

**NIGERIA CONTENT DEVELOPMENT AND MONITORING BOARD.**

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**Abstract**

*The study was to examine and to analyze the significance of motivation, a study of Nigeria Content Development and Monitoring Board. A descriptive survey and random sampling techniques method was used. Data collected using two hundred and ten (210) respondents, using a structured questionnaire which was analyzed using simple percentage and chi-square statistical techniques for test of hypothesis, and various implications were interfered. These are the absent of motivational factors in the organization under study can result into low workers' productivity and performance. Four theories were analyzed, Maslow's hierarchy of needs, hygiene theory, equity theory and expectancy theory, and the study adopted Maslow's hierarchy of needs theory as the theoretical framework. The study was concluded by laudable suggestions called on the management of Nigeria Content Development and Monitoring Board to structure their organizational motivational packages in such a way that will flow from the bottom to the top in an equitable way as suggested by Maslow's theory of needs with promptness and compliance.*

**Introduction**

The human element is one of the most powerful weapons in an organization, and every organization is concerned with how to achieve and sustain a high level of productivity and work performance through the workers. However, the achievement and sustainability of such organizational goals will be a myth if the human resource element is not harness with adequate incentives to motivate the employees. The term motivation is a propelling factor that affects individuals reasoning, actions, ways, strength and eagerness of behaving toward work (Mcshere et al, 2003). Certo (2016) describes motivation as giving workers incentives that cause them to act in a desired way. It is noted that no matter how good or efficient an organization is, nothing happens until the person who makes up the organization are motivated to perform. (Odoemelam Ndubusi and Ugwuoke, 2016), noted that motivated employees are willing to devote time to certain level of commitment for a particular objective in an. organization. Certain actions which include not rewarding exceptional employees, lack of unconventional promotion to workers that performed excellently, communication gap between employees and management. Inability of managers to fulfill reward promises, no good accommodation, and relegating many employees in the motivational process are enough to affect the level of trust, we-feeling (sense of belonging) and commitment necessary for employees to perform work requirement. However, it is worthy to note that employee's needs are changing as the 21st century employees have different expectations to their work than the early 18th and 19th century :workers as a result of globalization which has made workforce variation the complex .ie of motivation. The Nigeria today is no longer the Nigeria of yesterday. There is a significant change in the organizational modules-operandi. (Mcshere and Van Glinow. 2003 cited Oran, 2010). Yesterday's needs are no longer indeed today's needs as the world has become a global village. "An effective manager who wants their employees to make maximum effort know they need to tailor their motivational practices to satisfy the needs and wants of those employees." (Robbins et al 2000).

It is based on employee's perceptions of rewards and whether they are able to achieve them (Certo, Motivation is a propelling factor that tries to unravel the rationales behind human Behavior in organization. Thus, this study examined motivation as a Catalyst that workers' productivity and performance in Nigeria on the workers at Nigeria Content Development and Monitoring Board (NCDMB). The NCDMB is a Federal Government agency that monitors the petroleum industry in Nigeria, from the upstream, r.id stream and the downstream industry which the Oil and Gas industry is divided. There is a Content Development and Monitoring Board (NCDMB) was established by the' Nigerian Oil and Gas Industry Content Development (NOGICD) Act which come into section on April 22nd 2010 with the headquarters at Yenagoa, Bayelsa

state. The NOGICD is created in line with section 55 of the NOGICD Act, which state that the Board shall established, maintain and operate a Joint Qualification System (JQS) in consultation with industry stakeholders which shall be administered in accordance with the provisions set out in the regulations to be made by the minister in accordance with the provision of this Act (NCDMB, 2010). The NCDMB mission statement is: "To promote the development and utilization of in-country capacities for the industrialization of Nigeria through the effective implementation of the Nigerian content Act." The vision statement is: "To be the catalyst or the industrialization of the Nigeria Oil and Gas Industry and its linkage sectors".

Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently. It is evident that highly motivated employees are more likely to have high productivity. However, the general problems inherent in an organization are lack of recognition of workers achievements, lack of unconventional promotion to workers that performed excellently, communication gap between employees and management. No good accommodation, to commute long distances to work, and relegating many employees.

### **Research Questions**

1. How significant is motivation in enhancing workers performance and productivity at NCDMB?
2. How does financial incentives/monitory factor enhance the performance of workers at NCDMB?
3. Does provision of social amenities to workers improve productivity and performance at NCDMB?
4. Is there any relationship between motivational factors and attitude to work at NCDMB?
5. How does recognition and reward program affect the performance of workers at NCDMB?

### **Hypotheses of the Study**

Ho: there is no relationship between motivational factors and attitude to work

Hi: there is a relationship between motivational factors and attitude to work.

There are two kinds of motivation: negative and positive motivation. If people work due to fear and reasons of punishment and reprimand, it is negative motivation. On the other hand, if people work willingly and without coercion, it is positive motivation. Motivation can as well be internal and external motivation, this leads us to the types of motivation.

### **Types of Motivation**

Broadly speaking there are two types of motivation, each one of them is identified with a unique driving factor that can either increase or decrease a person's motivation, resulting in levels of achievement, happiness, or success. These two types of motivation are intrinsic and extrinsic motivation which can as well be interpreted to mean internal and external motivation.

### **Intrinsic motivation**

Intrinsic motivation states that people are motivated by internal rewards like fulfillment and contentment, intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism, and a desire to feel appreciated. Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work.

### **Extrinsic motivation**

Extrinsic motivation states that people are motivated by external rewards like a bonus or rise as well as negative external factors like getting a quarry letter and getting fired. According to Deci (1975) describes extrinsic motivation "as, money and verbal reinforcement, mediated outside of the person". Extrinsic motivated worker's behavior stems from such tangible rewards such as pay, bonuses, and promotion and among others.

### **The Significance of Motivation**

There are several reasons why workers motivation is very significance in an organization. Because its allow management to meet organizational goals and objectives. Without a motivated workplace, organizations could be place in a very risk position of low productivity and poor work performance. Nobody wants to work in a place where he or she is not properly motivated. Therefore when workers are motivated to work, they will generally and generously put in their best effort in the task that are assigned to them. Thereby enhancing

the following in the organization:

**a. Improved employee satisfaction:**

Workers satisfaction is important for every organization because this can lead toward a positive growth for the organization.

**b. Workers development:**

Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realized the clear link between effort and results, which will further motivate them to continue at higher pace.

**c. Improved workers efficiency:**

Worker's efficiency level is not only based on their abilities or qualifications. For the organization to get the very best results, an employee needs to have a good balance between the ability to perform the task given and willingness to want to perform the task.

This balance can lead to an increase of productivity and an improvement in efficiency. Employees who believe that management is concerned about them as a whole person and not just and employees are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to productivity and profitability.

**d. Increases Productivity:**

Motivation as a process leads to an increase in productivity of the workers. Motivation meets the needs of the employee and thereby creates the drive to work at the best of his abilities. A well-motivated worker will be willing to put in more effort towards the betterment of the organization than another disheartened worker.

### **Financial Incentives**

Money has the dominancy to magnetize, retain and motivate individuals towards higher performance (Stanley, 2012). People do not work for free; employees want to be compensated for the work that they do. Employees must be motivated through adequate incentives plans and reward systems and this will invariably encourage them to be proactive and have right attitude to work, thereby promote organizational productivity (Armstrong, 2007). Money is the principal inducement and no other incentive comes close to it with respect to its influential value. Financial incentives positively affect employees' commitment or loyalty. Employees stay in an organization because the benefits of being part of an organization far outweigh the cost of leaving the organization. The fact that employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy (Cole, 2000). financial incentives are one 'of the key elements of workers motivation.

### **Recognition and Reward Programs**

Recognition and reward programs are very essential in any organization because every worker wants to be recognized and celebrate for the work they do. Freedman (2008) as cited in (Beer and Walton, 2014) is of the view that when effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivates employees to excel in their performance. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay (Dubrin, 2012). One valuable reason for recognizing employees is that studies show that people who feel appreciated are more positive about themselves and their ability to contribute, i.e., employee recognition can boost productivity and increase job satisfaction (Hansen, Smith, and Hansen, 2012). Acknowledging a job well done makes employees feel good and encourages them to do more in their work place. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity,

### **The effect of motivation on productivity**

Productivity in general has been defined in the Cambridge International and Oxford Advance Learner's dictionaries (2010) as the rate at which goods are produced with reference to number of people and amount of materials necessary to produced it. On the other hand, productivity has been defined as the utilization of resources in producing a product or services (Gaissey, 2013).

### **The effect of motivation on performance**

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. "Motivation is the willingness to do something,"

### **Maslow's Hierarchy of Needs theory**

Abraham Maslow content theory of motivation holds that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. Maslow's needs hierarchy theory is one of the most popular theories of work motivation in our time but it was not always so. Though the theories were introduced in the mid-1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960s as an appealing model of human behavior in organizations. His theory of motivation stresses on two basic fundamental premises which are:

1. Man is a wanting social animals whose needs depend on what he has already. Only needs not yet satisfied can influence behavior. In other words, a satisfied need is not a motivator.
2. Human needs are arranged in a hierarchy of importance. Once one need is satisfied, another emerges and demand satisfaction.

The needs hierarchy system, devised by Maslow (1954), is a commonly used scheme for classifying human motives. The Maslow's hierarchy of needs focus on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behavior.

It involves five categories of motives arranged with lower-level needs on the bottom which must be satisfied first, before the higher level needs come into play (Wallace, Goldstein and Nathan 1987/277). Maslow categorizes these human needs into five as depicted in figure 1 below and they are arranged in hierarchical order.

#### **Physiological needs**

Figure 1: Maslow's Hierarchy of Needs

Maslow believed every person had needs that need to be met. He transferred his idea into a triangle design. And they are arranged in number structure. They are five in number and structured.

(i) Physiological needs. These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behavior, and arguably sexual desire.

ii) Safety needs. These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness.

(iii) Social needs (sometimes referred to as love needs). These include affection, sense of social activities, friendships, and both the giving and receiving of love.

(iv) Esteem needs (sometimes referred to as ego needs). These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation.

(v) Self-actualization needs. This is the development and realization of one's full potential. Maslow sees this as: "what humans can be, they must be", or "becoming

everything that one is capable of becoming". Self-actualization needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another. The normal person is characterized by spontaneity, creativeness and appreciation of others. People who fail to achieve self-actualization, he says, tend to be hostile and disastrous and when such frustration occurs, it leads to ineffectual work performance and low productivity in the organization. Maslow conceived a human being developing the five groups of needs, in sequence, from one to five. The survival needs are present at birth. During childhood, one becomes aware of each of the higher groups of needs.

#### **Herzberg's Motivation Hygiene Theory**

Fredrick Herzberg's motivation hygiene theory is often called the two factor theory focuses on those sources of motivation which are pertinent to the accomplishment of (Hall and Williams 1986, 6). Herzberg interviewed hundreds of workers about times when they were highly motivated to work and other times when they were dissatisfied and unmotivated at work; Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: motivating factors (satisfiers) and hygiene factors (dissatisfies) respectively:

a. Satisfiers:

- (i) Achievement
- (ii) Recognition
- (iii) Work Itself
- (iv) Responsibility
- (v) Promotion
- (vi) Growth.

b. Dissatisfies:

- (i) Company Policy
- (ii) Administration,
- (iii) Supervision
- (iv) Working conditions
- (v) Interpersonal relations
- (vi) Salary
- (vii) Status
- (viii) Job security,
- (ix) Personal life..

The second set of factors does influence job satisfaction. "Motivators" focus on high level needs and include achievement, recognition, responsibility, and opportunity for growth. Herzberg believed that when motivators are absent, workers are natural toward work, but when motivators are present, workers are highly motivated and satisfied. Thus, hygiene factors and motivators represent two distinct factors that influence motivation. Hygiene factors work only in the area of dissatisfaction. Unsafe working conditions or noisy work environment will cause people to be dissatisfied, but their correction will not lead to high level of motivation and satisfaction. Motivators such as challenge, responsibility, and recognition must be in place before workers will be highly motivated to excel at their work.

The implication of the two factor theory for managers is clear. On one hand, providing -hygiene factors will eliminate workers dissatisfaction but will motivate workers to higher achievement level. On the other recognition, challenge, and opportunities for personal growth are powerful motivators and will promote high satisfaction, performance and productivity in the organization. The manager's role is to removed dissatisfies, that is, to provide hygiene factors sufficient to meet basic needs, and then to use motivators to meet higher level needs and propel employees toward greater achievement and satisfaction Daft/Marcic. (2009).

### **Equity theory**

The equity theory of process theory of motivation, focuses on workers' perceptions on how fairly they are treated compared with others. The theory was developed by J. Stacy Adams; equity theory proposes that people are motivated to seek social equity in the rewards they expect for performance. According to equity theory, if people perceive their compensation as equal to what others receive for similar contributions, they will believe that their treatment is fair and equitable. People evaluate by ratio of outputs to outcomes. Inputs to job include education, experience, effort and ability. Outcomes from job include pay, recognition, benefits and promotions. The input to outcome ratio may be compared to another person in the work group, or to a perceived group average. A state of equity exists whenever the ratio of one person's outcomes to inputs equals the ratio of another's outcomes to inputs. Inequity occurs when the input-outcome ratio are out of balance, such as when a person with a high level of educational qualification or experience receives the same salary as a new, less educated employee. Interestingly, perceived inequity also occurs in the other direction. Leave the job: people who feel inequitable treated may decide to leave their jobs rather than suffer the inequity of being under or overpaid. In their new jobs, they expect to find a more favorable balance of rewards.

The implication of equity theory for managers is that workers indeed evaluate the perceived equity of their rewards compared to others. An increase in salary or a promotion will have no motivational effect if it is perceived as equitable relative to other workers. Some organizations, for example, have created a two-tier wages system to reduce wage rates. New workers make far less than experienced ones, which create a basis for inequity.

### **Table .1 population distribution**

*Category Of Staff Number Of Staff*

<i>Governing council</i>	7
<i>Management council</i>	8
<i>Permanent staff</i>	197
<i>Contract staff</i>	10
<i>Total</i>	222

In selecting the sample size, the research selected 210 respondents as the sample size, which comprises of the management council, permanent staff and contract staff as the sample size for the study, out of a sum total of 222 members' staff. The researcher was made to understand that the management council represents the leadership of NCDMB. Meanwhile the governing council is the ceremonial personnel.

**Method of Data Analysis**

The data collected were arranged in tables and analyzed, using simple percentage, frequency tables and the chi-square ( $\chi^2$ ) that was used to test the hypothesis.

Thus, the formula of chi-square

$$\chi^2 = \sum \frac{(F_o - F_e)^2}{F_e}$$

Level of significance = 0.05

Where  $\chi^2$  = computed value of chi-square

$\sum$  = Summation  $F_o$  = Observed frequency

$F_e$  = Expected frequency

A total of 222 structured questionnaires were administered to the respondents for data collection for the study. Out of 222 questionnaires, 210 questionnaires were received and carefully scrutinized to ensure all questions were filled appropriately. While 12 questionnaires were misplaced, for this reason the analysis for this study was done using 210 questionnaire instruments that was returned.

The analysis of data collected is divided into two sections, the section A. deals with socio-demographic data of the respondents and the section B. stem from the subject matter of the study. The data presentation and the analysis are arranged sequentially for easy understanding.

Hence, the result shown below

*Socio-Demographic Data of the Respondents*

*Table: 1. Distribution of respondents according to age bracket*

Age group	Frequency	Percentage (%)
21-30	20	9.5
31-40	80	38.1
41-50	65	30
51-60	45	21.4
Total	210	100

Source: field survey, 2022.

The respondents were asked to indicate the age bracket they belong to and the result are shown from the table above; the data Hi presented indicate that 9.5% of the respondents were between the ages of 21-30 years, while 38.1% of the respondents are between the ages of 31-40 years, and 30% of the respondents are between the ages of 41-50 years, while 21.4 % are between the ages of 51 -60 years.

**Table: 2. Sex distribution of respondents**

Sex	Frequency	Percentage (%)
Male	134	63.8
Female	76	36.2
Total	210	100

Source: field survey, 2022.

The table two (2) above shows the sex distribution of the respondents. Out of the 210 questionnaires received 134 respondents representing 63.8% were male, while 74 respondents representing 36.2 % were female.

**Table: 3. Religious status of the respondents**

Religious status	Frequency	Percentage (%)
Christian	178	84.8
Islam	24	11.4
Traditionalist	8	3.8
Total	210	100

Source: field survey, 2022. From the above table, out of 210 questionnaires administered, 178 respondents representing 84.8 % were Christians, while 24 respondents representing 11.4 5% were Islam. And 8 respondent representing 3.8% are traditionalist.

**Table: 4. Marital status of the respondents**

<i>Marital status</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Single</i>	<i>128</i>	<i>61</i>
<i>Married</i>	<i>78</i>	<i>37.1</i>
<i>Divorce</i>	<i>2</i>	<i>0.95</i>
<i>Widow</i>	<i>2</i>	<i>0.95</i>
<i>Widower</i>	<i>0</i>	<i>0</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.** From the table above the respondent were ask to indicate their marital status and 128 respondents representing 61 % were single, while 78 respondents representing 37.1 % were married, and 2 respondents representing 0.95 % were divorce, while 2 respondents representing 0.95 % were widow, and widower are 0 %.

*Table: .5. Educational qualification status of the respondents*

<i>Qualification</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>WAEC, SSCE, EQUVENT</i>	<i>15</i>	<i>7.1</i>
<i>HND/DIPLOMA</i>	<i>42 .</i>	<i>20</i>
<i>BSc/ BA</i>	<i>98</i>	<i>46.7</i>
<i>MBA/MSc</i>	<i>40</i>	<i>19.1</i>
<i>Ph.D.</i>	<i>15</i>	<i>7.1</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.** From the table 5 above it was realized that 15 respondents representing 7.1 % are WAEC, SSCE, and equivalent certificate holders. While 42 respondents representing 20 % attained' HMD/Diploma certificate. And 98 respondents representing 46.7% attained are BSc/BA certificate holders while 40 respondents representing 19.1% are MBA/MSc holders from various institutions. And 15 respondent representing 7.15% are Ph.D. certificate holders from various intuitions of the world.

**Table: 6. Staff Category**

<i>Classification</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Governing council</i>	<i>1</i>	<i>0.5</i>
<i>Management council</i>	<i>6</i>	<i>2.9</i>
<i>Permanent staff</i>	<i>199</i>	<i>94.7</i>
<i>Contract staff</i>	<i>4</i>	<i>1.9</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.** The table shows the staff category of 210 respondents, the result shown indicate that

1 respondent representing 0.5 % indicate the governing council. While 6 respondents representing 2.9 % are management council, and 199 respondents representing 94.7 % were the permanent staff while 4 respondents representing 1.9 % are contract staff.

**Analysis of Research Questions** **Question: 1.** Do workers get motivated at Nigeria Content Development and Monitoring Board (NCDMB)?

**Table: 7**

<i>Respondents</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Yes</i>	<i>168</i>	<i>80</i>
<i>No</i>	<i>42</i>	<i>20</i>
<i>Total</i>	<i>222</i>	<i>100</i>

**Source: field survey, 2022.** From the table above 168 representing 80 % indicated that they are motivated, while 42 respondents representing 20 % indicated that they are not motivated. This may be due to the fact that these set of workers have experienced such situation during or after dispensation of their duties

**Question: 2.** What are the motivational factors available at NCDMB?

**Table: 8**

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Promotion</i>	<i>91</i>	<i>43.3</i>
<i>Salary increase</i>	<i>52</i>	<i>24.8</i>
<i>Incentives</i>	<i>42</i>	<i>20</i>
<i>Opportunity for advancement</i>	<i>15</i>	<i>7.1</i>
<i>Fringe benefit/perquisites</i>	<i>10</i>	<i>4.8</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.** From the table above, the response shows that 43.3 % of the respondents indicated that promotion is one of the motivational factors available, while 24.8% of the respondent indicated that salary increase is one of the motivational factors, and 20% of the respondents also indicate that incentives are some of the factors available that motivate workers, while 15 percent representing 7.1 % also indicate that opportunity for advancement is one of the motivational factors available in the organization, and 10 respondents representing 4.8 % indicated that fringe benefit/perquisites is one of the motivational factors available in the organization.

**QUESTION: 3.** *What are the motivational strategies available?*

**Table: 9**

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Recognition</i>	68	32.4
<i>Career advancement</i>	41	19.5
<i>Reward system</i> ...	67	31.9
<i>Scholarship scheme for staff family</i>	27	12.9
<i>Employment opportunity for staff family and friends</i>	7	3.3
<i>Total</i>	210	100

*Source: field survey, 2022.*

From the table: 9 above, 32.4% respondents indicated recognition as one of the motivational strategies available in the organization, while 19.5 % respondents indicated career advancement as a motivational strategy, and 31.9% indicated that reward system is a motivational strategy, while 12.9 % also indicated that scholarship scheme for staff family is a motivational strategy, and 3.3 % of the respondents indicated that employment opportunity for staff family is a motivational strategy. However, the percentage of the employment opportunity for staff family and friends is very low; this could be that the workers do not understand the question or the strategy is meant for only the management and governing council since they have the will power to hire and fire workers in the organization.

**Question: 4.** *How satisfactory are the motivational factors?*

**Table: 10**

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Satisfactory</i>	84	40
<i>Highly satisfactory</i>	48	22.9
<i>Unsatisfactory</i>	36	17.1
<i>Highly unsatisfactory</i>	28	13.3
<i>Undecided</i>	14	6.7
<i>Total</i>	210	100

*Source: field survey, 2022.*

Going by table 10 above, 84 respondents representing 40% indicated that the motivational factors

are satisfactory. While 48 respondents representing 22.9 % indicated that the motivational factors are highly satisfactory, while 36 respondents representing 17.1% indicated that they are unsatisfactory, and 28 respondents representing 13.3% indicated that they are highly unsatisfactory with the motivational factors, while 14 respondents representing 6.7% are undecided. This therefore means that although the works are satisfied with the motivational factors but a good number of the workers are yet to be satisfied with the motivational factors. Hence, there is need for review of the motivational factors as the study reveals

**Question: 5.** Is there any observed relationship between motivational factors and attitude to work? **Table: 11**

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Yes</i>	<i>136</i>	<i>64.8</i>
<i>No</i>	<i>74</i>	<i>35.2</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.**

From the table above, 136 respondents representing 64.8% observed that there is a relationship between motivational factors and attitude to work while 74 respondents representing 35.2% observed that there is no relationship between motivational factors and attitude to work. This could be due to the fact that these workers have experienced situation of such.

Question: 6: Do recognition and reward programs affect the productivity and workers?

**Table: 12**

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Yes</i>	<i>162</i>	<i>77.1</i>
<i>No</i>	<i>48</i>	<i>22.9</i>
<i>Total</i>	<i>210</i>	<i>100</i>

According to the table above 162 respondents representing 77.1% agree that recognition and reward programme affect the productivity and performance of workers. While 48 respondents representing 22.9% indicated that recognition and reward programme did not affect the productivity and performance of workers. This therefore means that recognition and reward programme is essential in motivating employees' in the organization. This considers the goals and needs of the individual, for example, people will always perceive that recognition and reward offered by bosses are more valuable and better.

**Question: 7.** Does provision of social amenities enhance productivity and work performance?

**Table: 13**

<i>Respondent options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Yes</i>	<i>175</i>	<i>83.3</i>
<i>No</i>	<i>35</i>	<i>16.7</i>
<i>Total</i>	<i>210</i>	<i>100</i>

Source: field survey, 2022.

From the table above, it is observed that 175 respondent representing 83.3% indicated that provision of social amenities enhances productivity and work performance in the organization, while 35 respondents representing 16.7% indicated that provision of social amenities did not enhance the productivity and work

performance in the organization. This therefore means that social amenities are essential in enhancing and motivating employees' productivity and performance aside other factors of motivation

Question: 8

What are the social amenities made available at NCDMB that enhances productivity and work performance.

The question: 8 of the questionnaire were not responded to, this could be predicted that either the respondents did not understand the question that was raise in the questionnaire, or it could also be predicted that either there are no social amenities that enhances workers' productivity and work performance in the organization or the researcher fail to mention the social amenities that applicable or available in the organization.

However, based on the findings of table 13 above, the researcher find out that provision of social amenities to workers is a strong motivational factor that enhances productivity and work performance, but the social amenities were not provided to the staff of NCDMB. This observation was made due to the fact that the question 8 of the questionnaire was not respondents to by the respondents which state different social amenities such as medical care, transportation network, accommodation, relaxation center etc.

**Question: 9.** Is there any observed relationship between financial incentives and employee performance?

*Table: 14*

<i>Respondents option</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Yes</i>	<i>170</i>	<i>80.95</i>
<i>No</i>	<i>40</i>	<i>19.05</i>
<i>Total</i>	<i>210</i>	<i>100</i>

From the table above, it is observed that 170 respondents representing 80.95% indicated Yes, which means that there is an observed relationship between financial incentives and employee performance, while 40 respondents representing 19.05% indicated No, that is to say that there is no observed relationship between financial incentives and employee performance.

This therefore means that financial incentive is a crucial motivational factor that enhances employee's performance and productivity, -

**Question: 10**

Rate financial incentives as a factor that enhances workers performance

*Table: 15*

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Satisfactory</i>	<i>30</i>	<i>14.3</i>
<i>Highly satisfactory</i>	<i>160</i>	<i>76.2</i>
<i>Unsatisfactory</i>	<i>8</i>	<i>3.8</i>
<i>Highly unsatisfactory</i>	<i>3</i>	<i>1.4</i>
<i>Undecided</i>	<i>9</i>	<i>4.3</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.**

The respondents were asked to rate financial incentives as a factor that enhance workers performance and the result shown on table 14 shows that 14.3% respondents rate financial as satisfactory, while 76.2% respondents rate financial incentives as highly satisfactory, 3.8% rate financial incentives as unsatisfactory, and 1.4% rate financial incentives as highly unsatisfactory, while 4.3% respondents were undecided.

The result shows that majority of the workers rate financial incentives as crucial incentives to workers motivation that enhances performance and productivity.

**Question: 11**

How does workers motivation affect the ‘productivity of the organization?’

**Table: 16**

<i>Respondents options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Satisfactory</i>	<i>35</i>	<i>16.7 -</i>
<i>Highly satisfactory</i>	<i>170</i>	<i>80.95</i>
<i>Unsatisfactory</i>	<i>2</i>	<i>0.95</i>
<i>Highly unsatisfactory</i>	<i>0</i>	<i>0</i>
<i>Undecided</i>	<i>3</i>	<i>1.4</i>
<i>Total</i>	<i>210</i>	<i>100</i>

**Source: field survey, 2022.**

The respondents were asked to indicate how workers motivation affects the productivity of the organization and the results from the above table 16 shows that 35 respondents representing 16.7% are satisfactory while 170 respondents representing 8.95% are highly satisfactory, and 2 respondents representing 0.95% are unsatisfactory, while 3 respondents representing 1.4% are undecided.

From the above table it can be predicted that workers motivation affects the productivity of the organization.

**Testing of Hypothesis and the Interpretation of Results**

The formulated hypothesis will be tested by using statistical method of chi-square ( $x^2$ ), which will enable us to reach the final conclusion in respect of the findings 5% or 00.5 significance level.

The chi-square formula is state thus,

$$x^2 = \sum \frac{(F_o - F_e)^2}{F_e}$$

Where  $x^2$  = computed value of chi-square

$\sum$  = Summation  $F_o$  = Observed frequency  $F_e$  = Expected frequency The Decision Rule

The chi-square is computed at a statistical level of 00.5 which is 3.841, significance level.

The hypotheses are restated base on the statistical evidence.

Accept the null hypothesis if the ( $x^2$ ) calculated is less than ( $x^2$ ) tabulated.

Reject the null hypothesis if the ( $x^2$ ) calculated is greater than the ( $x^2$ ) tabulated.

Hypothesis one (1)

Ho: there is no relationship between financial incentives and employee performance

Hi: there is a relationship between financial incentives and employee performance.

Table 14:

<b>Respondents options</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	170	80.95
No	40	19.05
<b>Total</b>	<b>210</b>	<b>100</b>

Where observed frequency =  $O = 170+40 = 210$  Expected frequency -  $210/2 = 105$

Response	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Yes	170	105	65	4225	402
No	40	105	65	4225	402
<b>Total</b>	<b>210</b>	<b>210</b>			<b>804</b>

X<sup>2</sup> Calculate 80.4

Level of significance = 5%

Degree of freedom = (row-1) (k-1) = (2-1) = 1

X<sup>2</sup> = 3.841 at 1 degree of freedom (0.05) level of significance.

Decision rule:

Since X<sup>2</sup> calculated value is greater than tabulated value 3.841 required for 5% of significance for one degree.

Conclusion

Based on the analysis, the researcher rejects the null hypothesis (Ho) and accepts the alternative hypothesis (Hi) we therefore conclude that "there is a relationship between financial incentives and employee performance.

Hypothesis two (2)

Ho: there is no relationship between motivational factors and attitude to work.

Hi: there is a relationship between motivational factors and attitude to work.

Table 11:

<b>Response</b>	<b>Frequency*</b>	<b>Percentage (%)</b>
Yes	136	64.8
No	74	35.2
<b>Total</b>	<b>210</b>	<b>100</b>

Source: Data from field survey, 2019.

Using  $\chi^2 = 210/2 = 105$  Fe

Response	O	E	O - E	(O-E) <sup>2</sup>	(O - E) <sup>2</sup>
Yes	136	105	31	961	9.15
No	74	105	-31	961	9.15
Total	210	210			18.3

$\chi^2$  - calculated = 18.3 Level

of significance = 5%

Degree of freedom n-1 = 2-

1 = 1 Decision rule

" ' ' ] . \*

Since  $\chi^2$  calculated value is greater than tabulated value 3.841 required for 5% significance for one degree.

### Conclusion

Based on the above analysis, the researcher rejects the null hypothesis (Ho) and accepts the alternative hypothesis (Hi) we therefore conclude that "there is a relationship between ,< motivational factors and attitude to work".

### Discussion of findings

From the study, it was revealed that 9.5 respondents are within the age group of 21-30 years followed by those in the age of 31-40 years at 38.1%, followed by 41-50 years 30% and those in the age of 50-60 years are 21.4%. This means that the Nigeria Content Development and monitoring Board is having young and energetic people in the service with more experience workers that are nearing to the retiring age that will help prepare the young once for greater goal attainment in the organization.

The study also noted that the male employees form the majority by 63.8%, while females represented by 36.2%. This therefore means that NCDMB is not biased in its employment but only that the gap between the males and females are huge that is more than 100%. From the study it was also gathered that Christians form the majority of the employees by 84.8% while Islamic faithful represented by 11.4%, followed by traditionalist 3.4%. Most of the respondents are of the Christian religious faithful. This is normal for the south - south part of Nigeria is predominantly Christian faithful. From the findings more are single, represented by 61% while 37.1% are married and divorce and widow all sum up to be about 1.9%. The study revealed that NCDMB have more single and vibrant young employees. This is also normal because since young employees do not usually rush in to marriage, except if the person is under family pressure that is mostly experience by female employees and sometimes males. On the highest professional qualification, the study revealed that 7.1% are secondary school graduates, followed by 20% HND/Diploma certificate, while majority of the workers are

### Conclusion

From the findings of the study and based on the objective of the study, it was concluded that promotion, salary increase, financial incentives, and other motivational factors were the main sources of motivation for the organization. However, the study also revealed that there some deficiency in the areas of opportunity for advancement and fringe benefits.

The study also concluded that social amenities such as accommodation, medical care, transportation network, relaxation centers, good working environment etc. are good motivational factors that motivate workers to give in their best at work place. However, it was discovered that Nigeria Content Development and Monitoring Board, did not provide such incentives to her workers. It was observed that the organization did not use social ^ amenities to motivate workers and the workers perceived social amenities as a crucial incentive to work motivation.

The study also concluded that financial incentives are a crucial motivator to workers. However, it was also observed that salary increase at NCDMB does not increase in direct proportion with the promotion attained.

In conclusion, the researcher hope that when the organization adopt a sound motivational package or scheme that will accelerate from the bottom to the top to satisfy workers, it will not only lead to workers commitment to work but will also increase the effectiveness and profitability of the whole organization. This in the long run enhances productivity and work performance.

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*Global Journal of Applied, Management and Social Sciences (GOJAMSS); Vol.29, June 2024; P.195 – 213 (ISSN: 2276 – 9013)*

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