

**A STUDY OF MOTIVATIONAL TOOLS IN UPPER BENUE  
RIVER BASIN DEVELOPMENT AUTHORITY, YOLA.**

**BY**

**HENRIETTA PWAMBODEINO ZARO (MRS)  
PGDM/06/0308**

**A PROJECT SUBMITTED TO THE SCHOOL OF POST  
GRADUATE STUDIES DEPARTMENT OF MANAGEMENT  
FEDERA UNIVERSITY OF TECHNOLOGY, YOLA**

**IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR  
THE AWARD OF POST GRADUATE DIPLOMA IN  
MANAGEMENT.**

**OCTOBER, 2008**

DECLARATION

This is to declare that this research was carried out y Henrietta P. Zaro (Mrs) of the School of Post Graduate Studies, Department of Management Federal University of Technology, Yola

.....

.....

MRS. H.P ZARO

DATE

**APPROVAL PAGE**

This thesis entitled “A study of Motivational tools in Upper Benue River Basin Development Authority, Yola” by Henrietta P. Zaro meets the regulations governing the award of the post Graduate Diploma in Management of the Department of Management of Federal University of Technology, Yola and is approved for its contribution to knowledge and literacy presentation.

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Internal Examiner

\_\_\_\_\_  
Date

\_\_\_\_\_  
**A.U. Alkali**  
Head of Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Prof. A. Nur**  
Dean, School of Postgraduate Studies

\_\_\_\_\_  
Date

## **DEDICATION**

To God Almighty from whom all blessings flow; to my Late Father and Mother who taught me to strive for excellence in life.

## **ACKNOWLEDGEMENT**

I give God thanks and praise for giving me the strength, wisdom and understanding to undertake this course of study.

To my organization, I appreciate the management for granting me approval to pursue the course.

I sincerely appreciate my Husband, Engr. Wesley Winston Zaro for his spiritual and financial support and my lovely children in making this project a reality.

To my friends, loved ones (Gaji, Yaks, Zion, Ameh , Jackson and Nubia) who encourage, prayed, helped in no small way, I say “tank you”.

Finally, and most of all, I sincerely appreciate my supervisor Hajiya Jamila Yahya for her support, and guidance. May God bless her and her family.

## ABSTRACT

*The purpose of this research work is to ascertain effect of motivational tools in enhancing performance in Upper Benue River Basin Development Authority. The researcher specifically had investigated the possible causes of dissatisfaction amongst staff of Upper Benue towards their effective performance. The study provides information to improve employee performance/productivity out of the mentioned objectives, the researcher also created some research questions from which she set her questions. Form the analysis made, the questionnaire respondents gave the following findings. The findings shows that the Upper Benue Authority is doing good work in motivating the workers through provision of good working conditions, accommodation, electricity, water (welfare) promotion and training. There is also good working relationship between workers and management. Provision of fringe benefits such as payment of medical bills, use of official vehicles for personal purpose where need be etc. the study discovered that there exists in the authority the areas of dissatisfaction especially in the area of non payment of allowances, and sponsorship for in-service training. Based on the findings and conditions of this research, it was recommended that. Since payment of salaries on time and non payment of allowances is one of the serious causes of dissatisfaction among workers and management, the Authority should review and improve upon workers entitlement as this would go a long way in increasing performance of workers. Since there is a good relationship between the employees and Management Authority, the organization should improve upon its training policy i.e. full payment of training allowances, to boost the workers morale and enhance efficiency and effectiveness in job performance.*

## TABLE OF CONTENTS

<b>CONTENTS</b>	<b>PAGES</b>
Title page	i
Declaration	ii
Approval page	iii
Dedication	iv
Acknowledgement	v
Abstract	vi
Table of Contents	vii
<b>CHAPTER ONE</b>	
1.1 Background of study	1
1.2 Statement of the problem	3
1.3 Objectives of the Study	4
1.4 Research questions	4
1.5 Significance of the study	5
1.6 Scope of the study	5
1.7 Limitation of the study	6
<b>CHAPTER TWO</b>	
2.1 The concept of organization	8
2.2 Organizational Structure	8
2.3 Types of organizational structures	10
2.4 Managing people in the work place	11
2.5 Employee motivation	12
2.5.1 Employee training/development	
2.5.2 Reward	18
2.5.2.1 Wages	24
2.5.2.2 Fringe benefits	

## **CHAPTER THREE**

### Methodology

3.1 Research design	26
3.2 Population study	26
3.3 Samples of the study	26
3.4 Sampling technique	26
3.5 Method of data collection	27
3.6 Instruments of data collection	27
3.7 Validation of instruments	28
3.8 Method of data analysis	28

## **CHAPTER FOUR**

4.1 Data presentation	29
4.2 Data analysis	29
4.2.1 Personal interviews	35
4.3 Findings	35
4.4 Findings on research questions	36

## **CHAPTER FIVE**

### Summary, conclusion and recommendation

5.1 Summary	38
5.2 Conclusion	39
5.3 Recommendation	40

### REFERENCE

### QUESTIONNAIRE

## **CHAPTER ONE**

### **1.1 BACKGROUND OF THE STUDY**

It is a well known fact that organizations exist and strive to meet their goals and objectives by integrating in itself the personal goals of all the individuals associated with the organization.

To achieve goals and objectives and to ensure a continued growth of any organization, many factors must be considered. One of the most important factors is the human element. Management of people becomes necessary because of their complexity, psychological processes and un-predictability of their behaviour.

Management is commonly defined as “getting work done through other people” this simple definition explains the significance of the role of the people. The work will not be done unless “people” want to do it and if the work is not done then there will be no organization. Hence it is the understanding and the cooperation of the organizational workers which is crucial to the success of the organization.

According to Gary Johns (2003) “Organizations are social inventions for accomplishing goals through group efforts” this definition, though simple, covers wide variety of groups such as business, schools, hospitals, religious bodies, government agencies.

The word ‘social’ in the above definition basically means gathering of people as against plants, machines, buildings, even though plants, machines, buildings, are necessary contributors to the existence of the organization. However, organizations will cease to exist if there were no people to run these organizations.

Accordingly, it is the people that primarily make up organizations therefore they should be properly motivated for optimum performance, so as to achieve organizational objectives. The researcher focuses on the study of motivational tools in Upper Benue

River Basin Development Authority (UBRBDA), in order to achieve the organization objectives.

The Upper Benue River Basin Development Authority, Yola is one of the eleven (11) River Basin Development Authorities established under decree NO.25 of 1976 (amended by decree No. 87 of 1979) the jurisdiction area of Authority which covers about 85% of Adamawa State and the Eastern half of Bauchi State, part of Gombe and Taraba State are endowed with abundant land water resources. It is drained by the following major rivers and their tributaries Benue, Donga, Taraba and Gongola.

Given the major objectives of the River Basin Authorities of land and water resources development for multi-purpose use, the UBRBDA geared its efforts, from its inception towards, identification of these potentials for planned development.

The functions of the Authority are:-

- (a) To undertake comprehensive development of both surface and underground water resources for multipurpose use.
- (b) To undertake schemes for the control of floods and erosion, and for water shed management.
- (c) To construct and maintain dams, dykes, polders well, boreholes, irrigation and drainage system and other works necessary for the achievement of the functions of the Authority under this reaction.
- (d) To provide water from reservoirs, wells and boreholes, under the control of the Authority concerned from urban and rural water supply schemes on request by the State Governments and when directed to do so by the Federal Ministry.

Presently, the Upper Benue River Basin Development Authority has two Departments with staff strength of 268. The departments are: Finance and Admin, Operations (see organogram). The day to day running of the organization is based upon the departments.

The Finance and Administration Department is saddled with the responsibility of administration of the organization, recruitment, training, promotion, discipline, welfare of staff, producing Budgets, Rolling Plans, Annual/Quarterly/Monthly reports, Ministerial Tenders.

The Operation Department is charged with the responsibility of operating and maintaining all the existing Dams, Water facilities, Erosion Control, Irrigation Projects, Research, Statistics and Design.

Composition of the Board of the Authority:

- i) Chairman
- ii) The Managing Director / Chief Executive Officer
- iii) A Representative from the Supervising, Ministry – Federal Ministry of Water Resources.
- iv) Three Persons appointed by the Federal Government as Members
- v) Two (2) Executive Directors, Heading the departments in the Country as members

The achievement of the laudable objectives enumerated earlier is vested in the hands of the Management. Qualified personnel who are willing to put in their best for the achievement of set standards and objectives of the organization.

## **1.2 STATEMENT OF THE PROBLEM:**

Traditionally, the employees are considered less important in the attainment of organizational goals and objectives. But with the change in global work environment, it has become imperative for management of organizations to re-evaluate the position or the relevance of workers.

These are influences militating against productivity such as nonpayment of salaries, stagnation, unsettled claims, lack of training and development which if the management addresses, will go a long way to determine the workers output.

For the organization to live on board, the people who coordinate and control all other resources in the organization must be motivated, developed and rewarded. That is why the researcher carried out the research on a study of motivational tools in Upper Benue River Basin Development Authority, Yola to achieve set objectives.

### **1.3 OBJECTIVES OF THE STUDY:**

The objectives of this study include:

- i) To identify ways through which the employees of Upper Benue River Basin Development Authority, are managed.
- ii) To provide information in order to improve employee relationship in an organization.
- iii) To suggest ways through which organizational productivity would be enhanced.
- iv) To assess the level of employee involvement in decision making.

### **1.4 RESEARCH QUESTIONS:**

To enable the researcher have a direction towards carrying out this study, the following research were asked:

- i) What are the strategies that can be put in place to boost workers productivity?
- ii) How has the management considered the welfare of the workers?
- iii) What is the relationship between motivation and productivity in the organization
- iv) How does incentives influence employees
- v) Does the management reward outstanding performance?

## **1.5 SIGNIFICANCE OF THE STUDY:**

This study tends to provide details on the effect of motivational tools in the organization in order to enhance job performance and productivity.

In the light of this, employees expect remuneration, better working condition and rewards. The organization on the other hand expects employee to work hard for the purpose of achieving organizational goals and objectives.

The study has the following justification:

- i) To help employers to devise methods and means of motivating employees towards job performance and productivity through the provision of conducive working environment.
- ii) To produce a piece of academic work that will be used for present and future research activities on similar or other related topics.
- iii) The Upper Benue River Basin Development Authority Management would appreciate and find the work useful because it addresses causes of dissatisfaction in the organization.
- iv) The study will be relevant in Nigeria especially in this period where highly skilled personnel are required for optimum results.

Against this background, a research of this kind is necessary and it is hoped that the conclusive decision to be reached would enhance the achievement of the overall goal of organizational effectiveness. It is hoped that the study would contribute meaningful to the vast literature on the subject.

## **1.5 SCOPE OF THE STUDY:**

The study of motivational tools to enhance performance and productivity in Upper Benue River Basin Development Authority.

The study therefore covers the following areas in this research:

- i. The staff and management of Upper Benue River Basin Development Authority.
- ii. The prevailing human potentials in the Authority and possible ways to exploit such.
- iii. The impact development and reward has on staff as part of motivational tool.

However, the study will cover a period of 2003 – 2008 which is a five year period.

## **1.6 LIMITATIONS OF THE STUDY**

There are some limitations experienced by the researcher during the period of study. Time, difficulties in obtaining some relevant documents and information needed.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 THE CONCEPT OF ORGANIZATION**

According to Sheldon (2003) “Organization is the process of combining the work, which individuals or group have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive and coordinated application of the available effort”.

However, human relations/social psychological schools have been overtaken by a more comprehensive approach to the study of management in organizations. This more recent approach views the organization as a system of interrelated sets of activities which enable inputs to be converted into outputs.

#### **2.2 ORGANIZATIONAL STRUCTURE**

Organization cannot be discussed without the structure; which involves arrangement of activities and assignment of people to these activities in order to achieve the organizational objectives. It is a way by which various parts of an organization are tied together in a coordinated manner and it illustrates the various relationships among various aspects of the organizational operations. A well planned organization structure results in the better use of resources.

An organization structure, according to Mintzberg (2005) is “the sum total of the ways in which it divides its labour into distinct tasks and then achieves coordination between them”.

Another definition by (Cole, 2005) says an organization structure is a concept that is used to describe something that is intangible: “.....an intangible web of relationships between people, their shared purposes, and the task they set

themselves to achieve those purposes. Definitely, a good organizational structure is needed so that;

- a) Each individual in the organization is assigned a role, responsibility and necessary authority. Each person who is assigned to an activity must know his position, his role and his relationship with others. He is further responsible for efficient execution of his role and duties and is given the authority to do so.
- b) The activities of all individuals are coordinated and integrated into a common pattern in order to achieve the organizational objectives organization is needed for the purpose of integration of diverse activities in a cohesive manner.
- c) The optimum use of human skill and efforts is achieved. Half of the work is completed when you know what you have to do and how you want to do it. It helps in smooth operations and smooth flow, thus avoiding bottlenecks, idle time and idle machines. A good organizations acquires the right person for the right job and thus avoids misapplications of human resources thus resulting in optimal utilization of employee efforts. This would ensure efficiency in the functioning of the enterprise.

However, the key organizational issues, or variables, that feature time and time again in discussions about what determines organization structures are basically as follows:

- a) Purpose/Objectives – i.e the fundamental aims and objectives of the group.
- b) People-i.e. those who make up the organization
- c) Task-i.e. those basic activities that are required to achieve organizational aims and objectives.
- d) Technology- i.e. the technical aspects of the internal environment.

- e) Culture- i.e the dominant value guiding the organization.
- f) External environment – i.e the external market, technological and social conditions affecting the organizations activities.

In considering the above mentioned variables, it is important to bear in mind that it can only offer a simplification of the nature of the processes involved in creating an organization structure. Nevertheless, the six variables identified will have to be juggled at one time or another if an effective structure is to emerge. Given the dynamic nature of organizations, it is always likely that there will be pressures to adapt the structure somewhere in the organization, even if not overall. Thus structuring and re-structuring is a continual process in the life of many organizations.

### **2.3 TYPES OF ORGANIZATIONAL STRUCTURES**

The type of organizational structure would depend upon the type of organization itself and its philosophy of operations. Basically, the structure can be mechanistic or organic in nature or a combination thereof. However, most organizational structures are still designed along mechanistic or classical lines.

Basically, the organizational structures fall into two broad categories. The structures can either be mechanistic or organic in nature. The mechanistic structures are similar to bureaucratic structure which is formal with clearly assigned rules and responsibilities at each level of the organizational hierarchy. The division of labour is by functional specialization, where each person knows exactly what he has to do and no deviation is permitted from strictly following rules, regulations and procedures so that organizations are very rigid and a high degree of discipline is maintained.

The organic structures, on the other hand are very flexible and there are built-in provisions to cope with the rapid changing environments. The decision making is decentralized, the departmental boundaries are flexible and the organizational atmosphere is more collegial.

In a whole, while mechanistic structures are highly centralized in that policy making and decision making authority rests with the top management, the organic structure encourages decentralization where decisions are made at the point of operations.

The reason why this research work captures the structures of the organization is because the type of structure of an organization has considerable impact on the motivation and productivity of employees. Therefore, in a good organizational structure, each person is assigned a role, responsibility and necessary authority. Each person is also expected to coordinate his activities with others in order to achieve the common organizational goals. Each employee is expected to do his assigned job to the best of his ability and in an optimal manner, so that performance is optimized. Since people are the

most important asset of any organization, understanding their behaviour and what motives them are factors to look into.

#### **2.4 MANAGING PEOPLE IN THE WORKPLACE:**

Susan M. Heathfield (2000) says, employee management is the first concern of every supervisor or manager at work. Effective management of employee allow you to accomplish you goas in work, it allows you to capitalize on the strength of other employees ad their ability to contribute to the accomplishment of work. She emphasized that successful employee government helps employee motivation, development and reward.

#### **2.5 EMPLOYEE MOTIVATION**

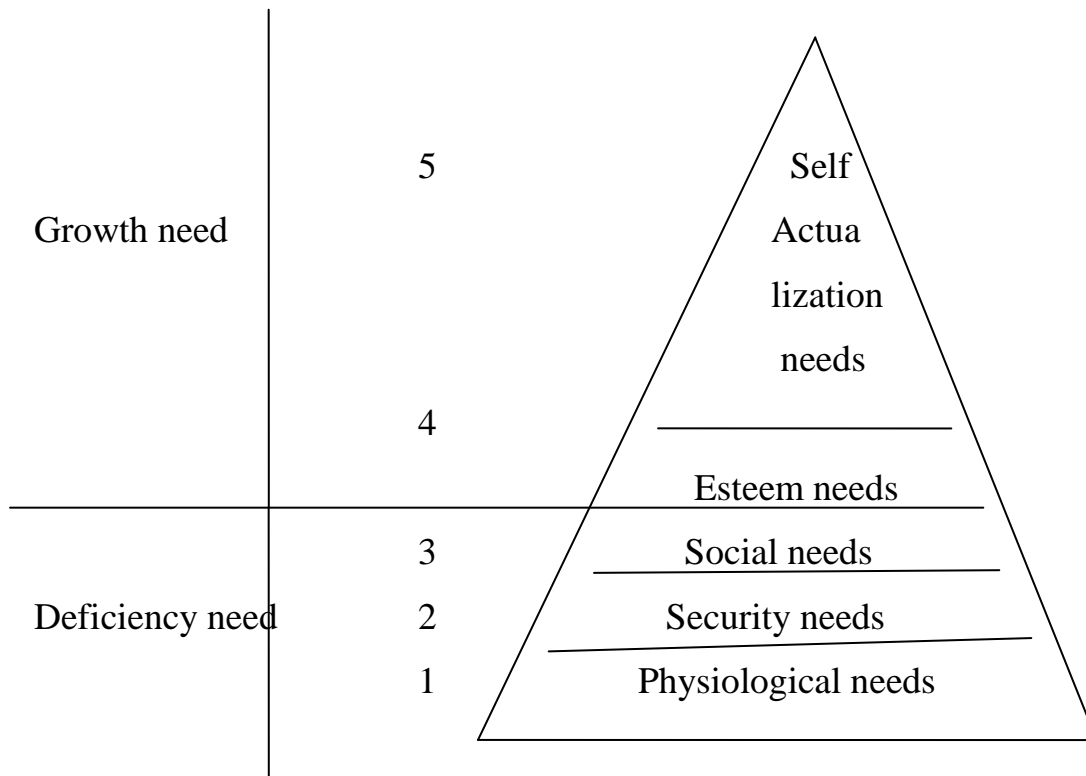
In every business world, (i.e. an organization) an understanding of the method of motivating people is very significant and crucial in achievement of organizational objectives. Human motivation studies aim, in essence, to discover what it is that triggers and sustains human behavior.

The force of motivation is a dynamic force getting a person into motion or action. The word motivation is derived from ‘motive’ which is defined as an active form of a desire, craving or need which must be satisfied. A working definition of motivation is as follows:- “Motivation is the term used to describe those processes, both instinctive and rational, by which people seek to satisfy the basic derives, perceived needs and personal goals, which trigger human behavior”. (Cole, 2005, P.30).

Motivation cannot be discussed without giving credence to psychologist Abraham Maslow, Behavioral scientist Hertzberg, McClelland and their likes. For the purpose of this research, the researcher centers on Abraham Maslow’s theory which is probably the most widely used theory of motivation in organizations.

Abraham Maslow suggested that people have a complex set of exceptionally strong needs and the behavior of individuals at a particular moment is usually determined by their strongest need. He developed his model of human motivation in 1943, based upon his own clinical experience and formulated his theory of hierarchical needs by asking the same questions, what is it that makes people behave the way they do?" and made a list of answers from which he developed a pattern. His theory is based upon two assumptions. First that human beings have many needs that are difficult in nature ranging from the biological needs at the upper extreme which is the level of growth. Second that these needs occur in an order of hierarchy so that lower level needs must be satisfied before higher level needs arise or become motivators.

This model of hierarchical needs explains human behavior in a more dynamic and realistic manner and is primarily based upon peoples inner states as a basis for motivation and the environmental conditions do not play any significant role. Maslow postulates five basic needs arranged in successive levels. These needs continue to change resulting in change in goals and activities. These five needs are arranged in the form as shown below:



Source: Organizational Behavior

The first three level needs at the bottom are known as “deficiency” needs, because they must be satisfied in order to ensure the individual’s very existence and security and make him fundamentally comfortable. The top two sets of needs are termed “growth” needs because they are concerned with personal growth, development and realization of one’s potential.

The needs are explained in detail as follows:

**a. Physiological needs:**

The physiological needs form the foundation of the hierarchy and tend to have the highest strength in terms of motivation. These are primary needs arising out of physiological or biological tension and they are there to sustain life itself and include the basic needs for food, water, shelter and sex. Once these basic needs are satisfied to the

degree needed for the sufficient and comfortable operation of the body, then the other levels of needs become important and start acting as motivators.

**b. Love and Social needs:**

After the needs of the body and security are satisfied, then a sense of belonging and acceptance becomes prominent in motivating behavior. These needs include the needs for love, friendship, affection and social interaction. We look for an environment where we are understood, respected and wanted. “Love thy neighbor” has perhaps a profound meaning.

**d. Esteem needs:**

This need for esteem is to attain recognition from others which would induce a feeling of self-worth and self-confidence in the individual. It is an urge for achievement, prestige, status and power. Self-respect is the internal recognition. The respect from others is the external recognition and an appreciation of one’s individuality as well as his contribution. This would result in self confidence, independence, status, reputation and prestige.

**e. Self-actualization needs:**

This last need is the need to develop fully and to realize one’s capacities and potentials to the fullest extent possible, whatever these capacities and potentials may be. This is the highest level of need in Maslow’s hierarchy and is activated as a motivator when all other needs have been reasonably fulfilled. At this level, the person seeks challenging work assignments that allow for creativity and opportunities for personal growth and advancement.

Maslow’s theory made management aware that people are motivated by a wide variety of needs and that management must provide an opportunity for the employees to satisfy these needs through creating a physical and conceptual work environment, so that people will be motivated to do their best to achieve organizational objectives.

The first level needs in the hierarchy, the physiological needs can be satisfied through such organizational efforts and incentives as adequate wages, and salaries, acceptable working conditions, work environment in terms of lighting, ventilation, rooms working space, bonuses and other fringe benefits.

The second level needs of safety and security can be satisfied through management's initiative to provide life insurance, medical insurance, job security, cost of living increments, pension plans etc.

The third level needs of love and affiliation become motivators; the management can satisfy these needs by providing opportunities for employees to interact socially e.g. lunch break; by creating team spirit/work groups.

The fourth level needs of self esteem involve a feeling of satisfaction and achievement and recognition for such achievement. The management can satisfy these needs by designing more challenging tasks and observe employee performance, give recognition and encouragement for performance.

The fifth and top-level need of self-actualization long for growth and creativity and the management can satisfy the needs by giving employee the freedom of expression, developing creativity.

Maslow believed that from the point of organizational behavior the management should strive to create an organizational climate which motivates employees at all levels of organizational hierarchy (Chander 2003). From the analysis of Maslow's theory it could therefore be simply put that motivation plays a great role in worker's performance which enhances productivity and achievement of organizational objectives. It is obvious that the achievement of organizational objectives depends so much on human elements present in the organization, their composition, readiness to put in their optimum.

From the researcher's interaction with workers in the authority both the senior and junior cadre, their responses as to how well they can be motivated centers on motivating

factors such as, payment of salaries/wages, claims, allowances, promotion, training and working condition.

### **2.5.1 Employee Training/Development:**

Training according to (Cole 2005) usually implies preparation for an occupation or for specific skills; it is narrower in conception than either education or development; it is job oriented rather than personal. While development usually suggest a broader view of knowledge and skills acquisition than training; it is concerned more with employee potential than with immediate skill, it sees employees as adaptable resources.

There have been various literatures on training and and development all over the world. Most of these writings emphasized on the needs and strategies to be employed to meet the corporate objectives of organizations. Training involves helping an individual to carry out satisfactorily, the work required in his present job (Gbadebo, 2004).

Duronoju (2005) observes that specific occasions for training arise when employees are transferred or promoted or when job change and new skills must be acquired perhaps because of change introduced by advancing technology and automation. Simply, management or development suggests methods designed to improve effectiveness of employees in their present position and to prepare them for responsibilities when they are promoted.

Vihe (2005), agrees that in-service training had been very helpful and encourage innovation in respective fields. It provided the skill to improve both the quality of the educational programs and teaching competence. Also, the staff development programs had updated their knowledge.

The objectives of training is to develop the potential talents of employees in the organization, to ensure that suitable men and women are available to take over when

others are promoted, retire or leave to also enable the organization to cope with expansion and change.

The types of training can be induction, where a new employee is adequately introduced to the job and the organization within which he will reform it. It may be vestibule where the employee is taken away from the job he will do and putting him where he has similar machines or situation to work with so that under instruction from a specialist trainer, he can familiarize himself with the work and develop his learning at virtually his own pace. Another method of training is on-the-job where a supervisor instructs and attempts to show the individual employee how to carry out the particular job he is engaged to do.

Advancement training is another training method for the movement or promotion of the employee from one position to a higher one within the organizational hierarchy. The need for training programmes in an organization is paramount.

### **2.5.2 Reward**

Research has shown that the attractiveness of a reward depends on atleast two determinants.

1. How much of it is being offered.
2. How much the individual values the particular type of reward being offered.

The more an individual values the type of reward and the more of it that is offered, the more motivational potential there is. Motivational and satisfaction are at the same time both complicated and simple because of the enormous individual differences that exist and the complexities of human beings. They are simple in that there are some key truths to guide that can be used to guide the design of effective organization when it comes to treating people right, thus:

- (a) Rewards must be important to be motivators.
- (b) Individuals differs to the relative importance they attach to rewards.
- (c) People value both extrinsic and intrinsic rewards

- (d) People may not know how important something is to them until they have experienced it.
- (e) People are motivated to perform when they believe they can obtain reward they value by performing well.
- (f) Job satisfaction is determined by how the reward individuals receive compare to what they feel they should receive and how the reward are distributed.
- (g) Satisfied employees are unlikely to quit and be absent from their work place.

The Human resources management nowadays are affected by pressure extended by globalization, factors such as heightened competition, rapid changes in technology and in the increasing emphasis of skills, gives room for incentive and rewards to retain highly skilled personnel rather than losing them to other competitors. Incentives and rewards refer to payments of salaries/wages, entitlements, bonuses, which all are inducement given in exchange for a job properly done (Susan, 2000).

Vroom's expectancy model explains the rewards factor. It believes that motivation is determined by the nature of the reward people expect to get as a result of their job performance. The underlying assumption is that a man is a natural being and will try to maximize his perceived value of such rewards. People are highly motivated if they believe that a certain type of behavior will lead to a certain type of outcome and their extent of preference for that type of outcome (Chadan, 2003).

**Expectancy:**

This is a person's perception of the likelihood that a particular outcome will result from a particular behavior or action. This likelihood is probabilistic in nature and describes the relationship between an act and its outcome. For example, if a student works hard during the semester, he will expect to do well in the final examination. It is not 100% definite that he will indeed do well in the examination. There is some probability attached to this outcome. Similarly, if a person works hard, he may expect to perform better and increase productivity? For example, a worker works hard and is absolutely certain

(expectancy =1.0) that he can produce an average 15 units of a day and 60% certain (expectancy =0.6) that he can produce a high of 20 units per day. This expectation of outcome is known as “first level” outcome.

### **Instrumentality**

This factor relates to a person’s belief and expectation that his performance will lead to a particular desired reward. It is the degree of association of first level outcome of a particular effort to the second level outcome – which is the ultimate reward. For example, working hard may lead to better performance – which is the first level outcome, and it may result in a reward such as salary increase or promotion or both – which is the second level outcome. If a person believes that his high performance will not be recognized or lead to expected and desired rewards, he will not be motivated to work hard for better output. Similarly, a professor may work hard to improve upon his techniques of teaching and communication (first level outcome) in order to get promotion and tenure (second level outcome). Accordingly instrumentality is the performance – reward relationship.

### **Valence**

Valence is the value a person assigns to his desired reward. He may not be willing to work hard to improve performance if the reward for such improved performance is not what he desires. It is not the actual value of the reward but the perceptual value of the reward in the mind of the worker that is important. A person may be motivated to work hard not to get pay raise but to get recognition and status. Another person may more interested in job security than status.

Accordingly, according to this model of motivation, the person’s level of effort (motivation) depends upon:

- Expectancy: A worker must be confident that his efforts will result in better productive it and that he has the ability to perform the task well.

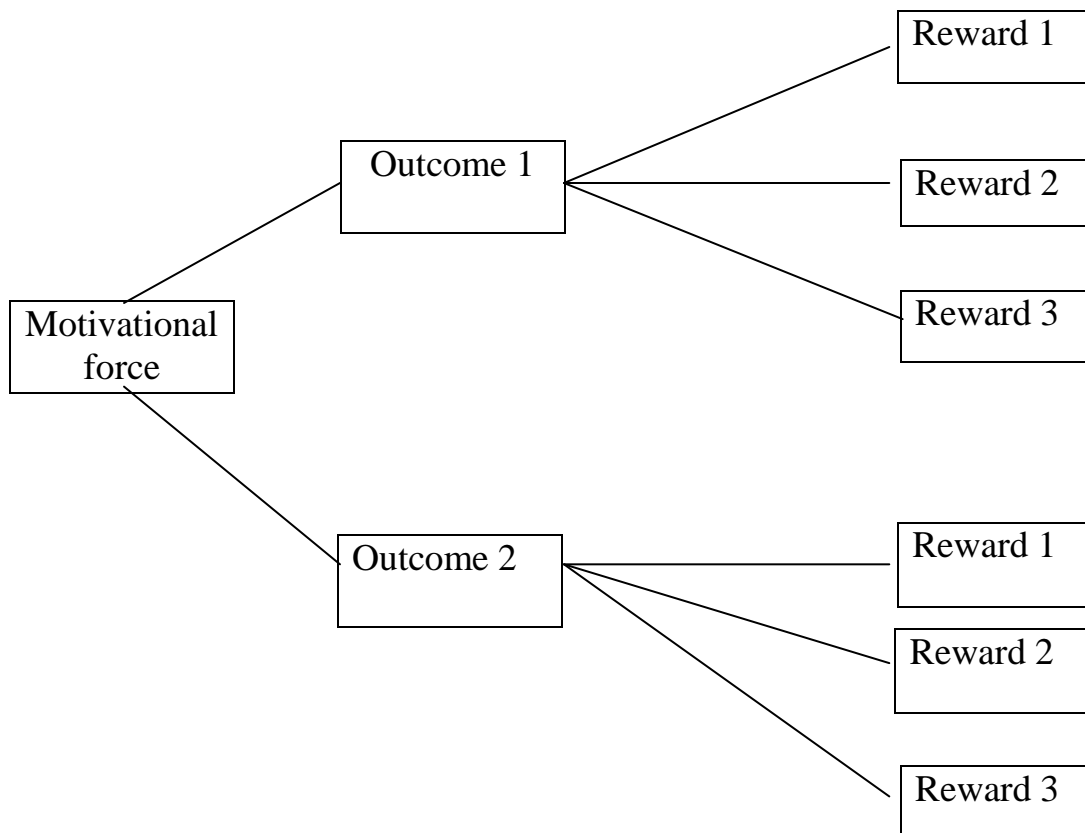
- Instrumentality: The worker must be confident that such high performance will be instrumental in getting desired rewards.
- Valence: The worker must value these rewards as desired and satisfactory.

Hence motivation is related to all these three factors as:

$$\text{Motivational Force (M)} = \text{Expectancy (E)} \times \text{Instrumentality (I)} \times \text{Valence (V)} \text{ Or } M = (E \times I \times V).$$

As the relationship suggests, the motivational force will be the highest when expectancy, instrumentality and valence are all high and the motivational value is greatly reduced when any one or more of expectancy, instrumentality or valence approaches the value of zero.

The Vroom model can be graphically depicted as follows:



Source: Organizational Behaviour

The management must recognize and determine the situation as it exists and take steps to improve upon these three factors of expectancy, instrumentality and valence for the purpose of behavioural modification so that these here elements achieve the highest value individually. For example, if a worker exhibits a poorly motivated behavior, it could be due to:

- Low effort performance expectancy: The worker may lack the necessary skills and training in order to believe that his extra efforts will lead to better performance. The management could provide opportunities for training to improve skills in order to improve the relationship between effort and performance.
- Low performance-reward instrumentality relationship: The worker may believe that similar performance does not lead to similar rewards. The reward policy may be inconsistent and may depend upon factors other than simply the performance which the worker may not be aware of or may not consider fair. For example, a professor may do research and have professional articles published in order to get a promotion and may find out later that more weight was given to community service rather than research at the time for promotion. Accordingly, the performance appraisal methods and the associated performance rewards may not be equitable. Management must re-evaluate the appraisal techniques and formulate policies that strengthen performance – reward relationship as consistent, fair and equitable.
- Low reward-valence. Since the managers may look at the value of a reward differently than the worker, the management must investigate the desirability of the rewards which are given on the basis of performance. While monetary benefits may be more desirable for some workers, the need to be formally appreciated may be more valuable rewards for others for similar task oriented activities. The Vroom's model tries to explain as to all available alternatives and why a person would be better motivated toward achievement of certain goals as compared to some other goals. Accordingly, managers must understand and analyse the preferences of particular subordinates in order to design

“individualized motivational packages” to meet their needs, keeping in mind that all such packages should be perceived generally fair by all concerned parties.

### **2.5.2.1 Wages**

The assumption that fairness is important in social interaction is well known from sociological theory. That an individual will try to establish a balance between input and outcomes in social interaction is known from equity theory’ (Adams, 2008). “In a seminal work Labour contracts as partial Gift Exchange” (Akerlof, 2008) argued that wages could be intercepted as part of a gift exchange in which the Akerlof and Yellen (1990) developed the idea further to a fair wage effort hypothesis. According to this, employees have a conception of a fair wage; if the wages are less than the fair wage, the effort is also less than it would be if it was fair.

### **2.5.2.2 Fringe Benefits:**

A fringe benefit is a ‘payment’ to an employee, but in a different form to salary or wages. Fringe benefits are compensations made to an employee beyond the regular benefit of being paid for their work. Some fringe benefits are fairly standard, such as offering a few days off sick time or paid vacation time for instance, the introduction of National Health Insurance Scheme (NHIS) by the Federal Government offers employees part payment of their medical bills is a typical example of fringe benefit in Upper Benue. This is no doubt a motivator as it contributes to the well being of workers// other firms of fringe benefits are to allow an employee to use an official vehicle for private purpose, give an employee a loan, reimbursement of expenses incurred by employee etc.

In motivating Upper Benue workers there can be various training programs e.g. seminars, workshops etc to help an employee on his/her strength and overcome his/her weakness and accept responsibility for self development. Strengthening employee motivation by effective selecting, salary, growth, promotion becomes vital part of management package. Having considered different motivational theories, this research has come to conclusion that there is no single theory of motivation that is “true” than the other.

Authors have rather base their arguments on particular situation or aspect, which they have studied and which may not be applicable in all situations. However, the understanding of human motivation is very important because it gives an insight to what employee expect from their work places and to make them create right environment that will meet individual motivational needs.

It could therefore, be simply put that the role motivational tools plays in a workers performance to embrace productivity and organizational objectives cannot be over emphasized. The human resources more than any other resources is one that make things possible. The achievement of organizational objectives depends so much on human elements present in the organization, their composition, motivation and readiness to put in their optimum.

Motivational tools if properly used in managing Upper Benue workers and even a Nigerian worker, will appreciate efforts of his/her employers and will return put in their best performance towards the realization of the organizational goals.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 RESEARCH DESIGN**

The research design adopted is a descriptive one; a case study of motivational tool in Upper Benue River Basin Development Authority, Yola. The choice of the design was borne out of its suitability in investigating contemporary issues such as the one in focus.

#### **3.2 POPULATION OF THE STUDY**

The population of the study was the workers of Upper Benue River Basin Development Authority, Yola. The staff is categorized into senior and junior cadres. Officers on grade level 01-06 are the junior staff while those from GL.07 and above are the senior staff.

The organization also has staff that are called “Daily Rated” and casual labourers. Such staff have no salary scale; they are being paid wages out of the Authority’s monthly running cost.

#### **3.3 SAMPLES OF THE STUDY**

The sample population is a portion of the population selected for the study. In this research, the sample to be studied shall be 60 staff members of Upper Benue River Basin Development Authority selected randomly from the 268 staff members representing 22.4% of the population.

#### **3.4 SAMPLING TECHNIQUE**

Simple random sampling is the sampling technique to be used in this research. Names of staff members in Upper Benue River Basin Development Authority shall be written on small pieces of paper. The papers will be rolled into balls and put into a bag. After thorough shaking, a paper ball will be picked one at a time. This act continues until

60 balls of papers are picked. This is to ensure that each name has equal chance of being picked.

### **3.5 METHOD OF DATA COLLECTION**

The primary and secondary sources of data were used for this research work.

#### **A. Primary Data**

These are data directly collected from the staff as first hand information.

#### **B. Secondary Data**

These are information collected from the Authority' Library and some executive summary, relevant files and documents of the Authority. This also refers to the data collected from textbooks, papers, and websites.

### **3.6 INSTRUMENTS OF DATA COLLECTION**

#### **A. Personal Interview**

The researcher conducted interview with the staff of Upper Benue River Basin Development Authority. On the questionnaires earlier distributed.

#### **B. Administration of Questionnaires**

The (26) questionnaires distributed are in two (2) categories. The open ended questions, 'Yes' or 'No' and the multiple choice questions.

The open ended questions give the respondent the freedom to choose, detail or length of their answer. While the 'Yes' or 'No' question provided the respondents with two options only.

On the other hand, the multiple choice questions provided respondents multiple answers to the question. They go along way to control the line of thought of the respondent and to ensure that the question was not misinterpreted. However, the major reason for meeting face to face with the staff of the authority is to obtain a greater percentage return of the completed questionnaires.

### **3.7 VALIDATION OF INSTRUMENTS**

The instrument being questionnaire, was administered to 2 persons who are authority in the field of management, the researcher was able to arrive at the validity of the instrument as if affect the entire study.

### **3.8 METHODS OF DATA ANALYSIS**

The questionnaires were designed so as to facilitate analysis. The tools used in tabulating the responses to the questionnaires are percentages method. This is gotten by tabulating the responses from sixty questionnaires received and, converting into percentage by placing the frequency of the observed responses over the total number of responses and multiplying by one hundred over one.

$$\frac{R \times 100}{1 \quad TR}$$

Where R – Response

TR – Total number of responses

The data to be collected in this study shall be analysed using frequency tables and percentages.

## CHAPTER FOUR

### 4.1 DATA PRESENTATION

In this chapter, the researcher will attempt to analyse the data collected through the use of questionnaire, personal interview and bring out findings.

**Table 1:1** Questionnaires administered and collected.

<b>Variations</b>	<b>No of responses</b>	<b>Percentage</b>
Total number	60	100%
Administered	45	75%
Number of questionnaire not returned	15	25%

Source: Field study 2008

### 4.2 DATA ANALYSIS

The data for research was collected from forty five staff of Upper Benue River Basin Development Authority. This sample represent about 16.8% of the entire staff population of the Authority.

Sixty (60) questionnaires were distributed to the workers forty five were returned giving a response rate of 75%. The table below represents the summary of the questionnaire administered and collected.

**Table 1:** State the department you belong to.

<b>Department</b>	<b>No of Respondents</b>	<b>Percentage</b>
Finanace and Admin	33	73.3%
Operations	12	26.7%
Total	45	100%

Source: Field survey 2008

The Authority has two departments. The questionnaires were distributed in all the departments. The distribution was based on a simple random sampling technique. The table below shows the number of respondents in each department.

The 33 staff members that responded were from the Finance and Admin Department. 73.3% while 12 staff members represent 26.7% were from the Operations Department.

**Table 1:3** Sex of respondents.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Male	35	78%
Female	10	22%
Total	45	100%

Source: Field survey 2008

From the questionnaire administered 78% were male while 22% were females staff. Even though the questionnaire were randomly distributed, one can deduce that there are more male staff to female.

**Table 1:4** Age of respondents.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
18-25 years	3	7%
26-34 years	27	60%
35 and above	15	33%

Source: Field survey 2008

60% of the respondents are within 26-34 years range, 35 and above was 33% while 7% were of 18-25 years range. Based on this, it is no doubt that there is maturity even in there expression.

**Table 1:5** Category of staff.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Senior staff	28	62%
Junior staff	17	38%
Total	45	100%

Source: Field survey 2008

The highest response of 62% came from senior staff while 38% were junior staff.

**Table 1:6** Years of Service.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
1-5 years	2	5%
6-10 years	18	40%
11-15 years	20	44%
16 – above	5	11%

Source: Field survey 2008

From all indication, many staff have served long but 44% of them have put in 15 years of service. 40% 6-10 years of service, 5% maximum of 5 years while 11% have more than 16 years.

**Table 1:7** State whether you enjoy working with the Authority.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Enjoy	39	87%
Do not Enjoy	6	13%
Total	45	100%

Source: Field survey 2008

87% of staff expressed satisfaction with the Authority while 13% were dissatisfied.

**Table 1:8** Staff if motivation is vital and important tool.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Important	42	93%
Unimportant	3	7%
Total	45	100%

Source: Field survey 2008

From above table 93% were of the opinion that motivation is vital and important while 7% said it is not.

**Table 1:9** Conditions that will motivate workers.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Pay rise	3	7%
Prompt payment of salary	10	22%
Reward/recognition	10	22%
Promotion	22	49%
Total	45	100%

Source: Field survey 2008

49% attested that promotion motivates them more than anything while 22% said prompt payment of salary and reward only. 3% opted for pay rise.

**Table 1:10** The best criteria to appraise workers.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Performance	30	67%
Punctuality	3	7%
Training	10	22%
Seminar/workshop	2	4%

Source: Field survey 2008

The table showed that 67% went for performance as the best criteria to appraise staff.

**Table 1:11** Productivity of a motivated workers

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
High	30	67%
Low	3	7%
Average	12	26%
None of the above	0	0%
Total	45	100%

Source: Field survey 2008

67% agreed that motivated workers productivity is high while 26% said average. 7% said low.

**Table 1:12** State whether workers are motivated by the same thing?

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Agree	10	22%
Disagree	35	78%
Total	45	100%

Source: Field survey 2008

78% of the respondent said no while 22% said Yes. It is obvious because of individual difference that what motivates a particular workers may not motivate another.

**Table 1:13** Provision of welfare facilities.

<b>Opinion</b>	<b>Responses</b>	<b>Percentage</b>
Satisfactory	45	100%
Unsatisfactory	0	0%
Total	45	100%

Source: Field survey 2008

All the respondents agreed that the welfare facilities are quite good.

**Table 1:14** Motivational measures yield.

<b>Opinion</b>	<b>Responses</b>	<b>Percentage</b>
Agreed	38	84%
Disagree	7	16%
Total	45	100%

Source: Field survey 2008

Based on the responses 84% agreed that motivational measures is yielding tremendous result while 16% indicate otherwise.

**Table 1:15** State if your potential fully utilized.

<b>Opinion</b>	<b>Responses</b>	<b>Percentage</b>
Fully	36	80%
Not fully	9	20%
Total	45	100%

Source: Field survey 2008

From the questionnaire collected 80% agreed that their potentials is being fully utilized while 20% agreed otherwise.

**Table 1:16** Working relationship with Management.

<b>Variable</b>	<b>Responses</b>	<b>Percentage</b>
Good	40	89%
Female	5	11%
Total	45	100%

Source: Field survey 2008

89% affirmed the working relationship between the Management and staff is good and this enables achievements of objectives while 11% agreed it is satisfactory.

#### **4.2.1 PERSONAL INTERVIEW**

Many that were interviewed personally did not differ in their views with those that were given questionnaires. They voiced out their grievances unequivocally on delay in payment of salaries and non payment of allowances and called upon the management to be very considerate because most of them have children in schools and they must pay their wards school fees without excuses.

#### **4.3 FINDINGS**

The findings drawn from the analysis indicates that the Authority is doing a very good work in the aspect of motivating its workers through good working conditions, promotion, good relationship, training etc. the questionnaires collected shows that the criteria being adopted by the Authority for motivating workers is felt by almost every workers in the Authority through one way or the other.

70% were of the interview that management could motivate workers by

1. Recognition
2. Reward system
3. Training
4. Improve general condition of service.

At these would go a long way to improve performance of workers. As for managerial leadership that will motivate workers 890% subscribed to the fact that

participative or democratic leadership suffices that is, workers should be allowed to express their own views, in fact, this creates an avenue where workers use their initiative. The respondents feel if given the opportunity their hidden talents or capabilities can be seen and the leadership will accord them recognition and even reward excellence.

On the issue of motivation on performance 90% of workers agreed that motivation will really enhance their performance. In fact, one of the respondents described motivation as the “oil” that lubricates an engine to keep it working!

On the effect of promotion and other incentives on workers motivation, the respondents opined that promotion is a morale booster it makes them to put in their very best and keep them in the service and will increase productivity of the workers and the organization as a whole. But some respondents frowned at stagnation on a particular rank which can be demoralizing.

#### **4.4 FINDINGS ON RESEARCH QUESTIONS**

The findings drawn as a result of the research questions earlier stated are as follows:

- (a) What are the strategies that can be put in place to boost workers productivity?
  - (i) Regular/prompt payment of salary
  - (ii) Regular promotion of staff
  - (iii) In-service training
  - (iv) Payment of allowances
  - (v) Provision of accommodation
  - (vi) Recognition of workers outstanding performance
- (b) How has the management considered the welfare of workers? 80% opined that the management of the Authority’s ability to provide 10 hours of electricity supply daily, and provision of portable drinking water, provision of staff clinic, canteen amongst others showed their concern about the welfare of the staff,.
- (c) What is the relationship between motivation and productivity in the organization?

On the relationship between motivation and productivity majority of the workers. Interviewer agreed that motivation brings about satisfaction which enhances productivity.

(d) How does an incentive influence employees?

Many workers were of the view that it is natural for any man who receives encouragement, commendation or is rewarded to give his best in his performance. So incentive brings the best in every worker.

(e) Does the management reward outstanding performance?

90% of the respondents express total dissatisfaction on the management lukewarm attitude on rewarding outstanding performance and called on the management of the Authority to reconsider its stand on the matter and reward staff when he/she performed creditably as this will boost morale and enhance performance. In fact, one of the respondent described 'reward' as the "oil" that lubricate the engine to keep it working"!

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 SUMMARY**

This research was to examine the influence of motivational tools among workers in Upper Benue River Basin Development Authority. The research was divided into five chapters with each chapter dealing with particular related issue to the topic under consideration.

The first is the introductory aspect. The importance of human element in the achievement are expected to put in their best towards the realization of the organizational goals and objectives while the organization on the other hand should adequately compensate the employee through motivation to boost their morale thereby enhancing productivity.

The next dealt with review of related previous literature on motivation. These included the work of Maslow, Victor Vroom and others. The main theory analyzed was Maslow's hierarchy theory which comprises of needs which are arranged in a hierarchy, the first three level needs being the deficiency needs because they must be satisfied in order to ensure the individuals very existence and security and make him fundamentally comfortable. While the top two sets of needs are termed 'growth' needs because they are concerned with personal growth, development and realization of one's potential. The theory is built on the premise that people have a need to grow and develop. This assumption may be true for some employers but not to others.

On the other hand, Vroom bases his theory on three concepts – expectancy, valence and instrumentality. Expectancy refers to the belief that motivation is determined by the nature of the reward people expect to get as a result of their job performance. The underlying assumption is that a man is a rational being and will try to maximize his received value of such rewards.

The management must recognize and determine the situations it exists and take steps to improve upon these three factors of expectancy, instrumentality and valence for the purpose of identifying good behavior that deserves reward.

Chapter three dwells on the research methodology; sources of data collection, population, sample, sampling technique and method of data collection and analysis were also stated.

The data presentation and analysis, simple table of frequency and percentage distribution was used to present the data. The majority opinion was used for percentage determination as to the result of the findings. Some of the findings such as training/development, promotion, increase pay/wages, reward were among the factors identified as motivational tools in Upper Benue.

## **5.2 CONCLUSION**

It is a well known fact that organizations which do not motivate its workers will always be confronted with a lot of problems. These problems may include absenteeism, falsification of claims, vandalization, strikes etc. the need to motivate workers cannot be compromised because it enhances performance of workers which eventually leads to attainment of the organization goals and objectives. Thus, the organization policies should enshrine tools for rewarding the employees in accordance with their contribution, skill and competence. Factors such as stagnation of levels, erratic promotion policy, lack of accommodation and welfare services amongst others affects the workers morale adversely Upper Benue River Basin Development Authority may not be an exception.

Some staff members complained of non payment of allowance, lack of in-service training. In a situation where a worker is advised to go on training with pay, becomes tasking, because of the family demands and school demands all on the stipend 'take home pay' which does not always take the worker home. The management should be considerate.

Conclusively, some aspect of motivation techniques seems to be lacking in Upper Benue which contributed to dissatisfaction in performance of some workers. Most of the policies and practices of the organization are not geared towards motivating workers for effective performance. The organization satisfies what Maslow referred to as ‘deficiency’ needs leaving out the ‘growth’ needs. The management must bear in mind that a man is a rational being and will try to maximize his perceived value. Motivation therefore is, is a complex matter. To understand or assume what motivates or does not motivate an individual is very difficult. The management Upper Benue as a matter of importance needs to be aware of the above facts and should therefore, take account of their own efforts to understand the fact that management of people is necessary because of their complexity, psychological processes and un-predictability of their behavior.

The management of Upper Benue should note that the degree of satisfaction obtained by individuals depends largely upon their own needs and expectations and the working environment. In conclusion, the Authority can boost the morale of workers by payment of all allowances, sponsorship for in-service training another fringe benefit.

### **5.3 RECOMMENDATIONS**

Based on the findings of this study, the researcher would like to put forward the following recommendations, which if ;the management of Upper Benue will implement/adopt would go along way in helping the organization to boost staff morale. This would also motivate them to put in their best to achieve the goals and objectives of Upper Benue River Basin Development Authority.

- (i) Since allowances, wages/payment is one of the serious causes of dissatisfaction amongst workers, management should resume prompt payment of allowances and other incentives.
- (ii) The good relationship between workers and management should be maintained as this would ensure transparency.

- (iii) The management must ensure that workers are promoted and rewarded when due to enhance exceptional performance and healthy atmosphere.
- (iv) Workers should also be allowed to be partakers in decision making especially as it affects their job.
- (v) Training and development should be seen by management of Upper Benue as a priority which is very important and essential tool in improving performance/productivity.
- (vi) The management of Upper Benue should also maintain free flow of information/communication with its staff. Let the staff know what is going on. This, if allowed and practiced, promotes and encourages conclusive working atmosphere.
- (vii) Since perception of individuals differs, management should observe workers level of their status. This becomes necessary because what

## REFERENCES

- Adams J.S (2008). International review of Administrative Sciences. Vol. 74 No.1, March, 2008. Pg 84
- Akerlof and Yellen (1990). *International Review of Administrative Sciences*. Vol. 74, No. 1, March, 2008. Pg 84
- Chandan J.S (2003). *Organisational Behaviour*. Newdelhi, Vikas Publishing House PVT Ltd.
- Cole, G.A (2005). Oganisational Behaviour, New York Maper and Broker Publishers. 5<sup>th</sup> edition. Pg.184
- Cole, G.A (2005). Management Theory and Practice. 6<sup>th</sup> edition, London, Thomson Learnings Publishers.
- Durowaju, K.A (2005). International Journal for Labour and Organisational Psychology, Vol. 1No. 1&2, 2007. Pg. 6
- Edward, E. Lawler III (2007) Treat people right Sanfransisco, Jossey\_ Bass Publishers
- Gbadebo, M.O. (2004). International Journal of Labour and Organisational Psychology, Vol.1 No 1&2, 2007. Pg.6
- Sheldon. O. (2003). *Organisational Behaviour*..Vikas publishing house PVT Ltd. New Delhi. Pp.365
- Susan, M.H. (2000) About.com Guide to Human Resource Journal.  
[http://humanresourcesabout.com/od/Management leadership/u/management-people.html](http://humanresourcesabout.com/od/Management%20leadership/u/management-people.html)downloaded on 1/10/2006.

## **SAMPLE QUESTIONNAIRE**

The study of motivational tools: A case study of Upper Benue River Basin Development Authority, Yola.

I am a postgraduate Diploma student of Department of Management Technology, Federal University of Technology, Yola conducting a research on the above mentioned topic.

The research is purely for Academic purpose. I therefore solicit for your kind co-operation while assuring you that all information supplies would be treated strictly as confidential

Thank you for your anticipated co-operation, please.

Yours faithfully,

**Henrietta P. Zaro (Mrs)**  
**Researcher**

## QUESTIONNAIRE

Please tick the appropriate column or give a Brief answer where necessary or applicable.

1. Name of Establishment  
/ Department .....
2. Sex: Male ( ) Female ( )
3. Age: (a) 18 – 25 years  
(b) 26 - 34 years  
(c) 35 years and above
4. What category of staff do you belong to?  
(a) Senior Staff ( )  
(b) Junior Staff ( )
5. How long have you been working for the Authority?  
( a) 1-5 years (b) 6 – 10 years (c) 11 – 15 years (d) 16 years and above.
6. (a) Do you enjoy working for the Authority? YES ( ) NO ( )
7. Is motivation important and vital to workers (employee)?  
YES ( ) NO ( )
8. What are the conditions that would motivate you and increase / enhance your productivity?  
(a) Pay rise (b) Prompt payment of salary (c) Reward/ Recommendation  
(d) Promotion
9. Which criteria do you think is the best in appraising workers?  
(a) Performance (b) Punctuality (c) Training (d) Seminars/ workshops
10. How would the productivity level of a motivated worker likely be?  
(a) High (b) Low (c) Average (d) None of the above

11. Are all the workers motivated by the same thing? YES ( ) NO ( )

12. Do all workers feel empowered? YES ( ) NO ( )