

## Chapter 4

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### **Motivation and Workers' Performance in Rima Radio, Sokoto**

*Abubakar Jibril*

#### **Introduction**

Every formal organisation is basically made up of two resources – material and human resources. Of these two, the later (human resources) is unique and of course more important than the former (material resources). This is because no matter how vast the financial and material resources of the organisation are, and no matter how efficient and sophisticated the machines, tools and equipment may be, somebody (worker) will have to put them to use. Knowledge on how to adequately motivate these workers by the management is one of the problems facing most formal organisations in Nigeria today. Motivation is one of the most important factors that enhance organisational productivity. If the management want to improve their workers' performance thereby increasing productivity, then it is pertinent to have an in – depth knowledge about the influence of motivation on their workers' performance. This is the reason why industrial sociologists and psychologists tend to pay attention to the basic principle of human motivation (Best, 1999).

Traditionally, the Scientific Management Theory and Human Relations School provided the basic foundation for the understanding of motivation and workers' productivity in an organisation. The Scientific Management Theory was propounded by Fredrick Winslow Taylor (1856-1915), a trained engineer and a successful Management Consultant. Taylor became interested in improving workers' productivity early in his career when he observed gross inefficiencies during his contact with steel workers. He, therefore, came up with the Theory of Scientific Management in 1911 through his 'Time and Motion Study' and the 'Piece Rate' system (ICMBA, 2010). According to Taylor (1911), the working practices of his day proved to be barriers to increased output instead of facilitating the same. The 'Rule of Thumb' method of quantifying work, failure of management in directing the workers to full efficiency, and workers' restriction of output in order to protect their interests ('systematic soldiering') were the main obstacles to maximum productivity. To counter soldiering and to improve efficiency, Taylor began to conduct experiments to determine the best level of performance for certain jobs, and what was necessary to achieve this performance.

To scientifically determine the optimal way to perform a job, Taylor performed experiments that he called "time studies", (also known as "time and motion studies"). These studies were characterised by the use of a stopwatch to time a worker's sequence of motions, with the goal of determining the 'one best way' to perform a job. After these experiments, Taylor opted for close supervision of workers and portrayed the worker as mechanical, passive and a being that worked only for monetary rewards and 'the one best way' to achieve organisational goals was to maintain as much rationality as possible. Thus, according to Taylor, the sole motivator for a worker was 'monetary incentive'. He therefore believed that increasing the financial reward of the workers would help increase productivity and maintain job satisfaction. Therefore,

the worker under scientific management was an 'economic man' (ICMBA, 2010)

However, there were strong criticisms of the Scientific Management Theory. One of such criticisms is that Taylor treats human beings like machines and assumes that workers are satisfied by money alone. In addition, the success recorded in organisations that tried the model was short-lived following the great economic depression that engulfed the economy of the United States of America. Companies increased their wages and incentives to improve productivity, as suggested by the theory, yet the productivity declined. Consequently, The Human Relations Movement emerged (Barnat, 2007), and Elton Mayo (1880 – 1949), a professor of Industrial Management who was also the Director of the Department of Industrial Research at Harvard University, is considered to be its founder. The human relations movement grew from the Hawthorne studies. A group of Harvard researchers, headed by Elton Mayo, conducted a series of experiments on worker productivity in 1924 at the Hawthorne plant of Western Electric Company in Illinois, the manufacturing arm of AT&T. These experiments have come to be known as the Hawthorne Studies. The experiment which lasted for a period of nine years (1924-1933), found that the way people were treated had an important impact on performance; individual and social processes played a major role in shaping workers' attitudes and behaviour (Anteby and Khurana, 2010). Therefore, management must recognise the importance of workers' needs for recognition and social satisfaction. Mayo termed this concept the "social man", that is, individuals are motivated by social needs and good on-the-job relationships and respond better to work-group pressure than to management control activities (Barnat, 2007).

According to Mayo, therefore, financial reward was not the only motivation for the workers. For an organisation to

improve its workers' performance thereby achieving its goals, the organisation must attempt to understand and respect the emotions, sense of recognition and satisfaction of non-monetary needs of the workers. Since then, a large number of studies have been done by several scholars on motivation and productivity. Consequently, several motivation theories have since been postulated. These include the Hierarchy of Needs Theory propounded by an American psychologist, Abraham Maslow. Maslow (1938) believed that the staff or employees can be motivated to high productivity in the work place by satisfying their needs. In other words, there are certain needs which can motivate staff towards greater performance in order to ensure smooth operation and success of the organisation. He identified five levels of needs that can motivate human beings. For him the needs are hierarchically arranged from the lower level needs to the higher level needs and that unless the lower needs are relatively satisfied, desire to meet higher needs cannot motivate any longer. Therefore, going by Maslow's postulations, the success of any effort to motivate a staff depends largely on the extent to which the motivator meets the need of the individual staff. In other words, the success or failure of staff motivation rests on the management's ability to match the needs of its workers with appropriate incentives that can boost their performance. This partly informs the reason why the managements of organisations have been trying to create conditions under which organisational and personal needs of the staff may be harmonized (Sisk, 1981).

Other theories that have contributed in this direction include Skinner's (1953) Reinforcement Theory, McClelland's (1953) Needs Theory, McGregor's (1960) Theory X and Theory Y, Vroom's (1964) Expectancy Theory, Herzberg's (1959) Two Factor Theory, which tried to relate motivation and need satisfaction to employee performance and productivity. Others are Porter and Lawler's (1968) Integrative Motivational Model, Adam's (1963) Equity Theory which emphasised the

role of social comparisons as an important motivator of behaviour, Alderfer's (1972) Existence, Relatedness and Growth (ERG) Theory of work motivation and Ouchi's (1981) Theory Z.

It is the intentions of motivational programmes put forward by management to create conditions that will enable workers satisfy their needs while at the same time encouraging them to put more efforts in accomplishing the organisational objectives. The success or failure of staff motivation rests on the management's abilities to match the needs of their workers with appropriate incentives that will boost their performance. In Nigeria, we have witnessed the growth of increasing dynamic public and private sectors during the past decades. To increase and maintain this momentum, considerable attention should be given to staff motivation. Unfortunately, this management technique has been virtually ignored, particularly in the public sector. Consequently, instead of motivated employees, our institutions are filled with demotivated and frustrated workforce and the consequence is decline in productivity, creativity and satisfaction of employees, among other things (Echu, 1998). In Nigeria, there is a misconception that financial incentive is the only incentive to be used by the management to ensure good performance of their workers, disregarding their social and emotional feelings like sense of belonging, participation in planning, increased responsibility, job title and other incentives that will in addition to financial incentives, motivate them to put in their best in the organisation. This is the same with regard to media organisations in Nigeria and as a result one can find instances of problems such as labour turnover, absenteeism and lack of dedication to duty in these organisations which in most cases lead to false reporting and other abuses of official duties by the workers.

Against this background, the study seeks to address the following questions:

- i. What motivates workers of Rima Radio, Sokoto?
- ii. Is there any difference between what can motivate the Senior and Junior staff categories of Rima Radio, Sokoto?
- iii. What are the motivational incentives used in Rima Radio, Sokoto?
- iv. Are the incentives adequate to improve the workers' performance?

### **Objectives of the Study**

The broad objective of the study is to examine the influence of motivation on the performance of workers in Rima Radio, Sokoto. Specifically, the study:

- i. Examines the factors that influence the level of motivation of Rima Radio workers.
- ii. Examines the differences or variations in the motivational factors and needs of senior and junior staff category of Rima Radio, Sokoto.
- iii. Assesses the adequacy of the incentives used by the management of Rima Radio, Sokoto to motivate its workers for effective and efficient performance.

### **Theoretical framework**

The influence of motivational factors on workers performance is explicitly stressed in various theories of motivation. These theories point out that the more workers are motivated, the greater their performance and vice versa. This study will be anchored on Abraham Maslow's hierarchy of needs theory. The hierarchy of needs theory was propounded by an American psychologist, Abraham Maslow. The theory is based on three fundamental assumptions.

- i. That people are wanting beings whose needs can influence their behaviour. Only unsatisfied needs can influence behaviour, thus satisfied needs do not act as motivators.
- ii. That man's needs are arranged in order of importance or hierarchy from the basic (like food and shelter) to the complex (like ego and achievement).
- iii. That once one need is satisfied; another need emerges and demands satisfaction. The theory further argued that human motives develop in sequence according to five levels of needs. The diagram below shows how Maslow classified these needs in order of their importance

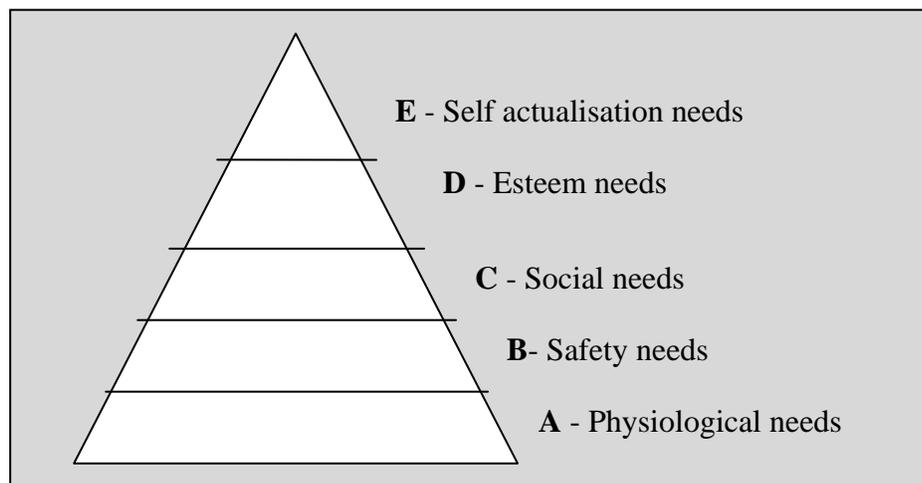


Fig. 4.1: Source: Adopted from Cole (2002)

- A. Physiological needs:** which appears at the bottom of the hierarchy are the basic needs for sustaining human life. They include air, food, clothing, shelter, sleep, sex and so on.
- B. Safety needs:** The needs include security, safe working condition, fringe benefits, etc.

- C. **Social needs:** this comes after safety needs and include need for love and affection.
  
- D. **Esteem needs:** this arises after the social needs are attained; include recognition, self respect, status, job titles, responsibility, etc.
  
- E. **Self actualization:** this is at the top of the hierarchy, it is the stage in which a person realizes his ambition and capabilities (Maximum self development).

Maslow believes that in a bid to satisfy these needs, workers are motivated but a satisfied need cannot motivate any longer. There are criticisms to all motivation theories and that of Maslow is not an exception. According to Hofsted, cited in Layman, *et al* (1997), Maslow's hierarchy of needs does not describe a universal human motivational process. Rather, it is the description of a specific value system of the American middle class. He fails to understand that there are cultural differences in the way people express their needs. The lower level needs may be a satisfactory point for one culture while the higher level needs may be a satisfying level for another culture. Similarly, Robins, (2003) criticized the theory on the ground that it is not always the lower needs that will drive the individuals and that there is little evidence that unsatisfied needs motivate, or that a satisfied need activate movement to a new level. Therefore, the hierarchy of needs theory has been criticized for being too rigid and not leaving enough room for individual differences. However, it is now possible that under some conditions some needs could not be satisfied on the job because individual's needs may spread over the entire spectrum of Maslow's hierarchy (Lyman, *et al* 1997). In general therefore, although many current researches fail to support the hierarchy of needs theory and also questioned its conceptual clarity, it still has a common sense appeal and

relevance to management. This is because the theory clearly sets out how a person's needs influence his behavior and thus serves as his motivator to improve his performance in the work place. In the course of this work therefore, this theory was used to analyze the influence of those motivators on the performance of workers in Rima, Radio Sokoto.

## **Operational Definitions of Key Concepts**

Some of the concepts used in this research may be subjected to different interpretations. Therefore the researcher decided to bring out their meanings as they are used in the work.

1. **Motivation:** This refers to the psychological process that gives behavior purpose and direction. Managers of organisations motivate the subordinates so that they do those things which they hope will meet the objectives of the organisation in a desired manner. Social indicators of motivation include financial reward, salary/wages increment, job security, promotion, increased responsibility, and opportunity for personal growth.
2. **Workers:** Workers in this study are employees or people recruited by the entrepreneur or management of the organisation for the execution of some responsibilities in return for remunerations. Workers in this work include news editors, reporters, presenters, engineers, messengers and cleaners of Rima Radio, Sokoto.
3. **Performance:** Performance in this study means actions of individuals which accomplish tasks that assist in meeting organisational objectives. Examples of these actions include honesty in news presentations and reports, careful editing of news before presentation and general dedication and commitment to duty.

## **Historical Background of the Study Area**

The area of this study is Rima Radio, the Sokoto State Broadcasting Corporation. Actual Radio Broadcasting in Sakkwato started in 1952. Since then the station had undergone several transformations from being part of the Nigerian Rediffusion Service, to Nigerian Broadcasting Service (NBS) in 1957 when it became a Provincial Broadcasting Station. However, with the rationalization of the broadcasting service in the country, in 1978, the N.B.C. station in Sokoto was handed over to the state government and was subsequently named "RIMA RADIO", the Sokoto State Broadcasting Corporation. The station derives its name from the famous Sokoto River (River Rima).

The corporation is composed of two important bodies - Board of Governors and Board of Management. The Board of Governors is the corporation's governing body which directs and formulates policies of the corporation and is headed by the Chairman appointed by the state government. The Board of management on the other hand, is the executive body of the corporation whose role is to execute the policies of the corporation and manage its day-to-day activities. The Management Board is headed by the General Manager with Heads of Departments as members. Rima Radio today is composed of seven departments- Administration, Commercial, Finance and supply, News/Current affairs, Programmes, Technical services and Planning, and Research and Statistics Departments. The total number of staff in Rima Radio was 113 as last updated in June, 2008.

## **Literature Review**

### **The Concept of Motivation**

The term motivation is derived from a Latin word "movere" which means "to move". However, this one word is obviously an inadequate definition as far as this paper is

concerned. What is needed, therefore, is a description, which sufficiently covers the various aspects inherent in the process by which human behavior is activated. Robins, (2003) defined motivation as a process that account for an individual intensity, direction and persistence of efforts towards attaining a goal. Similarly, Berelson and Steiner (1964) opined that the term motive is an inner state that energizes, activates or that moves, directs and channels behavior towards goals. According to Nwachwuku (1988) motivation is that energizing force that induces or compels and maintains behavior. For him, human behavior when motivated is goal directed. He further asserts that motivation is an internal psychological process whose presence or absence is inferred from observed performances. Motivation could also be seen as an administrative technique used by managers in the workplace to get subordinates and other workers to work harder in return for certain rewards. And it constitutes the factors that pull people towards achieving certain goals through the work (Best, 1999).

These definitions appear to have three common elements which may be said to characterize the phenomenon of motivation. That is when motivation is being discussed, the primary concerns are:

- a. What energizes human behaviour?
- b. What directs or channels such behaviour?
- c. How is behavior maintained or sustained?

Each of these three components represents an important factor in understanding human behavior at work. People work in order to achieve some goals they cannot attain as individuals. However, in most cases they have to be motivated to do it effectively. It is difficult to find members of an organisation who are intensely willing to serve without some forms of inducements other than the fact of their membership. Though motivation is a universal concept, the

motivators are not. Workers are not all motivated by the same factors and needs. Researchers have shown that there are wide differences in the factors motivating workers. Some of course, are concerned to earn the highest wages and salaries that they can, others seem more interested in status and prestige, others may value highly the fellowship and comradeship of their colleagues and others may find their main rewards in the enjoyment of the work itself (Robins, 2003). The difficulty managers of organisations face here is how to translate what they know about needs in general into the specific needs of individual worker and the precise means of meeting them.

Employee motivation, generally, has two principal dimensions- intrinsic and extrinsic motivation. Intrinsic motivation has to do with the factors internal to the job and job environment such as the work itself, perceived sense of responsibility, recognition, achievement and personal advancement. Extrinsic motivation, on the other hand, consists of factors external to the job and the job environment such as salary, working conditions, supervision and organisational policies.

### **Factors That Motivate Workers**

There is no consensus among researchers in Industrial Sociology and in Management on the basic factors that motivate workers in their work places. However, there is a general agreement that the following factors motivate workers.

#### **A. Money and other financial rewards**

One of the universal and of course the basic incentive in work situation is money. It is earned through salaries or wages, allowances, interests, profit sharing or even commissions. Money is important for the procurement of basic necessities of life. Gullerman (1963) argued that money

can activate, meaning that it can influence action and encourage extra-effort and creativity. However, there is no agreement among scholars on the importance of financial rewards on workers of different cadres and organisations.

### **B. Job security**

Job security is the desire to be protected against loss of job, demotions and loss of income. Workers try to work harder despite inconveniences and maltreatments just to hang unto their jobs. Therefore job security is a strong motivator.

### **C. Promotion**

Workers in any organisation want to see a change for the better in their place of work. This comes through promotion. Promotion brings more money, recognition and status and thus, puts new life in the worker and expands his knowledge and skills while he strives harder to be effective in his new job. Therefore, the motivating effect of promotion is very high.

### **D. Increased responsibilities and power**

Many workers love to be given challenging responsibilities and as such put their efforts in the work place so as to portray qualities of attaining them. Therefore management of organisations can delegate more power and responsibilities on the workers as a way of motivating them to perform more effectively.

### **E. Opportunity for personal growth**

Workers in organisations want to grow in skills, professional capacity and experience. Therefore, organisations that offer training, job rotation and other capacity building programmes, are using personal growth as motivators.

## **F. Participation in planning**

Workers are strongly motivated if they are asked to help in planning their work and shape the environment in which the work is to be performed (Renis, 1967). Therefore, in situation where workers are consulted in the planning of activities of the organisation, they feel they are important and thus are more motivated than in conditions where the situation is exactly the opposite.

## **Methodology**

### **Sources of data collection**

This study involves the use of primary sources of data, which include interviews and questionnaire applications.

### **Population/ Sample of the study**

The population of this work consists of all the employees or workers of Rima Radio, Sokoto. Rima Radio has a total number of 113 workers comprising of 66 senior (58.4%) and 47 junior staff (41.6%) (as updated in June, 2008). The senior staff are those that are on grade level 07 (GL07) and above, while the junior staff are those below grade level 07. To ensure adequate representation of the study population, 90 workers (79.7%) out of the total number 113 workers were selected to be the sample of the study (respondents). Out of this, 52 respondents (57.8%) were senior staff, while 38 respondents (42.2%) were Junior staff.

### **Sampling technique**

The sampling technique used in the study was stratified sampling. This was adopted in order to ensure that both staff categories (Senior and Junior staff) are adequately represented. The identified categories (Senior and Junior staff) are called 'strata' from which the sample was drawn

by adopting simple random sampling method on each stratum.

### **Method of data analysis**

Descriptive statistics was used to analyze the data. The method involved the use of tables, frequencies, percentages and cross tabulations.

### **Data Presentation and Analysis**

Ninety (90) questionnaires were distributed to the staff of Rima Radio, but only eighty four (84) were duly completed and returned. All efforts to retrieve the remaining six proved abortive. The analysis is therefore based on the retrieved questionnaires. Five of the unretrieved questionnaires were from the senior staff category and one was from the junior staff category thus making their numbers to fall from 52 to 47 and 38 to 37, respectively. The table below shows the socio-economic characteristics of the respondents. The data shows that 81(36.4%) respondents were male and 3(3.6%) were female. On the age distribution of the respondents, 18(21.4%) aged between 21 and 30 years, those within the age range of 31 – 40 years were 31(36.9%), 29 (34.5%) respondents aged 50 and above.

On the religion, 79(94.1%) were Muslims and 5(5.9%) were Christians. The data also revealed that 15(17.9%) of the respondents were single, 68(80.9%) were married and only 1 (1.2%) is a widow. On the educational qualification, 4(4.8%) respondents were Higher Degree holders, 16(19.1%) were degree/HND holders, 42 (15.5%) were holders of either Diploma, NCE or Certificates, Secondary and Primary School leavers were 13 (15.5%) and 7 (8.3%) respectively. Only 2 (2.4%) of them had no formal education. By implication, Rima Radio, Sokoto has energetic and educated staff that can ensure greater productivity in the organisation. On the staff category of the respondents, 47(55.9%) were

senior staff and 37(44.1%) were junior staff. On the respondents' monthly salary, the work found that all the 84(100%) respondents receives at least ₦6, 000 and above as their monthly salary. The table below presents the above information.

**Table 4.1: Socio-Economic characteristics of the respondents**

	Frequency	Percentage
<b>Sex</b>		
A. Male	81	96.4 %
B. Female	30	3.6 %
<b>Age</b>		
A. Less than 20 years	0	0 %
B. 21 – 30 years	18	21.4 %
C. 31 – 40 years	31	36.9 %
D. 41 – 50 years	29	34.5 %
E. 51 years % above	06	7.1 %
<b>Religion</b>		
A. Islam	79	94.1 %
B. Christianity	05	5.9 %
C. Others (specify)	0	0 %
<b>Marital status</b>		
A. Single	15	17.9 %
B. Married	68	80.9 %
C. Divorced	0	0 %
D. Widowed	01	1.2 %
E. Separated	0	0 %
<b>Edu. - Qualification</b>		
A. Post Graduate	04	4.8 %
B. Degree/HND	16	19.1 %
C. Diploma/NEC/Certs.	42	50 %
D. Sec. Sch. Cert.	13	15.5 %
E. Primary Sch. Cert.	07	8.3 %
D. Non-formal Edu. Only	02	2.4 %
<b>Staff Category</b>		

A. Senior Staff	47	55.9 %
B. Junior Staff	37	44.1 %
<b>Monthly Salary (₦)</b>		
A. 5,000 and below	0	0 %
B. 6,000 – 10,000	21	25 %
C. 11,000 – 15,000	20	23.8 %
D. 16,000 – 20,000	21	25 %
E. 21,00 – 25,000	10	11.9 %
F. 26,000 – 3,000	07	8.3 %
G. 31,000 – above	05	5.9 %

*Source:* Field survey, 2009

In the literature review, it was argued that there are some factors which are believed to motivate workers. These are financial rewards, job security, promotion, opportunity for personal growth and participation in planning. This work found that the factors vary between the Senior and junior staff categories of Rima Radio, Sokoto. Most senior staff chose factors such as promotion, increased responsibility and opportunity for personal growth and participation in planning as their motivation factors. The junior staff on the other hand, is motivated largely by factors such as financial reward and job security. Applying this to Maslow's (1938) Hierarchy of Needs theory, in which, apart from categorizing human needs hierarchically in five stages, he also broadly classified them into two – the higher level and the lower level needs. We can therefore, state that the Senior staff are best motivated by the higher level needs, while the Junior staff accepts lower level needs as their motivators. The table that depicts this is shown below.

**Table 4.2: Factors that motivate Senior and Junior Staff of Rima Radio, Sokoto**

Factors	Senior Staff		Junior Staff	
	Frequency	Percentage	Frequency	Percentage
Financial reward	05	10.6%	16	43.2 %
Job Security	07	14.9 %	10	27 %
Promotion	13	27.7 %	06	16.2 %
Increased responsibility	03	6.4 %	0	0 %
Opportunity personal growth	10	21.3%	03	8.1 %
Participation in planning	09	19.2%	02	5.4 %
None of the above	0	0 %	0	0 %
Total	47	100 %	37	100 %

Source: Field survey, 2009.

When the respondents were asked on the incentive frequently used to motivate them, majority of them (54.8%) claimed that it was financial reward. A clear illustration is shown in the table below.

**Table 4.3: Respondents' views on the incentives frequently used in Rima Radio, Sokoto**

Incentives	Frequency	Percentage
Financial rewards	46	54.8 %
Promotion	21	25 %
Others	17	20.2 %
Total	84	100 %

Source: Field survey, 2009.

When asked of the adequacy of the motivational incentives used in motivating them, 63 or 75 % of the respondents believed that the incentives used in the organisation were not adequate to enhance their performance. 21 respondents or 25 % argued that the incentives were adequate. This implies that majority of the staff are not contented with the incentives used in the organisation. The table below summarized the above statement.

**Table 4.4: Respondents' views on the adequacy of motivational incentives used in Rima Radio, Sokoto**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Adequate	21	25 %
Not adequate	63	75 %
Don't know	0	0 %
Total	84	100 %

*Source:* Field survey, 2009.

### **Summary of the Major Findings**

The major findings of the study can be summarized as follows. That motivation is very vital in improving workers performance. The work found that the factors that influence the level of workers' performance are monetary reward, job security, promotion, increased responsibility, opportunity for personal growth and participation in planning. The study also found that these factors vary between the senior and junior staff of Rima Radio, Sokoto. While the senior staff are motivated by factors such as promotion, opportunity for personal growth and participation in planning, the junior staff are motivated by factors such as financial rewards and job security.

That there are also variations in the level of needs of different staff categories. Senior staff can be motivated

largely by higher level needs such as social needs and esteem needs, while the junior staff category can be best motivated by lower level needs like physiological and safety needs. This is because the senior staff, because of their experience or higher qualification receive more money and have satisfied their lower level needs which in most cases can be satisfied by money and therefore, can no longer motivate them. But the junior staff who earn less, have not satisfied their lower needs and are motivated largely by these needs. These findings conform with the argument of Maslow (1938) who believed that only unsatisfied needs can motivate and that satisfied needs do not act as motivators.

That the motivational technique employed by the management of Rima Radio, Sokoto is not adequate to improve its workers' performance. The research discovered that financial reward is the most frequently used incentive to motivate the workers yet the workers are not even satisfied with their pay package. Majority of the workers claimed that their pay package is not commensurate with the services they render.

## **Conclusion and Recommendations**

Based on the findings of the study, the following recommendations are made: Incentives as a means of staff motivation should be used but should not be restricted to monetary reward alone. Other non-monetary means such as recognition, career development and prompt promotion should be used in addition to the monetary reward in order to get the best out of the workers. The staff promotion should be done based on merit. Since different staff categories have different needs and factors which motivate them, the management should take this into consideration while designing the organisational activities. The staff pay package should be increased in such a way that it will be commensurate with the duties of the workers. Awards

should be given to workers who demonstrate outstanding performance in the discharge of their duties. In conclusion therefore, if the above measures are carried out, they will in no small measure motivate the workers of Rima Radio, Sokoto to improve their performance towards greater productivity. This will go along way in making the future prospects of the organisation more effective and efficient.

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