# EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE OF GUINNESS NIGERIA LIMITED ABUJA

BY

**AUDU LADI ADO**
**NSU/PGD/BUS/0374/18/19**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, NASARAWA STATE UNIVERSITY, KEFFI, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGD)**

**DEPARTMENT OF BUSINESS ADMINSTRATION,**
**FACULTY OF ADMINISTRATION**
**NASARAWA STATE UNIVERSITY, KEFFI**
**NIGERIA**

**JANUARY, 2021**

## DECLARATION

I hereby declare that this dissertation has been written by me and it is a report of my research work. It has not been presented in any previous application for any other institution. All quotations are indicated and sources of information specifically acknowledged by means of references.

| | |
|---|---|
| **AUDU LADI ADO** | **DATE** |
| **NSU/PGD/BUS/0374/18/19** | |

## CERTIFICATION

This dissertation "**Effect of Employee Motivation on Organizational Performance of Guinness Nigeria Limited Abuja**" meets the regulations governing the award of Postgraduate diploma in Business Administration (PGD) of the School of Postgraduate Studies, Nasarawa State University, Keffi, and is approved for its contribution to knowledge.

Dr. Umar Umar
Supervisor

15/01/24
Date

Dr. Abdul Adamu
Head of Department

Date

Internal Examiner

Date

Prof. B.E. Barde
Dean of Faculty

Date

External Examiner

Date

Prof. J.M. Ayuba
Dean, School of Postgraduate Studies

Date

## DEDICATION

This research project is dedicated to Almighty God.

## ACKNOWLEDGEMENTS

I am most grateful to God for granting me the opportunity to have completed this programme and the wisdom in putting forward this project work.

I take this opportunity to express my profound gratitude and deep regards to my supervisor Dr. Umar Umar for his exemplary guidance, monitoring and constant encouragement throughout the course of this project work.

My sincere gratitude goes to my family for their kind support and encouragement which helped me in completion of this course and also to my friends for their concerned, words of encouragement and understanding.

I equally want to thank my lecturers in business administration for their efforts to the academic success throughout my programme.

Thanks and God bless you all.

## TABLE OF CONTENTS

TITLE PAGE ..... **Error! Bookmark not defined.**

DECLARATION ..... ii

CERTIFICATION ..... iii

DEDICATION ..... iii

ACKNOWLEDGEMENTS ..... v

TABLE OF CONTENTS ..... vi

ABSTRACT ..... viii

1.1 Background of the Study ..... 1

1.2 Statement of Problem ..... 3

1.3 Research Questions ..... 5

1.4 Objectives of Study ..... 5

1.5 Research Hypotheses ..... 5

1.6 Significance of the Study ..... 6

1.7 Scope of Study ..... 7

CHAPTER TWO ..... 8

LITERATURE REVIEW ..... 8

2.1 Conceptual Framework ..... 8

2.2 Empirical Review ..... 11

2.3 Theoretical Framework ..... 32

CHAPTER THREE ..... 39

RESEARCH METHODOLOGY ..... 39

3.1 Research Design ..... 39

3.2 Population, Sample and Sampling Techniques ..... 39

3.3 Method of Data Collection ..... 40

3.4 Techniques for Data Analysis ..... 43

3.5 Justification for the Method Used ..... 45

CHAPTER FOUR ..... 46
DATA PRESENTATION AND ANALYSIS ..... 46
4.1 Data Presentation ..... 46
4.2 Data Analysis and Results ..... 46
4.3 Result of Regression Analysis ..... 56
4.4 Discussion of Results ..... 58
CHAPTER FIVE ..... 62
SUMMARY, CONCLUSION AND RECOMMENDATIONS ..... 62
5.1 Summary ..... 62
5.2 Conclusions ..... 64
5.3 Recommendations ..... 66
5.4 Limitations of the Study ..... 67
5.5 Suggested Areas for further Research ..... 68
BIBLIOGRAPHY ..... 69
QUESTIONNAIRE ..... 74

## ABSTRACT

*Thus, organization's achievement depends on employees, and managing motivation is at the center of employees' performance. The problem of de-motivation or unsatisfied employees has significant negative effect on the employees' performance and the performance of the organization in general. Therefore, the objective of this study is to determine the impact of motivation on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria. The study adopts descriptive research design through survey approach. A cross section of the staff of Guinness Nigeria Limited (GNL) Abuja branch comprising of 1053 subjects drawn from every class and cadre of the organization was sampled. Questionnaire was used for collecting responses from the subject selected for the study. Descriptive analysis techniques inferential statistics techniques were used to test propositions in order to draw logical and reasonable inferences. The Statistical Package for Social Sciences (SPSS) was used for data analysis. The package provided results for skewness and kurtosis of data and test of the formulated hypotheses. The study found out that the organization uses many different tools to motivate its employees such as provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. However, the study also found out that GNL does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. The study concludes that there is a very strong positive relationship between motivation and employee performance. However, there is poor performance in GNL and the organization management strategy demotivates workers and recommends that the organization should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended.*

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

Although there is general agreement among psychologists that man experiences a variety of needs, there is considerable disagreement as to what these needs are and their relative important (Meng & Pfau, 2010). There have been a number of attempts to present models of motivation which list a specific number of motivating needs, with the implication that these lists are all-inclusive and represent the total picture of needs. Unfortunately, each of these models has weaknesses and gaps, and we are still without a general theory of motivation. All organization are concerned with what should be done to achieve sustained high levels of performance through people. Consequently, the subject of adequate motivation of workers as derived from the so many attempts made by management practitioner 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. A lot of theoretical concept, principles and techniques of management have evolved in response to these challenges. In general management authors have tended to view motivation as a key component of the managerial function of leading or directing. However, leading or leadership style, although an important factor in determining the attitude of employers toward assigned job responsibilities is not the only determinant, other managerial function such as planning, controlling, staffing and organizing also play a role. In any society workers are one of the tools for economic progress. Their welfare is taken into serious consideration because without a dedicated workforce an organization crumbles.

It is therefore apparent that the issue of adequate motivation of worker has relevance in managerial function and activities that are aimed at directing the productive effort of the workforce toward achieving organisational objectives. Knootz (1993) holds that

management strives to create and maintain an environment that is conducive to the performance of individuals who are working together in groups towards the accomplishment of pre-selected objective. Workers in organisation work in-groups and group dynamics often result in the conflict of goals between individuals and their groups.

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 organisational system under study cannot be said to be different in any way, in terms of producing the results for which it was set up. In all these processes the private organisation and indeed the corporate organisation business has thus helped to make Nigeria the country it is today.

This study will also examine to what extent the non-financial motivation factors such as achievement, job security, recognition, advancement, job enrichment or the job itself, responsibility, decisional participation and management style are needed to raise the morale of the worker for high performance. These factors are referred to in this study as non-economic motivators in the sense that their incentive power is not necessarily derived from money.

The study identifies these elements that promote human dignity and thus raise the morale of the worker for higher productivity. The study further investigates the effect of these factors here referred to as 'non-economic motivators' on the workers and the consequent output of the organisation. For the purpose of this study then, non-economic motivators are 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. The

management of people at work is a very important aspect of attaining the set organisational objective, with a peculiar reference to Guinness Nigeria Limited (GNL) in Nigeria this research project will explain the meaning and underlying concept of motivation, identity's main types of needs and expectations of staff at work, explain possible reactions to frustration at work. Outline different approaches to work motivation, explain the nature of different theories of motivation, examine main theories of motivation and evaluate their relevance to particular organisational work situations.

## 1.2 Statement of Problem

The need for further research on motivation cannot be overemphasized. One basic objective of managers is the effective utilization of human resources to attain organization's goals. Thus, organization's achievement depends on employees, and managing motivation is at the center of employees' performance. The problem of de-motivation or unsatisfied employees has significant negative effect on the employees' performance and the performance of the organization in general. De-motivation manifests itself in form of absenteeism, turn over and dissatisfaction, less concentration, making too much mistakes, and loss to the organization. To avoid these devastating effects of lack of motivation there is need for managers to motivate all employees to perform at their best and achieve optimal business results.

The main problem in the motivation process of Guinness Nigeria Limited (GNL) is the inability of many managers to develop a comprehensive program to motivate their employees. Although, managers have attempted several different methods for motivating their employees, not all methods have worked for everyone. Several theories were used to explain motivation and performance. Many also have attempted to develop detailed theories and studies of motivation, satisfaction and self-awareness. Many of these theories at some point had been applied and tested as to its effects on people's

lives, jobs, and personal goals in life and in the work place. But there is no agreement that one theory or even one technique would work better or would be more effective for a certain organization. The way individuals respond to different motivational styles and techniques will often clash or contradict one another. Most managers can hardly explain why certain motivation styles are chosen and applied in the workplace. They can scarcely explain whether the styles are effective or not, and how different employees respond to these styles. Therefore, this study is being carried out to see which of the motivational factors best influence the performance of Guinness Nigeria Limited (GNL).

The impact of motivation on the performance of Guinness Nigeria Limited (GNL) is therefore very important since they play a very significant role in the economy of Nigeria. There is need for Guinness Nigeria Limited (GNL)to engage in proper management and motivation of employees for higher performance. According to Pablo (2009) organizations need to measure their financial performance against longterm optimal benchmarks. Some of the parameters that may be important in measuring the financial performance include: The presence of other sources of retirement income, including the income from public retirement schemes; the rate of contributions; the target replacement rate and its downside tolerance as well as a matrix of correlations between labor income and equity returns.

Despite the studies carried out on motivation and performance of organizations, there are no studies that have attempted to establish the non-monetary motivation factors that affect the performance of Guinness Nigeria Limited (GNL) in Nigeria. Guinness Nigeria Limited (GNL) is a unique type of organizations because they hold long term liabilities which belong to beneficiaries. This study sought to establish the impact of motivation on the performance of Guinness Nigeria Limited (GNL) in Nigeria in order to bridge this gap.

## 1.3 Research Questions

Answers to the following research question were sought so as to provide solutions to the problems of the study.

i. What is the impact of training on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria?

ii. What is the impact of advancement / promotion on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria?

iii. What is the impact of workers' participation in decision making on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria?

## 1.4 Objectives of Study

The primary objective of this study is to determine the impact of motivation on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria. Specific objectives of the study include:

i. To determine impact of training on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria

ii. To ascertain the impact of advancement / promotion on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria

iii. To examine the impact of workers' participation in decision making on the performance of employees of Guinness Nigeria Limited (GNL) in Nigeria

## 1.5 Research Hypotheses

Based on the objectives and research questions stated above, the study will validate the following null hypotheses:

**$H_{01}$:** There is no significant relationship between training and performance of Guinness Nigeria Limited (GNL) in Nigeria

$H_{02}$: There is no significant relationship between advancement / promotion and performance of Guinness Nigeria Limited (GNL) in Nigeria

$H_{03}$: There is no significant relationship between workers' participation in decision making and performance of Guinness Nigeria Limited (GNL) in Nigeria.

## 1.6 Significance of the Study

The findings of this study will be a significant contribution to the existing literature on motivation and performance of Guinness Nigeria Limited (GNL) in Nigeria. Since this is an area that has great potential of further growth and will attract further academic research, the findings will assist in providing reference materials for future researchers.

Policy makers who work for Guinness Nigeria Limited (GNL) will also get a clear understanding on the motivational factors that affect the performance of Guinness Nigeria Limited (GNL). This will be a form of benchmark for bets practice that will enable them to come up with policies that can enhance the performance of their organization.

The findings can also assist the government of Nigeria to know the factors that affect the performance of organizations. This will enable the government to put in place any appropriate regulations to enhance the sustainable performance.

Furthermore, this study will be of immense benefit to policy makers in the human resources functions of organization. Also labour union officials and representative at the negotiation meeting will find it useful when putting together their "basket of needs" and it will assist management in these other areas:

i. Designing and putting in place together welfare incentives for the workforce
ii. Enables the organization identifies various types of needs and expectation of people at work.
iii. Outline different approach to work motivation.

iv. Explain the meaning and underlying concept of motivation.

v. Useful for government officials and establishments responsible for reviewing and updating policies and legislation or worker motivation.

In the area of academia, the research will stimulate further research in the study area and also serve as reference material for future research. Finally, the findings of this work will add to existing body of literature on the impact of motivation on worker's performance in Nigeria.

## 1.7 Scope of Study

This research is mainly concerned with motivation and performance of Guinness Nigeria Limited (GNL) in Nigeria. The study will cover a period of five years (2012-2017). The study will look at non monetary motivation factors of training, promotion and employee participation in decision making and determine how this factors impact on the performance of Guinness Nigeria Limited (GNL).

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Conceptual Framework

Notions of motivation have their roots in the philosophical principle of hedonism – namely that individuals tend to seek pleasure and avoid pain. Hedonism assumes a certain degree of conscious behaviour on the part of individuals whereby they make intentional decisions or choices concerning future actions. In theory, people rationally consider the behaviour alternatives available to them and act to maximise positive results and to minimise negative results. These assumptions were however not testable and with a spirit of inquiry, motivational theory gradually moved from the realm of philosophy to the more empirically based science of philosophy.

The word 'motivation' was originally derived from the Latin word 'movere' which means 'to move' though this could be an inadequate description for what is meant. Some definitions include that by Vroom, (1964) "a process governing choices made by persons or lower organisms among alternative forms of voluntary activity" and "the contemporary (immediate) influence on the direction, vigour, and persistence of action "and "motivation has to do with a set of independent and dependent variable relationships that explains the direction, amplitude and persistence of an individual's behaviour, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment".

Dessler (2001), defines motivation as the intensity of a person"s desire to engage in some activity. From the above definitions some issues are brought to mind that deal with what starts and energizes human behaviour, how those forces are directed and sustained as well as the outcomes they bring about (performance). The level of these drives, energies, and abilities can influence how employees of Guinness Nigeria Limited (GNL) perform.

Motivation according to Armstrong (1999) represents an energetic force that drives people to behave in particular ways in fulfillment of a need. The drive is directed towards something – which is a goal.

Rabey (2001), define motivation as the internalized drive that is more dominant in an individual at a given moment. Rabey continues to argue out that there is no way that a person can be motivated by another person. The only thing that a person can do to help a non – motivated individual is to be in a position to create an environment that is conducive enough to aid in that person"s realization of oneself by making a personal choice to respond to the inner motivation.

Through their meta-analysis of motivation, Lawrence & Jordan (2009), high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated. According to Rabey (2001), the ingredients that are necessary for getting people to be motivated are securely kept within oneself. The only thing that is needed is for an individual to be able to unlock the secure door (s) and gain access to the motivation within.

Motivation can also be viewed as being performance oriented. McFarland (1979) referred to motivation as the way in which urges, drives, desires, and aspirations and needs influence the choice of alternatives in the behavior of human beings. Graham (1980), also in a distinct but related class defined motivation as "a process of factors that can cause people to act or behave in certain ways. Dutton (1988) further buttressed that motivation is "an inner state energizes, activates, directs or channels behavior towards goals.

Perhaps we can distinguish common factors to all these definitions, namely: - What energizes human behaviour; what directs or channels such behaviour; and how such behaviour is maintained or sustained. And it is also possible perhaps to say that these are the three components of motivation and each would appear a very essential part or

factor in understanding human behaviour at work. From these three components we can characterize motivation as: An energizing force within an individual that 'drives' him to behave in some ways, and environment forces that often triggers these drives; Goal oriented on the part of the individual- behaviour is directed toward something (and) Systems oriented – a process of feedback from the environment to the individual, which either reinforces the intensity of their drive and the direction of the energy or dissuades them from their course of action and redirects their efforts.

Motivation as a behavior oriented phenomenon is a complex term which cannot be easily defined. Scholars generally have defined motivation to suit their respective purposes. Motivation can be defined for instance as factors that emerge, direct and sustain human behavior. Three basic characteristics implied in the definition of motivation are effort, persistence and direction. Effort may be regarded as the strength a person exhibits on the job.

Different jobs require different forms of work behavior. The effort required by an intellectual work would be different from that exerted by manual laborers. The second characteristic of motivation refers to the persistence exhibited by an employee while putting effort to work. The third characteristic is the direction of the employee's work behavior. From the employee's perspective, a worker's high persistent effort at work is better qualified as indicating high motivation if such behavior is directed at achieving organizational goals. Such qualification of employee's work behavior is important because employees may be motivated negatively to engage in activities that could subvert corporate goals.

From all the above definitions, therefore, motivation can generally be defined as "the extent to which persistent effort is directed at a goal". Such goals might include productivity, regularity, punctuality, work commitment and other positive work behavior's related to broad corporate goals. These definitions therefore bring out the

fact that there is the need to get a factor that help influence the direction of behavior. This means that what satisfies individuals differ from one person to another and that behavior of individuals under a given situation varies.

## 2.2 Empirical Review

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.

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 employees 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.

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.

A common thread of communication between employers and employees emerges as a requirement for employee motivation (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; & Sharbrough, 2006). Many of these case studies link high employee motivation with increased employee performance (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; & Sharbrough, 2006). By first utilizing Kellerman's "level of engagement" classification, an organization can tailor the use of ML and motivational techniques in the organization. In this way, employee motivation can be maximized to increase employee performance by focusing the use of ML and motivational techniques.

Perry and Wise (1990) have argued that people with high public service motivation (P.S.M) are more likely than others to choose government jobs, to perform better on the

job and to respond more to non utilitarian incentives once in government. Since the public service sector is charged with the responsibility of promoting the general social welfare, as well as the protection of the society and every individual in it; the composition of the public workforce has been expected to reflect the nature of work in the public sector, by attracting employees who desire greater opportunities to fulfill their altruistic motives. Hence public administration scholars have tended to view employee motives as inputs brought to the work situation that represent the raw materials in the public sector motivational processes (Perry & Porter,1982; Bozeman,1987).

Consequently, an underlying premise of the public sector literature on work motivation is that the characteristics of employees and their work environments in the public sector are different from those in the private sector (Wright, 2000). While private sector employees are motivated to maximize their own utilities, public sector employees should seek to maximize the social welfare of the people in a society. Although insufficient attention has been given to work motivation within the context of the public sector, relevant empirical research does exist. However, empirical research has provided mixed support for the existence of public service motivation among public servants.

For instance, Alonso and Lewis (2001), using multiple regressions on responses by 35,000 federal white collar employees tested the link between public service motivation and job performance in the United States Federal Service. They concluded that there is a mixed evidence on whether public service motivation positively affected grades and performance ratings; and that a clearer evidence is needed to show that employees who expected to receive material reward for exceptional performance attained higher grades and performance ratings, and no evidence that the link between rewards and performance mattered any less to those with high public service motivation.

Genebra (2003), in a study of nurses in the public and private hospitals in South Africa, found out that through interviews, that the nurses in the public sector often mentioned the option of leaving the increasingly overburdened public sector for the better pay and working conditions of those in the private sector. Comments from focus groups indicated that staff attitudes were a key difference between the private and public hospitals, impacting both on the way that patients were treated and how the facility was presented and maintained. Factors underlying the differences in morale and motivation of primary care nurses working in the private hospitals versus their public sector counterparts need to be understood. In concluding the reports of the study, Genebra (2003) posed a pertinent question, which is, can the human aspect of the public service delivery in South Africa be improved without major changes in the incentive structure of the public bureaucracy? This question perhaps sought to know the role that incentives played in boosting performance in the public sector.

Drawing from theories of work motivation and public service motivation, Frank and Lewis (2004), examined public and private differences that might produce different levels of work effort in the two sectors in the United States. Their conclusions were as follows: Firstly, government and business offered different incentives for performance. Secondly, public and private workers seek different incentives. Thirdly, public and private workers differed in terms of personal characteristics that predict work effort.

Some earlier researchers have found that managerial employees in the public sector place a lower value on financial incentives (Cacioppe and Mock, 1984; and Jurkiewicz, 1998) and a higher value for helping others or public service (Crewson, 1997) than do their private sector counterparts. Empirical support for these differences, however, has not always been consistent. Several studies have failed to find differences in preference for financial incentives (Crewson, 1997; Gabris and Simo, 1995), while others have suggested that regardless of how public employees may value financial incentives

relative to private employees, such financial incentives are still valued highly by public employees (Rainey, 1982).

Evidence has also suggested that public employees do not value opportunities to benefit society (Jurkiewicz, 1998) or to help (Gabris & Simo, 1995) any more than those in the private sector. In sum, the research on sector differences in employee motives should be viewed with some caution. Although some evidence has suggested that a relationship exists between employee motives and sector employment, these findings have not been entirely consistent and the causal direction remains uncertain.

Riley (2005) conducted a study: "Herzberg's Two-Factor Theory of Motivation Applied to the Motivational Techniques within Financial Institutions" to explore and analyze the different styles of motivation that managers and leaders of organizations within the financial industry typically used and why they used them. He also intends to find out the effectiveness of Herzberg's motivational-hygiene factors and how different employees seem to respond to them. Through one-on-one interviews with a variety of managerial levels and positions in selected financial institutions in Michigan, USA, the study discovered that every individual employee is different and will undoubtedly respond differently to the variety of motivational techniques the company may use. It is difficult, though essential, for them to not only acknowledge those differences, but try to cater for them. Also, the study discovered that the degree to which these managers at different levels and companies are applying the theories of Herzberg without actually knowing the factors is very high. Riley concluded that most managers applied Herzberg's Theory without truly understanding its implications. However, he emphasized that managers do not motivate employees by giving them higher wages, more benefits, or new status symbols. Rather, employees are motivated by their own inherent need to succeed at a challenging task. The manager's job, then, is not to motivate people to get them to

achieve; instead the manager should provide opportunities for people to achieve so they will become motivated.

Elding (2005) conducted a study on modeling motivation targeted to produce a more complete model of employee motivation and performance. He incorporated two studies together: the cognitive and social-cognitive elements by Bong (1996); and the three sets of variables (the characteristics of the individual, the characteristics of the job and the characteristics of the work environment) identified by Steers (1987). The study used amended Porter and Lawler's cognitive Expectancy Model and Hackman and Oldham's social-cognitive Job Characteristics Model to validate questionnaire data collected from four organizations. The questionnaire measured the respondents' levels of satisfaction and importance with various aspects of their job as well as their overall levels of motivation and performance. The study discovered that the only variable that did not reach a satisfactory level of significance was 'Performance' when used as a predictor of intrinsic or extrinsic satisfaction.

However, Elding (2005) assert that performance was significant in predicting the level of satisfaction with all individual job characteristics except 'Feedback from Supervisors', 'Social Relations' and 'Workload' when the model was redesigned with the proposed link between performance and intrinsic and extrinsic satisfaction removed, and performance tested as a predictor of the levels of satisfaction with the individual job characteristics. Conclusively, Elding generally found high correlation between the model's predicted levels of satisfaction, motivation, effort and performance and the values recorded by the questionnaires.

Similarly, but slightly different, Robinson carried out a study to examine the implication of adequate motivation on workers' productivity in an organization and the issues involved in the designing and promoting of such programs. He conducted on 714 employees from three different groups of ABB International companies in Nigeria to

find out the worker's attitudes towards adequate motivational incentives and the types of problems commonly experienced by the employees in the organization. The study found out that workers were positively moved toward higher productivity with the provision of regular promotion, assurance of adequate job security and bonus for excellent performance is also found that monetary incentives and rewards do not exert stronger influence on workers than any form of motivational factor.

Robinson discovered that the seeming loss of one of the most cherished and envied hallmarks of the organization job security and the uncertainties about wages and salaries would appear to have greatly affected the worker's morale, and under such a condition, workers cannot give their best and expected return or output from the job, this is consistent to Herzberg's Hygiene factors. Robinson concluded that employees adequate motivational program can only succeed in the context of the organizational commitment and that concern for employees matter most in designing the program.

Kirstein (2010) also conducted a study aimed at finding out which motivation factors are considered most important by potential managers. Kirstein study showed that the nature of motivation is very complex and there is no simple answer to the question what motivate employees. The results of Kirstein research demonstrated that both intrinsic and extrinsic motivators are in the top of the list. However, the findings suggested that managers and human resource professionals who deal with students or fresh graduates should not only used money as a primary motivation tool. On the other hand, although non-monetary motivators are definitely powerful, they are not likely to lead to the optimal performance if they are the only source of motivation. Kirstein concluded that the most appropriate motivation and reward system should try to satisfy a variety of needs from more than one category including the job that is interesting and well paid, work environment that creates the feeling of involvement, appreciation and safety, and a great chance for promotion.

Gergely and Kovács (2009) conducted a similar study aimed at revealing the connection between performance management and motivation. The study revealed that performance management and motivation are closely related to each other. If employees are motivated, their commitment will increase and performance oriented corporate culture will be stronger. Gergely and Kovács (2009) further explained that if the performance management system functions well in an organization, its motivation system can be operated in a better way. Gergely and Kovács concluded that positive motivation is more efficient than negative incentives; financial compensation motivates men better, while subsidizing trainings encourages younger employees to perform better.

Kamali also conducted a study to enhance work performance that focuses on specific analytical and behavioral management skills. The study distinctively specified that performance directly relates to ability and motivation, and that ability vary from individual to individual. Kamali et al concluded that managers will try to concentrate on the possible motivation program including management support for employees, management relationship with workers, existence (physiological and safety) needs, social needs, self-actualization needs, flexibility rewards, job redesign, employees' relationship, and feedback.

Finally, Gure (2010) conducted a study aimed at investigating the relationship between motivation, job satisfaction and employees' performance. Using Pearson correlation analysis and multiple regressions. Gure discovered that motivation has a strong influence on employees' performance rather than job satisfaction. Gure concluded that motivation contributes to the performance of the employees.

### 2.2.1 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 & 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 & 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

There are many different types of incentive plans, with the annual performance bonus plan being the best known. Profit sharing plans are also very common, and most people in the workforce have hopefully experienced at least one of these approaches. Every different type of incentive plan has both benefits and drawbacks. An annual performance bonus is very infrequent, once yearly, and therefore difficult to link together with performance. This type of incentive plan also tends to cause to employees to focus on what makes them look good, sometimes at the expense of what may be best for the company's bottom line (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.

### 2.2.3 Types of Motivation

**Extrinsic Motivation**

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessary last long (Mullins, 2005; Armstrong, 2006).

Bernard and Stoner (2005), proposes the following are incentives for employees: Salary, Wages and Conditions of Service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with

long service; and fringe benefits such as holidays with pay and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Katz, in Sinclair, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library organization must have good training programme. This will give the librarian or information professional

opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Firms often use hedonic goods or services as non-cash rewards; items that are associated with pleasurable experience rather than more instrumental or functional items (Dhar & Wertenbroch, 2000). When considering whether to exert additional effort in pursuit of a bonus award such as this, the employee must predict what the item offered is worth to them. The hedonic nature of the incentives triggers an affective reaction to the incentive that becomes a more salient attribute than the cash value of the incentive. This fact leads people to use their feelings as information when determining the value of the incentive (Weber, Hsee, & Welch 2001). Because these feelings are difficult to monetize, cognitive and motivational forces allow for the perceived value of the awards to be inflated.

For example, research on motivated reasoning has found that people tend to imagine best case scenarios when imagining the consumption utility of a hedonic reward (Kunda, 1990). This means that thoughts about a trip to Hawaii will be about lying on a beach with a Mai Tai rather than any possible negative aspects of the trip (e.g. stopping the mail, finding a pet-sitter, long flying time, or possible bad weather). Even though the thought of a cash bonus may be emotionally charged as well, the economic value of

money is more easily calculated. This makes a cash award less prone to the biases which inflate the perceived utility of a hedonic nonmonetary award. When an item is evaluated on its affective value, its predicted utility is also more ambiguous than that of cash. Cognitive dissonance reductions suggests that if an employee is working hard to achieve the award, then he or she will attempt to convince themselves that the award is worth a great deal to them, bringing their beliefs in line with their actions.

**Intrinsic Motivation**

This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006).

**Non-Material Incentives**

Also at the local level, non-materialistic social and intrinsic motivation can play a major role that needs to be explored. It is understandable that many people may be reluctant to be posted far away from home. Those used to urban life will find it particularly difficult to move to a remote area. In Thailand the challenge has been turned around into an asset by recruiting trainees from the very areas they were supposed to serve in. This approach was found successful. (Hongoro 2002) It also has the additional advantage that workers will be inserted into societies with a moral obligation to do a good job. It is akin to localizing informal accountability relations. A cautionary note, however, is that local environments also can be fragmented and tying service providers to their kin can work at the expense of others.

Where it is possible to monitor actual performance, contract-type arrangements and the use of competition in the bidding process have proven useful. Intrinsic and moral motivation to serve the poor can cut across such divides, which is particularly important where monitoring is difficult. "A study of faith-based health care providers in Uganda estimates that they work for 28 percent less than government and private for profit staff, and yet provide a significantly higher quality of care than the public sector. (WDR 2004).

### 2.2.4 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. 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. 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.

Generally, incentives are regarded as variable payments made to employees or a group of employees on the basis of the amount of out put or results achieved. Alternatively, it could be payments made with the aim of pushing employees' performance towards

higher targets (Banjoko, 2006). Incentives could also be defined as compensation other than basic wages or salaries that fluctuates according to employees' attainment of some standard, such as pre-established formula, individual or group goals, or organizational earnings (Martocchio, 2006).

Effective incentive pay systems are based on three assumptions: individual employees and work teams differ in how much they contribute to the organization, not only in what they do but also in how well they do it; the organization's overall performance depends to a large degree on the productivity of individuals and groups within the organization; to attract, retain, and motivate highly productive workers and to be fair to all employees, an organization needs to reward employees on the basis of their relative productivity (Martocchio, 2006).

However, it has been reported that only 28 percent of British organizations carry out any formal evaluation of the effectiveness of their individual incentive schemes. However, "significant and serious problems" have been experienced as follows: individual incentive schemes are too small to act as a motivator. Concerns about the accuracy of management perception of a direct link between pay and individual productivity will motivate employees to higher levels of performance.

According to Thorpe and Homan (2000), such a view flies in the face of research which emphasizes the importance of a whole complex of factors when understanding motivation. Furthermore, even if this perception of a direct link between pay and productivity were valid, it is doubtful that it would remain unaffected by the influence of workplace pressures, both social, economic and political (Thorpe & Homan, 2000).

The literature on compensation also has related the use of incentives to attracting and retaining risk- taking employees, or employees who possess a high degree of openness to new ideas and creativity in solving daily problems (Mohrman & Mohrman, 1993; and

Montemayor, 1996). Incentives can therefore boost an organization's learning capability if used for recompensing attitudes oriented towards flexibility and constant improvement.

In a similar vein, Leonard- Barton's (1992) viewed the organization as a learning laboratory. She notes that employees find incentive systems symbolically important (for example, they make employees feel they are contributing to the organization's success). More specifically, Garvin (1993) points out that if employees know that their plans or ideas will be evaluated and recompensed- in other words, that their knowledge will be applied- they are more likely to show learning-oriented behaviour. For instance, Arthur and Aiman- Smith (2001) found that establishing a gain- sharing plan promotes first-order learning and, subsequently, second order learning. The latter has been described behaviourally as "the search for an exploration of alternative routines, rules, technologies, goals, and purposes.

According to Reilly (2003), in evaluating the success of incentives in the public service (where it has been most widely tried), it would be hard to establish whether it has aided recruitment or retention, but there has been more attention given to whether or not it has improved employee motivation. The problem with the use of incentives in the public sector is in the practice. Many employees have doubts about whether their managers have the skills to exercise their judgment in a fair and consistent manner (Reilly, 2003). They fear that judgments will be clouded by favouritism (Heery, 1998) and affected by ignorance of how staffers actually perform. The result is that, as Marsden and French (1998) found in various parts of the public sector, for only a minority (between a tenth and a third of staff depending on the organization) is performance- related pay an incentive to work harder. For the rest, not only had it not motivated them, it had damaged relationships between colleagues and hindered team working.

Specific attention has also been drawn to the difficulties in objective setting for many jobs in the public sector. As Marsden and French (2002) explain, there is not a simple principal/agent relationship that economic theory expects. Staffers often do not have the same clear goals as those in the private sector with too many conflicting priorities through trying to serve too many masters.

According to Reilly (2003), it is not easy to incentivize the police to catch more criminals, customs and excise officers to increase their detection rate, or ambulances to get to incidents more quickly. A target can be set, but care needs to be taken over the process of reaching the goal. The public might complain about over- enthusiastic police, customs officers, or ambulance drivers (Reilly, 2003).

Public sector trade unions have consistently supported employee doubts about performance- related pay and have resisted its introduction. They have also been quick to point to evidence of inequalities in performance assessment by gender or ethnicity, where these have been linked to reward (Reilly, 2003). Nevertheless, apart from financial incentives, there are also non- financial incentives, which may be relevant to the public sector. In Locke's (1968) goal setting theory, four of such non- incentives were brought to the fore. These are feedback, time limits to achieve set goals, subordinate's participation in goal setting, and praise or reproof.

Koopmans, Bernaards, Hildebrandt, Schaufeli, Henrica and Beek (2011) said one general agreement on various studies is that individual work performance (employee performance) is a relevant outcome measure in a occupational setting and assumed that what constitutes individual work performance differs from job to job. They further said, as a result, countless measures of work performance have been used. So far, the assessment of individual work performance has primarily focused either on objective measures of work productivity (such as the number of days absent, counts of specified acts, or output maintained in organizational records) or on subjective judgments of

quantity and quality of work from the employee him/herself, peers, or supervisors. While these methods may provide valuable information, it can be argued that none of them capture the complexity and full range of behaviors that constitute an employee's performance at work. This raises the question of what exactly constitutes individual work performance.

Koopmans et al. (2011) argued that work performance is an abstract, latent construct that cannot be pointed to or measured directly. They said it is made up of multiple components or dimensions. These dimensions, in turn, are made up of indicators that can be measured directly. To conceptualize and operationalize individual work performance, effort must be made to explicate the construct domain of work performance and identify its dimensions and indicators. Whereas the dimensions may generalize across jobs, the exact indicators can differ between jobs. In the field of psychology, the conceptualization of work performance has received relatively much attention.

A widely-endorsed definition of work performance is that of Campbell (1990) as cited in Koopmans et al. (2011): "behaviors or actions that are relevant to the goals of the organization." Three notions accompany this definition: first, work performance should be defined in terms of behavior rather than results; second, work performance includes only those behaviors that are relevant to the organization's goals; and third, work performance is multidimensional. As distinguishing between behavior and results can be difficult, others have included results in their definition of work performance. For example, Viswesvaran and Ones (2000) defined work performance as "scalable actions, behavior and out comes that employees engage in or bring about that are linked with and contribute to organizational goals.

Koopmans et al. differentiates work performance from work productivity, two concepts that often seem to be used interchangeably in the literature. Work productivity is

defined as input divided by output. Thus work productivity is a narrower concept than work performance. It is also important to distinguish between causal variables and indicators of work performance. Causal variables determine or predict one's level of work performance, whereas indicators are reflections of work performance. For example, job satisfaction is considered a determinant of work performance, whereas work quality is an indicator of work performance. The current review focuses only on indicators of work performance and not on its determinants. Thus, until now, no clear consensus exists on what exactly constitutes individual work performance.

Sonnentag and Frese (2001) said when conceptualizing performance one has to differentiate between an action (behavioral) aspect and an outcome aspect of performance. The behavioral aspect refers to what an individual does in the work situation. It encompasses behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or opening account, paying customers and accepting deposit by bankers. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals. Thus, performance is what the organization hires one to do, and does it well (Campbell et al., 1993 as cited in Sonnentag & Frese 2001). Organizations need efficient and effective individuals in order to meet the set goals. Performing at a high level can be a source of satisfaction, with feelings of mastery and pride, while low performance might result to not achieving the goals of the organization and the experienced of dissatisfaction or personal failure (Sonnentag & Frese, 2001). Moreover, performance is often rewarded by financial and other benefits if recognized by others within the organization. It is one of the prerequisites for future career development and success in the labour market.

## 2.3 Theoretical Framework

### 2.3.1 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 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 behaviour in organizations. And as a result of its popularization by Douglas McGregor (1960, 1967), the model became widely discussed and used not only by organizational psychologists but also by managers.

As early as 1954, Maslow had discussed two additional needs in his work, namely, cognitive and aesthetic. Cognitive needs are the needs to know and understand and these examples include the need to satisfy one's curiosity, and the desire to learn. Aesthetic needs include the desire to move toward beauty and away from ugliness. These two needs were not however included in Maslow's hierarchical arrangement and have therefore been generally omitted from discussions of his concepts as they relate to organization settings. Maslow developed the theory that human beings are motivated,

i.e., stirred to action by their needs. He contrasted 2 broad categories of human motives – 'growth motives' and 'deprivation motives' The first kind is characterized by a push toward actualizations of inherent potentialities, while the other is oriented only toward the maintenance of life, not its enhancement.

Deprivation motives he says are arranged in a developmental hierarchy. 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) Love needs (often referred to as social). These include affection, sense of belonging, 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. Selfactualization 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. 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. A man takes all five needs to work. The manager who

wishes to motivate his management subordinates is faced with the fact that his subordinates are attempting to satisfy all five levels of needs. If a man experiences nagging insecurity, because redundancies are being anticipated or because He feels there is an absence of order and equity in the organization (which would be caused by an irrational wage or salary structure), he will not be interested in the organization's policies and plans designed to assist him in fulfilling higher needs. If he cannot see an easy, straightforward way to satisfy these needs, he is liable to behave irrationally, obstructing or sabotaging the work of the firm or organization, breaking work agreements and going on strike. Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us, therefore, to understand why men behave the way they do in given situation and to anticipate how they will behave in future situations.

Based on Maslow's theory, once lower level needs have been satisfied (say at the physiological and safety levels) giving more of the same does not provide motivation. Individuals advance up the hierarchy as each lover-level need becomes satisfied. Therefore, to provide motivation for a change in behaviour, the manager must direct attention to the next higher level of needs (in this case, love or special needs) that seek satisfaction.

However, there are a number of problems in relating Maslow's theory to the work situation. These include the following: People do not necessarily satisfy their needs, especially higher-level needs, just through the work situation. They satisfy them through other areas of their life as well. Therefore, the manager would need to have a complete understanding of people's private and social life, not just their behaviour at work. There is doubt about the time, which elapses between the satisfaction of a lower-level need and the emergence of higher-level needs. Individual differences mean that people place

different values on the same need. For example, some people prefer what they might see as the comparative safety of working in a bureaucratic organization to a more highly paid and higher status position, but with less job security, in a different organization.

Some rewards or outcomes at work satisfy more than one need. Higher salary or promotion, for example, can be applied to all levels of the hierarchy. Even for people within the same level of the hierarchy, the motivating factors will not be the same. There are many different ways in which people may seek satisfaction of, for example, their esteem needs. Maslow viewed satisfaction as the main motivational outcome of behaviour. But job satisfaction does not necessarily lead to improved work performance. Hall and Nougaim (2000) undertook an examination of Maslow's need hierarch theory in an organizational setting. This was a longitudinal study, over a five-year period, of 49 young managers in the American Telephone and Telegraph Company.

The top four levels of Maslow's hierarchy were used, with physiological needs excluded. An attempt was made to test the developmental change aspect of Maslow's theory. Researchers conducted lengthy interviews, each year, with the managers. Part of the study involved an analysis, for each, of a comparison between the satisfaction score for one need with the strength score of the next higher level need. Independent coders undertook the comparison.

Although a positive relationship was found between need strength and need satisfaction, there was only a low statistical significance. Hall and Nougham (2000) suggest the results indicate needs changed more because of developing career concern than the strength of need satisfaction. This study appears to provide only very limited support for the developmental theory of Maslow. Lawler and Suttle undertook a somewhat similar study on 187 managers in two organizations. They used different samples and

somewhat different methods of analysis from Hall and Nougham. But, again, although some positive relationship of Maslow's theory was found, there were few findings of statistical significance.

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.

### 2.3.2 Frederick Winslow Taylor Theory of Motivation

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued the following:

Workers do not naturally enjoy work and so need close supervision and control Therefore managers should break down production into a series of small tasks, Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. Workers are then paid according to the number of items they produce in a set period of time- piece-rate pay. As a result workers are encouraged to work hard and maximise their productivity.

Taylor's methods were widely adopted as businesses saw the benefits of increased productivity levels and lower unit costs. The most notably advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production. Taylor's approach has close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and Macgregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility).

However, workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased. This led to an increase in strikes and other forms of industrial action by dis-satisfied workers.

### 2.3.3 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.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Research Design

The research design for this research work was descriptive research design. Descriptive research is that research which specifies the nature of a given phenomena. The class of descriptive research used for this study was survey research. A survey research is one in which a group of people or items are studied by-collecting and analyzing data from only a few people or items considered to be representative of the entire group.

## 3.2 Population, Sample and Sampling Techniques

According to Osuala (2005), regardless of the techniques to be used in selecting a sample, the first step in sampling is defining the population. The population is the group of interest to the researcher, the group to which the researcher likes the results of the study to be generalisable.

A cross section of the staff of Guinness Nigeria Limited (GNL) Abuja branch comprising of 1053 subjects drawn from every class and cadre of the organization was sampled. For the purpose of this study, the workers were divided into five major groups as shown below:

**Table 1: Population of Respondents**

| | Level | Population |
|---|---|---|
| 1 | Top management | 29 |
| 2 | Middle Management | 82 |
| 3 | Officers | 718 |
| 4 | Drivers | 124 |
| 5 | Dispatch Riders | 82 |
| 6 | Cleaner | 18 |
| | Total | 1053 |

From the population, the sample is selected using the Yamane (2000) formula to determine the appropriate sample size. The formula is given by:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = sample size, N = population size and e = level of precision or error which is taken as 5% (0.05)

Therefore: $n = \frac{1053}{1+1053(0.05)^2}$

$$n = \frac{1053}{1 + 2.6325}$$

$$n = \frac{1053}{3.63}$$

$$n = 323.$$

The scale of responses on the questionnaire is from strongly Agree, Agree, disagree to Strongly Disagree. The calibrations for the positive items were such that they were scored: 4, 3, 2, and 1, while the negatively structured items were scored: 1, 2, 3, 4, and 5. The different motivational factors were aggregated and the total for each motivational factor was found.

### 3.3 Method of Data Collection

The motivational factors and work attitude Questionnaire was used for collecting responses from the subject selected for the study. The questionnaire was developed by the researcher based on ideas obtained from the work. The questionnaire used for the study consist of component parts.

The first parts consisted of questions that make it possible for the bio-data to be collected. This part of the questionnaire was intended to elicit information about the sex, age, and working category. The second section on approach to work was made up of twenty questions The scale of response on the questionnaire was from Strongly Agree, Agree, Undecided, Disagree to Strongly Disagree. The calibration for the positive items were such that they were scored; 5,4,3,2 and 1. The negatively structured items were

scored as follows; 1,2,3,4 and 5. The different motivational factors were aggregated and the total for each motivational factor was found. Items on the dependent variables (work approach) were also aggregated and the total computed.

### 3.3.1 Administration of Questionnaire

Consequently, care was taken to ensure that the information collected on the impact of motivation and workers' performance was relevant to the subject under consideration and that the response received to each question was the type elicited. A total of 180 respondents completed and returned the copies of questionnaire. However, because of error, mutilation and non-return of some copies, 100 filled and returned copies of questionnaire were picked randomly from the bulk for analytical purposes. The copies of questionnaire collected from the respondents were used for the analysis.

In designing the questionnaire, we followed the following procedure:

1. Deciding what information should be sought;
2. Deciding what type of questionnaire should be used;
3. First draft of the questionnaire; and
4. Editing the questionnaire and specifying procedures for its use.

The motivations factors shall fall into two main categories. These are financial motivations and non- financial motivations. The non- financial motivations shall include training, participation in decision making and promotion. Performance shall comprise two key sub- variables. These are (i) efficiency of the worker (ii) effectiveness of the worker.

The calculated value for the level of dissatisfaction experienced by workers with respect to any of the incentive factor was obtained via numerical values respondents give to the question "To what extent do you feel dissatisfied with the lack of any of the incentive"? on a (1-5) Likert scale. The calculated value for their levels of productivity was

obtained via numerical values respondents present to the questions relating to their efficiency and effectiveness on a (1-5) Likert scale. To calculate the mean levels of dissatisfaction associated with the different motivations and mean levels of performance for the three groups of respondents; we carried out an addition of the numerical values that the respondents assigned to these variables. This was followed by dividing the sum obtained from the addition process by the total number of respondents in each of the group.

The questionnaire was divided into six sections. Section A of the questionnaire focused on ascertaining the biographic profile of the respondents. Section B of the questionnaire elicited responses to the level of dissatisfaction experienced by workers with regards to financial motivations. This section shall be followed by sections C, D, E, and F which shall deal with questions pertaining to the levels of dissatisfaction experienced by the workers in the areas of feedback, setting of time limits, subordinates' participation in goal setting, and praise respectively.

### 3.3.2 Validity and Reliability

The researcher adopted a method of checking the validity, reliability and consistency of the instrument and questions by including a few extra questions to those deemed essential for the study. The shall use a technique of putting in two roughly equivalent or closely related questions but well separated in the questionnaire, which make it possible to measure the consistency of the responses. Care shall be taken to ensure that the information collected on the implication of adequate motivation and worker's performance were relevant to the subject under consideration and that the responses received for the questions were the type elicited.

In determining the effect of different wording of the same questions, the two forms had some of their questions in common, but certain other questions were worded in different

ways in order that the effects of the differences may be measured. In order to ensure that the instrument measures exactly what it is intended to measure, the questions structured were comprehensive, relevant, clear and unambiguous (Akpan, 2011).

The reliability of the instrument was determined by the responses obtained from 37 respondents randomly selected, who were staff of selected Guinness Nigeria Limited (GNL) in Nigeria. Since 323 respondents from the organization are to be used for the study, an initial 10% (32) respondents were used for the pre-test. These 323 respondents would be excluded in the sample of 323 respondents that would be finally used for the study. The split-half method was employed for the reliability test and the correlation coefficient was established at 0.76. Dividing the questions on the questionnaire into two halves did the split-half analysis. The odd numbered items were used on one hand and the even numbered items on the other. The correlation was done using the data obtained from the odd and even numbered items. The obtained value of 0.79 was then taken as a satisfactory level of reliability.

### 3.4 Techniques for Data Analysis

Two basic phases are involved in this section. First, the use of descriptive analysis techniques such as tables and summary measures (measures of central tendency) to project the picture conveyed by the data set. Second, the use of inferential statistics techniques to test propositions in order to draw logical and reasonable inferences.

The Statistical Package for Social Sciences (SPSS) was used for data analysis. The package provided results for skewness and kurtosis of data and test of the formulated hypotheses.

Test on skewness and kurtosis enabled us ascertain whether the data measuring the dissatisfaction level associated with the lack of incentives and workers' productivity

levels were normally distributed and were either amenable to parametric or non-parametric tests.

According to Hardigan, (2001), the assumption of normality is only rejected when the univariate skew index and kurtosis of a set of data is greater than 3.0 and 10.0 respectively. The results showed that the data were normally distributed because the skewness index for each of them was less than 3.0 and kurtosis was less than 10.

Consequently, because we are interested in comparing the levels of dissatisfaction associated with the lack of incentives between the three groups of workers already aforementioned; the One Way Analysis of Variance test (ANOVA) was deployed to test the formulated hypotheses of the study. The Statistical Package for Social Sciences (SPSS) was also used for the determination of the reliability of the research instrument. The reliability of the questionnaire had a 0.72 Cronbach's alpha coefficient. Furthermore, significant relationship between the dependent variable and independent variables were determined using relevant computer software package, Statistical Package for Social Sciences (SPSS).

The following models used for the analyses are:

Perf = f(training, promotion and participation in decision)

$$PERF = \beta 0 + \beta 1TR + \beta 2PROM + \beta 3PDM + \varepsilon t$$

Where

PERF = performance of Organization

TR = training of employees

PROM = promotion of employees

PDM = employee participation in decision making

$\beta_0$ = Constant or intercept term.

e = error term.

$\beta_1$- $\beta_3$ = coefficient of determination

### 3.5 Justification for the Method Used

The choice of using descriptive statistic and Analysis of Variance (ANOVA) is based on the fact that the descriptive statistic is able to account for the characteristic of the variable of interest, while the ANOVA will help to account for the extent of the relationship between performance and motivation factors indicates by the $R^2$. ANOVA is also used to measure the impact or effect of the independent variables on the performance of Guinness Nigeria Limited (GNL) as indicated by the coefficient of the variables.

# CHAPTER FOUR

# DATA PRESENTATION AND ANALYSIS

## 4.1 Data Presentation

The results of the statistical analysis, generated on the basis of the use of descriptive and inferential statistics, are presented in the forms of tables and percentage frequency distribution and are subsequently discussed. The study analyses the role of motivation and employees work performance of the sampled employees of Guinness Nigeria Limited Abuja to whom the questionnaires were administered, and analyses differences with respect to biographical variables. The level of statistical significance for null hypothesis testing was set at 5%, with all statistical test results being computed using linear square regression model. Discussion and analysis of the different responses to some key questions was also done following specific research objectives given in the study.

## 4.2 Data Analysis and Results

**Table 4.1: Employee Fringe benefits**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 51 | 34.0 | 34.0 | 34.0 |
| | DA | 46 | 30.7 | 30.7 | 64.7 |
| | NS | 14 | 9.3 | 9.3 | 74.0 |
| | AG | 19 | 12.7 | 12.7 | 86.7 |
| | SA | 20 | 13.3 | 13.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

The study revealed that 74.7 % of the respondents in total strongly disagree that the GNL provides fringe benefits against the 26% who strongly agree and 9.3% are not sure. This finding is disagreement with the earlier revelation by Doellgast, (2006) that

provision of fringe benefits is one of the tools that can be used to motivate employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees.

**Table 4.2: Employee training**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 39 | 26.0 | 26.0 | 26.0 |
| | DA | 53 | 35.3 | 35.3 | 61.3 |
| | NS | 26 | 17.3 | 17.3 | 78.7 |
| | AG | 20 | 13.3 | 13.3 | 92.0 |
| | SA | 12 | 8.0 | 8.0 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

The study as depicted in table 4.2 shows that 61.3 % of the respondents in total who work with Guinness Nigeria Limited Abuja (GNL) disagree that the corporation provides them with training most of the times. However, 21.3 % strongly agree with the statement and 17.3% are not sure. This means that training is not one of the tools that the organization is using at the moment to motivate its employees. This finding support the conclusions of Drafke and Kossen (2008) who argue that if employees perceive opportunities for advancement and professional growth to be a reality, they tend to experience higher levels of motivation and job performance. The implication of the finding is that the management of GNL should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization.

**Table 4.3: Employee decision making**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 34 | 22.7 | 22.7 | 22.7 |
| | DA | 36 | 24.0 | 24.0 | 46.7 |
| | NS | 51 | 34.0 | 34.0 | 80.7 |
| | AG | 15 | 10.0 | 10.0 | 90.7 |
| | SA | 14 | 9.3 | 9.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Considering the employee participation in decision making in GNL, results from table 4.3 show that 24% of the respondents disagree with the statement against the 19.3% in total who agree and 34% are not sure. The implication of the finding is that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers. The study of Cooper, et al, (2005) support this finding that intrinsic motivation was associated with higher levels of creativity-based performance for an in-basket work task. The in-basket technique is an employment screening task in which an applicant is asked to complete a set of paperwork that would be representative of his/her actual work tasks. In this regard the management of GNL should consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization.

**Table 4.4: Employee sense of responsibility**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 28 | 18.7 | 18.7 | 18.7 |
| | DA | 36 | 24.0 | 24.0 | 42.7 |
| | NS | 48 | 32.0 | 32.0 | 74.7 |
| | AG | 23 | 15.3 | 15.3 | 90.0 |
| | SA | 15 | 10.0 | 10.0 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Analyses from table 4.4 sought to find out whether they are given sense of responsibility at work place, the result as indicated in Table 4.5 shows that 42.7% of the respondents in total who work with GNL disagree that they are given a sense of responsibility at the work place. Only 25.3% percent agreed with the statement. This means that the organization has fail to use responsibility as one of its tools to motivate its employees. This is in conformity with Fredrick Hertz's (1959) hygiene theory which postulates that responsibility at work motivates employees.

**Table 4.5: Equal treatment of employee**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 31 | 20.7 | 20.7 | 20.7 |
| | DA | 32 | 21.3 | 21.3 | 42.0 |
| | NS | 36 | 24.0 | 24.0 | 66.0 |
| | AG | 28 | 18.7 | 18.7 | 84.7 |
| | SA | 23 | 15.3 | 15.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Respondents were also asked whether there is relatively equal treatment of employees depending on their efforts, experience and education. The findings as shown in Table 4.5 revealed that 42% of the respondents in total disagree that depending on someone's efforts, experience and education, the organization relatively treats its employees equally while 34% agree and 24% are not sure. This means the GNL treats its employees unequally and thereby demotivate them. This is a practice that management should stop because the employees feel that they are not appreciated at the work place. This finding disagree with conclusion of Elding (2005) who assert that equal treatment of employees depending on their efforts, experience and education was significant in predicting the level of motivation with all individual job characteristics and performance.

**Table 4.6: Employee promotion**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 37 | 24.7 | 24.7 | 24.7 |
| | DA | 22 | 14.7 | 14.7 | 39.3 |
| | NS | 41 | 27.3 | 27.3 | 66.7 |
| | AG | 24 | 16.0 | 16.0 | 82.7 |
| | SA | 26 | 17.3 | 17.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Respondents were asked whether when an employee performs well consistently, he/she is promoted. The result presented in table 4.6, reveal that 39.4% of the respondents in total disagree that when someone performs well consistently they are promoted, 27.3% are not sure while only 33.3% agree with the statement. This therefore, means that the

organization do not use promotions as its tool to motivate its employees a practice that management should change immediately. This find is in tandem with finding of Genebra (2003), in a study of nurses in the public and private hospitals in South Africa, found out that through interviews, that the nurses in the public sector often mentioned the option of leaving the increasingly overburdened public sector for the better promotion and working conditions of those in the private sector.

**Table 4.7: Motivation as a factor of performance**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 21 | 14.0 | 14.0 | 14.0 |
| | DA | 40 | 26.7 | 26.7 | 40.7 |
| | NS | 61 | 40.7 | 40.7 | 81.3 |
| | AG | 20 | 13.3 | 13.3 | 94.7 |
| | SA | 8 | 5.3 | 5.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Taking into consideration, motivation as the most important factor in employee performance, respondents were asked to indicate whether motivation is the most important factor of employee performance in their organizations, 40.7% of the respondents in total disagree to the statement while only 18.6% agree and 40.7% are not sure. These findings are in agreement with the earlier revelations made by Kathleen, (2004) that in order to improve one's performance he/she needs to be motivated.

**Table 4.8: Goal clarity and performance**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 24 | 16.0 | 16.0 | 16.0 |
| | DA | 43 | 28.7 | 28.7 | 44.7 |
| | NS | 35 | 23.3 | 23.3 | 68.0 |
| | AG | 33 | 22.0 | 22.0 | 90.0 |
| | SA | 15 | 10.0 | 10.0 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

Respondents were asked to indicate whether goal clarity among the employees helps to improve their performance. Table 4.8 shows that 44.7% of the respondents who work with the organization disagree that goal clarity can help employees to improve on their levels of performance. Only 32% in total agree and 23.3 percent are not sure. These findings are in agreement with the earlier disclosure made by Willmot, (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should create an avenue where to clarify organizational goals to the employees for better performance.

**Table 4.9: Working Conditions and performance**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 35 | 23.3 | 23.3 | 23.3 |
| | DA | 39 | 26.0 | 26.0 | 49.3 |
| | NS | 33 | 22.0 | 22.0 | 71.3 |
| | AG | 17 | 11.3 | 11.3 | 82.7 |
| | SA | 26 | 17.3 | 17.3 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

The respondents were asked to indicate whether the working conditions can greatly improve one's performance. The findings in Table 4.9 revealed that 49.3% of the respondents in total disagree that working conditions can greatly improve on the performance of the individuals without motivation while only 28.6% in total agree and 22% are not sure. Going by the majority of responses, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their performance; management should endeavour to improve on the working conditions of employees for better performance.

The finding supports the study of Kalimullah *et al*, (2010) who reported that good working conditions motivates employees to higher performance and that organizations are more successful because friendly and supportive working conditions for employees motivate employees to put in their best to do a work, so it is essential for organizations to persuade motivation of their employees.

**Table 4.10: Modern Technology and performance**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 25 | 16.7 | 16.7 | 16.7 |
| | DA | 42 | 28.0 | 28.0 | 44.7 |
| | NS | 37 | 24.7 | 24.7 | 69.3 |
| | AG | 28 | 18.7 | 18.7 | 88.0 |
| | SA | 18 | 12.0 | 12.0 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

The respondents were asked in table 4.10 on the role of modern technology on employee motivation in the organization. The findings revealed that 44.7% of the respondents in total who work with GNL disagree that with modern technology, employees are better motivated as against the 37.7% respondents in total who agreed and 24.7% who are not sure. This is in agreement with the earlier submission by the study of Samuel, (2010) that technology can greatly improve on the individual performance. The finding implies that, some of the respondents' express fear that the introduction of technology will not do much to motivate them if they are not taken for further training to operate the modern technology.

**Table 4.11: Ability, training, experience and performance**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | SD | 19 | 12.7 | 12.7 | 12.7 |
| | DA | 39 | 26.0 | 26.0 | 38.7 |
| | NS | 49 | 32.7 | 32.7 | 71.3 |
| | AG | 27 | 18.0 | 18.0 | 89.3 |
| | SA | 16 | 10.7 | 10.7 | 100.0 |
| | Total | 150 | 100.0 | 100.0 | |

In table 4.11, the respondents were also asked whether ability, training and experience can motivate individual's capacity to perform. The result indicates that 38.7% of the respondents in total who work with GNL disagree that an individual with ability, experience and training for a particular job is not motivated to be up, the 28.7% agree and 32.7% are not sure. In line with this finding Manzoor, (2011) depicted that ability of employee and experiences is one of motivation factors towards his/her performance. A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore, he/she directs its efforts in that direction. The finding implies that management of GNL do not take into consideration the ability, training and experience of employees in order to improve on an individual's capability to perform as a form of motivation. Additionally, the study of Rizwan (2010) provide sufficient fact to this finding when he concluded in his study that employee work motivation fundamentally depends on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security and organizational structure. Giving employees training and experiences to do their best work even in

strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

### 4.3 Result of Regression Analysis

The preliminary analysis of the data is first conducted and thereafter the multiple regression analysis is conducted. The results are presented and interpreted below:

**Model Summary**

| Mode l | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .963[a] | .928 | .912 | 1021955.23462 |

a. Predictors: (Constant), TR, PROM, PDM

The model summary table show that there is a significant strong positive correlation between the dependent and independent variables as indicated by a strong R of 0.963. Similarly, the $R^2$ which is a measure of the strength of association or variance in the dependent variable that can be explained by the independent variable also reveals a statically strong significant positive relationship of 0.928 indicating that all independent variables (training of employees, constant and timely promotion of employees and employees' participation in decision making) explains the variation in the dependent variable (employee motivation). This implies that a 1% increase in training of employees, constant and timely promotion of employees and employees' participation in decision making will lead to 96.3% increase in employee motivation. Also the value of $R^2$ adjusted of 91.2% implies that the variation in employee motivation is explained by training of employees, constant and timely promotion of employees and employees' participation in decision making. Therefore, the estimated result can be used for forecasting because of appropriate correlation among the independent variable.

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 175358.470 | 3 | 584526.820 | 55.968 | .000[b] |
| | Residual | 135770.416 | 13 | 104439.955 | | |
| | Total | 188935.880 | 16 | | | |

a. Dependent Variable: PERF

b. Predictors: (Constant), training of employees, constant and timely promotion of employees and employees' participation in decision making

From the ANOVA table the F value is 55.96 and is significant because the significance level is 0.000 which is less than P = 0.05. This implies that over all regression model is statistically significant. The regression model result implies that all independent variables are highly significant in explaining that there is a positive and significant relationship between the dependent variable and independent variables.

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -9010635.966 | 2370467.034 | | 3.801 | .002 |
| | TR | 1.941 | 3.601 | .155 | .539 | .000 |
| | PROM | 53.436 | 38.385 | -.478 | 1.392 | .001 |
| | PDM | 25.851 | 6.441 | 1.273 | 4.013 | .001 |

a. Dependent Variable: PERF

The coefficient of determination for Training of Employees (TE) of GNL is positive (1.941) and is significant (0.00) with respect to employee performance through

motivation. The p-value of 0.00 is less than the t-statistic value of 0.539. This implies that a unit increase in training of employees will lead to 1.941 increase in employee performance through motivation in the work place. Therefore, the null hypothesis is rejected and alternative hypothesis accepted that motivation through training of employees has a significant positive effect on employee performance.

The beta coefficient for timely and constant promotion of Employees (PROM) of GNL is positive (53.326) and is significant (0.01) with respect to employee performance through motivation. The p-value of 0.01 is less than the t-statistic value of 1.392. This implies that a unit increase in timely and constant promotion of employees will lead to 53.326 increase in employee performance through motivation in the work place. Therefore, the null hypothesis is rejected and alternative hypothesis accepted that motivation through timely and constant promotion of employees has a significant positive effect on employee performance.

The coefficient of determination for Employees Participation in Decision (PDM) of GNL is positive (25.851) and is significant (0.01) with respect to employee performance through motivation. The p-value of 0.01 is less than the t-statistic value of 4.013. This implies that a unit increase in Employees Participation in Decision will lead to 25.851 increase in employee performance through motivation in the work place. Therefore, the null hypothesis is rejected and alternative hypothesis accepted that motivation through Employees Participation in Decision has a significant positive effect on employee performance.

### 4.4 Discussion of Results

The study found out that the organization uses many different tools to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently

hardworking employees and treating the workers equally. However, the study also found out that GNL does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the organization does not carry out training of its employees. The study also found out that the organization does not rotate its employees or involve them in decision making as a way of motivating them. This finding support the conclusions of Drafke and Kossen (2008) who argue that if employees perceive opportunities for advancement and professional growth to be a reality, they tend to experience higher levels of motivation and job performance. The implication of the finding is that the management of GNL should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization.

The study also found out that motivation is the major factor that affects the level of employee performance. This is because when the respondents were asked about whether motivation is the most important factor in employee performance, 73% of them agreed. However, the study also found out that the organization needs to consider whether the tools they are using are matching the needs of the employees such that they can apply the right tools which appeal to the employees. The study also found out that there are other factors that affect the level of employee performance in GNL and these included; goal clarity, knowledge of the structures, the working conditions which was ranked as number two following motivation, the use of modern technology and ability, training and experience of employees. In line with this finding Manzoor, (2011) depicted that ability of employee and experiences is one of motivation factors towards his/her performance. A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore, he/she directs its efforts in that direction. The finding implies that management of GNL do not take into consideration the ability, training and

experience of employees in order to improve on an individual's capability to perform as a form of motivation. Additionally, the study of Rizwan (2010) provide sufficient fact to this finding when he concluded in his study that employee work motivation fundamentally depends on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security and organizational structure. Giving employees training and experiences to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

The findings revealed that motivation makes employees do extra tasks for better performance and that there is a direct strong and positive relationship between employee motivation and the performance of GNL staff. This is evidenced by the Pearson correlation of 0.823; this figure shows a very strong and positive relationship between motivation and employee productivity at public organization. The finding supports the study of Kalimullah *et al*, (2010) who reported that good working conditions motivates employees to higher performance and that organizations are more successful because friendly and supportive working conditions for employees motivate employees to put in their best to do a work, so it is essential for organizations to persuade motivation of their employees.

The needs theories suggest a relationship between the desire of employees to achieve and the effect such achievement has on the productivity of such employees. While the reinforcement theory provides the dimension of predicting for example quality and quantity of work, the equity theory predicts absence and turnover behaviour. The expectancy theory provides a powerful discourse on employee productivity, but assumes that no significant impediments are present in individual decision making about employment matters Robbins, (2001).

In research conducted by The Creative Group (2006), it was found that 40% of executives consider employee motivation as their greatest management challenge. In dealing with the challenges of employee motivation, Greenberg and Baron (2003) provide a view that the design of jobs could contribute towards enhancing employee motivation by: providing a variety of activities within one job will provide greater skills variety and task identity, developing a corporate culture of open feedback regarding individual performance, which could also enhance the timeouts implementation of corrective action.

Organizations functioning within a service environment should design jobs in such a manner so as to allow employees to interact directly with the beneficiaries of their services, as this provides opportunity for direct feedback which could lead to improvement of serve delivery and job performance.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 5.1 Summary

The primary purpose of this research is to investigate the impact of motivation on the performance of Guinness Nigeria Limited in Nigeria. Despite the studies carried out on motivation and performance of GNL, there are no studies that have attempted to establish the non-monetary motivation factors that affect the performance of GNL in Nigeria. GNL is a unique type of organizations because they hold long term liabilities which belong to beneficiaries. This study sought to establish the impact of motivation on the performance of GNL in Nigeria in order to bridge this gap. Chapter one focuses on background to the study, statement of research problem, objective of the study, research questions, significance of the study and scope of the study and definition of terms.

Chapter two presents the theoretical framework and relevant literature review. The chapter extensively reviews previous related studies, observations, opinions, comments, ideas and knowledge that shed light on the key concepts under discussion. The essence is to situate this study in proper context and to create a bond between related previous studies and this research work and as well to identify the gap in knowledge with respect to the study of the subject matter and to appropriately intervene by providing the missing link and by updating and contributing to the existing body of knowledge in the field.

The purpose of this chapter is to provide a theoretical context within which the impact of motivation on the performance of Guinness Nigeria Limited Abuja can be investigated and analyzed. Specifically, the chapter reviews the literature on motivation

and performance of Guinness Nigeria Limited. The section deals with the conceptual framework, theoretical framework of the research and review of empirical literature.

The large number of earlier and recent studies investigating employee motivation using sometimes the original or modified version of Maslow's theory, may continue the appreciation of this theory and the issue of employee motivation. The literature also shows that where the original theory was lacking of rigor evidences (short comings or criticized for), has been greatly taken into consideration. Many researchers have taken issues such as differences in gender, age, income, culture and countries etc. and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, from researches, questionnaires, face-face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator's factors remain same. Hence this study has assessed the role of motivation on the employees work performance in Guinness Nigeria Limited in Nigeria.

In the review it is assumed that the employees' performance has indirect relationship motivation factors. Accordingly, the amounts of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. There is indirect relationship between independent variables and dependent variable and direct link between independent variables and dependent variable. The role of motivation in the employees' performance will depend on the interplay of the independent and intermediate variables.

Chapter three deals with research method adopted. The study used primary data through questionnaire to investigate the role of motivation in the employees' performance. It

basically reviews the research design, the population and sample selection, data collection instruments, data analysis techniques and associated methodological problems that may be encountered. The validity and reliability test as well as the justification of data analysis instrument adopted were also discussed. Least regression model was employed considering the relationship between the two observed variables. Secondary method of data collection was utilized to collect data in which probability sampling technique was also employed to select the sample size from the target population. OLS regression analysis was however used to analyze the data also considering the number of the dependent and independent variable i.e. one-to-one to be utilized.

Chapter four discusses data analysis, presentation and interpretation. The hypotheses were tested and results presented. The descriptive statistics involves the use of frequency tables and percentage distribution. The inferential statistics involves the use of multiple regression statistical techniques. The study found out that the organization uses many different tools to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. However, the study also found out that GNL does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the organization does not carry out training of its employees. The study also found out that the organization does not rotate its employees or involve them in decision making as a way of motivating them.

## 5.2 Conclusions

The aims of this research was to primarily assess the role that various factors in motivating employees and to explore which of these factors have a greater impact on

employee motivation and job performance. It is evident from the study that a variety of factors influence employee motivation and performance satisfaction. The study has also revealed that factors, other than those being examined during this study, might also have a significant influence on employee motivation and job performance. Is was significant to discover that this study found that some of the factors assessed did not have an effect on employee motivation and job satisfaction, irrespective of previous research finding significant relationships between those factors and employee motivation and job performance.

Also from the findings, it can be concluded that motivation can be categorized in two types basing on whether the motivational states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. However, it can also be concluded the management of GNL is the trying to motivate its employees though the tools it is using do not exactly match with the expectations of the employees. Also the research study has demonstrated that organizations need to understand how employees are motivated and that the organizational strategies developed should be cognoscente of the fact that those strategies would have a different motivational impact on different employees and may affect an employee in different ways at different points in time due to conditions, needs and personal objectives are not stagnant but in constant state of flux. About the factors that affect employee performance, the study conclude that motivation is the most important factor that organization should look upon. However, it can also be concluded that there are other factors that affect the level of

employee performance. These include; goal clarity, working conditions, knowledge of the structure, use of modern technology, ability, training and experience.

The research also concludes that there is a very strong positive relationship between motivation and employee performance. However, the study can remark on the point that the root cause of poor performance in GNL is not motivation in its self rather it is the tools of motivation used by the organization which are not what the employees want as motivators.

On the hypotheses tested, the following conclusions are drawn:

1. Motivation through training of employees has a significant positive effect on employee performance.
2. Motivation through timely and constant promotion of employees has a significant positive effect on employee performance
3. Motivation through Employees Participation in Decision has a significant positive effect on employee performance

## 5.3 Recommendations

Based on the study, the following recommendation is made in order to improve employees performance.

1. Management should standardize the employees' motivation policies to reflect the desire of employees. The researcher therefore recommends that the organization should carry out a study before using a particular tool.
2. The organization should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended.

3. Employees' salaries and wages should be carefully handled to reflect modern day package. Management should reward their employees always with promotion and practice fairness in managing organization affairs.

## 5.4 Limitations of the Study

This study was conducted on Guinness Nigeria Limited Abuja in Nigeria out of the numerous Brewing companies in the country and the type of sample utilized was considered appropriate due to the nature of the population. Due to the fact that a convenience sample was used, the findings cannot be generalized and compared to the other public organization within therefore it would be low in external validity. The sample included employee at all levels within the organization. Given the case study nature of this investigation, results of findings may be specific only to the department where the research was conducted and may not be generalized to the other public organization. However, financial and time constraints were another limitation of the study.

The sample consists of staffs employed within the Organization. Generalisability of the results of the study is problematic as the study conducted in only two organizations. Consequently, the results of the study cannot be inferred to other similar public organization and hence, the external validity of the study may be compromised.

For the respondents, the selected variables contributing on the role of employee performance might not be the only contributing factors that are important. Other variables such as role ambiguity, job level, contingent rewards and other work-related factors have not been investigated. Hence, the internal validity of the study will adversely be affected. Therefore, any conclusions emanating from the research are somewhat tenuous.

## 5.5 Suggested Areas for further Research

The researcher recommends the following areas for future investigations which were not researched satisfactorily.

Choosing the right motivation tool for a given employee, this is a very important aspect for the employer to consider. The researcher was not satisfactorily able to make a thorough study on how to choose the right motivation tool for a given employee and therefore recommends it for further research.

The impact of employees' salary on their level of motivation, the researcher also did not go deep into finding out the impact of employees' salary on their level of performance and therefore recommends it for future investigations.

Problems encountered by employers when motivating employees. The major problems encountered by employers when motivating employees were not looked at exhaustively and therefore the researcher recommends it to be researched for by future researchers.

Further studies could also incorporate quantitative research as the present study only used qualitative research methodology. Including quantitative methods of data collection may enrich the data findings of such research and may provide further clarity on similar studies which elicited contradictory findings.

## BIBLIOGRAPHY


Admin (2011) The Impact of Motivation on Employee Performance in the BankingIndustry http://www.articlesbase.com/banking-articles/impact-of-leadership

Akpa, A. (2011) *Knowledge Creation Process: Concepts and Applications in Social Research.* Makurdi-Ibadan-Abuja: Aboki Publishers

Alonso, P. and Lewis, G. (2001). " Public Service Motivation and Job Performance: Evidence From the Federal Sector" *The American Review of Public Administration,* Vol 31, No 4: 363-380.

Armstrong, M. (2009) *Armstrong's Handbook of Human Resource Management Practice.* London: Kogan, 11th Edition, pp. 316-334

Armstrong, M. (2012) *Armstrong's Handbook of Human Resource Management Practice.* London: Kogan, 12th Edition, pp. 181-191

Arthur, J and Aiman- Smith, L. (2001) "Gain sharing and Organizational Learning and Analysis of Employee Suggestions over time", *Academy of Management Journal,* Vol 44: 737-754.

Banjoko, S. (2006). *Managing Corporate Reward Systems,* Lagos: Pumark Nigeria Limited.

Behn, R. (1995). "The Big Questions of Public Management", *Public Administration Review,* Vol 55:

Bozeman, B. (1987). *All Organizations are Public,* Jossey-Bass: San Francisco.

Brewer, G. and Selden, C. (1998). "Whistle Blowers in the Federal Civil Service: New Evidence of the Public Service Ethic", *Journal of Public Administration Research and Theory,* Vol 8 (3): 413-439.

Cacioppe, R. and Mock, P. (1984). "A Comparison of Quality of Work Experience in Government and Private Organizations", *Human Relations,* Vol 37, No 11: 923-940.

Crewson, P. (1997). "Public Service Motivation: Building Empirical Evidence of Incidence and Effect", *Journal of Public Administration,* Vol 4, No 2: 80-89.

Ezulike, A. (2001). "Evaluating Productivity Level in Nigerian Civil Service: A Case Study of Imo State" *Unpublished Postgraduate Thesis,* Calabar: University of Calabar.

Frank, S. and Lewis, G. (2004). "Government Employees- Working Hard or Hardly Working", *The American Review of Public Administration,* Vol 34, No 1: 36-51.

Gabris, G. and Simo, G. (1995). "Public Sector Motivation as an Independent Variable Affecting Career Decisions", *Public Personnel Management,* Vol 24, No 1: 33-51.

Garvin, D. (1993). "Building a Learning Organization", *Harvard Business Review,* pp.78-91

Genebra, P. (2003). "A New Face For Private Providers in Developing Countries: What Implications For Public Health", *Bulletin of World Health Organization,* Vol 81, No. 4: Unspecified pages.

Hardigan, P., Lai, L. and Carvajal, M. (2001) "The Influence of Positive and Negative Affectivity on Reported Job Satisfaction Among Practising Pharmacists," *Journal of Pharmaceutical Marketing and Management,* 13 (4): 57-77, Cited in Osuagwu, L. (2006). *Business Research Methodology: Principles and Practice,* Lagos: Grey Resource Limited, Third Edition.

Heery, E. (1998). "A Return to Contract: PRP in the Public Service", *Work, Employment and Society,* 12 (March)

Higgins Y. (2004). The Management Challenge (2nd Ed.) New York, Macmillan.

Houston, D. (2000). *Public Service Motivation*: A Multivariate Test. Journal of Public Administration Research and theory 10 ( 4 ): 713 – 27 .

Iheriohanma, E. (2006). "Perceiving Worker's Interest in Participatory Management: Issues and Challenges, *International Journal of Social Sciences,* Vol 5: 113-129.

IPD (1998). Performance Pay Survey, Institute of Personnel and Development.

Jurkiewicz, C; Massey, T; and Brown, R. (1998). "Motivation in Public and Private Organizations: A Comparative Study", *Public Productivity and Management Review,* Vol 21, No 3: 230-250.

Lant, T. and Mezias, S. (1992). "An Organizational Learning Model of Convergence and Reorientation", *Organization Science,* Vol 3: 47-72.

Leete , L. (2000). *Wage Equity and Employee Motivation in Nonprofit and For-Profit Organizations* Journal of Economic Behavior and Organization 43 ( 4 ): 423 – 46

Lei, D., Slocum, J. and Pitts, R. (1999). "Designing Organizations for Competitive Advantage: The Power of Unlearning and Learning", *Organizational Dynamics,* Vol. 37: 24-38.

Leonard- Barton, D. (1992). "The Factory as a Learning Laboratory" Sloan Management Review, Vol X: 23-38.

Locke, E. (1968). "Toward a Theory of Task Motivation and Incentives", *Organization Behaviour and Human Performance,* Vol. 3: 157-189.

March, J. and Olsen, J.(1989). *Reconsidering Institutions: The Organizational Basis of Politics,* New York: Free press.

Marsden, D. and French, S. (1998).*What a Performance: Performance Related Pay in Public Services,* London: Centre for Economic Performance, LSE.

Marsden, D. and French, S. (2002). "Performance Pay in the UK" in Brown, M. and Heywood, J. (eds.) *Paying for Performance: An International Comparison,* New York: M.E. Sharpe, Armonk.

Martocchio, J. (2006). *Strategic Compensation: A Human Resource Management Approach,* New Jersey: Prentice Hall.

Mbogu, G. (2001). "Implications of Leadership Styles of Administrators on Job Performance in Two Selected Organizations in Owerri, Imo State" *Unpublished Thesis,* Calabar: University of Calabar

Mohrman, S. and Mohrman, A.( 1993). "Organizational Change and Learning", in J.R. Galbraith and E.E. Lawler (eds.), *Organizing for the Future: The New Logic for Managing Complex Organizations,* San Francisco: Jossey- Bass.

Montemayor, E. (1996). "Congruence between Pay Policy and Competitive Strategy in High Performing Firms", *Journal of Management,* Vol 22: 889-908.

No 4: 313-324.

Nunnally, J. (1978). *Psychometric Theory,* New York: McGraw-Hill.

O' Dell, C. and Grayson, C. (1998). "If Only We Knew What We Know: Identification and Transfer of Internal Best Practices", *California Management Review,* Vol. 40: 154-174.

Perry, J. (2000). "Bringing Society In: Toward a Theory of Public Service Motivation", *Journal of Public Administration Research and Theory,* Vol 10, No 2: 471-488.

Perry, J. and Porter; L. (1982) "Factors Affecting the context for motivation in Public Organization". *Academy of Management,* Journal 7, 1: 89-98.

Perry, J. and Wise, R. (1990). "The Motivational Bases of Public Service", *Public Administration Review,* Vol 50(3): 367-373.

Rainey, H. (1982). "Perceptions of Incentives in Business and Government: Implications For Civil Service Firms: Incentive Structures, Goals and Individual Roles", *Administration and Society,* Vol 5: 207-242.

Reilly, P. (2003). "New Approaches in Reward: Their Relevance to the Public Sector", *Public Money and Management,* Vol 23, No. 4:245-352.

Staats, E.(1988). "Public Service and the Public Interest", *Public Administration Review,* 48: 601-605.

Stata, R. (1989). "Organization Learning: The Key to Management Innovation", *Sloan Management Review,* pp. 63-74.

Thorpe, R. and Homan, G. (2000). *Strategic Reward Systems,* London: Prentice Hall.

Tongo, C. I. (2005). "Public Service Motivation in Edo State of Nigeria" *in Wither Nigeria ( 14th General Assembly Proceedings),* Social Science Academy of Nigeria, 188-198 pp.

Vandenabeele, W; Hondeghem, A; Massachalck, J; Depre,R. (2004). "Values and Motivation in Public Administration: Public Service Motivation in an International Comparative Perspective", *EGPA 2004 Annual Conference* (1-4 September 2004) Ljubljava, Slovenia.

Wright, E. (2000). "Public sector work motivation: A review of the current literature and a revised conceptual model" *Journal of Public Administration Research and Theory.* Vol.10, No 28: 4-15

## QUESTIONNAIRE

I am a PG student of Nasarawa State University Keffi. I am carrying out a study on the topic: **THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES OF GUINNESS NIGERIA LIMITED IN NIGERIA.** The purpose of this questionnaire is to collect relevant data to compliment this research work. Your accurate response and cooperation is highly solicited. Each data you supply will be treated with utmost confidentiality.

Thank you.

**PART I**

1. Name:.....

2. Sex: Male [ ]

Female [ ]

3. Age:.....

4. Qualification:

Primary [ ]

W.A.S.C/Equivalent [ ]

OND [ ]

BSc/HND [ ]

MBA/MSc/Ph.D [ ]

5. Staff Category:

Management [ ]

Senior [ ]

Junior [ ]

Contract [ ]

**PART II**

| No. Question | SA | A | UD | D | SD |
|---|---|---|---|---|---|
| 1. Motivation is important for employees in pension business. | | | | | |
| 2. It is important that the Chief Executive Officer of PFA cooperates with Staff. | | | | | |
| 3. Workers put in their best when they are placed on little or no supervision at all. | | | | | |
| 4. Fat salaries are the best tools with which to motivate workers. | | | | | |
| 5. Properly-motivated staff have a positive attitude towards work. | | | | | |
| 6. Welfare of Workers should be a paramount issue of concern to top management. | | | | | |
| 7. Hospitals, staff clubs, staff quarters etc are important if a worker must perform well. | | | | | |
| 8. Even without motivation, some workers still put in their best. | | | | | |
| 9. Workers will still perform well even if their salary is delayed. | | | | | |
| 10. Only monetary rewards can bring out the best in workers. | | | | | |
| 11. The organisation of Christmas/Easter/Sallah/ End of Year Parties is good and helps to encourage staff performance. | | | | | |
| 12 Inter-personal relationship between top Management and staff should be encouraged. | | | | | |
| 13 Groups that fight for staff welfare within an Establishment should be established, promoted and encouraged. | | | | | |
| 14 Recreational facilities are important in every organisation. | | | | | |
| 15 Favouritism on the part of the GM/MD can contribute to much productivity | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 16 It is worthwhile to reward good work and excellence. | | | | | |
| 17 Rewarding good work and excellence can contribute to more excellence and healthy competition. | | | | | |
| 18 Staff work best when working equipment and facilities are adequately provided. | | | | | |
| 19 Receiving credit for work done affects your morale at work. | | | | | |
| 20 Working attitudes is affected by the challenges encountered on the job. | | | | | |

## QUESTIONNAIRE RESPONSE

| .00 | 1.00 | 1.00 | 3.00 | 4.00 | 5.00 | 2.00 | 2.00 | 1.00 | 2.00 | 2.00 |
|---|---|---|---|---|---|---|---|---|---|---|
| .00 | 3.00 | 2.00 | 4.00 | 5.00 | 1.00 | 2.00 | 1.00 | 2.00 | 1.00 | 1.00 |
| .00 | 1.00 | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 | 5.00 | 2.00 | 3.00 | 3.00 |
| .00 | 3.00 | 2.00 | 4.00 | 2.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 3.00 |
| .00 | 2.00 | 2.00 | 5.00 | 1.00 | 4.00 | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 |
| .00 | 2.00 | 3.00 | 1.00 | 2.00 | 2.00 | 3.00 | 1.00 | 5.00 | 4.00 | 3.00 |
| .00 | 3.00 | 2.00 | 4.00 | 1.00 | 5.00 | 3.00 | 2.00 | 3.00 | 3.00 | 2.00 |
| .00 | 2.00 | 1.00 | 1.00 | 4.00 | 3.00 | 1.00 | 4.00 | 1.00 | 2.00 | 3.00 |
| .00 | 1.00 | 3.00 | 3.00 | 2.00 | 4.00 | 2.00 | 4.00 | 1.00 | 2.00 | 3.00 |
| .00 | 1.00 | 1.00 | 1.00 | 5.00 | 2.00 | 3.00 | 1.00 | 1.00 | 2.00 | 2.00 |
| .00 | 2.00 | 3.00 | 3.00 | 2.00 | 1.00 | 4.00 | 1.00 | 1.00 | 4.00 | 4.00 |
| .00 | 2.00 | 3.00 | 3.00 | 4.00 | 2.00 | 5.00 | 4.00 | 3.00 | 3.00 | 1.00 |
| .00 | 2.00 | 1.00 | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 | 3.00 |
| .00 | 5.00 | 4.00 | 3.00 | 3.00 | 2.00 | 1.00 | 2.00 | 2.00 | 1.00 | 3.00 |
| .00 | 2.00 | 3.00 | 4.00 | 5.00 | 1.00 | 1.00 | 3.00 | 2.00 | 3.00 | 3.00 |
| .00 | 3.00 | 2.00 | 1.00 | 2.00 | 1.00 | 2.00 | 4.00 | 5.00 | 5.00 | 4.00 |
| .00 | 4.00 | 5.00 | 5.00 | 4.00 | 3.00 | 3.00 | 4.00 | 2.00 | 2.00 | 1.00 |
| .00 | 2.00 | 1.00 | 1.00 | 3.00 | 2.00 | 3.00 | 4.00 | 3.00 | 5.00 | 5.00 |
| .00 | 1.00 | 2.00 | 3.00 | 2.00 | 3.00 | 4.00 | 4.00 | 5.00 | 4.00 | 3.00 |
| .00 | 2.00 | 3.00 | 4.00 | 5.00 | 3.00 | 1.00 | 2.00 | 2.00 | 3.00 | 4.00 |
| .00 | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 | 2.00 | 2.00 | 1.00 | 2.00 | 3.00 |
| .00 | 2.00 | 5.00 | 3.00 | 3.00 | 4.00 | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 |
| .00 | 3.00 | 2.00 | 2.00 | 3.00 | 4.00 | 3.00 | 4.00 | 2.00 | 3.00 | 1.00 |
| .00 | 4.00 | 5.00 | 5.00 | 3.00 | 2.00 | 2.00 | 3.00 | 1.00 | 2.00 | 3.00 |
| .00 | 2.00 | 3.00 | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 | 1.00 | 2.00 | 3.00 |
| .00 | 3.00 | 5.00 | 2.00 | 1.00 | 1.00 | 3.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| .00 | 5.00 | 4.00 | 3.00 | 4.00 | 3.00 | 2.00 | 2.00 | 5.00 | 5.00 | 4.00 |
| .00 | 2.00 | 3.00 | 2.00 | 5.00 | 1.00 | 3.00 | 4.00 | 4.00 | 5.00 | 4.00 |
| .00 | 5.00 | 3.00 | 1.00 | 4.00 | 2.00 | 4.00 | 5.00 | 1.00 | 3.00 | 2.00 |
| .00 | 4.00 | 4.00 | 2.00 | 2.00 | 1.00 | 3.00 | 3.00 | 3.00 | 2.00 | 4.00 |
| .00 | 4.00 | 2.00 | 5.00 | 1.00 | 3.00 | 4.00 | 3.00 | 1.00 | 2.00 | 3.00 |
| .00 | 2.00 | 3.00 | 2.00 | 4.00 | 2.00 | 3.00 | 5.00 | 5.00 | 4.00 | 3.00 |
| .00 | 4.00 | 2.00 | 3.00 | 2.00 | 4.00 | 3.00 | 3.00 | 1.00 | 2.00 | 1.00 |
| .00 | 2.00 | 1.00 | 3.00 | 4.00 | 5.00 | 3.00 | 2.00 | 2.00 | 3.00 | 2.00 |
| .00 | 4.00 | 3.00 | 2.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 |
| .00 | 1.00 | 1.00 | 2.00 | 2.00 | 3.00 | 4.00 | 4.00 | 2.00 | 2.00 | 2.00 |
| .00 | 2.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 3.00 | 1.00 | 2.00 | 3.00 |
| .00 | 2.00 | 1.00 | 2.00 | 2.00 | 1.00 | 3.00 | 4.00 | 2.00 | 2.00 | 2.00 |
| .00 | 3.00 | 3.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 4.00 | 4.00 | 3.00 |
| .00 | 4.00 | 3.00 | 3.00 | 2.00 | 2.00 | 4.00 | 4.00 | 1.00 | 2.00 | 1.00 |
| .00 | 2.00 | 1.00 | 3.00 | 2.00 | 4.00 | 5.00 | 4.00 | 5.00 | 5.00 | 5.00 |
| .00 | 2.00 | 1.00 | 1.00 | 2.00 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 |
| .00 | 5.00 | 5.00 | 4.00 | 4.00 | 3.00 | 3.00 | 4.00 | 5.00 | 4.00 | 3.00 |

| 2.00 | 5.00 | 4.00 | 1.00 | 3.00 | 5.00 | 4.00 | 2.00 | 1.00 | 5.00 | 5.00 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 5.00 | 3.00 | 1.00 | 3.00 | 3.00 | 2.00 |
| 3.00 | 4.00 | 3.00 | 4.00 | 3.00 | 2.00 | 1.00 | 3.00 | 2.00 | 2.00 | 2.00 |
| 3.00 | 2.00 | 2.00 | 5.00 | 5.00 | 5.00 | 1.00 | 4.00 | 3.00 | 4.00 | 4.00 |
| 5.00 | 5.00 | 1.00 | 1.00 | 3.00 | 4.00 | 2.00 | 2.00 | 3.00 | 3.00 | 1.00 |
| 5.00 | 4.00 | 5.00 | 5.00 | 3.00 | 3.00 | 2.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 1.00 |
| 5.00 | 3.00 | 3.00 | 2.00 | 5.00 | 5.00 | 2.00 | 5.00 | 5.00 | 3.00 | 3.00 |
| 1.00 | 2.00 | 3.00 | 3.00 | 3.00 | 4.00 | 2.00 | 3.00 | 5.00 | 4.00 | 5.00 |
| 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 4.00 | 5.00 | 2.00 | 3.00 | 3.00 | 2.00 |
| 5.00 | 2.00 | 4.00 | 2.00 | 1.00 | 1.00 | 2.00 | 3.00 | 2.00 | 3.00 | 1.00 |
| 5.00 | 2.00 | 2.00 | 1.00 | 1.00 | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 | 2.00 |
| 1.00 | 1.00 | 2.00 | 2.00 | 3.00 | 3.00 | 1.00 | 2.00 | 1.00 | 1.00 | 2.00 |
| 1.00 | 2.00 | 3.00 | 3.00 | 4.00 | 4.00 | 1.00 | 1.00 | 1.00 | 1.00 | 3.00 |
| 1.00 | 1.00 | 3.00 | 3.00 | 2.00 | 5.00 | 3.00 | 5.00 | 3.00 | 2.00 | 2.00 |
| 1.00 | 1.00 | 2.00 | 2.00 | 3.00 | 5.00 | 3.00 | 2.00 | 5.00 | 4.00 | 2.00 |
| 5.00 | 2.00 | 1.00 | 1.00 | 3.00 | 1.00 | 1.00 | 2.00 | 3.00 | 1.00 | 2.00 |
| 2.00 | 3.00 | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 3.00 |
| 5.00 | 1.00 | 3.00 | 2.00 | 5.00 | 5.00 | 2.00 | 2.00 | 1.00 | 3.00 | 3.00 |
| 5.00 | 2.00 | 4.00 | 4.00 | 3.00 | 2.00 | 2.00 | 1.00 | 2.00 | 2.00 | 3.00 |
| 2.00 | 1.00 | 3.00 | 2.00 | 3.00 | 1.00 | 1.00 | 3.00 | 5.00 | 5.00 | 4.00 |
| 1.00 | 3.00 | 2.00 | 5.00 | 1.00 | 2.00 | 4.00 | 3.00 | 1.00 | 2.00 | 3.00 |
| 2.00 | 5.00 | 5.00 | 1.00 | 2.00 | 1.00 | 3.00 | 2.00 | 2.00 | 2.00 | 1.00 |
| 2.00 | 2.00 | 1.00 | 3.00 | 4.00 | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| 3.00 | 3.00 | 1.00 | 1.00 | 4.00 | 4.00 | 3.00 | 1.00 | 1.00 | 5.00 | 5.00 |
| 1.00 | 2.00 | 2.00 | 3.00 | 2.00 | 2.00 | 1.00 | 2.00 | 3.00 | 2.00 | 2.00 |
| 2.00 | 1.00 | 1.00 | 1.00 | 3.00 | 3.00 | 4.00 | 1.00 | 3.00 | 3.00 | 2.00 |
| 5.00 | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| 1.00 | 1.00 | 1.00 | 3.00 | 2.00 | 4.00 | 2.00 | 1.00 | 2.00 | 2.00 | 4.00 |
| 2.00 | 4.00 | 5.00 | 5.00 | 5.00 | 1.00 | 3.00 | 3.00 | 5.00 | 3.00 | 5.00 |
| 2.00 | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 5.00 | 2.00 | 2.00 | 2.00 |
| 5.00 | 1.00 | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 | 2.00 |
| 1.00 | 2.00 | 3.00 | 3.00 | 5.00 | 5.00 | 3.00 | 2.00 | 5.00 | 1.00 | 2.00 |
| 2.00 | 2.00 | 3.00 | 4.00 | 5.00 | 5.00 | 3.00 | 5.00 | 5.00 | 4.00 | 3.00 |
| 5.00 | 5.00 | 2.00 | 2.00 | 1.00 | 1.00 | 3.00 | 4.00 | 4.00 | 2.00 | 3.00 |
| 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 1.00 |
| 2.00 | 1.00 | 3.00 | 2.00 | 3.00 | 1.00 | 1.00 | 2.00 | 1.00 | 1.00 | 4.00 |
| 4.00 | 2.00 | 3.00 | 2.00 | 1.00 | 5.00 | 1.00 | 4.00 | 5.00 | 5.00 | 3.00 |
| 5.00 | 3.00 | 1.00 | 1.00 | 2.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 |
| 2.00 | 3.00 | 3.00 | 1.00 | 4.00 | 4.00 | 2.00 | 5.00 | 4.00 | 1.00 | 1.00 |
| 3.00 | 5.00 | 5.00 | 2.00 | 1.00 | 1.00 | 3.00 | 4.00 | 1.00 | 2.00 | 5.00 |
| 2.00 | 1.00 | 5.00 | 3.00 | 3.00 | 1.00 | 4.00 | 1.00 | 5.00 | 1.00 | 2.00 |
| 1.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 4.00 | 5.00 |
| 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 5.00 | 4.00 | 3.00 |
| 1.00 | 1.00 | 3.00 | 3.00 | 4.00 | 5.00 | 2.00 | 2.00 | 2.00 | 3.00 | 1.00 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 5.00 | 4.00 | 2.00 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 4.00 | 4.00 |
| 1.00 | 1.00 | 2.00 | 3.00 | 1.00 | 4.00 | 2.00 | 2.00 | 4.00 | 3.00 | 2.00 |
| 1.00 | 1.00 | 3.00 | 3.00 | 1.00 | 2.00 | 3.00 | 2.00 | 1.00 | 2.00 | 2.00 |
| 2.00 | 2.00 | 3.00 | 4.00 | 1.00 | 5.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 |
| 2.00 | 2.00 | 1.00 | 1.00 | 3.00 | 4.00 | 5.00 | 4.00 | 1.00 | 1.00 | 5.00 |
| 1.00 | 1.00 | 2.00 | 1.00 | 3.00 | 3.00 | 2.00 | 3.00 | 3.00 | 5.00 | 1.00 |
| 1.00 | 1.00 | 4.00 | 4.00 | 3.00 | 4.00 | 1.00 | 1.00 | 4.00 | 5.00 | 3.00 |
| 2.00 | 2.00 | 5.00 | 4.00 | 4.00 | 3.00 | 1.00 | 2.00 | 1.00 | 2.00 | 2.00 |
| 1.00 | 1.00 | 2.00 | 2.00 | 3.00 | 5.00 | 1.00 | 3.00 | 1.00 | 1.00 | 5.00 |
| 4.00 | 4.00 | 1.00 | 2.00 | 1.00 | 5.00 | 1.00 | 2.00 | 4.00 | 3.00 | 3.00 |
| 1.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 3.00 | 5.00 | 5.00 | 4.00 | 3.00 |
| 4.00 | 4.00 | 4.00 | 5.00 | 5.00 | 1.00 | 3.00 | 5.00 | 4.00 | 3.00 | 3.00 |
| 3.00 | 3.00 | 2.00 | 1.00 | 3.00 | 3.00 | 1.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| 1.00 | 2.00 | 3.00 | 3.00 | 2.00 | 3.00 | 4.00 | 4.00 | 5.00 | 5.00 | 1.00 |
| 1.00 | 2.00 | 3.00 | 3.00 | 1.00 | 2.00 | 2.00 | 2.00 | 4.00 | 2.00 | 2.00 |
| 2.00 | 1.00 | 1.00 | 1.00 | 2.00 | 4.00 | 4.00 | 2.00 | 3.00 | 3.00 | 5.00 |
| 5.00 | 5.00 | 4.00 | 4.00 | 1.00 | 3.00 | 3.00 | 2.00 | 1.00 | 1.00 | 4.00 |
| 1.00 | 2.00 | 3.00 | 3.00 | 4.00 | 5.00 | 2.00 | 4.00 | 3.00 | 2.00 | 5.00 |
| 1.00 | 1.00 | 2.00 | 1.00 | 2.00 | 3.00 | 3.00 | 1.00 | 2.00 | 3.00 | 3.00 |
| 2.00 | 2.00 | 2.00 | 3.00 | 3.00 | 2.00 | 2.00 | 1.00 | 2.00 | 1.00 | 3.00 |
| 4.00 | 4.00 | 4.00 | 3.00 | 1.00 | 1.00 | 2.00 | 2.00 | 5.00 | 5.00 | 2.00 |
| 1.00 | 1.00 | 1.00 | 3.00 | 2.00 | 3.00 | 4.00 | 1.00 | 2.00 | 3.00 | 3.00 |
| 2.00 | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 | 3.00 | 2.00 | 2.00 | 3.00 | 2.00 |
| 2.00 | 2.00 | 3.00 | 3.00 | 2.00 | 1.00 | 4.00 | 1.00 | 2.00 | 3.00 | 4.00 |
| 2.00 | 3.00 | 2.00 | 3.00 | 1.00 | 3.00 | 4.00 | 5.00 | 2.00 | 3.00 | 2.00 |
| 1.00 | 1.00 | 4.00 | 5.00 | 5.00 | 1.00 | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 |
| 4.00 | 4.00 | 3.00 | 2.00 | 3.00 | 3.00 | 4.00 | 3.00 | 3.00 | 4.00 | 4.00 |
| 1.00 | 1.00 | 3.00 | 5.00 | 1.00 | 2.00 | 5.00 | 4.00 | 2.00 | 1.00 | 4.00 |
| 2.00 | 2.00 | 2.00 | 1.00 | 1.00 | 3.00 | 4.00 | 3.00 | 1.00 | 2.00 | 3.00 |
| 5.00 | 5.00 | 5.00 | 3.00 | 2.00 | 1.00 | 4.00 | 2.00 | 1.00 | 2.00 | 4.00 |
| 2.00 | 1.00 | 1.00 | 2.00 | 4.00 | 3.00 | 5.00 | 1.00 | 1.00 | 1.00 | 3.00 |
| 4.00 | 1.00 | 1.00 | 2.00 | 4.00 | 2.00 | 3.00 | 4.00 | 3.00 | 4.00 | 2.00 |
| 4.00 | 4.00 | 5.00 | 4.00 | 1.00 | 1.00 | 2.00 | 3.00 | 3.00 | 4.00 | 4.00 |
| 1.00 | 2.00 | 3.00 | 2.00 | 1.00 | 4.00 | 3.00 | 1.00 | 2.00 | 2.00 | 3.00 |
| 1.00 | 1.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 4.00 | 4.00 | 2.00 | 2.00 |
| 1.00 | 1.00 | 1.00 | 2.00 | 4.00 | 4.00 | 2.00 | 1.00 | 4.00 | 4.00 | 3.00 |
| 1.00 | 2.00 | 1.00 | 3.00 | 4.00 | 5.00 | 3.00 | 1.00 | 5.00 | 4.00 | 3.00 |
| 3.00 | 3.00 | 2.00 | 2.00 | 5.00 | 1.00 | 3.00 | 2.00 | 2.00 | 1.00 | 3.00 |
| 1.00 | 1.00 | 1.00 | 5.00 | 4.00 | 3.00 | 2.00 | 5.00 | 4.00 | 4.00 | 2.00 |
| 2.00 | 2.00 | 3.00 | 3.00 | 1.00 | 1.00 | 2.00 | 3.00 | 3.00 | 1.00 | 3.00 |
| 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 5.00 | 1.00 | 4.00 | 2.00 | 2.00 | 3.00 |
| 1.00 | 3.00 | 4.00 | 2.00 | 1.00 | 3.00 | 2.00 | 2.00 | 3.00 | 4.00 | 2.00 |
| 2.00 | 2.00 | 1.00 | 2.00 | 1.00 | 1.00 | 3.00 | 2.00 | 3.00 | 4.00 | 4.00 |
| 2.00 | 4.00 | 1.00 | 4.00 | 3.00 | 1.00 | 2.00 | 2.00 | 1.00 | 5.00 | 4.00 |
| 4.00 | 5.00 | 1.00 | 2.00 | 4.00 | 1.00 | 2.00 | 4.00 | 3.00 | 1.00 | 3.00 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.00 | 1.00 | 2.00 | 4.00 | 2.00 | 5.00 | 1.00 | 5.00 | 2.00 | 1.00 | 5.00 |
| 2.00 | 2.00 | 2.00 | 4.00 | 3.00 | 4.00 | 2.00 | 4.00 | 5.00 | 5.00 | 5.00 |
| 1.00 | 1.00 | 2.00 | 2.00 | 4.00 | 5.00 | 3.00 | 3.00 | 5.00 | 2.00 | 1.00 |
| 2.00 | 4.00 | 2.00 | 1.00 | 1.00 | 3.00 | 3.00 | 4.00 | 3.00 | 5.00 | 4.00 |
| 2.00 | 3.00 | 4.00 | 5.00 | 1.00 | 1.00 | 3.00 | 2.00 | 2.00 | 4.00 | 4.00 |
| 1.00 | 2.00 | 3.00 | 4.00 | 5.00 | 2.00 | 3.00 | 3.00 | 1.00 | 1.00 | 5.00 |
| 4.00 | 4.00 | 4.00 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 4.00 |
| 1.00 | 1.00 | 2.00 | 2.00 | 3.00 | 1.00 | 3.00 | 1.00 | 5.00 | 5.00 | 2.00 |
| 2.00 | 3.00 | 3.00 | 1.00 | 1.00 | 3.00 | 4.00 | 2.00 | 5.00 | 3.00 | 4.00 |
| 4.00 | 1.00 | 2.00 | 3.00 | 2.00 | 3.00 | 3.00 | 5.00 | 1.00 | 3.00 | 2.00 |
| 3.00 | 3.00 | 3.00 | 1.00 | 1.00 | 2.00 | 5.00 | 4.00 | 5.00 | 4.00 | 3.00 |
| 1.00 | 3.00 | 4.00 | 2.00 | 5.00 | 4.00 | 3.00 | 5.00 | 4.00 | 3.00 | 2.00 |
| 2.00 | 2.00 | 2.00 | 3.00 | 3.00 | 5.00 | 3.00 | 2.00 | 3.00 | 1.00 | 3.00 |
| 4.00 | 3.00 | 5.00 | 2.00 | 4.00 | 1.00 | 3.00 | 3.00 | 3.00 | 1.00 | 5.00 |
| 4.00 | 4.00 | 3.00 | 5.00 | 5.00 | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| 3.00 | 1.00 | 1.00 | 3.00 | 5.00 | 5.00 | 3.00 | 4.00 | 1.00 | 2.00 | 2.00 |
| 3.00 | 2.00 | 1.00 | 5.00 | 5.00 | 3.00 | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 |