

## Employee Compensation a Panacea for Increasing Workers Productivity: A Case Study of Benin Owena River Basin Development Authority

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### Abstract

Employees are a company's livelihood. How they feel about the work they are doing and the results received from that work directly impact an organization's performance and, ultimately, its stability. An unstable organization ultimately underperforms. The study had the following objectives: to establish the relationship between motivation and higher productivity among workers, to find out any relationship between motivational factors and work of staff and to determine how incentives influence workers approach to work and their performance. To achieve these goals, a questionnaire was designed based on the objectives. The completed questionnaires were processed and analyzed using the Simple Percentage. The findings of this study revealed that alongside monetary incentives, another key factor in motivating employees is to involve them in the process aimed at attaining organizational effectiveness because without their co-operation and support a great deal of managerial energy may be wasted. The study concluded that efforts should be aimed at motivating staff of all levels in order to increase productivity for higher returns. This study revealed that the higher motivation of workers leads to increasing productivity in BORBDA.

**Keywords:** Employee Compensation, Workers productivity, RORBDA

### I. Introduction

#### 1.1 Background to Study

It is pertinent to note that all organizations are concerned with what should be done to achieve high levels of performance through people. Consequently the subject of adequate incentives for workers, as derived from the so many attempts made by management practitioners, is to look for the best way to manage so as to accomplish an objective or mission with the least inputs of materials and human resources available. Employee compensation is a form of motivation.

Motivation can be defined as the set of factors that cause people to behave in certain ways (Schwartz, 2006). Motivation is derived from the term motive which is a reason for doing something (Amstrong, 2008), the reason can either be internal (intrinsic) or external (extrinsic) factors (Herzberg et al., 1957). Motivation can be described as goal-oriented behavior (Amstrong, 2008). Drafke (2002) defines motivation as simply an incentive to act. Motivation is among the key concerns of organizations in the modern business environment, as it has been identified to be critical in achieving business goals and objectives. This means giving close attention to how individuals can best be motivated to achieve objectives set for them (Amstrong, 2008).

Key factors that determine employee motivation are satisfaction, recognition, appreciation, inspiration and compensation (Bowen, 2000). Organizations that recognize the importance of motivating employees often implement strategies that consistently motivate their employees to achieve the organizations objectives. Such strategies for improving motivation include compensation, employee participation, feedback and work environment which ensure that employees' needs and requirements are met (Bowen, 2000). Clegg and Birch (2002) argues that the thought of incentive is in itself motivational, in fact most motivation comes from anticipation than the delivery of the incentive itself.

Compensation is one of the key drivers of motivation because humans are naturally inclined to perform better when they perceive that they will get sufficient payment or returns from their efforts. While people exert effort for different reasons, today's competitive economic environment coupled with the consumer society has made compensation arguably the most important motivation factor. Most people are motivated by money at least for their basic needs and wants. Compensation in any form is the most obvious extrinsic reward; it provides the carrot that most people want (Amstrong, 2008). DeNisi and Griffins (2008) defines compensation as the set of rewards that organizations provide to individuals in return for their willingness to perform various jobs and tasks within the organization.

Certain problems of inadequate motivation however do arise as it concerns certain individuals who come into the work situation with differences in expectation, behavior and outlook. These problems of individual motivation inadequately may be divided into two categories. Firstly, the inability of certain individuals to be motivated may stem from the fact that there is a deficiency in their personality. For such people, the desire to avoid failure may be too strong while paradoxically, the motive to produce positive results may be too weak. This could produce a general resistance to achievement-oriented activity that should naturally be overcome by other extrinsic modes of motivation if there is to be any spur to achievement oriented activity at all. Secondly, even when the achievement motive is relatively strong, the challenges before the individual worker may be proven to be inadequate or too difficult, whichever of these that apply to the individual worker will usually manifest themselves in different ways such as lack of enthusiasm or premature surrender (Bryans and Crouin, 2005).

In spite of all these apparent attendant problems of motivation, and productivity, every organisation do necessarily seek means of ensuring continuous productivity, which would be geared towards the accomplishment of organisation goals. The organizational system under study cannot be said to be different in any way, in terms of producing the result for which it was set up. In all these processes the public organisation and indeed the Benin Owena River Basin Development Authority (BORBDA) has significant impact in Ondo State.

This study will examine to what extent the financial and non-financial incentives such as achievement, job security, recognition, advancement, job enrichment or the job itself, responsibility, decisional participation and management style employed to raise the morale of the worker for high productivity. The study identifies elements that promote human dignity and thus raise the morale of the worker for higher productivity. The study further investigates the effect of non-financial incentive packages here referred to as 'non-economic motivators' on the workers and the consequent output of BORBDA.

It is crucial to note that non-economic motivators is used to refer to those factors which are not necessarily computable in monetary terms but which drive the human mind from within to behave in a desired way and to the maximum realization of the organizational objectives while adequate motivation is simply defined as contentment, fulfilment or job satisfaction.

### *1.2 Statement of Problem*

Before the advent of oil and during the oil boom, Nigeria has been known to be an environment for investments. The country was earlier perceived to have the potential of becoming a leading industrialized nation in the world in the not-too-distant future due to this natural endowment. However, it is unfortunate that the potential are not properly harnessed and this result to the aftermath being experienced today.

The current state of affairs in the nation in general as relating to the workforce motivation makes it necessary to temper this optimism with caution. "The workers are known for strike action" Over what? "They are asking for pay rise after series of economic downturn and long review of salary increment. In some cases, the state workers are subjected to "half salary" and they are been cheated, while most political office holders are living extravagantly. Although this paper will not be limited to state workers but will examine the workers holistically.

The questions often asked are as to what workers in general want from their employers. Can there be an end to the clamour for increases in wages? Why do workers work and what induces them to give of their best? Money only plays the role of common denominator of all things. There is a general notion that if only management can identify other things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rises. Less time will be spent on the annual ritual of management/workers union negotiation meetings (Badu, 2010).

The general problem inherent in the organizational set up is low salaries, irregular promotional structure and lack of recognition of workers achievements. All these tend to dampen workers morale and consequently affect their productivity. The aim of this research therefore is to find out if higher employee compensation will result to increasing productivity.

### *1.3 Study Objectives*

The main objective of the study is to investigate into the impact of higher employee compensation on productivity of employees at BORBDA.

The specific objectives of the study are to:

- Determine how higher employee compensation influence the staff of BORBDA approach to work;
- Find out any relationship between motivational factors and the performance of staff of BORBDA; and
- Establish whether motivation has any influence on the staff of BORBDA.

### *1.4 Scope of the Study*

This study is limited to the work force of BORBDA; the work force to be covered within the context of the paper will include contract, permanent and management staff. The relationship between the BORBDA and its employees is governed by what motivates them to work and the fulfillments they derive from it. The director needs to understand how to elicit the cooperation of staff and direct their performance to achieving the goals and objectives of the organization.

### 1.5 Definition of Operational Terms

**Motive:** This is a reason for doing something

**Motivation:** This is concerned with factors that influence people to behave in certain ways. Motivating people is about getting them to move in the direction you want them to go to achieve results (Armstrong, 2008). There are two types of motivation as originally identified by Herzberg *et al.* (1957), intrinsic motivation (self-generated factors for example interest, responsibility) and extrinsic motivation (from others for example increased pay, praise, punishment, criticism).

**Compensation:** This is the package of quantifiable rewards an employee receives for his or her labour. It includes three components: base compensation, pay incentives and indirect compensation/ benefits (Gomez *et al.*, 2012).

**Productivity:** This is the individual output; this may be in the form of units per person or revenue generated per person (Armstrong, 2008).

## 2. Literature Review

### 2.1 Empirical Evidence on Employee Motivation

The fields of employee motivation and employee performance are solidly grounded in the researcher of Maslow, Taylor, and Herzberg, to name just a few. The concepts of motivation and performance are constructs within the larger organizational behavior model. While each of these constructs can be reviewed on their own, employee motivation is linked closely to employee performance. By conducting the search in this manner the resultant articles were specific case studies of employee motivation in various organizations. The resultant case studies looked at a range of topics on both employee motivation and employee performance and how these constructs can be connected.

One particular study looked specifically at “the followers” of an organization and what key factors a leader needs to know about the various types of followers. The case studies in this review expand upon the work of Maslow in brief, and Herzberg. In ‘Beyond the Fringe’, Simms discusses how various organizations utilize tailored versions of “non-cash rewards” as employee incentives. Simms suggests that Herzberg’s view of salary as not being a motivator holds. The ability to hold up an incentive that doesn’t get absorbed by the employee’s monthly bills has a larger effect on employee motivation.

He also suggests it may be more acceptable to boast about a special award or party rather than an employee’s salary raise. Simms then goes on to expand the discussion of non- cash rewards such as flex time, employee of the month, and tailored goal incentives. Simms argues it is important for employers to communicate these benefits to employees because many employees don’t understand their total compensation package. By communicating the total package, the employer reinforces their commitment to the employees and helps to motivate the employee. This motivation leads to greater employee satisfaction and performance (Simms, 2007).

The case study of the Harrah’s Entertainment sales teams lays out the use of team incentives to increase sales across the various branches of the Harrah’s Entertainment family of products. However, the core to the incentive packages, that Jakobson discusses, is the use of Merchandise Awards. Jakobson states that Merchandise Awards are even more effective than Top Seller Trips. Harrah’s also uses simple employee motivation tactics such as recognition at weekly and monthly sales meetings of the top sales teams (Jakobson, 2007).

Whiteling (2007) looks at the cases of Reuters and supermarket giant Sainsbury’s to show how important it is to create a culture where employees become directly involved in suggestions for change. By creating a culture where employee input is valued and utilized, the changes faced by the organization are better understood and receive the support of the employees. This also has the side effect of creating employee motivation to support and accomplish the organizations goals and change efforts (Whiteling, 2007). Silverman utilizes a similar strategy to create a high-performance workforce. Silverman suggests keeping employees engaged by working with storytelling. Employers can systematically ask employee’s to tell their story for good or not-so good situations. In this way, an employee/employer relationship can be forged which can help foster mutual support and idea sharing (Silverman, 2006).

Similar to Whiteling, Silverman suggests that the organizations culture needs to be developed around the concept of storytelling. Employees need to feel their stories are being heard, understood, and valued by those requesting the stories. By forging these relationships, the employee feels valued by the employer, supervisor, and organization as a contributor. This value translates into higher work performance and stake within the organization (Silverman, 2006; Whiteling, 2007). Sharbrough’s (2006) study looks at the correlations between leader’s use of Motivating Language (ML) and employee job satisfaction and the perception of a supervisor’s effectiveness. In both cases, there was a statistically significant correlation in this study between a leader’s use of ML and employee job satisfaction and the perception of a supervisor’s effectiveness.

This correlation can be utilized by organizations to measure a leader’s use of ML and determine levels of employee satisfaction as well as determine the perceived effectiveness of a supervisor 23 Kellerman(2007) has expanded the work of Zaleznik, Kelley, and Chaleff to create what he calls a level of engagement to classify the followers of an organization. This employee continuum ranges from “feeling and doing absolutely nothing” to “being passionately committed and deeply involved.” In this way, a leader can assess their subordinates and tailor a leadership approach to maximize the affect a particular effort will have on employee motivation.

## 2.2 Theories of Motivation

### 2.2.1 Abraham Maslow Theory

Abraham Maslow (1954) attempted to synthesize a large body of research related to human motivation, prior to Maslow, researchers generally focused separately on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behavior. Maslow posited a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs, each lower need must be met before moving to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency.

Maslow's theory is difficult to test empirically and has been subject to various interpretations by different writers. Reviews of the need hierarchy model suggest little clear or consistent support for the theory and raise doubts about the validity of the classification of basic human needs. However, it is important to stress that Maslow himself recognizes the limitations of his theory and did not imply that it should command widespread, empirical support. He suggested only that the theory should be considered as a framework for future research and points out: 'it is easier to perceive and to criticize the aspects in motivation theory than to remedy them.' Although Maslow did not originally intend that the need hierarchy should necessarily be applied to the work situation, it still remains popular as a theory of motivation at work.

Despite criticisms and doubts about its limitations, the theory has had a significant impact on management approaches to motivation and the design of organizations to meet individual needs. It is a convenient framework for viewing the different needs and expectations that people have, where they are in the hierarchy, and the different motivators that might be applied to people at different levels. The work of Maslow has drawn attention to a number of different motivators and stimulated study and research. The need hierarchy model provides a useful base for the evaluation of motivation at work.

### 2.2.2 Frederick Herzberg Theory of Motivation

Frederick Herzberg (1923-) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (**Motivators**). However there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (**Hygiene factors**). Motivators are more concerned with the actual job itself. For instance how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion.

Hygiene factors are factors which 'surround the job' rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there. Importantly Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay, and piece-rate in particular. Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are:

**Job enlargement** – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.

**Job enrichment** - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.

**Empowerment** means delegating more power to employees to make their own decisions over areas of their working life.

## 2.3 Incentives as Motivational Tools

In order to keep workers motivated their needs must be addressed as project goals are reached. Satisfying workers' needs can be viewed as distributing incentives when certain objectives are achieved. Employees have needs that they want met and employers have goals that they reach and they can work together as a team to satisfy the wants of both the employees and their employers. Workers who are motivated to help reach the goal of the employer and do so should be recognized with an incentive/reward. When considering what type of incentives to use there are two types to be aware of, extrinsic and intrinsic.

Extrinsic rewards are external rewards that occur apart from work, such as money and other material things. On the other hand, intrinsic rewards are internal rewards that a person feels when performing a job, so that there is a direct and immediate connection between work and reward. The power of incentives is immense and pervasive, which is all the more reason they require careful management (McKenzie and Lee 1998). Heap (1987) has summarized a list of these advantages and disadvantages associated with financial incentives. Many construction companies have already considered that there can be advantages and disadvantages of developing an incentive program.

A study by Sanders and Thompson (1999) showed that those companies that keep their program simple with the main objective of the program in mind (to benefit the project in reference to cost, schedule, customer service, environment and quality) are also deemed success of any incentive program. Incentives are usually defined as tangible rewards that are given to those who perform at a given level. Such rewards may be available to workers, supervisors, or top managers. Whether the

incentive is linked directly to such items as safety, quality or absenteeism, the reward follows successful performance (MaKenzie and Lee, 1998).

Many companies feel that pocket money is to longer a good motivator; others contend that small rewards such as toasters and blenders do not motivate. Many companies therefore offer profit sharing plans; or companies have abandoned monetary rewards and instead offer lavish trips to such places as Europe and some Caribbean islands. Because of the expense, these programs require careful monitoring. Some companies merely reward good producers with an extra day off with pay. Other concerns reward top performers with better working conditions. Since incentive programs aim to increase workers' performance levels, the measure used to decide if a reward has been earned should be carefully set.

The performance level must be attainable or workers won't try to reach the goal. That fact underscores the usefulness of having workers themselves contribute their ideas about what constitutes a reasonable level of performance. An incentive scheme may also fail if the measure of success ignores quality or safety. An obvious problem exists when an incentive is applied to work that is machine paced. Incentives should be clearly linked to performance, but not all incentives can be clearly tied to objective criteria. Some incentive rewards are issued on the basis of a subjective assessment by a superior on the merit of particular workers. This method, in particular, may cause conflicts between workers, especially those who do not win rewards (Turkson, 2002).

Every organization is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organization context within which they carry out the work (Armstrong, 2006). The study of motivation is concerned basically with why people behave in a certain way. In general it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005). Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organization (Bloisi, 2003). It has been established that motivation is concerned with the factors that influence people to behave in certain ways.

#### ***2.4 Effects of Motivation on Productivity***

Productivity in general has been defined in the Cambridge International and Oxford Advance Learner's dictionaries 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, 1993). It has further been defined as the ratio of the output (good and services) and input (Labour, capital or management). The definition of productivity is utilized by economists at the industrial level to determine the economy's health, trends and growth rate whiles at the project level, it applies to areas of planning, cost estimating, accounting and cost control (Mojahed, 2005).

Several factors affect labour productivity and prominent among them is the basic education for any effective labour force. In addition to the above is the diet of the labour force and social overhead such as transportation and sanitation (Heizer and Render, 1999). Furthermore, motivation, team building, training and job security have a significant bearing on the labour productivity. Coupled with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. Better utilized labour with stronger commitment and working on safe jobs also contribute to affect labour productivity (Wiredu, 1989).

#### ***2.5 Effects 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," wrote Stephen Robbins and David A. DeCenzo in their book "Supervision Today." "It is conditioned by this action's ability to satisfy some need for the individual." The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered. Every employee within a company is different and, therefore, is motivated to perform well for different reasons.

Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. "If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences," Robbins and DeCenzo report in their book "Supervision Today." Money is the most important motivator for employee performance but it is important for companies to find other ways to motivate. This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve.

### **3. Research Methodology**

A cross section of the staff of BORBDA comprising of 45 subjects drawn from every class and cadre of the organization was sampled. For the purpose of this study, the workers were divided into three major groups namely: the contract staff; the permanent staff officers; and the management staff officers. Careful analyses of the above data revealed that the 9% are

management staff, 55.5% are permanent staff, and the remaining 35.5% are contract staff. Information was gathered from the population.

Questionnaire was used for collecting responses from the subject selected for the study. The scale of response on the questionnaire was from strongly Agree, Agree, Undecided, Disagree to Strongly Disagree. A total of 45 respondents completed and returned the questionnaires. They all filled and returned questionnaires for analytical purposes.

The Benin Owena River Basin Development Authority (BORBD) together with other Basins in Nigeria was established through the decree that charged them to enhance:

- Increase in production of food and other raw materials to meet the country's growing population and expanding industries and to attain self-sufficiency in food production.
- The expansion of employment opportunities at the rural levels and the need to develop underground water domestic use (FRN, Gazette, 1976; Akindele and Adebo, 2004).

In 1976 the Obasanjo regime promulgated the River Basin and Development authorities Decree, creating eleven Basin Authorities distributed all over the country. According to the provisions of Decree, the eleven bodies corporations are:

- The Sokoto –Rima River Basin Development Authority;
- The Hadejia Jama're River Basin Development Authority;
- The Chad Basin Development Authority;
- The Upper Benue River Basin Development Authority;
- The Lower Benue River Basin Development Authority;
- The Cross River Basin Development Authority;
- The Anambra River Basin Development Authority;
- The River Niger Basin Development Authority;
- The Ogun-Osun River Basin Development Authority;
- Benin-Owena River Basin Development Authority;
- The Niger Delta Basin Development Authority; (RBDA Decree 87, 1979; Akindele and Adebo, 2004).
- The River Basin Authorities were charged with the following functions:
  - To undertake comprehensive development of both surface and under ground water resources for multi-purpose use;
  - To provide water from reservoirs and lakes under the control of the Authority for irrigation purposes to farmers and recognized association as well as for urban water supply Authority concerned;
  - The control of pollution in rivers, lakes, lagoons, and creeks in Authority's area in accordance with nationally laid standards;
  - To resettle persons affected by the works and schemes specified under special resettlement schemes;
  - To develop fishes and improve navigation on the rivers, lakes, reservoirs, lagoons and creeks in the authority's area;
  - To undertake the mechanical clearing and cultivation of land for the production of crops and livestock etc.
  - To undertake large-scale multiplication of improved seeds, live stock and tree seedlings for distribution to farmers and for afforestation schemes;
  - To process crops, livestock products and fish produced by farmers in the authority's area in partnership with state agencies and any other person;

To assist the state and local governments in the implementation of rural development works (construction of small dams, provision of power for rural electrification schemes, establishment of grazing reserves, training of staff) in the Authority's areas (RBDA Decree 87, 1979; Akindele and Adebo, 2004).

In 1984 under the Buhari regime the eleven River Basin Authorities metamorphosed into eighteen Authorities and were redesignated as "River Basin and Rural Development Authorities (ORBRDAS) (FFSDSRP) with one serving the purpose of each state and one for Ogun and Lagos State combined. It was as a result of this metamorphosis that ORBRDA gained autonomy for independent existence in 1984 when it was excised from the old Benin-Owena River Basin and Development Authority (BORBDA) to cater exclusively for Ondo State (ORBRDA, 1987; Akindele and Adebo, 2004).

#### 4. Data Presentation, Analysis and Discussion of Results

This study was intended to investigate whether or not there was a relationship between adequate motivation factors and workers' productivity in an organization. The variables used to categorize the respondents were experience and age. The data generated in this study were analyzed and the findings are discussed under this heading according to the various research questions that were formulated to guide the study.

##### *Q1. Incentives are important for motivation of workers.*

The finding from this study as it relates to research question one, showed that there are incentives and motivational factors in relation to workers' productivity and performance. The finding of this study corroborates the findings contained in the study conducted by Dachler and Hullin in which 400 auto factory workers were used in Chicago. The major finding of that study was that 57% of the respondent's in spite of the recent pay rise they received indicated that none of motivational factors has any

implication on their work productivity. It was observed in this study that in spite of the fact that none of the motivational factors has affected the worker, management concern had a higher coefficient.

The finding of this research question as it relates to BORBDA agrees with the findings of the studies carried out by George and Bishop. The researchers succeeded in providing evidence to the effect that a positive relationship exists between the amount of incentives and level productivity in a life insurance company. Twelve work sections with high productivity and twelve with low productivity were selected for the study. The behaviour of incentives in these two sets of work sections were assessed by means of interviews with both supervisors and subordinates. The result showed an appreciable difference in the amount of consideration that adequate incentives and high productivity management gave their workers. In another study by Freeman in which 242 electronic workers were used, it was observed that 73% of all the respondents indicated that familiarity was the incentives that most affected their work productivity. Incidentally, the finding does not agree with the finding of this study, which showed that closeness had the lowest coefficient of  $-0.525$ . The working environment and may be the nature of business and society may have been responsible for the lack of uniformity in the obtained results.

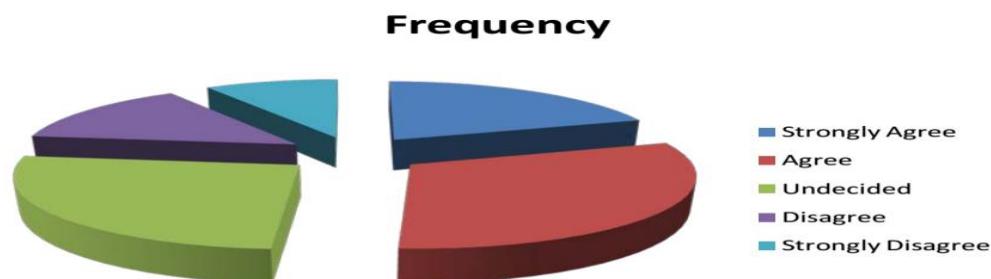


Figure 1

***Q.2. It is important that the Director motivate staff***

A view, which supports the finding from this study, is that from Evan who argued that motivational factors such as management/employee relations and interpersonal relations tend to affect both approach to work and productivity. In another study by Freeman, it was discovered that there was a reduction in productivity because there was some degree of incompatibility between the formal informal organizations. This showed that there was a significant relationship between motivational factors such as concern to work, as is also the case in the study.

What the finding in Freeman's work reveals, is that the various motivational factor could affect productivity either positively or negatively. It is the positive effects of the various motivational factors on worker that the organisation is supposedly attempting to work on by setting the machinery in motion by reviewing conditions of service on two-year basis including the retirement age of staff. The importance of the effect of adequate motivation factors on worker cannot be overemphasized whether the issue is looking at it from the psychological, sociological and economic point of view.

The study conducted by Opsahl and Dannette showed that financial incentives tended to highly affect approach to work. This meant that both familiarity and concern were rated as being motivational factors that affected approach to work of 72% of the 680 workers of a battery company that were used for the study in Indiana, U.S.A. The finding of that study, agree with the finding of the study to the extent that both familiarity and concern are important motivational factors.

The finding from this study however do not seem to agree with the finding from the study conducted by Patchen. It was discovered in the study that 47% of the 630 workers of an air flight company in the U.S.A. indicated that being involved in certain corporate decisions which is under thrust, was more important to them than the kind of treatment they receive from management when they cannot come to work. The totality of all its findings tend to say that there is no consensus as regards which motivational factor should be given prominence of others in terms of bringing about improved worker productivity. The results of the study as it concerned contract staff of BORBDA, show that there is no relationship between motivational factors and attitude to work. In spite of this result, familiarity recorded the highest coefficient among the three motivational factors in terms of affecting approach to work.

The results obtained from Contract staff of BORBDA showed that there was a significant relationship between motivational factors and approach to work. In addition, it was revealed that concern was the motivational factor that made the most significant impact on approach to work. The results of this study agree with those of Katzell and Yankelovich.

Table 1

Responses	Percentages
Strongly Agree	20
Agree	31
Undecided	26
Disagree	14

Strongly Disagree	9
Total	100

### Q.3. Workers put in their best when they are placed on little or no incentive package

The result obtained from old members of staff, showed that there was no significant relationship between the motivational factors and approach to work. A further breakdown of the result shows that while intimacy and concern did not record significant relationships with approach to work, driving force recorded significant relationship. This result might have been influenced by the age of the respondents who may have felt more concerned about issues that touch on self-respect more than any other factor.

This may have been responsible for the high rating recorded by driving force over intimacy and concern. Kilpatrick, Cummings and Jennings who stated that 62% of the federal civil servants in the U.S.A., who were used for the study, contended that they tended to regard driving force as a good predictor to approach to work support this view. It was reported that all occupations within the civil service structure rated self-determination highly among the elements that define the ideal job. The general result of the study which showed a non-significant relationship between motivational factors and approach to work may have been so because the respondents were not young and for most of them, time was running out in a depressed economy where salaries that are paid to the active labor force is not enough for fulfilling all the financial obligations of workers.

This may have led to a high degree of disenchantment among this category of workers. The point must be made here that for the old, experienced and almost retiring average workers under the present dispensation, there is nothing to be happy about. Save for the total retirement benefit accrues to the staff. The finding of the study is not corroborating the findings of the study carried out by Student. This is because the batter study revealed that consideration of the view and feeling of workers by supervisors in a meat processing factors in Birmingham, Alabama tended to affect the work group performance of the staff. It was observed that workers who were exposed to better supervisor treatment tended to perform better than those workers who were not treated with much or any consideration.

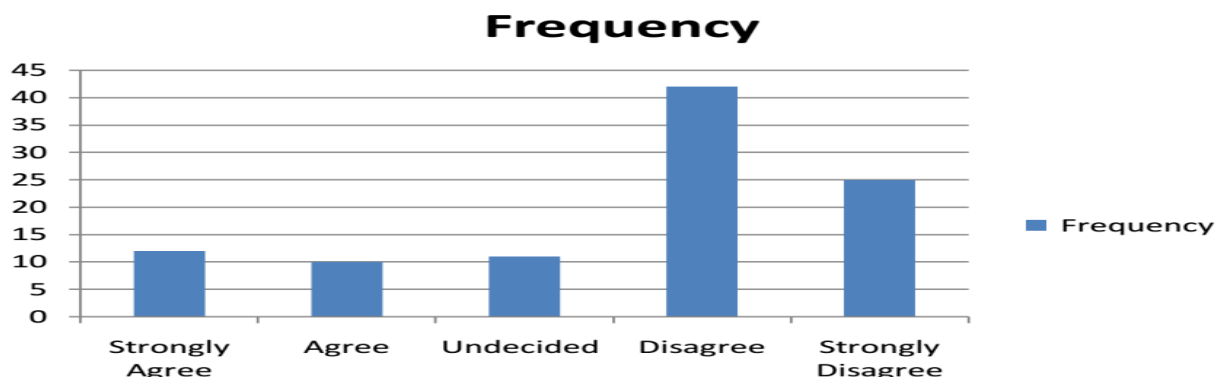


Figure 2

### Q.4 It seems that fat salaries are the best tools with which to motivate workers increase productivity.

The American Heritage Dictionary of the English Language (2006) defined employee "as a person who works for another in return for financial or other compensation". Employees do not only work because they want to collect only pay but for other numerous factors. People work because they have goals to achieve which surpass financial gains from their employment. There are various factors that bother on employment. These factors include: employer, employee, working environment, working terms and conditions and type of products and services provided by employer.

Maslow (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces.

The results obtained from this however shows that majority of the staff of BORBDA believe that fat salaries is not the only motivating factor for staff to put in their best to obtain higher returns. The majority of these people were the management and senior staff who have other incentive packages aside the salaries they receive that the contract/junior staff may not have. The inference to be drawn from this is that, these incentive packages should be made available to contract as well as junior staff, even if they will be in lower quantities.

Table 2

Responses	Percentages
Strongly Agree	6
Agree	28
Undecided	8



Disagree	22
Strongly Disagree	36
Total	100

#### ***Q.5 Well-motivated staff has a positive attitude towards work***

It is said that incentives play a major role in motivating your employees and encouraging them to achieve higher goals. In any organization, incentives work because employees are then goal driven and push themselves to achieve their targets. Each organization has a reward system in place to motivate their employees. This reward system is based on incentives like an increase in the salary, cash, gift or a holiday. Compensation is offered to each employee based on his or her performance on the job. Incentives are usually seen as short term motivators for employees. Hence, incentives are used a lot to motivate sales employees so that they achieve their targets.

The role of incentives is not to overload the employees with excess work but to realize their accomplishments and make them feel an important part of the business. Incentives allow the employees to take on responsibilities and in turn increase their job satisfaction. However, along with incentives, appreciation, positive feedback and praises are also important to motivate employees. The results from this particular question do agree with the fact that well motivated staff has a positive attitude to work. Majority of management, senior, junior and contract staff alike do agree with this

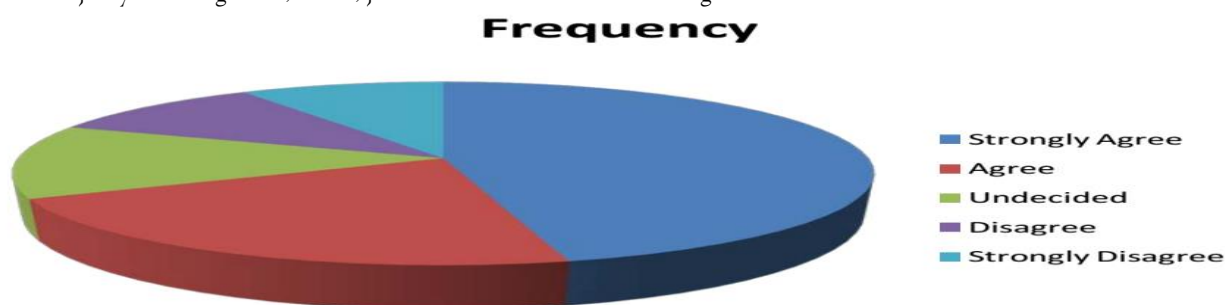


Figure 3

#### ***Q.6. Workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity.***

In these hard times, your staff morale is of paramount importance. They're worried about their jobs and making ends meet, having low morale on the job will compound their woes. The truth is that as you make the effort to boost staff morale, you'll be increasing productivity, lowering employee absenteeism as well as constant employee turnover. Researching BORBDA Ghana, it was realised that medical, clothing, furniture, fuel allowances as well as special celebrations for Christmas/Easter/Sallah and end of year parties organized for staff, mainly management, senior as well as junior staff. That is how come we have majority of the staff agreeing to this statement that staff welfare should be of paramount issue to top management.

Table 3

Responses	Percentages
Strongly Agree	3
Agree	79
Undecided	0
Disagree	5
Strongly Disagree	13
Total	100

#### ***Q.7. Only monetary rewards can bring out the best in workers***

With reference to question 4, it is not only monetary rewards that can bring out the best in workers. There are other factors or incentives that staff look out for just as has been mentioned in the analysis on question 4.

Table 4

Responses	Percentages
Strongly Agree	5
Agree	7
Undecided	3
Disagree	38
Strongly Disagree	47
Total	100

## 5. Conclusion and Recommendation

### 5.1 Conclusion

This study took a close look at the organization and its performance in terms of the stated objectives. In particular, the study examined the effects of adequate incentives and motivational factors other than money in the effective functioning of the organization and offers suggestions for improvement. Management come and go, but the workers remains and in fact remains always the continuing link and force. It was however revealed that the higher motivation of workers leads to increasing productivity in BORBDA.

This study was started and carried out on the premise that money (salary) or financial incentive being a right of the worker is taken for granted and that certain other factors would be needed to adequately motivate or satisfy the workers. Such factors include job security, recognition etc. the new element of irregular or non payment of salaries in the organization which became current after the study was conceived and started, however, tended to slightly alter the findings of this study with a little tilt towards the importance of financial reward. This position notwithstanding, it was possible to establish the importance of other factors in building the attitude of the workers. The findings of the study for example indicate that the work security is seen as sacrosanct in the past and the continuous juggling with this security is gradually breeding a new attitude in the workers, resulting in fear, tension, anxiety and frustration with their attendant effect low productivity. The rate at which workers are changing job is alarming. Even if the organization is able to pay salaries regularly, it is not enough to ginger the high spirit expected for effective implementation of the newly introduced programmes. The management will need to pay some attention to these other factor, which the data of this study have shown to be important.

The findings of this study point to the need for the leaders of the BORBDA to recognize this. A recognition or appreciation of an effort made or a good job done is likely to produce even better job apart from making a happier and more satisfied worker. But if when the work is well done, it attracts no comment but whereas the slightest mistake is condemned (negative stroking) then the likelihood is that more dissatisfied workers with less zeal or productivity for the job will be produced. An attempt has been made in this study to trace the history of the concept of incentive and motivation and define the word. Various theories were examined and the experience is that the level of understanding concerning work motivation has increased considerably in the past several decades.

### 5.2 Recommendation

The study suggests that there is a sizeable discrepancy between actual practices of some the more advanced theories of motivation. The reasons for such discrepancy can be traced to differences in organizational setting and culture even Nigeria a peculiar sample. The study also suggests that no one statement about motivation at work can apply at all times or to all circumstances. The study would tend to show however that the creation of a stimulating, productive and satisfying work environment could be beneficial for both the management and workers if honest concern is shown for all parties involved. It is my belief that the director has a greater role to play in this arrangement for improvement.

One of the most important lessons from this study is perhaps the fact that director must get personally involved and take active part in managing motivational processes at work, if they really wish to improve performance and productivity. There is no shorter cut to it than getting the management committed to its success. As a first step, directors at various departments should examine themselves and be clear in their minds what they want, and what their own roles should be in the organizational setting. Furthermore, they should be sensitive to variation in employee's need, abilities and traits and not applying a blanket treatment, not nepotisms or sectionalism to any.

People are different and differ widely in their education, background, personal attitude and expectation. These differences should be taken into consideration in selecting the best incentive to motivate employees. An approach that is successful with employees who want their work to be challenging and free from close supervision for example will be considerably different from the approach that is equally successful with employees, who want to be told exactly what they are supposed to do each day and who want to avoid responsibility for any mistakes that they make. Another area of concern is the nature of the job or the work itself. The findings of this study suggest that the management must seek to provide employees with jobs that offer greater challenge, diversity, and opportunities for personal need satisfaction, only few workers may not mind the job. It is also necessary that directors should seek to explain to the employee his role a defined schedule of duties.

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