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FROM EDITORIAL'S DESK

The Volume 4 Number 1 Entrepreneurial Journal of Management Sciences is a publication of College of Management Sciences, Al-Hikmah University, Ilorin. This edition comprises of eleven (11) well edited academic papers, scorched from different level of academic Scholars. Each paper in this volume contains distinct characteristic that can be liken to what is obtainable in the international journals. This reflects the outcome of the work done by our distinguished editorial board and cream of authors that have submitted paper(s) to this edition of the journal. I provide on this desk the summary of each of the paper contain there in.

The first paper is the one on 'the integrated analytic hierarchy process and integer programming model for media selection' the paper investigates the feasibility of improving a group decision making in a more systematic and logical manner through the use of an integrated analytic hierarchy process and integer programming model. The writers were able to bring home their point by showing the number of media that could be used for advertisement out of the selected media samples.

The second paper examines the role of gender in the adoption of leadership styles by executives in the management of an organization. It focuses mainly on the position of women in state owned enterprises and their styles of leadership in these organizations. Using Kwara state as a case study, the study confirmed that, within the sample of organizations selected, women were given roles to play but their styles of leadership was described as been autocratic. This study will be useful especially now that the voice of involving women in various administrations in the country is the loudest.

The third paper on the outline investigates the role of radio programme in poverty alleviation using a particular programme of harmony radio as a case study. The study clearly indicates scholarship in its systematic ways of arriving at conclusion. In this survey research, it was discovered that people mostly youth have set up their own business ventures as a result of the knowledge acquired from business strategy programme of harmony FM station, thus, reducing the rate of poverty in the area. The idea here can be generalized to the macro level of the economy through proper orientation of people.

The next paper focus on 'sports sponsorship and brand recall: football

viewers' perception of sponsored brands on jerseys'. The theme of the study is to measure the effectiveness of football teams' jerseys as a medium for creating awareness for sponsors' brands and targeted audience' ability to retain the brands in their minds. The topic may look new in the field of management and social sciences but more relevant if adequate knowledge could be tapped to address some other management issues.

In the fifth outline of this edition is the paper on the topic 'board membership, political connection and audit pricing: a meta-analysis from Nigeria'. The paper actually investigates ways by which personal ties of politically connected boards affect auditors' assessments of audit risk as reflected in audit fees in the country. Employing a survey approach, it was observed that auditors charge higher fees to politically connected firms compared to others. The writers believed that this outcome was because auditors usually perceived politically connected firms riskier.

The sixth paper writes on the effects of financial leverage on financial performance of quoted companies in Nigeria. It was established in the paper that an effective combination of debt and equity is crucial in attaining optimal financial performance of quoted companies in terms of higher profit and lower risks. dwelling in the pool of panel data, it was observed that financial leverage impact positively on the companies' financial performance.

The seventh paper writes on the 'effects of motivational factors on employees' productivity: a case of Dangote flour mills in Ilorin'. Some of the motivational factors considered by the paper are; salary and wages, pension scheme, working conditions, employees' training and development and employees' participation in decision making. At the end, it was opined by the authors that motivational factors are sine qua non to the development of any firm.

The next series is a paper on 'gray directors, ivy leagues and international business schools affiliation: implications for firm value'. Using a sample of banks quoted on the NSE during the periods 2006 to 2013, the paper investigates the role of prestige and social networks acquired through directors' affiliation with world renowned business and ivy league schools in the selection of outside directors, and the subsequent effect on firm value. The study observed the existence of self-selection bias amongst gray directors sharing similar professional career path with World business

institutions.

The ninth paper examines the impact of monetary policy and fiscal policy on macroeconomic performance in Nigeria. It employed vector autoregressive (VAR) model and variance composition to analyze the data and make statistical inference. The study observed that both policies are significant to economic growth of developing countries such as Nigeria. However, the other statistical tool used indicates that monetary policy responds faster than the fiscal policy to the change in economic growth within the period of study. The tenth paper speaks on the challenges and prospects of human resources management of teaching profession in Nigeria. It is an established fact that the nation's richest resource is labour, thus the need for constant watch at anything that may affect its growth and development. Focusing on the teaching profession, the study was able to come out that, members of panel to be involved in the recruitment of teachers selected based on merit and more funds should be committed to the education sector to boost teachers training and development.

Last but not the least in the fourth edition of this journal is the paper titled 'mobile number portability implementation and subscribers' satisfaction in the Nigeria telecommunication industry'. The major focus of this paper is to examine whether the implementation of mobile number portability enhances customers' satisfaction with GSM services in the country. Using cross-sectional survey approach, it was revealed that, despite the implementation of mobile number portability in the country in 2013, many subscribers in the study area still maintain multiple SIMs which is an indication that the policy remains ineffective.

On behalf of the editorial board, I leave the readers to enjoy full content of each article and digest for the utmost benefit of the country and the entire universe.

Thanks

DR. W. IBRAHIM
Chairman Editorial Board

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Effect of Motivational Factors on Employees' Productivity: A Case Study of Dangote Flour Mills Plc. Ilorin Plant, Kwara State

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Abstract

The study is designed to find out the effect of motivational factors on employees' productivity in Dangote Flour Mills Plc. Ilorin plant. The factors considered were salary and wages, pension scheme, working conditions, employees' training and development and employees' participation in decision making. The objectives are to examine the effect of motivational factors on employees' productivity and to determine factors that motivate the employees. The study will find out the motivational factors used in Dangote Flour Mills Plc. Ilorin and how effective these motivational factors are. Two hundred questionnaires were administered to the respondents out of which one hundred and eighty was returned. The data collected were analysed using frequency count, percentages and the Z- test statistical technique. The result depicts that motivational factors have effects on employees' productivity. 82.2% of the total respondents strongly agreed that motivational factors have effect on employees' productivity. It was concluded that factors identified to be promotional factors have effect on employees' productivity. Based on the findings it was recommended that the

management of every organisation should ensure that motivational factors are put in place and reviewed to boost employees' morale and increase productivity.

Keywords: Employees, Management, Motivational factors, Productivity, Organisation.

1.0 Introduction

Those who manage an organisation work with many resources to accomplish their organisational goals and objectives, among these resources are human resources, financial resources and material resources. They may decide to invest in new equipment or purchase raw materials for manufacturing processes or build a building in order to efficiently house the organisational operations. All these decisions are of great importance, since they result in securing valuable asset for the organisation. The most important asset that an organisation must have which its management must be concerned with is the human asset of the organisation. In every organisation, there is a labour force consisting of employees, who are human resources commonly or partly responsible for ensuring that the organisational goals and objectives are met effectively and efficiently. Paul (2007), stated that every organisation wants to have the best of output from their work force, and it is important to nurture and groom upcoming talents within the organisation. Therefore, for employees to work effectively and efficiently, they must be motivated. Motivations are those internal or external factors that propel employees to work harder towards accomplishing the organisational goals.

It is an established fact that to inspire a better performance, there is need for recognition, reward and encouragement. All over the world, motivation has been recognised as a spring board for higher performances. The ability of the management to recognise this fact will definitely lead to achieving the desired objectives. Most employees need motivation to feel good about their jobs and perform optimally. Some employees are money motivated while others find recognition and rewards personally motivating. Motivation levels within the work place have a direct impact on employees' productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production output increases as a result. (Sherrie, 2014)

Employees of every organisation expect that they should have a sense of belonging, this will enable them work harder towards the achievement of the organisational goals. No matter how efficient an employee is, if he is not allowed to be involved in some decision making and feels he is not treated well, this is likely to have an effect on his performance. The management of any organisation should be committed to the wellbeing of its employees. The workers attitudes towards their job conditions, environment and assigned tasks will have a significant impact on how they perform their jobs.

Productivity decreases total cost and duration of production, quality improvement and gives room for organisation to capture high market share which leads to organisation achieving its aims and objectives, making motivation a necessary element in an organisation.

1.1 Statement of the Problem

It is obvious that when workers feel dissatisfied, there will be a reduction on productivity and morale as well. In order to get high performance and productivity from employees, they must be motivated. Many organisations have attempted several motivational factors to encourage their employees, yet some of these motivational factors are not effective. This is a major problem facing many organisations. One of the functions of management along with planning, organizing and controlling is motivation. Managers bring in monetary motivational factors and non-monetary motivational factors to encourage employees to put in their best.

Employees are said to be the strength of any organisation and no organisation can be successful without employees, for this reason organisation should encourage their employees towards putting in their best and this can be achieved by motivating these employees. Motivation plays an important role in increasing employees' productivity in any kind of condition. This study seeks to find out answers to the following questions:

- i. What are the motivational factors being used in Dangote Flour Mill PLC Ilorin plant? and
- ii. How effective are these motivational factors?

1.2 Objectives of the Study

The main objective of the study is to examine the effect of motivational factors on employees' productivity while specific objectives include:

- i. to identify the motivational factors already in place in Dangote flour mills

Plc.

- ii. to investigate the effectiveness of motivational factors on employees productivity.

1.3 Research Hypothesis

Ho: Motivational factors has no significant effect on employees' productivity

2.0 Literature Review

How to motivate employees has always been a central problem for leaders and managers. Employees that are not motivated are likely to spend little or no effort in their jobs, avoid the workplace as much as possible and produce low quality work. On the other hand, employees who are motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake.

2.1 Concept of Motivation

The job of managers in the workplace is to get things done through employees. To do this, the managers should be able to motivate employees. Motivation practice and theory are difficult subjects, touching on several disciplines. Many contemporary authors have also defined the concept of motivation. David (2005) defines motivation as forces within or beyond a person that arouse and sustain their commitment to a course of action.

According to John (2010), motivation is the set of attitudes that predisposes a person to act in a specific goal-directed way. He further said that motivation is thus an inner state that energises channels and sustains human behaviour to achieve goals. One can deduce that motivation refers to the intrinsic and extrinsic drives or desires that cause or push people to behave in a certain way in order to accomplish a goal. This implies that behaviour is caused by certain factors which can be internal or external or both.

Susan (2012) pointed out that motivation is the characteristic that is required in order to achieve anything in life, without it, you will give up at the first sign of adversity. It means to inspire, instigate and encourage a person to do his/her best. Every organisation requires physical, financial and human resources to accomplish its goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. Managers need to understand those motivational factors that motivate the employees for better

performance. According to Uwachukwu (2007), it is not easy to motivate an individual, the success of any motivational effort depends on the extent to which the motivator meets the needs of the individual employee for whom it is intended.

In every organisation, the management is interested in the productivity of the workers and themselves. Productivity refers to effort exerted by an employee in order to produce an output (Tony 2011). Output may refer to the number of products produced, in the case of manufacturing organisations. In service organisations, output may be referred to as services rendered to customers. It therefore becomes the concern of management to motivate their employees for better productivity.

2.1.1 Types of Motivation

Ken & Param (2013) identified the following types of motivation:

- **Achievement Motivation**
It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it.
- **Affiliation Motivation**
It is the drive to relate to people on social basis. Person with affiliation motivation perform work better when they are complimented for their favourable attitudes and co-operation.
- **Competence Motivation**
It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivates people to seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles.
- **Power Motivation**
Power motivates people to wish to create an impact on their organisation and be willing to take risks to do so.
- **Attitude Motivation**
Attitude motivation is how people think and feel about the future and how they react to the past. It is their self-confidence, they believe in themselves, their attitude to life.
- **Incentive Motivation**

It is where a person or a team reaps reward from an activity.

- **Fear Motivation**

Fear motivation coerces a person to act against his will. It is instantaneous and it makes a person get the job done quickly.

Benedict (2008) identifies four types of Motivation:

- **Primary or Basic Motivation**

This pertains to motives involved with our need for self-preservation. This includes needs such as hunger and thirst, warmth, sex and other primary motives which influence a person's behaviour at a very basic level.

- **Secondary Motivation**

These type of drives differ from the one person to another. In many ways, they involve a person's own sense of values and priorities in life. Secondary motivations are conscious ones. That is, a person consciously desires a particular goal or result and behaves in a way that brings them closer to that particular goal.

- **Extrinsic Motivation**

This is likely to involve the concept of reward behaviour. Thus, by engaging in a particular type of activity or behaving in a particular manner, you are rewarded by a desired end result.

- **Internal Motivation**

These are achievement by individuals, also correctly seen as a reward but are not visible to other persons.

2.2 Motivating Factors

Uwachukwu (2007) observed that the major problems confronting management is that of motivating workers to perform assigned tasks to meet or surpass predetermined standards. Productivity can be increased through the following suggested motivational factors, which could be Monetary or Non-monetary motivational factors.

Monetary motivational factors: The management of every organisation rewards its employees by giving them incentives for their performance through the payment of money. Money has been recognized as a major source of satisfying the needs of people at work. Money is also helpful in satisfying the social needs through possession of various material items.

Hence, money does not only satisfy psychological needs but also security and social needs. Therefore, in many factories, various wage plans and bonus schemes are introduced to motivate and stimulate the people to work. Monetary motivational factors include salaries and wages, pension scheme, allowances, fringe benefits.

- i. **Salaries and Wages:** The salaries and wages paid to the employees of every organisation must be adequate to keep the employees. Sunday (2013) observed that everyone who works has the right to get a favourable remuneration for himself and his family, an existence worthy of human dignity and supplemented, if necessary, by other means of social protection.

Abiodun (1999) defines wages as remuneration or earning (however designed or calculated) capable of being expressed in terms of money and fixed by mutual agreement or by law which is payable by virtue of a contract by an employer to a worker for work or services done or to be done. Wage is income earned relative to the number of hours worked. The wage of employee is paid specifically according to the number of hours he or she works, and he or she is nearly always entitled to overtime pay for working more than the required number of hours each week (Geri 2014). Salaries on the other hand, according to Geri (2014), is part of a compensation package that employers provide to employees in exchange for performing specified services; it is the money an employee earns at regular intervals often monthly, semi-monthly or even weekly throughout the year. Payment terms are typically agreed on between an employer and employee at the beginning of the working relationship, although the details can be changed overtime.

- ii. **Fringe or employment benefits:** These are other benefits employees receive apart from their salaries or wages. They are known as benefits in kind. Different offers a company groups together for employees are collectively known as a fringe benefit package. These include, holiday allowance, housing allowance, medical allowances, e.t.c.
- iii. **Retirement benefits:** These are fixed sum to be paid to a person,

typically following retirement from service. Tajudeen (2010), in a seminar paper presented on the duties and responsibilities of Local government officers in a democratic government setting, stated that retirement period is the third phase of every worker's life. It is a new beginning, full of affairs and events of its own, retirees must prepare for the challenging events and get ready for work that is rewarding with less stress. The management of every organisation should therefore ensure that they have a fair and adequate pension plans for their employees so as to cater for their basic needs.

Non-monetary motivating factors: These are other motivating factors which are not monetary. They are non-financial incentives which satisfy the ego and self-actualisation needs of employees. They incentives that cannot be measured in terms of money they are under the category of 'Non-Monetary incentives'. Whenever a manager has to satisfy the psychological needs of the subordinates, he makes use of non – financial incentives. They equally have the effect of motivating workers towards increasing productivity. These include:

- i. **Working conditions:** This has to do with the environment where an employee works. The environment must be conducive to prevent decline in productivity. According to Smriti (2014), healthy conditions such as proper ventilation, proper lighting and proper sanitation improve the work performance of employee. Therefore, it is necessary for every organisation to provide a good working condition for its employees.
- ii. **Participation in decision making:** Employees can be motivated by allowing them participate in decision of the organisation. Employees must be offered sufficient inducement to make their contribution effectively towards achieving the organisational objectives. Employees cannot resist decision, which were made in partnership with their superior. Carrie (2014) pointed out that involving employees in decision making process not only empowers them to contribute to the success of an organisation, but also saves the company time and money, in increased productivity and reduced out

sourcing.

- iii. **Employee training and development:** Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job while development is a long-term and more embracing program aimed at adding to the skills of workers. Training is crucial for organisational development and success; it is fruitful to both employers and employees of an organisation. An employee will become more efficient and productive if he is trained well (management study guide, 2012). Therefore, organisations must send their employees for courses in institutions, seminars, conferences, workshops etc to cope with the happenings in their working environment.
- iv. **Health and safety:** Employees' health and safety in carrying out their jobs must be of most priority to management especially where jobs entails the use of dangerous equipment, machines and chemicals.

2.3. Importance of Motivation

(Management Study Guide, 2013) stated that Motivation is very important to an organisation because of the following benefits it provides:

- i. **Puts human resources into action:** Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it.
- ii. **Improves level of efficiency of employees:** The level of efficiency of a subordinate or an employee does not only depend upon his qualifications and abilities. To get best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates.
- iii. **Leads to achievement of organisational goals:** The goals of an enterprise can be achieved only when there is best utilization of resources, a co-operative environment, the employees are goal – directed and act in a purposive manner.
- iv. **Builds friendly relationship:** Motivation is an important factor which brings employees satisfaction. This can be done by keeping in

mind and making an incentive plan for the benefit of the employees.

2.4. Concept of Productivity

Motivation and productivity are two interrelated concepts, the latter fuels the former and the end result of the latter. Tony (2011) stated that productivity is a measure of performance to show how effective an organisation can turn its resources into products (or services) intended. Productivity is known as a relative measure despite its many forms, it is used for comparing the effectiveness of many different entities. These may be individuals, countries and organisations. Productivity can show how effective an organisation can transform the inputs into the outputs. Usually it is expressed as a ratio output/input in manufacturing area.

2.5. Concept of Productivity Motivation

Productivity motivation is in relation to the way of motivating a person to perform an activity or a task (Tony, 2011). Different programs are organized to motivate workers, so as to improve productivity. Some organisations nowadays offer their workers recreational activities such as sports leisure, fitness activities and several other programs to encourage them.

2.6.1 Theoretical framework

This section reviews theoretical frameworks which may be applicable to the study and understanding of Motivation.

2.6.1 Theory of Hierachy of Need

Maslow (1970) observed that individuals experience a range of needs, and will be motivated to fulfill which ever need is most powerful at the time. What he termed the lower order needs are dominant until they are at least partially satisfied. Then, Maslow predicted that normal individual would turn their attention to satisfying the needs at the next stage, and so on, so that their higher- order needs would gradually become dominant; he referred to these needs as being arranged in a hierarchy:

- i. **Physiological needs:** These are the basic needs of an individual which includes food, clothing, shelter, air, water etc. These needs relate to survival and maintenance of human life.
- ii. **Safety needs:** These needs are also important for human beings. Everybody wants job security, protection against danger, safety of property etc.

- iii. Social needs: These needs emerge from society. Man is a social animal. These needs become important for example- love, affection, belongingness, friendship, conversation etc.
- iv. Esteem needs: These relate to desire for self-respect, recognition and respect for others.
- v. Self-actualisation needs: These are the needs of the highest order and these needs are found in these persons whose previous four needs are satisfied. This will include needs for social service, meditation.

2.6.2 Expectancy Theory

Vroom (1964) developed an expectancy theory of motivation. The theory assumes that individuals:

- Have different needs and so value outcomes are different.
- Make conscious choices about which course of action to follow.
- Choose between alternative actions based on the livelihood of an action resulting in an outcome they value.

The Maslow hierarchy of need which depicts that individual's experience a range of needs, and will be motivated to fulfill which ever need is most powerful at the time. This theory is in line with this study because every employee will want to achieve all these need provided that they are satisfied with the job they are doing. An employee can only be satisfied with the job he/she is doing when he/she is encouraged through motivational factors.

2.7. Empirical Framework

Nintin, Boris, and Linda (2008) carried out two studies on employees' motivation in a work place. In one, they surveyed 385 employees of two global businesses; in the other they surveyed employees from 300 fortune companies. The team focused on four commonly measured work place indicators of engagement, satisfaction, commitment and intention. Both study showed strikingly that an organisation's ability to meet the four fundamental drives explains, on the average, about 60% of employees' variance on motivational indicators. They also find out that certain drive influences some motivational indicators more than others. The team concluded that fulfilling all the four of employees' basic emotional drives is essential for any company. The research suggests that each drive is best met by distinct organisational lever.

Michal(2010) carried out a study on the role of motivation in human

resources management from students of Aarchus School of Business, Aarchus University in Poland. His findings indicated that interesting work and good wages are the most important factors for all students. He concluded that the perfect job for future business person should be interesting and well paid. Moreover, the work environment should create the feeling of involvement, appreciation and safety.

Carla (2014) carried out a study on motivation and productivity in the work place. The results show that both managers and employees agree on the importance of motivation on employee performance. However, there is a difference in the perception of performance as a problem between managers and employees. Also, employees placed a premium on esprit de corps or firm culture and congeniality and recognition; money was lower on the scale. Managers, on the other hand, placed a greater emphasis on monetary factors with training and recognition following well behind. The study also shows a marked difference between employees and managers as to what constitutes successful motivation. Both groups agree that motivation is significant in influencing performance.

3.0. Methodology

The primary source of data collection was used. For the purpose of this work the study employed questionnaire to collect the required data. Two hundred questionnaires were distributed out of which one hundred and eighty correctly completed questionnaires were collected from the respondents.

3.1. Population

The population of the study includes all the employees of Dangote Flour Mill Plc. Ilorin plant.

Since it is not possible to use questionnaire to collect data from all the employees, samples were selected from the population frame.

3.2. Sample and Sampling Technique

The population frame consists of two hundred and fifteen employees. A Sample size of two hundred respondents were purposively selected for the study, it consists of all the workers with a minimum qualification of senior secondary school certificate. They were purposively sampled so that they will be able to complete the questionnaire.

3.3. Method of Data Analysis

In this study, one hypothesis was formulated and tested using the Z-test at 95% confidence level. This was employed because the sample size is greater than 30 and it is applicable if the population variance is known or unknown. A 3-point Likert scale was used as follow: 3- strongly agree, 2- Agree, 1-Disagree. Thus, if the Z calculated is greater than Z critical value, we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1) and vice versa if the reverse is the case. Z test formula is given as:

$$z = \frac{x - N}{\sigma \sqrt{n}}$$

Where:

X= sample mean

N= population mean

Z= probability from the table (i.e 1.96)

σ = standard deviation

n= sample size

4.0 Presentation and Data Analysis

Table 1: The Effects of Motivational Factors on Employees Productivity

Motivational factors have effect on employee's productivity.	Frequency	Percentage %
--	-----------	--------------

Attribute		
-----------	--	--

Strongly agree	148	82.2
----------------	-----	------

Agree	30	16.7
-------	----	------

Disagree	2	1.1
----------	---	-----

Total	180	100
-------	-----	-----

Motivational factors Encourages handwork.

Attribute		
-----------	--	--

Strongly agree	82	45.6
----------------	----	------

Agree	96	53.3
-------	----	------

Disagree	2	1.1
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Total	180	100
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Prompt Promotion has effect on employee's productivity.

Attribute

Strongly agree	35	19.4
Agree	145	80.6
Disagree	0	0
Total	180	100

Training and development have effect on employee's productivity.

Attribute

Strongly agree	50	27.8
Agree	130	72.2
Disagree	0	0
Total	180	100

Workers Involvement in some decision making have effect on employee's productivity

Attribute

Strongly agree	0	0
Agree	180	100
Disagree	0	0
Total	180	100

Attribute		
Strongly agree	4	2.2
Agree	118	65.6
Disagree	54	32.2
Total	180	100

Source: Field Survey, 2014

Table 1 above reveals that 82.2% of the respondents strongly agreed that motivational factors have effect on employee's productivity, 98.9% of the respondents agreed that motivational factors encourage hard work, 80.6% of the respondents agreed that promotion has effect on employees productivity, 65.6% of the respondents agreed that adequacy of organisation incentive policy has effect on employees productivity. 72.2% of the respondents agreed that training and development have effect on employee's productivity, and 100% of the respondents agreed that workers involvement in some decision making have effect on employees productivity.

4.1. Test of the Hypothesis

Ho: Motivational factors have no significant effect on employee's productivity.

The Z - test at 95% confidence interval analysis is shown in the table below

Table 2: Motivational Factors on Employees Productivity.

X	F	FX	X-X	(X-X) ²	F(X-X) ²
3	148	444	0.2	0.04	5.92
2	30	60	-0.8	0.64	19.2
1	2	2	-1.8	3.24	6.48
E	180	506			31.6

Source: Field Survey, 2014

$$\bar{X} = \frac{\sum FX}{\sum F} = \frac{506}{180} = 2.8$$

$$\sigma = \frac{\sqrt{31.6}}{180} = \sqrt{0.18} = 0.4243$$

$$N = \pm Z (\sigma \sqrt{n}) = 2.8 \pm (1.96) (0.4243/\sqrt{180})$$

$$= 2.8 \pm 1.96 (0.03162)$$

$$= 2.8 \pm 0.06198$$

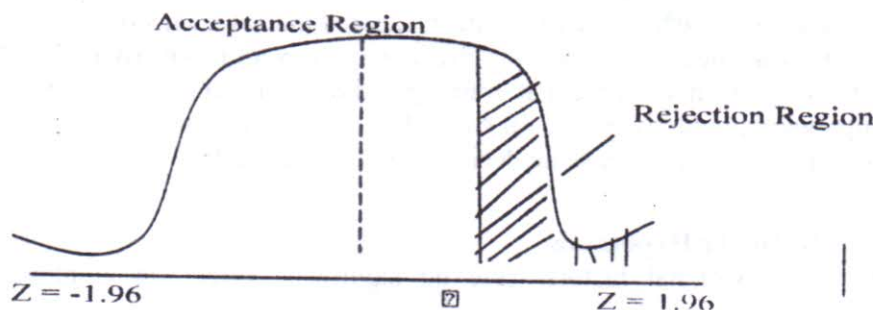
$$= 2.8620 \text{ or } 2.7380$$

(Going by the formulae

$$Z = \frac{\bar{X} - N}{\sigma/\sqrt{n}}$$

$$\frac{2.8 - 2.8620}{0.03162} \text{ or } \frac{2.8 - 2.7380}{0.03162}$$

$$- 1.961 \text{ or } 1.961$$



The above hypothesis result is tested based on the result of the questionnaire.

Table 2 shows the Z- test at 95% confidence interval analysis for motivational factors on employees' productivity. It was used to drive the sample mean, population mean and the standard deviation that was used for the analysis.

From the result obtained above, the Z- calculated was 1.961 and Z tabulated at 95% confidence interval is 1.96. Since Z- calculated is greater than Z- tabulated. Thus it is concluded that motivational factors has a significant effect on employee's productivity. This finding is consistent with finding of the study of Uwachukwu (2007) which found that it is not easy to motivate

an individual, for the success of any motivational effort depend on the extent to which the motivator meets the needs of the individual employee for whom it is intended.

4.3. Discussion of findings

Based on the analysis of the data the result shows that the employees of Dangote Flour Mills Plc strongly agreed that motivational factors have effect on employees' productivity. This is to say that the role of motivation in any organisation cannot be over emphasized. The study is in line with the study of Carla (2004) in West Minter College on motivation and productivity in the work place. He used survey and questionnaires to gather information from the respondents. The result show that both managers and employees agree on the importance of motivation on employees' performance. He concluded by saying that employees are the company's best assets, if employees are motivated, it will have a tremendous effect on productivity.

Motivation in the work place depends very much on the action of the management. The primary function of management is getting things done through other people to achieve predetermined objectives. The management must therefore plan, coordinate and control the affair of an organisation to achieve its objective.

The findings also revealed that:

- i. Motivation encourages hardwork. Every manager should know and work to make sure they keep their employees motivated, no matter what place those employees are, in their careers.
- ii. One way to motivate employees is to provide them with promotion. The success of any organisation is heavily dependent on its employees; if they are satisfied then they will perform their task with more focus and dedication.
- iii. Training and development are crucial for organisational development and success. An employee becomes more efficient and productive, if he is trained well.
- iv. Workers involvement in some decision making and adequate incentive has effect on employees' productivity.

5.0. Conclusion

There is no doubt that the factors identified to be promotional factors have effect on employees' productivity. It could be clearly seen that motivating

employees cannot be undermined in organisations that wish to achieve their goals and objectives. Organisations must therefore give adequate attention to motivational factors. It is in the light of this that the study advocates for well packaged motivational factors that will encourage the employees to put in their best, towards achieving the organisational goals and objectives. If employees are not as motivated, it will have a tremendous effect on productivity. The organisation's overall efficiency will decline by unmotivated employees. Managers may even need to hire additional employees to complete tasks that could be done by the existing work force.

5.1. Recommendations

The following recommendation is made based on the study.

1. The management of every organisation should be able to find out those motivational factors that will boost their employees' productivity.
2. The management of every organisation should have a good promotional plan for their employees and promote their employee as at when due.
3. Training and development should be encouraged in every organisation so that employee will be able to cope with the changes in technology.
4. Management of every organisation should try to involve their employees in some of the decision making as it will make them feel important.
5. Every organisation should have a fair and adequate incentive plan for their employees as it will encourage employees' productivity.

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