

MOTIVATING WORKERS TOWARDS HIGHER PRODUCTIVITY: THE FCE KATSINA EXAMPLE

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Abstract

Motivation is a very important variable in the performance of any activity. Most researchers have emphatically (omul a positive correlation between the level of motivation and the rate of production. This is because as human beings, we continuously need something that can spur us into action, acting as a catalyst. It is in view of this that this paper looks into the concept of motivation generally, examines some theories of motivation and its applicability in a tertiary institution such as the Federal College of Education Katsina. It also propounds measures that can ensure that staff -both academic and non-academic, work up to their optimal capacity to be in line with motto of the college which is excellence in Education.

Introduction

It is generally agreed that in every human activity, such as work or in recreation, there is something within as well as without us which encourages and stimulates us to work harder and to the best of our ability. It satisfies the individual each time with that which he or she is doing. It transmits special level of performance. The spirit of the worker or student, if highly satisfied enables and commits him to continuous effort in achieving high level of performance. The cause of such a positive and progressive behaviour is called motivation.

The growing concern for success, commitment and high productivity in work organization factories, schools, companies, commercial outfits, etc. make studies in the area of motivation as a psychological construct indispensable. The control and direction of human energy plays such a vital role in productivity that it takes priority over many other considerations in working environment.

Klausmeier and Ripple (1971) asserted that wishing to achieve control over elements of the environment and to experience success is essential to realistic goal setting and goal getting. A number of theorists, according to Glickman (1996), have suggested that all or at least most motives can be described as a search for some optimum level of arousal or general stimulation. They went on to say that motives have a two fold function — they direct behavior towards or away from some goal by potentiality certain perceptions, behaviours and feelings rather than others. They also serve to activate the organism, which becomes more aroused because of the great strength of the motive. This implies that a worker will produce a great deal if he/she is sufficiently aroused or interested. Motivation therefore, has been recognized as an important determinant of behaviour and a prerequisite for higher productivity.

Statement of the Problem

One of the most puzzling aspects of management of industrial, educational and business organizations is that, relating to human motivation. The manifestation of the apparent changes of human motivation are reflected on one hand, by such circumstances as low productivity, wild cat strikes, personal conflicts between heads and subordinates, restriction of output, absenteeism and high turnover and on the other hand by such circumstances as individual creativity, outstanding organizational achievement, high esprit de corps and a strong personal commitment of individuals to their organization that generates work effort above and beyond the call of duty.

Workers in every society occupy a very strategic location in any economy because of their centrality in the production process. In developing countries like Nigeria, workers constitute a very indispensable group both in the achievement of various organizational goals as well as government economic programmes. Hence, a high quality and committed labour force has a vital role to play in any nation's quest for economic development. Following from this, it has been recognized the workers have certain expectations from their work which the operation of a particular economic programme or the strategies of their top management staff can either help in realizing or frustrating (Fashoyin, 1987; Ubeku, 1988).

Such expectations include control over the process and duties, job security, facilities available

for the job to be adequate, particular in work decision, adequate remuneration and timely promotion, etc. On the other hand, the employing organizations expect workers to put in their best in achieving organizational set goals and objectives (Soleye, 1989; Yusuf, 1991).

However, the degree to which these expectations are met or frustrated will be reflected not only in the level of workers productivity but also in their attitude and behaviour with regard to work. Level of work commitment has been identified as a major factor affecting the productivity of any organization as well as the pace of national economic development (Yesufu, 1984).

Work commitment, according to Buchanan (1974), involves three related elements:

- a. Identification with the goals and values of the organization,
- b. Involvement in a work role, and
- c. A sense of loyalty to the organization.

In practical terms therefore, work commitment will mean that workers will hold their work at a very high esteem, express their desire to continue their membership of a particular work organization and be ready at all times to exhibit a sense of responsibility and dedication in their work place to sustain the realization of their organizational goals (Sheldon, 1977).

Under the present economic reforms embarked upon by President Obasanjo, in his 4 Republic and the chain reaction affecting industries, companies, institutions such as FCE Katsina, Various problems have presented themselves and commitment among the Nigerian workers in both public and private sectors, that is governmental and non governmental establishments.

Firstly, the upsurge of industrial crises and unrest in public and private sectors, indicating on one hand, the inability of most organizations in meeting worker's expectations and demands and on the other hand workers' general dissatisfaction at their work place.

Secondly, there has been intensification of multiple mode of social livelihood among workers in Nigeria as a way of cushioning the repercussions of the harsh economic climate on them (Mustapha, 1991), which according to Soleye (1989), may have serious consequences on the attitudes and behaviour of workers at work.

Objectives of the Study

This investigation is aimed at accomplishing the following:

- 1. To delve into various motivational strategies employed by the Federal College of Education Katsina as a tertiary educational institutions.
- 2. To examine the impacts (i.e. cost and benefits) of these motivational strategies on the moral of workers.
- 3. To establish the level of workers commitment to the aims and objectives of the institution.
- 4. To assess the relationship between the impact of the recent economic reforms on workers and their productivity in FCE Katsina.
- 5. To make recommendations based on the findings and how motivation and subsequently commitment to work could be enhanced in FCE Katsina and by extension the Nigerian workforce.

Significance/Justification of Study

The need for adequate human resource development utilization through adequate motivation is required for optimal performance in every organization and educational institutions are no exception.

All organizations, whether public or private, are made up of people or human resources who work together in groups to attain the organizational objectives. According to Ihunda (2005), these objectives such as profit maximization, share of market and social responsibilities for companies and production of qualitative or quantitative graduates for educational institutions cannot be achieved without proper development and utilization of human resources through guided adequate policies and practices which are prerequisites to effective motivation of the labour force. This is very important because it is the human resources that co-ordinates all the activities of the organization, using other factors of production.

This is why in recent times; the term human resource has begun to gain prominence over other related nomenclature like personnel or manpower. This emphasizes the fact that people

employed in an institution or firm are resources which are as important" if not more important than financial or material resources. Hence it is important that every organization adopts good policies and practices towards the development and utilization of its human resources or manpower available.

Among the missing factors in many cases according to Nwachukwu (1988), is lack of proper skills and knowledge to be acquired through (the required development which must be adequately utilized. But the truth is that both effective development and utilization of human resources cannot be achieved in an organization without adequate policies and practices in form of effective motivational strategies.

This is precisely why this study becomes imminent to investigate the extent to which FCE Katsina as a tertiary institution is rolling out policies aimed at staff motivation and the degree to which such motivation affects or influences their productive capacity. The human resource of every organization must be well managed or guided through adequate policies and practices. By human resources, we mean simply the personnel, people manpower of an organization.

Human resource development deals with activities undertaken to assist the employees or human resources in performing additional duties and assume some positions of importance in the organizational hierarchy (Nwachukwu, 1988).

Theoretical Framework

In this study, it is observed that the various policies, especially the latest economic reforms of the Federal Government of Nigeria have affected the average Nigerian worker on way or the other. Since the mid-eighties (1986, to be precise) with the introduction of the Structural Adjustment Programme (SAP) coupled with the economic squeeze and high inflation rate that followed the crashing of the Nigerian Currency - the Naira vis-a-vis the American dollar, the average Nigerian worker has been drastically affected. Since workers have certain expectations from their work, the extent to which the organization meets those will influence workers' action and attitude at their place of work.

Consequently the conceptual framework to be used in this study is: Expectancy theory. Generally, the expectancy theory is often associated with the works of Vroom (1964) and that of Hackman and Lawler (1971).

The underlying assumption put forward in expectancy theory is based on the concept of association of events. Every worker is assumed to have a set of pre-determined aspirations and expectations which he hopes to achieve through his membership or participation in the work organization. Thus he always engages in a behaviour which he believes will lead to the reward desired.

In other words, a worker is assumed to be expending more efforts towards reaching goals when both the probability of receiving towards and the magnitude of that reward are known in advance. Commenting on the worker's expectation from their work environment, Soleye (1989), suggested that:

Certain expectations are inherent in paid employment. Employees expect adequate remuneration for the work they do. Adequate in the sense of it being sufficient to maintain a reasonable standard of living to look after members of the family...employees expect security of employment, predictability in employment, predictability in employer's behaviour and humane treatment at work.

Thus, according to Danson (1986), an individual worker for instance who has a strong need for financial security and social status, if given a task to perform and promised a high salary and promotion will expend efforts doing the work to the extent he believes that:

- i. Good performance in his work will be noted and will lead to increase in salary and promotion,
- ii. Increase in salary and promotion will satisfy his needs for financial security.

In addition to the above, Hackman and Lawler (1971), have stated that:

- i. A worker will engage in behaviour to the extent that he believes he can obtain a valued outcome.

11. A worker will tend to work hard if conditions at work are arranged so that by working hard, his expectations will be met.
111. A worker will experience need satisfaction when he learns he has accomplished something.

Consequently Soleye (1989), argues that the realization of the expectation and need of a worker is possible only within the general work context dictated by the prevailing economic policies set by the government, the employment organization and the trade Unions.

Research Methodology

The study is designed to use both primary and secondary data. The former will essentially be collected using questionnaire. Personal observation will also be made in the study organization. Secondary data collection strategies include information and data collected through the existing college documents such as conditions of service of Federal College of Education, Civil Service rules and regulation and reading texts relating to workers commitment and motivation to duty which we believe enhance productivity. 152 workers constituted the sample population and they were selected of the work force were represented.

Data Analysis

Table 1: Response to Specific Item Statement as Regards Commitment/Motivation

S	Item Statement	Rating in Percentage				
		1 - 4	5 - 9	10N	11 - 15	16 - 20
1	I like the organization I belong to	-	06	17	68	09
2	I like the work I do	08	12	-	47	33
3	I like the environment I work	12	62	-	16	10
-4	I like my head/boss	15	22	10	42	11
5	I agree with his mode of supervision	18	06	25	38	13
6	I agree with their method of promotion	32	30	12	16	10
7	I accept their condition of service	42	22	10	20	03
8	In service training is available	16	36	26	08	14
9	Recreational facilities are available/adequate	22	38	14	17	09
1	I like the working hours (not too tasking)	07	41	28	15	09
1	The College allows unionism to thrive	-	15	22	38	25
1	I like the safety gadgets in the work environs	15	12	22	37	14
1	I like the means of transport	32	28	14	10	16
1	I cherish the health facilities available	12	37	14	22	15
1	I like their mode of engagement/disengagement	36	16	15	22	11
1	I am comfortable with remuneration/salaries	18	36	12	20	14
1	I can hardly do anything to sabotage the college	17	20	03	32	28
1	I can die for the college if need be	52	17	10	18	03
1	I am highly motivated to do my best for the college	18	30	23	14	15
20	I agree with the college policy on retirement	27	43	16	08	06
21	Housing provided by the college always	18	45	10	22	05
22	I work up to my optimal capacity	15	18	23	28	16

Note that
SD (Strongly Disagree) 1 - 4 = very low
D (Disagree) 5-9 = commitment low
N (Natural) 10 = commitment average
A (Agree) 11-15 = commitment high
SA (Strongly Agreed) 16-20 =

Discussion of Table

According to the data analyzed, various and multifaceted variable were put test to find out the degree of commitment of staff of Federal College of education towards their primary responsibilities.

The result show vividly that 68% of the population agreed that they like the organization they belong

to. This is surprising since they applied for, was short listed and then they attended a competitive interview in which they were successful and subsequently engaged; while only 6% disagreed. Also high percentage of the respondent (47%) and 335 agreed and strongly agreed [hat they like the work they do. ..

A considerable majority (62%) however did not like the job environment. This may be because of the environmental condition of the 'place (at times excessive heat or excessive cold/harmattan). This extreme weather conditions are experienced in Katsina and in the absence of cushioning gadgets in offices, it can be quite discomforting.

42% of the staff agreed that they like their immediate head while considerably high proportion (33%) like his method of supervision. A high percentage 32 and 30 respectively, strongly disagreed and disagreed respectively with their method of promotion which they feel is unfair and improper. Emphasis is usually placed on publication of Journals, presentation of seminar papers and higher degrees for academic staff, to the detriment of staff that actually perform their job selflessly. Majority (42%) strongly disagree with the conditions of service, some of which they feel is unfair. Little any one can do about this.

36% disagreed that in-service training is operational. It is noted that although this facility is available but it is only the duration they deem (It and not the time that will enable one finish the course work and research. It is noted that at present 1 year or so is given for a Ph. D course that lasts for a minimum of 3 years.

Also a high percentage (37\8%) is of the opinion that recreational facilities are not available. This is essentially because of absence of staff clubs, sporting centres, relaxation joints for staff of the college. Much extra-curricular activities are not prominent and as a result most staff retires to their houses immediately after office hours. 41% also disagreed with the working hours. Most of the people are academic staff who feels they are being over-stretched workwise.

38% are of the opinion that unionism thrives in FCE Katsina since there are COBASU, NASU and SANU while 37% are of the opinion that safety gadgets are available in the environs. Majority of the respondents (32%) strongly disagreed with the mode of transportation available were buses ply the routes at strictly regimented hours. Students and staff cannot go to and fro school at will, with the school buses.

37% disagreed with the health facilities available, since there is no resident doctor but, visiting doctors on part time basis. Nurse and pharmacists are however, available. Majority (36%) strongly disagreed with their mode of engagement/disengagement while the same 36% disagreed with their enumerations, pointing out that it cannot really satisfy their numerous responsibilities.

28% of the respondents strongly agreed that they can hardly do anything to sabotage the college in any way, while majority (52%) can also hardly die for the college if need be. 30% disagree that they are highly motivated to do their best for the College while 43% disagree on their policy on retirement. 45% disagreed that housing is provided for the staff by the College always. This is because of the scarcity of houses in the staff quarters and long list of those waiting to be allocated. The government is even now discouraging the construction of more staff houses, especially since the implementation of monetization policy is making but issue of day to day execution of policies and general administration fall within their area of jurisdiction.

Summary

Drawing heavily from Vrooms (1964), experiment which point out that performance equals motivation plus ability, motivation varies with the value/ attractiveness of outcome of a task plus instrumentality of efforts towards achievement.

It was noted that the greater the ability of the worker, the greater/higher his motivation and commitment to duty. In addition, the more attractive the rewards of working, the more intimate the causal relationship between efforts and rewards, the more adequate the infrastructural support, the higher the motivation of the worker.

Secondly, we emphasize that all the four variables must be working positively if the worker is

to be motivated as intimate casual relationship between efforts and rewards and backed up by adequate infrastructural support if the worker is to be motivated.

On the other hand, an able worker will not be motivated if he does not perceive that there is an intimate relationship between his efforts and his rewards or if he does desire the rewards emanating from the effort or if there is inadequate infrastructural support.

Generally speaking, about the workforce in Nigeria, although inadequate infrastructural support and a declining appeal for paid employment arising partly from the high rate of inflation adversely affect motivation in Nigeria, it is the cardinal theme of my write up that the major cause of low motivation of the Nigeria worker is that the worker does not perceive that his work effort is decisively instrumental to attaining the rewards of work. Instrumentality is therefore, the missing link of the motivation effort in Nigerian organizations. For example, on its own the intense desire for promotion (a very important reward) will not motivate any worker to greater effort because based on past experience, it is not the most hard working that gets promoted.

It is therefore our submission that the following conditions must be met if somebody (a worker) is to be motivated:

1. The employers must hold out rewards desired by workers.
2. The workers must be physically and mentally able to strive for the rewards.
3. The workers must perceive that the desired reward can be obtained only through the execution of greater effort on his part.
4. The reward must be achieved as quickly as possible.

1. Wages: Improved Salary Scale and other allowances are urgently required to boost the

Recommendations purchasing power of staff. This is essentially due to the depreciating value of the Nigerian Currency and the high inflation are that is prevalent in the economy.

2. Annual leave should be made to be a right of all staff and not a privilege. The situation where some staff due to the exigencies of their office are not allowed to proceed on leave or break it into incoherent number of weeks scattered through the year is not encouraging. Staff should be encouraged to take annual leave when they have the need for it, especially during students' vacations.
3. There are very little or no recreational facilities available for staff. No staff club or staff sporting facilities where staff will take mind off their busy schedule and cool off.
4. There should be an elaborate in-service training scheme that will give beneficiaries enough time to complete their studies. At present, study leave exists but it-should be made more robust.
5. More funds should be channeled towards upgrading the College clinic that is available. Qualified doctors should be engaged to beef up the medical staff and they should work on a permanent basis.
6. Staff Buses should be provided and operated specifically for workers. The different Unions both academic and non-academic should be made to take care of the management including routine maintenance.
7. Promotion of people, especially the academic staff should not only be based on production of academic journals and higher degrees. Staff of proven integrity, hard work and commitment as adjudged by their supervisors should be elevated to higher positions of responsibilities.
8. Even though unionisms is allowed, it should be strengthened because it is the only avenue that workers will articulate their common view-aspirations and fears. A virile Unionism can protect and fight for enhanced workers welfare and at the same time motivate them towards higher productivity.
9. End of year bonus such as Christmas or Sallah gift to staff should be made a yearly event.
- .10. There is the urgent need to recognize and reward the most hardworking staff in each department of the College. At the same time staff in each department of the College. At the same time staff who are inept or inefficient should be disciplined. The College management should design modalities for determining these two groups of workers.

Conclusion

Some people tend to over-emphasize the role of physical cash in motivating people but for money a motivator it must be based to a major extent on individual performance. That way ensures that money has meaning as a reward for accomplishment. The means of giving people pleasure from accomplishment as much as possible on **performance**. FCE Katsina on which the study is based should take note of these facts and comply accordingly. The management should device new ways of rating workers performance and equate it with their remuneration. The level of motivation as found out in the study is at best average. All recommendations, if implemented vigorously will highly motivate staff and ensure that they perform at an optimal capacity.

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