (Paré 2001). Motivating employees is essential for the achievement of organizational goals.

2.1 Conceptual Literature Review

2.2 Motivation and Job Performance

According to Butkus and Green (1999), motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. He says that "motivation is a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation as goal directed behaviour. This objective nature of motivation is also suggested by kreitner and Kinicki (2001) put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed".

A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005). Mo (1992) differentiates between the terms „movement“ and motivation“. Movement carries out the task for compensation, remuneration in humans mind to act, while the term motivation is stapled with total involvement of a person in its tasks to carry out with excitements and happiness. In simple words, movement compels a person to carry out tasks, while motivation is self-realized jubilant and pleasing act of carrying out specific tasks. The researcher emphasizes on motivation which is basis for the success because the person involved in it is very happy and voluntarily excited not for

success because the person involved in it is very happy and voluntarily excited not for compensation. Motivation is reason for individuals' accomplishments to carry out the project (La Motta 1995). There are many aspects of motivation in an organization; a person motivated by those aspects may not necessarily motivate another person, because there are many different factors that affect motivation for different level employees.

On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provide the environment for their motivation to be enhanced and improved (Baron, 1983). It means that an organization is a better environment and working atmosphere provider, it only needs to believe that the people have the motivational behaviour. Lawler (2003) noted that different theories questioning why people prefer certain careers, why they seek particular rewards and why they feel satisfied or dissatisfied with their work and rewards. These are some of the resonating questions that create so many assumptions and hypotheses to be researched.

It is widely recognized in management circles, that motivation plays a role in keeping an employee performing his or her best in any task assigned. Assessing La Motta and Baron, views on the concept of motivation makes one wonder why incentives provided to workers did not yield intended purpose. This is as a result of dynamics of individual needs and humans can never be satisfy in that, when one need is catered for responded, the worker shifts to another need and this then becomes a challenge hence the call for further research on the issue of motivation.

2.3 Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri (2001) the direction of an employee's behaviour is related to those behaviours, which the Individual chooses to perform. It refers to how hard the individual is willing to work on the behaviour. (The level

of persistence, it refers to the individual's willingness to behave despite obstacles. Daschler and Ninemeier (1989) conducted research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees' motivation. Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs can be located.

2.4 The Role of Motivation

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993).

According to Smith, the reason why employers motivate employees is purposely for survival (Smith, 1994). Despite the fact workers always agitating for compensation for work done to keep them alive seems to have problem because, when workers are satisfied with their survival needs, they tend to fight for recognition and others. For example, some feel that, they should be sponsored to travel outside the country. They felt that, they should be part of decision making body in the organizational setup. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen and Radhakrishna, 1991). For example,

motivator (Kovach, 1987). In addition, as employees get older, interesting work becomes more of a motivator.

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportional to the personal goals of individuals.

Robert (2005) reported that the manager's job is to ensure the work done through employees is possible, if the employees are self-motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect. The employees' motivation, their enthusiastic and energetic behaviour towards task fulfilment plays a key role in the success of an organization (Cheng, 1995).

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal of the service manager which is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. There are a number of ways in which

organizations can affect the employee's perceptions of goal importance. First, as mentioned above, managers can persuade employees that their jobs are important by providing a convincing rationale for their work tasks (Locke, Latham, & Erez, 1988). One way managers may attempt to do this is by linking the job performance directly to organizational performance. Similar to the concept of task significance, if employees can see how their work contributes to achieving important organizational goals, then they are more likely to see their work as particularly salient because the link between individual and organization goals may extend beyond the boundaries of the organization (Perry & Porter, 1982; Perry & Wise, 1990) Motivation is an effective instrument in the hands of manager for inspiring the workforce and creating a confidence in it. By motivating the work force, management creates „will to work“ which is necessary for the achievement of the organizational goals. Motivation involves getting the members of the group, to carry out properly the purpose of the organization. The following results may be expected if the employees are properly motivated:

The workforce will be better satisfied if management provides them with opportunities to fulfil their physiological and psychological needs. The workers will cooperate voluntarily with management and will contribute their maximum towards the goals of the enterprise. Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity as well as the rate of labour turn over and absenteeism among the workforce will be reduced to the barest minimum (Chhabra2010:p11.3-11.4) It is true to some extent that when workers are motivated, their ability to increase productivity will be high. There are certain situations some workers attitude are not reversible and management must put pressure in order to influence them work hard. Despite the deviates in every society, motivation still remains a powerful or recommended tool in influence labour force „will to work“.

2.5 The Concept of Motivation

According to Dubin (2002), "Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated". Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization's objectives. It is something that moves a person into action and continues him in the course of action enthusiastically.

Motivation is a complex phenomenon, which is influenced by individual, cultural, ethnic and historical factors. Motivation can be defined as "a series of energizing forces that originate both within and beyond an individual's self". These forces determine the person's behaviour and therefore, influence his/her productivity (Jackson, 1995). According to De Cenzo et al., (1996), people who are motivated use a greater effort to perform a job than those who are not motivated. In other words this means that all thinkable factors of physical or psychological aspects that we interact with, leads to a reaction within our self or of the entire organization.

According to Latham and Ernest (2006) motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20th century that to motivate employees, there are more factors than just money. In their view, employees' satisfaction with their job is an important indicator for a good job performance and happy employees are productive. To them, motivation is a psychological factor and is affected by the workers' mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled. If these needs are lacking, a person's self-esteem and self-actualization cannot develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation.

CIPD's Reward Survey (2005a) reveals that human resource (HR) and line managers fail to develop reward strategies for their employees. Guest and Conway, (2005) established their suggestions on the basis of CIPD's survey on employee welfare and emotional convention that managers fail to motivate and improve the performance of people whom they manage.

The familiar notion that people leave managers, not organizations, suggests that the organizations concerned, were subjected to failure for holding managers responsible to understand their role in motivating people and to manage performance as effectively as they can. The biggest challenge for HR managers is to push line managers to manage and develop people.

2.6 Theories of Motivation

2.6.1 Abraham Maslow: Hierarchy of Needs

Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arrange from the lower needs to the higher needs.

Five needs rank in a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy, when a need is substantially realized (Shah and Shah, 2007).

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Figure 1 Maslow's Need Hierarchy

Source: Adopted from Shah and Shah, 2007

- 1. Physiological Needs:** The basic physical needs for sustaining the human life. For example food, water, sleep, medicine, education etc.
- 2. Safety Needs:** To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.
- 3. Social Needs:** Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders
- 4. Esteem Needs:** To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.
- 5. Self-actualization:** This is the highest need in Maslow's hierarchy. This need is to fulfil one's potential and self-fulfilment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job.

In principle the human being's desire is to satisfy his basic needs first and as he or she is always encouraged, seeking for higher needs. Maslow's message is simply this; people

always have needs, and when one need is relatively fulfilled, others emerge in the predictable sequence to take its place. According to Maslow's theory, most individuals are not consciously aware of these needs yet we all supposedly proceed up the hierarchy of needs, one level at a time (Kreitner, 1995).

The relevance of Maslow's Theory for Managers; behavioural Scientists who have attempted to test Maslow's Theory in real life claim it has some deficiencies. Even Maslow's hierarchical arrangement has been questioned. Practical evidence points toward a two level rather than a five-level hierarchy (Kreitner, 1995). Although, Maslow's theory is still useful in certain areas, the main strength of this theory is the recognition and identification of individual needs for the purpose of motivating behaviour (Bowditch et al., 1997). Although Maslow's theory has not stood up well under actual testing, it teaches managers one important lesson: a fulfilled need does not motivate an individual. For example, the promise of unemployment benefits may partially fulfil an employee's need for economic security (the safety need).

In competing view, physiological and safety needs are arranged in hierarchical fashion, as Maslow contends. The contrary view is that, any one of the needs may emerge as the single most important need, depending on an individual. Edward Lawler, a leading motivation researcher, observed, "Which higher-order needs come into play after the lower ones are satisfied and in which order they come into play cannot be predicted. If anything, it seems that most people are simultaneously motivated by several of the same-level need" Lawler (1966: P 64).

The "motivation to work" published by Maslow (Maslow 1943: 370) probably provided the field of organizational behaviour and management with a new way of looking at employees job attitudes or behaviours in understanding how humans are motivated. Probably the best

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The "motivation to work" published by Maslow (Maslow 1943: 370) probably provided the field of organizational behaviour and management with a new way of looking at employees job attitudes or behaviours in understanding how humans are motivated. Probably the best

known conceptualisation of human needs in organisations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced his theory based on personal judgment, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible.

Specifically Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this from a motivational point of view, Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to

Maslow, you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001).

The fundamental flaws of Maslow's Needs Theory, stems from his claim that, human needs patterned systematically from one stage to another. In reality, human needs, though revolve around the stages identified by him, but in some situations do not necessarily move progressively from one stage to another as he would have us believe. For instance, a person in some circumstances might compromise his physiological or safety needs in order to achieve some social goals. This research will examine relevance of the needs theory as a strategy for motivation by managers.

Bassett-Jones and Lloyd (2005) suggests that the content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where Victor Vroom was the first exponent considers how factors internal to the person result in different behaviours. From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how certain behaviour starts, developed and sustained over time. It is true that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual.

These exogenous factors emanate from the environment in which the individual operates generate stimuli to employees. It is my belief that employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence, it could only be of benefit if organisations could provide these rewards and factors. As noted earlier, albeit employees are financially motivated, motivation could be seen as a moving target. What motivates differs among different people and may even change for the same person over a given period of time, developments within the modern organisation has probably made motivating employees even more difficult due to the nature of every individual, behaviour increasing the complexity of what can really motivate employees.

According to Bassette-Jones and Lloyd (2005) expectancy, equity, goal setting and reinforcement theories have resulted in the development of a simple model of motivational alignment. The models suggest that once needs of employees are identified and organizational objectives and also satisfy employee needs. If poorly aligned, then low motivation will be the outcome.

2.6.2 Douglas McGregor: Theory X/Theory Y

McGregor's theory, which is built on Maslow's theory, adds a central idea: that managers' assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman et al., 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy.

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development. Management's goal is to make the employee happy and satisfied with their work and performance (Bolman et al., 1997; Matteson 1999). Taken not too literally the theory can provide a useful tool for motivation and management research (Shah and Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture.

MacGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organization. Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

This discussion on the above motivational theories explains the fact that the concept of Employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organisation in achieving a competitive position. Skinner who propounded that any behaviour that is rewarded tends to be repeated supported this view. The term motivation has been used in numerous and often contradictory ways.

Presently there appears to be some agreements that the crucial thread that distinguishes employee's motivated behaviours from other behaviour is that it is goal directed behaviour (Bindra; 2000)

2.6.3 Frederick Herzberg: Motivation-Hygiene

In 1959 Herzberg, Mausner and Snyderman processed a research concerning motivation to work. They chose similar companies situated in Pittsburgh Industry area. They interviewed approximately 200 engineers and accountants working for those companies. The theory developed from this research concerns hygiene factors, which are necessary for the employee to experience but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates.

Herzberg argues that intrinsic job factors are motivating, whereas extrinsic factors only placate employees. In this theory, there are two group factors. The first one is motivating factors or satisfaction and the second one is hygiene factors or dissatisfaction. According to Herzberg, the workers get motivated when they are responsible for their work. He also proposed that managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work (Wirralmet, 2007). Furthermore, Herzberg also recommended that the job should have sufficient challenges to utilize the full ability of the employee. If the job is not sufficiently challenging enough and not used for an employee's full abilities, the company should

replace the employee with the one who has a lower level of skill to do the job (Shah and Shah, 2007). Most empirical studies have refuted predictions based on Herzberg's theory. According to Herzberg's theory, he concluded that hygiene factors are related to dissatisfaction rather than satisfaction. However, recent researchers have found contradictions and opposite to his theory (Examstutor, 2007). Another problem with Herzberg's theory is that some employees show no particular interest in such motivators as opportunity for growth and advancement (Dubrin, 2002).

In spite of criticisms, Herzberg's theory provided a new way of thinking about worker motivation and his theory remains as an influential factor in an attempt to make the motivation theory in an organizational way (Dubrin, 2002).

Herzberg's theory implication in real work life for a manager and management in the company who want to motivate their employees would include these activities: provide the employees with good compensation, flexible company policies and being connected to their own employees. In addition, the manager also recognizes the good work from their employees and gives their employees the opportunities to grow and develop their skills, knowledge and experience.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

Chapter three of this research, reviews or explain the methods use in collection of information about the three source it is contact analysis method, the second was primary data and then third method was the use of Questionnaire

3.1 Research Methodology

Methodology is the process of gathering data from various Resources or respondents both through questionnaire interview and by observation method book and management e.t.c.

Any items in this research that received have highest percentage will regarded as the decision rate since it represent maturity view.

Questionnaire is written for tasty and quick reasons to respondents In order to obtained information we have use questionnaire in which we have distribute to various employees who are working in Abdullahimaimasallachi Islamic foundation in order to fill it.

In conducting the research the researcher uses three methods of data collection.

- a. Contact analysis method
- b. The second was primary data
- c. The third method is the use of questionnaire to be answered by the staff of the foundation.

3.2 Sample and sampling technique

Sampling technique used to draw the sample from the population involves the selection of units from the list of all the unit by means of random selection of some schools out of all the schools which are in the foundation.

Only three schools (3) schools have been selected to serve as a representational of the schools. The schools that are selected for the research is as follows;

S/N	NAME OF SCHS	NOS OF ADMIN STAFF	NOS OF TEACHERS	TOTAL
1	Abdullahi M.M.I.Q.S.	5	4	9
2	Fadimatu Islamic primary (morning)	3	4	7
3	Fadimatuislamiyya (evening)	2	4	6
	Grand total			22

3.3 Limitation

This research is limited to Abdullahimaimasallaci foundation authority, based on facts findings.

However, the research will critically look at the type of motivational factors used by the Abdullahimaimasallaci Islamic foundation and how the staff performance on staff motivation. There is the need to conduct a survey of the employees to find out how they feel about how they are being motivated, whether it is proper, encouraging and reasonable for rate of motivation.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter is designed for the purpose of presenting and analysing data collected through the use of interviewing and questionnaires some of them carried bio-data question which were designed to obtain information related to personal biography of respondents.

The interview is conducted on one of the management staff and the questionnaire distribution was made between both junior and senior staff of foundation.

4.1 Interview:-

The researcher had some discussions and interview with the managing director of the foundation:- in which he answered the following question as:-

Question 1:-what are the performance of motivation?

Answer:

The foundation has been motivating its staff/teachers and government posted teachers to our schools by giving them period incentives and loan. This kind gesture has yielded good results in the performance of the students because the staff/teachers were motivated to perform better in discharging their duties.

Question 2:- what are the objectives of the foundation?

Answer:

1. To establish educational institutions and training centres with a view to promoting all aspects of Islamic teaching for the benefit of the Muslim community.

2. To establish and maintain Islamic library and research centres.
3. To maintain the mosque under the foundation for the use of Muslim community.
4. To award scholarship to most deserving student to further their education both in Nigeria and abroad particularly the Muslim countries.
5. To host the visiting Islamic sheikhs who come for the various da'awah lecture at the mosque under the foundation.
6. To cooperate and work hand in hand with other Islamic organizations in and outside the county having similar aims and objectives with the foundation.
7. To import Islamic books and other teaching equipment for the upliftment of library and research centres under the foundation.

Question 3:-what are the achievement of the foundation?

Answer:

1. Construction of Abdullah maimasallaci institute for quranic studies senior tahfeez section
2. Maintenance and running of the schools and renomovations of fadimatuquranic and Islamic studies primary school including financial assistance in managing the school
3. Maintenance and managing the affairs of the mosque and house (the foundation's secretariat)
4. Cataloguing and assessing of books, cassettes and other relevant materials of the research centre.
5. Construction of more class rooms for fadimatuquranic and Islamic studies primary school

6. Construction of abduallahimaimasallaci Islamic secondary school in ringinjigawa state.

4.2 Data Presentation Analysis and Interpretation.

Generally, this chapter will try to discuss the analysis and presentation of reseach data by the use of diagram to show the outcome of each and every question in the questionnaires.

The main pupose of this chapter is to get clear understanding as regards the responses obtained from the administered questionnaires.

The total number of questionnaires distributed is twenty two (22),(13) questionnaires were returned while nine (9) were not returned.

Our analysis will be based on (13) questionnaires returned by the staff.

Question 1: Position In The Organization.

The rationale behid asking the position in the foundation is to enable the researcher knows the post occupied by the person responding.

In this category of staffs questionnaire, a total number of (4) four staff responded from abdullahi M.M.I.Q.S, (4) staff from fadimatuislamiyya primary sch section responded and (4) staff form fadimatuislamiyyasch evening also responded then one (1) from library of the foundation also responded the questionnaire.

Question 2: Age.

Age	Responses
20-30	5
31-40	2
41-50	4
51-above	2
Total	13

The table above shows that 5 respondent out of 13 who returned questionnaires fall within the age of 20-30, 2 respondent were within the age of 31-40, 4 respondent fall within the age of 41-50 and lastly only 2 respondent fall within the age of 51 and above.

Question 3: Sex.

Alternative	Responses
Male	10
Female	3
Total	13

The table above shows that out of the 13 returned questionnaire from the staffs 10 of them were filled by males, while 3 were filled by females.

Question 4: Education background

Alternative	Responses
DIP	5
B.A	7
M.A	1
Total	13

The above table shows that number of staff interrelation to their educational qualification, 5 respondents out of the 13 returned questionnaires were filled by those who obtained DIP (diploma), 7 were filled by B.A (first degree) and 1 were filled by M.A (masters).

Question 5: Have you ever course or training?

Alternative	Responses
Yes	10
No	3
Total	13

The table above shows that 10 respondents out of 13 were sent for training and 3 respondents out of 13 were not sent for training.

Question 6: How long have you been working with this foundation?

Alternative	Responses
1-5 years	6
6-10years	3
11-above	4
Total	13

The table above shows that 6 respondents out of the 13 of service, 3 respondent fall within 6-10 years, 4 stayed with the service of organization for 11-above.

Question 7: Have you ever held a departmental meeting with the management of your organization?

Alternative	Responses
Yes	12
No	1
Total	13

The table above shows that 12 respondents out of the 13 questionnaires returned by the staffs had a departmental meeting with the management of the organization while one respondent have not.

Question 8: If yes does the meeting encourages a staff toward a successful work?

Alternative	Responses
Yes	12
No	1
Total	13

The table above shows that 12 respondents agree that the meeting encourage a staff toward a successful work in an organization while one respondent have not.

Question 9: Are you satisfied with your work?

Alternative	Responses
Yes	13
No	-
Total	13

The table above shows that all the staffs are satisfied with their work in the foundation.

Question 10: In your own opinion which of the following factors do you think motivate worker much more?

Alternative	Responses
Recognition	3
Money	5
Responsibility	-
Promotion	5
Total	13

The table above shows that 3 respondent think Recognition 5 while motivate worker much more money motivate worker much more, then their no Responsibility own opinion and the last 5 where own opinion is Promotion.

Question 11: From your own observation, please indicate the level of the activities in your foundation in terms of the following:-

Alternative	Responses
Good	12
Fair	1
Poor	-
Total	13

The table above shows that 12 of respondent shows that their level of activities in the foundation is 'good' and one 1 indicate that the level of activities in the foundation is 'Fair'.

Question 12: Which of the following is the best and better method motivating other staff?

Alternative	Responses
Payment of salary in time	11
Given loan to staff	-
Proper promotion	2
Payment of over time in order	-
Given an optioned to individual	-
Total	13

The table above shows that 11 of respondent shows that the best and better method of motivating other staff is 'payment of salary in time' and 2 respondent where said the best and better method of motivating staff is 'proper promotion'.

Question 13: Which kind of incentive the foundation is given to the teachers to motivate them

Alternative	Responses
Period allowance	6
Loan	1
A and B above	5
None of the above	1
Total	13

The table above shows that 6 respondent believe that the kind of incentive that foundation should be given to the teachers to motivate them is 'period allowance' 1 one respondent choose 'loan' as the incentive to be giving to the teachers in motivating them, 5 respondent choose that 'period allowance and loan' giving as the incentive to be given to the teachers when motivating them, and 1 one respondent think neither period allowance nor loan given is an incentive that motivate teachers.

Question 14: Are you satisfied with the method used by the foundation toward motivating its staff?

Alternative	Responses
Yes	13
No	-
Total	13

The table above shows that all the respondent that returned their questionnaires indicate that they are used by the foundation towards motivating its staffs.

CHEPTER FIVE

5.0 Introduction

In this chapter will talk about summary of the all chapters i.e. from chapter one to five .another important area of the research presented here is the conclusion, recommendation, reference and appendix.

5.1 Summary

the summary of this research work is categories in to several parts or ranging from first chapter to last chapter (chapter five).in so chapter one contain the introduction of motivation, statement of the problem, purpose of study, objective, research limitation, significance of study, research hypothesis, case study and definition of key terms.

Chapter two of this project discuss about motivation and job performance, levels of employee motivation, the role of motivation, the concept of motivation theories of motivation or motivational theories such as Maslow's need hierarchy theory, Herzberg's theory and Mc Gregory theory x /y theory y.

The third chapter of this project deals with research methodology, sample and sampling techniques and limitation, while the second to the last chapter (i.e. chapter four) deals with data analysis. Two methods were used in collecting the data, the first method is interviewing the one of the management staff and another method is distributing questionnaires to the staff of the organisation of foundation. So, the last chapter of this research work discuss about the summary of all chapters, recommendations, conclusion, reference and appendix.

5.2 Conclusion

In the course of the study, the research shows that there is good relationship between the staff and the management in the organisation in which almost all staffs that respond to the questionnaires indicate that, they are well satisfied with their work in the organisation.

The research work also reveals that, 12 respondent indicate that the level of activities carried out in the organisation is 'Good' as the result obtain and shown in the table 11.

The kind of incentive that favour to help the foundation or an organisation in motivating its staff include 'period allowance and loan giving' these items constitute towards motivation.

To encourage work or staff to work very hard in an organisation is by paying of the worker's salary in time is the best and better method of motivating staff as shown in the result obtained is table 12.

5.3 Recommendations

Based on the findings and analysis as well as interpretation of data, the researcher has made the following suggestion;

- 1- The additional way of motivating the staff is to provide enough instructional materials towards the development of the staff and organisation in general.
- 2- The organisation should organised seminars to the teacher and providing teaching facilities for teaching and learning.
- 3- The suggestion that the school that the school authority should supervise the activities of the school as well as proper control and smooth running of the affairs of teachers which include appointment, promotion and discipline.

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APPENDIX

QUESTIONNAIRE

TOPIC: - MOTIVATION AND STAFF PERFORMANCE IN A VOLUNTARY ORGANIZATION (A CASE STUDY OF ABDULLAH MAI MASALLACI ISLAMIC FUNDATION).

My name is 'Rabi Uba Ibrahim' a postgraduate student of Jigawa state polytechnic in Dutse. Studying ADPA, conducting research in your organization. You are please requested to answer the following questions accurately and precisely as possible.

Note: - that any information given is purely for academic purposes and it will be treated confidentially.

It is not necessary to write your name. Please tick in the appropriate boxes below and are requested to make some comments also.

1. Position in the organization:

2. Age:

3. Sex:

4. Educational background (qualification):-

A. DIP / /

B. B.A / /

C. M.A / /

D. OTHERS/ /

5. Have you ever course or training?

A. Yes/ /

B. No / /

6. How long have you been working with this function?

7. Have you ever held a departmental meeting with the management of your organization?

A. Yes / /

B. No / /

8. If yes does the meeting encourages a staff to ward a successful work?

A. Yes / /

B. No / /

9. Are you satisfied with your work?

A. Satisfied / /

B. Not interesting / /

10. In your own opinion which of the following factors do you think motivate worker much more?

i. Recognition / /

ii. Money / /

iii. Responsibility / /

iv. Promotion / /

11. Form your own observation, please indicate the level of activities in your foundation in terms of the following:-

A. Good / /

B. Fair / /

C. Poor / /

12. Which of the following is the best and better method motivating other staff?

- i. Payment of salary in time / /
- ii. Given loan to a staff / /
- iii. Proper promotion //
- iv. Payment of over time in order / /
- v. Given an optioned to individual //

13. Which kind of incentive the foundation is given to the teachers to motivate them

- i. Period allowance / /
- ii. Loan / /
- iii. A and B above / /
- iv. None of the above / /

14. Are you satisfied with the methods used by the foundation towards motivating its staff?

- a. Yes / /
- b. No / /

15. Can you suggest other ways to be used by the foundation in motivating its

staff.....
.....
.....
.....
.....

Thank you very much for responding.