

# MOTIVATION AND PRODUCTIVITY IN THE NIGERIAN WORKPLACE

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## **Abstract**

This paper is an investigative work carried out to examine the type of motivational theories and strategies to be applied on workers which may lead to high productivity. Maslow's theory of hierarchy of needs as well as McGregor's Theory x and y were used as models. Primary data was collected, using the instrument of questionnaire which were distributed to 120 (36 academic and 84 non academic) selected staff. Out of 178 academic staff 36 representing 20% were selected while 84 representing 20% were selected from the total number of 427 non academic staff. It is concluded in this paper that the principal factor to ensuring better productivity of the Nigerian worker is that of satisfaction at work. These may include: fair reward systems, good working environment, good welfare packages such as housing and access, to health facilities as well as recreational activities. Some of the recommendations include: employers should understand what motivate his workers, let them part-take in decision making, excess control or supervision be lessened and they should be given recognition where necessary.

## **Introduction**

One of the biggest challenges being faced by entrepreneurs, managers, leaders, and organizations be it business or educational is getting workers to do what they need to do in order to achieve the organization's goals and objectives. Owing to the complexity of human behaviour and the dynamics of organizational circumstances, some organizations may involve in application or poor or inappropriate motivational strategies, thereby jeopardizing the chances of the organizations from realizing their set goals and objectives. Another reason may be that, the reward system may be inappropriate. Another reason why an organization may not achieve its goals and objectives may be that the management is unable to study well the workers behavioural patterns to which appropriate motivation may be applied.

The peculiarity of the Nigerian situation cannot be overemphasized. There is a general feeling of workers' low productivity in both public and private sectors of the economy. Attitude to work is said to be poor if there exists continuous demand for wage increase, better conditions of service and general workers' welfare. Workers are at loggerhead with their management over one grievance or the other. Valuable man-hours or work periods are lost over some disputes. There exist one hostile economic policies (for example, retrenchments) that have continued to jeopardize the well being of the Nigerian workers rather than policies and aspiration that may be beneficial to them.

All these issues are injurious to high productivity in both the public and private sectors. Labour or human resources, according to Abraham (2003) constitutes the prime mover in the production and development process. Basically, other factors of production, i.e. capital, land, technology etc. are characteristically passive in nature and must be effectively organized into productive process. Therefore, it is a fact that the organization's functions and activities take place through the energies, skills, knowledge and attitudes of human resource. This is an inescapable role being played by the human resources in production process.

What level of motivation do the Nigerian workers needs? The answer would probably be given as "employee satisfaction." Robbins (1981) viewed motivation as the "willingness to exert high levels of efforts towards organizational goal; conditioned by the ability to satisfy some individual needs." Thus, motivation is concerned with efforts, organizational goals and needs of both staff and organization. According to Robbins (1981), "employee satisfaction is difficult to measure because it may be fulfillment of apathy".

As earlier stated, employee or human resource is a prime mover of production, so, management may have to study and understand the dynamics surrounding the behaviour of workers in organizations to facilitate their optimal usage, performance and productivity. Inevitably, these

behavioural patterns and dynamics would revolve around employer-employee expectation and relationships between the employer and employee. The employer is particularly concerned about productivity. Robbins (1998) also described productivity as transferring inputs into outputs at the lowest cost. This implies the effective and efficient use of resources, both human and material. How then does an organization get its deserved performance or productivity? Some suggested ways according to Abraham (2003) include “Inducing, encouraging and giving of responsibilities to employees”. These no doubt may influence productivity. If the management continually reviews and adopts these strategies, it may be able to manage employees properly, obtaining optimum outputs, while at the same time, creating harmonious industrial relations.

Late or non-implementation of policies (especially on reward) is causing a lot of problems to the Nigerian worker. Very often programmes are drawn and approved which are rarely implemented. This has affected also the Federal Polytechnic, Mubi not only in the area of monetization of fringe benefits approved for Federal workers, but also on other welfare issues. For example, there is misplacement of skill labour especially in offices that attract some benefits which places the staff at a disadvantage thereby making him not to put in his best consequently, leading to absenteeism and aggression amongst the staff. The location of the institution also place the workers at disadvantage; it lacks motivational facilities which would attract the workers thus engenders brain drain (high turn over) to greener pastures.

A review of some existing literature was undertaken. An examination of some fundamental concepts and theories of motivation and productivity were also carried out and these provided the theoretical and conceptual framework for the study, criticisms of some of the theories of motivation and productivity were also discussed.

The concept of workforce is traced to quality and quantity of work done in a particular set up or nation and these depend on the contribution of individual, which constitute the society. If well motivated, there is the possibility of high productivity. Hence Okrie (2000) defined workforce as “all the industrial and factory workers as well as any person or group of persons in that nation whose productive work or service satisfy some aspects of human needs.

### **Motivation in an Organization**

Before examining some theories of motivation, an attempt was made to explain what motivation is and how it was discovered to be useful in organization

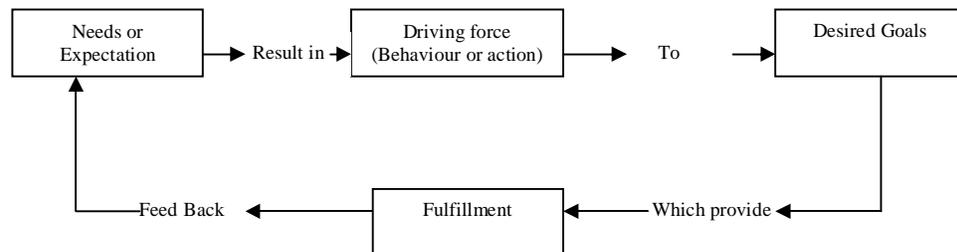


Figure 1: A simplified Illustration of the Basic Motivation Model By L.J. Mullins.

In the 1950s there was a fruitful period in the development of motivation concepts. Three specific theories were formulated during this period and they are still the best-known explanation for employee motivation. These theories are:

- Hierarchy of needs theory by Abraham Maslow
- Theory X and Y by Douglas McGregor
- Frederick Hertzberg’s Theory of Hygiene factors.

These early theories represent two things:

- (a) A foundation from which contemporary theories emerged and
- (b) Practicing managers regularly use their terminologies in the explanation of employee motivation.

The “Need” element according to Robbins (1998) in his definition of motivation means there are some innate state that make certain outcomes appear attractive, an unsatisfied need created tension

that stimulates drives within an individual

Uyanga (1995) defined motivation as “that inner force that initiates a person’s behaviour or actions, such a force could be wishes, drives etc.”

These drives as described by the two authors generate a search behaviour to find particular goals, that if attained, will satisfy the need and subsequent reduction of tension. The greater a tension, the higher effort is exerted.

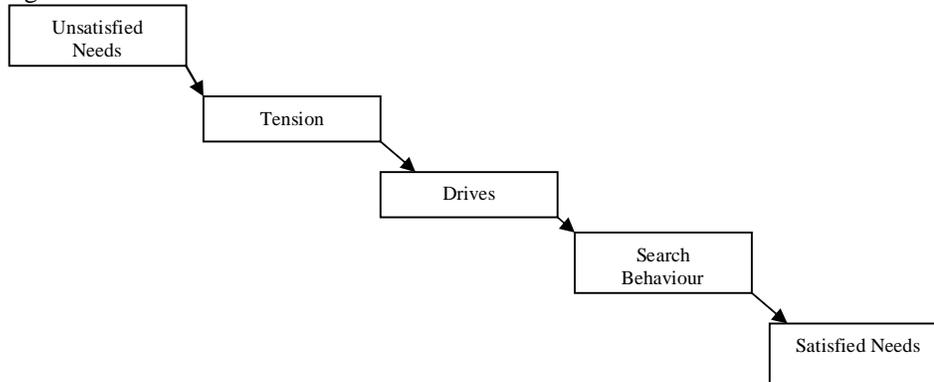


Figure 2: Simple model of reduction of tension in motivation.

**Motivation Theories and their Criticism**

By the review of some theories of motivation, there are four (4) interrelated question posed by Meyers (1979) in an effort to explain what managers in organizations do in order to obtain maximum results. They are:

- Who are your motivated workers?
- What motivate employees to work effectively?
- What dissatisfy workers and
- When do workers become dissatisfy?

Attempts were also made to discuss these questions in the course of the study.

**Application or Maslow’s Hierarchy of Needs Theory**

A theory derived from the need contents in the concept of motivation by Abraham Maslow is known as “Maslow” Hierarchy of needs theory. “Accordingly, Maslow, theorized that human beings posses a hierarchy of needs ranked in order of five (5) and they are represented as follows:-

Self-Actualization	The drive to become what one is capable of becoming to achieve one’s potentials, self fulfillment
Esteem Needs	Self respect achievement and status.
Social Needs	Love, affection and Acceptance
Satisfied Needs	Security, protection and Emotional
Physiological Needs	Food, Shelter and Clothing

Fig 3 Maslow’s Hierarchy of Needs.

1. **Physiological Needs:** This includes hunger for food, thirst, shelter, sex, clothing and other bodily needs. This is the most basic need of people. They are the strongest in man and should be satisfied before other needs. Money is required to satisfy these needs, which are dominating the other needs. The management of an organization should realize that an employee would trade some comfort for money.

2. **Safety Needs:** These are security and protection from physical and emotional harm. As soon as the physiological needs are satisfied, safety needs replace them and become very important. For example, an employee would want to be assured that his employment is permanent or secured. A threat on his job may make him decrease productivity.
3. **Social Needs:** This includes affection, belonging, acceptance and friendship. Once the two basic needs are fulfilled or satisfied the secondary needs emerge. He would want to love and be loved. These secondary needs are seldom satisfied by money. To get this needs satisfied, an individual joins clubs or information groups at work place.
4. **Esteem Needs:** This includes internal esteem factors such as self-respect, autonomy and achievement, and external esteem such as status, recognition and attention. He would want to take responsibilities and exhibits his ego. His contribution be recognized and appreciated by management and co-workers. He would want to be independent and rewarded for contributions to the organization efforts.
5. **Self Actualization or fulfillment Needs:** This is the drive to become what one is capable of becoming. Which include growth, achieving ones potentials and self-fulfillment? It is a need of employee to reach his highest potentials at workplace or his social environment.

From Maslow's point of view; as each need is substantially satisfied, the next need becomes dominant and tension or anxiety is generated , thus, putting the workers on further action geared towards satisfying the next step of need. A substantially satisfied need no longer motivates, hence if someone is to be motivated, according to Maslow, such a person level on the hierarchy of need scale should be known such that those need at that level could be satisfied.

Although criticized for lack of empirical substantiations, Maslow's theory of needs tends to provide a central logic for work related behaviour viz-a-viz needs reflecting on Nigeria. It is believable that the general low state of standards of living, poor income, unemployment and the like would affect the availability of bodily or physiological needs to many workers, such as lack of deprivation – a phenomenon with very high potentials for low productivity and performance would spur reaction by workers.

However a real review of Maslow's theory categorically seems rather discrete to be practically applicable. This is because, in real life experience, one may not need to wait to acquire all of the greatest proportions of his/her physiological needs before going for safety needs. It is therefore arguable that physiological, safety and social needs may be combined to influence the work behaviour and at the same time, it may seem that a worker whose aspiration is mainly to achieve esteem and self-actualization would or would not need security, social affection and belongingness. It may be more realistic to consider needs as a general force that drives or creates tension, which leads to action that translate into motivation. Although somehow idealistic with it rigid step to step contents, Maslow' theory may appeal to some sizeable sections of the Nigerian workforce and this is what the researcher used in the study with a combination of other theories as would be seen below.

### **Douglas McGregor' Theory X and Y**

The theory Xx and Y of Douglas McGregor have different views from Maslow's. It states that man is generally lazy, would not want to work until he is punished, and that man likes work, he need not to be punished before he works. According to Robbins (1998) McGregor proposed two distinct views of human being one basically negative. labelled Theory Y, and the other basically positive, labeled Theory Y.

The criticism for the assumption of both theories were that there is no evidence to conform that either X or Y is valid or that accepting Theory Y assumption and altering one's actions accordingly will lead to more motivated workers. This is to say either Theory X or Theory Y assumption may be appropriate in a particular situation. According to Drucker (1974) "The carrot and stick, no longer works."

### **Motivation Hygiene Theory**

Another motivation theory by Frederick Herzberg emphasizes that the level of job satisfaction, motivation and productivity are closely related to two set of variables, which are classified as dissatisfies and motivators. Dissatisfiers are made up of such variables as pay, fringe benefits, company policy and administration, quality of supervision, working conditions etc. In Herzberg's view, high motivation does not result from their improvement, but dissatisfaction does result from their deterioration.

He says motivators are made up of such factors as achievement recognition, responsibility, growth and variables associated with personal self esteem and self actualization on the job. From Herzberg's point of view, motivation enhances job satisfaction, high performance and productivity while dissatisfiers cause disappointment, frustration and ineffectiveness on the job. He further maintains that the opposite of satisfaction is not dissatisfaction as was traditionally believed. That by removing dissatisfying characteristics from job does not necessarily make the job satisfying. The factors leading to satisfaction are distinct from those leading to dissatisfaction. Thus, such factors as company policy and administration, supervision, working condition and salary have been characterized by Herzberg as Hygiene factors. When these are adequate, employees; may or may not be satisfied. Herzberg suggests emphasizing achievement, recognition, the work itself, responsibility and growth (they are intrinsically rewarding) as satisfiers.

As earlier stated, Maslow and: Herzberg have provided a background for studies into the concept of motivation. Some contemporary theories have arisen from their studies and some of them include Existence Related and Growth Theory by Alderfer, McClelland's Theory of needs. Cognitive Evaluation Theory, Goal – Setting Theory by Gene Broawaler, Enforcement, Theory, Equity Theory and Expectancy Theory are some of the contemporary theories in use.

### **Existence, Relatedness and Growth Theory**

Alderfer in his theory reclassifies Maslow's needs into three Existence Relatedness and Growth (ERC). The Existence needs cover the basic material requirement; Relatedness covers the maintenance of important personal relationships, while Growth covers personal developments and self-actualization. This refinement of Maslow's theory implies that more than one need of Maslow's categorization may be operative at the same time.

The researcher looked at motivation in terms of its application by various heads of departments or sectional heads on the workers in Federal Polytechnic Mubi and how the Heads of Department, Sectional Heads or employers' rewards for work done and the strategic policies in place and their implementation.

As earlier stated, the researcher used Maslow's and Alderfer's theories of motivation as well as touched on the contemporary theories mentioned above. It is necessary to point out that the above array of motivation theories cannot be singled out as one super theory that could be generally accepted as the most valid and universally applicable. Each theory has two relevance, applicability and capability in different situations. They are also not in competition with each other but rather they are complementary.

Robbins (1998) highlights a synthesis of these theories as "the challenges is now to tie the theories together to help you understand their interrelationships."

### **Productivity**

Productivity simply defined by Robbins (1998) is the transformation of imputes to outputs at the lowest cost. It implies effectiveness (doing the right thing plus meeting targets) and efficiency (doing things right). Productivity is said to be effective when it successfully meets the targets set. It is efficient when it can meet the set targets at a lower cost. Robbins further stated that "a business firm is effective when it attains its sales or market share goals but its productivity also depends on achieving those goals efficiently." Measure of such efficiency may include return on investment profit per dollar of sales and output per hour of labour. Robins further demonstrated, in concrete example, the difference between efficiency and effectiveness. He said if Mike Made New York to Los Angeles in 68 hours and average 7 miles per gallon and Al made same 68 hour in 9 miles per

gallon. It means that both Mike and Al were effective but Al was more efficient because his rig consumed less gas, thus, has achieved his goal at a lower cost.

Improved productivity therefore is a function of three variables: technological capabilities, human resource (skills/knowledge) and human efforts. Technology though tends to dwarf the concept of productivity through people, it is only a catalyst, that is supporting human resource, it cannot replace humanity in the sphere of productivity.

Nwachukwu (1988) defined productivity as the output resulting from a given resource input at a given time. This definition includes three major elements which are:-

- (a) Input, that is, resources committed to use.
- (b) The time applied and
- (c) Output, that is, the result expected when resources are put to use, good results are expected within a given period of time.

Another definition of productivity by Drucker (1974) stated that it is “The balance of all factors of production that will give the greatest ratio for the smallest efforts.”

Two issues of high significance emerged from all the definitions stated above.

- (a) The concern for efficient application of resources – that is, work and processes;
- (b) The concerns for effective achievement of planned objectives, that is, work results.

These two issues put the responsibility for low and high productivity on the worker.

### **Factors Affecting Productivity**

From the various references stated above, it can be seen that productivity can be causative, influencing or variability stimulating. So, factors affecting productivity as stated by Abraham (2003) includes:

- (a) **Quality of work Life:** This refers to job environment, of people’s permissive or impermissive, favourable or unfavourable conditions. For example, favourable working condition may influence individual and organizational productivity.
- (b) **Job Satisfaction:** This connotes a positive correlation between workers satisfaction and level of productivity.
- (c) **Technology:** This sharpens and eases productivity processes thus enhance productivity and performance in an individual and organizations.
- (d) **Motivation:** This is an assumption that motivated individuals perform better, and that employers that will create conducive atmosphere will expect good performance and productivity.
- (e) **Good in Dual Relations:** This will entail harmonious co-existence between the workers and employers that will create conducive atmosphere for good performance and productivity.
- (f) **Effective Fellowship and Leadership:** In organization rules, policies, job descriptions etc. are institutionalized and these processes have to be put together, directed and controlled for achievable goals. The leader’s ability and style are the basic ingredients that determine effectiveness which in turn mould into observable performance and productivity of individual employee and the organization as a whole.

In choosing his style, a leader should be guided by such variables.

### **Method**

This study relied more on the primary sources of data more than the secondary. The population represented the entire academic and non academic staff of the Federal Polytechnic Mubi. Out of the population of 178 of the academic staff, a sample of 36 representing 20% was used. So also out of the 427 non academic staff, a sample of 84 representing 20% was used. So, a total of 120 questionnaires were distributed taking into consideration the two strata of the staff.

Data was collected by the use of questionnaires as shown in table 1:

Table 1: Questionnaire Distributed and Returned

Category of Staff	Distributed		Returned	
	NO	%	NO	%
Academic Staff	36	30	32	36
Non Academic Staff	84	70	53	64
Total	120	100	85	100

Source: Field survey 2006

Data gathered was presented in tabular form and bar charts shows ranked scores responses. Percentages were used in analyzing the data and comparison and discussions were made.

Table 2: the need for self-Motivation

Respondents	Strongly Agreed	Agreed	Disagreed	Undecided	Total
Academic Staff	15	16	1	0	32
Non Academic staff	22	24	4	3	53
Total	37	40	5	3	85
Percentage (%)	43.5%	47%	6%	3.5%	100%

Source: Field Survey 2006.

From the very first table above, it can be deduced that the majority of both academic and non academic staff representing 43.5% and 40% respectively believed that for an individual to be motivated he/she has to motivate himself/herself before others can motivate them. The individual must believe that he/she would be able to do things before they are encourage whether at home or place of work.

Table 3: Effect of leaders/Supervisor base on workers productivity.

Respondents	Strongly Agreed	Agreed	Disagreed	Undecided	Total
Academic Staff	19	6	6	1	32
Non-Academic staff	38	12	2	1	53
Total	57	18	8	2	85
Percentage %	67%	21%	10%	2%	100%

Source: Field Survey 2006.

The majority of staff representing 67% strongly believed that supervisors action serious affect their output, while only 10% disagreed – they believe that no matter what the supervisor action or behaviour may be if they are determined to work they can give in their best.

Table 4: Level of acknowledgement of staff representatives in formulation of reward policies in the Polytechnic.

<b>Respondents</b>	<b>Direct and Active</b>	<b>Indirect and passive</b>	<b>Partially</b>	<b>Not involved</b>	<b>Total</b>
Academic Staff	4	2	5	21	32
Non-Academic Staff	20	10	20	3	53
Total	24	12	25	24	85
Percentage %	28%	14%	30%	48%	100%

Source: Field Survey 2006

From table 4 above it could be seen that the majority of the non academic staff participates in direct and active formulation of policies than the academic staff. This should not be so, there should be fair representation.

Table 5: Rating of staff in handling challenges in work place.

<b>Respondents</b>	<b>Strongly Agreed</b>	<b>Agreed</b>	<b>Disagreed</b>	<b>Undecided</b>	<b>Total</b>
Academic Staff	10	11	9	2	32
Non-Academic Staff	8	12	31	2	53
Total	18	23	40	4	85%
Percentage %	21%	27%	47%	5%	100%

Source: Field Survey 2006

From the table 5 above it can be seen that the majority of staff representing 47% indicated that they can handle challenges, moderately which there are factors which possible do not allow them to handle them more appropriately. Only 5% were undecided.

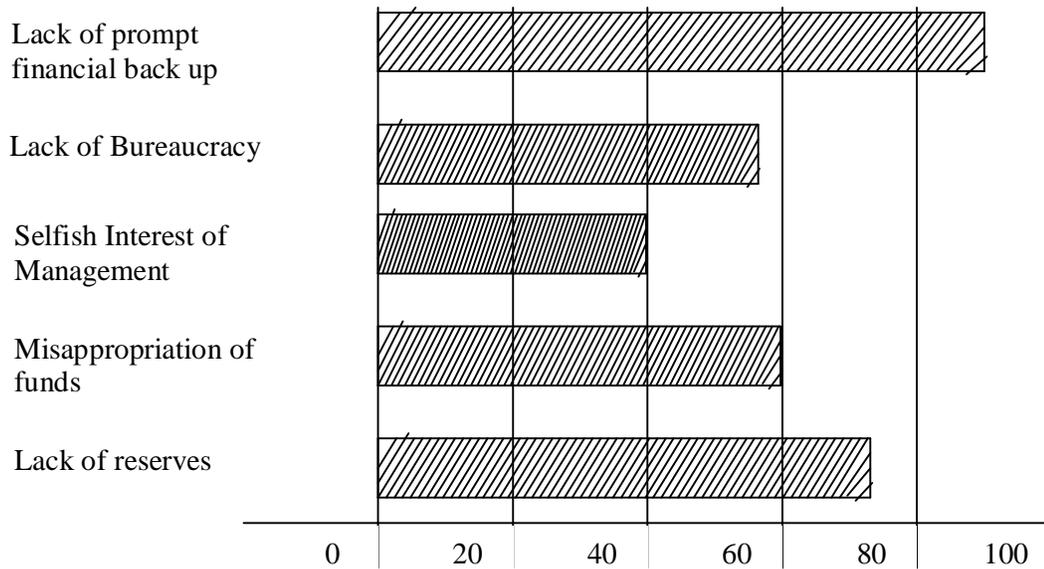
Table 6: Assessment of Implementation of rewards policies by the management.

<b>Respondents</b>	<b>Promptly</b>	<b>Not Promptly</b>	<b>Undecided</b>	<b>Total</b>
Academic Staff	4	26	2	32
Non-Academic Staff	9	40	30	53
Total	13	65	7	85
Percentage (%)	15%	77%	8%	100%

Source: Field Survey 2006

On table 6, the majority of staff representing 77% were of the opinion that implementation of reward policies are not promptly done. On the other hand, the minority representing 15% said such policies are promptly done.

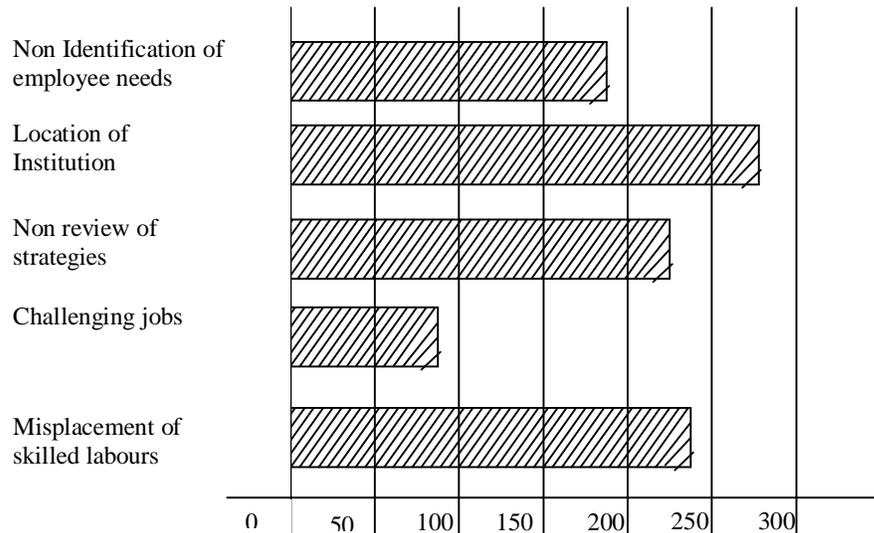
Fig. I Ranked scores on the causes of non prompt implementation reward policies by management.



Source: Field Survey 2006

Fig. 1 showed scores on the course of non prompt implementation of reward policies. The greater score was on lack of prompt financial back up of rewards policies – 90% while the least was on selfish interest of the management. However, it can be seen that all the five (5) elements exist as the course of non prompt implementation of reward policies to some extent when such causes persist, administration in such as system become difficult.

Fig 2: Ranked scores on the types of dissatisfiers as it affect productivity.



Source: Field Survey 2006

Fig 2. above showed that various dissatisfiers do exist in the Polytechnic. The majority is the disadvantage of location of the institution which is at the extreme corner of the nation, this is represented by 250 while the least which is non challenging jobs is represented by 80. Others are misplacement of skilled labour etc.

### **Findings/Discussions**

The researcher's work sought to answer questions like: What the key discernable character traits of Nigerian workers are, how and why do they behave the way they do in work situations and, how they regard work in Nigerian organizations? Are they satisfied or not, do management of their organizations inspire them, and finally, do they (employees) do their best in work situation?

Motivation as earlier described refers to behaviour that is unsugated of needs and expectations, which are directed towards the achievement of goal(s). Production on the other hand being a quantitative weighed measure of efficiency and effectiveness of a given set of resources is used in achieving a given set of objective on an organization. This means that motivation and productivity are like a set of twins for the achievement of goal(s) in an organization.

It was revealed that the heads of academic and non-academic units believed that motivation begins with self-motivation. This is to say as a person and especially a leader, one must believed in oneself to be able to achieve set goal(s). The subordinates were of the same opinion as their heads of Departments that motivation begin with self. He has his own goal(s), while he must set for himself to achieve as well as those of the organization for which he works for. If both the leader and the subordinate have this beliefs in themselves, both personal and organizational goals will be achieved.

The truth of the matter is that majority of employees in Nigerian organizations tend to exhibit more self-centered behavioural traits than attributes that emphasize organizational goals and objectives. The workers desire to utilize work situations mainly for the accomplishment of personal economic goals. This stemmed from the fact that many Nigerian workers view an organization as faceless, impersonal or anonymous entity that should be used for personal survival of the workers. This seem to explain why many Nigerian workers, particularly in the public sector are not more productive conscious. So, such workers are characterized by absenteeism, lateness, laziness, and other forms of cheating Dike (2000). Such employees would not take extra tasks nor assume responsibility.

It was revealed that money is the most basic and important motivator to Federal Polytechnic Mubi workers. When monetary motivation is settled, others like prestige, honour etc. may now follow. It was also revealed that most Heads of Department show appreciation for work well done by subordinates. Praise will ginger staff to work harder in order to get more such motivation. However, it was noted that there are some motivational strategies which, can be developed to make staff give in their best. For example, if regular promotion are made, regular staff development are given to staff or in house training are given to staff and regular payment of salaries are made, production nay improve. Suffice it to say that for now staff salaries and allowances especially those of academic staff are fairly adequate when compared to states and local government workers.

Leadership style can also affect workers attitude to work. For example, an open door policy will help improve workers productivity as they participate in decision making in the operation of the department. However, Uyanga (1989) conclude that "there are some demoralizing situations that have adverse effect on teachers' (workers) productivity. This could only be curbed by a skilled administrator who knows how best to motivate his teachers (workers) using non-economic incentives".

The above statement clearly shows that money should not be the only incentive to employees productivity. Praise, encouragement among others, are great movers for high productivity.

More than half of the staff said their Heads of Department inspire them. This is an area of encouragement where the subordinate is made to believe by the boss that he can do it.

From the above, it can be seen that both the Federal Government and the Polytechnic need to improve on some, issues raised above. For example, when the going is good the Polytechnic should reserve money for "rainy days". Revenue generated from registration fees should be reserved.

From the reasons given above, this may be true since the management of the Polytechnic may not have received circulars of funds on time to enable it effect payment of incentives to its workers.

On the involvement in policy making in the Polytechnic, most Head of Department seemed not to be involved while the non academic Head of departments seemed to be directly or indirectly involved. There is need for the head of the academic department to get involved or to be well represented as policies and decisions concerning the Polytechnic are made. Reserve should have been

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the case that is, more of academic and less of non-academic Heads of Department should be involved in policy making.

Staff on their part; at least at the department level do participate in decision making. This may be through departmental meetings, committee discussions or assignments given by the heads or bosses. Staff participation in decision making process is gratifying especially if the issues affect their welfare. Rightly put, Uyanga (1985) stated that, "Participatory management reduces the use of authority as a means of control. It generates in the staff concerned, a sense of responsibility, security, joy and belonging irrespective of whether they have been remunerated or not, and high productivity is ensured".

The Heads of Department are of the opinion that their staff can handle challenges in work place especially in the academic departments. This area gives room for development of the staff. Continuous routine work may not help staff discover their potentials.

The Heads of Departments/Unit Heads and staff believed the Polytechnic does not implement policies promptly, among the reasons given were:

- Poor communication between the Polytechnic – NBTE – Federal Ministry of Education.
- Inadequate support from the Federal Government
- General Paucity of funds in the Nation.
- That the Polytechnic does not release policies on motivation on time even when circulars were received rather they release the negative ones promptly.

Examples of such negative ones are retrenchment, dismissal, etc. Some factors, for example, the position of the Polytechnic has really placed it at disadvantage because it is placed at the extreme corner of the Nation. The mountains and hills around serve as hindrance to communication. The few internet Cafes in some part of the town are always out of use, the Booster ATV station in Gombi and Michika cannot get to some parts of Mubi except during rainy season. Some better and permanent solution needs to be put in place.

The Federal Government has made some efforts but there are still problems somewhere. Institutions like this Polytechnic are actually under funded even though this may not be the only Polytechnic that is affected. According to Dike (2001) different excuses have been adduced by inability to pay the suffering Nigerian workers who are the geese that lay the golden eggs and upon whose shoulders the day-to-day activities of the country revolved

Salaries are not paid on time, running cost have been drastically slashed and there are abandoned projects for example, the Polytechnic Senior Staff Quarters.

### **Conclusion**

It is paramount that every employer understands what motivates a worker. If such factors are discovered, greater and better productivity could be achieved. It is understood also from the view point of the Nigerian worker, that there are basically two sources of motivation to work. First, the job as a mean to an end (i.e. extrinsic satisfaction of basic human needs) and secondly, the job as an end in itself (i.e. intrinsic satisfaction of the basic human need), Mshelmbula (1983). The option mostly used in Nigeria is the "carrot and stick" approach, i.e. offering some monetary or material rewards in the hope that the worker would respond through demonstration of higher work effort in work situation. Further more, the intrinsic variables tend to be least emphasized in Nigerian organizations. However, a better approach in inspiring workers to do their best is the most strategic formula. Employment provides workers with income, and money enables workers to meet their basic needs. It will be of no use to persuade a worker to work harder when he feels that there is no relationship between his effort, performance and the reward, which he sees as worth having. The degree of willingness employees show towards their work in any organization is a manifestation of the extent of motivation. The principal factor for ensuring motivation of a Nigeria worker is the satisfaction of work which means that pay must represent a fair reward, good working environment, welfare packages such as housing and access to health facilities as well as recreational activities.

It is note worthy that some employers in a depressed economy tend to embark on negative strategies and result in employees being discouraged. Some of these negative strategies may include withdrawal of some benefits enjoyed by employees, a good example is the withdrawal of the examination supervision allowance formally being enjoyed by the non academic staff of the Polytechnic. This will put an employee in serious difficulty and of course some conflict because

he can neither protest nor resign since there is high unemployment rate as a result of the state of the economy.

A good number of Nigerians are not satisfied with their work situation because some factors such as condition of service, or provision of up-to-date technology etc. are not available to help them work well.

### **Recommendations**

The researcher wishes to proffer the following recommendations based on the findings and conclusion made in the study.

1. Employers should study and understand workers' behaviour and attitudes within the frame work of their motivational imperatives to facilitate the adoption of appropriate techniques that will inspire them to higher performance.
2. Because behaviour is caused, motivated and goal directed, managing the employees' behaviour require deep rooted understanding of the cause of what influences behaviour in work setting. Such causes identified from the study include needs, culture, policies, management or leadership style, perceptions, beliefs, peer group pressures, environment etc.
3. Motivational strategies directed at Nigerian worker not largely consist of monetary motivation but should reasonably integrate the carrot and stick approach. Also to be included in the intrinsic principles such as removal of excess control or supervision, increasing responsibilities and recognition for workers, adequate training to improve knowledge, skills and attitude of workers, work enrichment, provision of recreation or leisure time, increased participation in corporate thinking and decision making.
4. For effective motivation of the Nigerian workers organizations should ensure knowledge of need pattern of their employees, respect them, enshrine appropriate work culture and accord workers the deserving status of the most tangible assets. For example, a chief lecturer should be given a befitting office of that rank. Good working environment motivate workers.
5. Organizations should tantalize their employees, show them love care and recognition, communicate corporate vision and put in place intrinsic motivational variables. Be honest, trust worthy, fair and generous.
6. More management efforts should be directed at winning the workers to the side of the management than punishing them for deviant behaviour and attitudes.
7. Promotions, especially those of the academic staff should not be based on vacancies; rather, it should be based on productivity and acquisition of higher qualification.
8. Staff development should be encouraged and the present rate of allowance should be reviewed upward.
9. Staff should be reminded from time to time of the need to up-grade themselves through re-training. Self training should be commended.
10. Salaries and allowances of especially academic staff of the Polytechnic be reviewed upward. This is necessary because of the technicalities involves in the workforce of the Polytechnic; a lot of hazards are involved.
11. The Nigerian Labour Congress (NLC) on their part should work towards achieving a higher level solidarity among its union so as to resist negative policies targeted at the working class.

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