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EFFECT OF MOTIVATIONAL STRATEGIES ON ORGANISATIONAL PERFORMANCE (A STUDY OF ANAMMCO, EMENE, ENUGU)

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ABSTRACT

Motivational strategies play important role in the productivity and general performance of organizations. This study was meant to analyze the effect of motivational strategies on organizational performance with concentration in ANAMMCO, Emene, Enugu. The present level of productivity in ANAMMCO, Emene, Enugu and the revenue capacity are going down the drain. Consequently, there is high rate of staff turn-over in the company. The study therefore sought to discover whether motivational strategies are effectively and efficiently applied in the organization. The purpose of the study was therefore (i) to identify how adequately motivational strategies are applied in ANAMMCO, Emene, Enugu, and (ii) to identify any challenges the organization encounter in the application of motivational strategies. To carry out the above study, a field survey was adopted. Out of total population of 114 workers in the various sections of the organization, a sample size of 88 was used in the research work. The study revealed that the workers are not adequately motivated. Although some motivational programmes were going on, they were not sufficient enough to motivate the workers. This was tested using chi-square method. The calculated value was less than the critical value ($8.32 < 15.99$). It was also revealed that there are challenges the organization encounters in applying the motivational strategies in the organization. The chi-square also proved it right because the calculated value was more than the critical value ($13.86 > 9.49$). Again, labour unions in the organization were not allowed to defend their members and as such, the relationship between the management and the workers was not cordial. In conclusion, it has been discovered that the poor application of financial incentive as a motivational strategy is the major factor responsible for high staff turn-over and consequently low productivity in the organization. The researcher therefore recommends that in addition to the major motivational schemes already available in the organization, other motivational tools which are not yet applied should be made available. Such motivational schemes included study leave with or without pay, workers participation in matters concerning them, recognition for achievement and so on.

Keywords: Organization, productivity, performance and Motivational Strategies.

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INTRODUCTION

Motivation was made popular by the human relations movements and the behavioural scientists who campaigned for humanizing the enterprise. Frederick Taylor first talked of the incentives. Orga (2006), [1], maintains that for the productivity of workers to be increased, it requires a good wage incentive to be designed in form of bonus. He defines bonus as a financial incentive for increased productivity. He further says that the production manager while designing wage incentive must ensure that the wage incentives are based on standard performance.

Udeze (2000), [2], states that most management experts agree that motivation is the key to productivity. When workers are being motivated, there will be high productivity but whenever they are not motivated, there would be low productivity. Robert (1980), [3], maintains that the low productivity of workers is as a result of lack of motivation. To a large extent, what is important is that motivational programme must be tied to the needs of workers because only unsatisfied needs motivate behaviour.

Motivation has multi-dimensional meaning in relation to organizations, environment, politics, education and all human endeavours. Every actions and inactions is being propelled by one motivational factor or the other. One of the most used words in management, especially as it affects productivity, attitude to work, etc is motivation. Imaga in Udeze (1998), [4], contends that the motivation of workforce is a universal concern of managers and the productivity of a company can make for its success or failure. Motivation can be defined as the process of increasing people's moral on the job so that there will be more commitment to their jobs. To solve this present problem of low productivity in Anammco, the researcher intends to present motivational strategies that would be used to meet the needs of employees, and also suggest

methods that the company will adopt in applying the strategies. Since an unmotivated worker is an unproductive worker and wrong application of good motivational strategy results in low productivity, the study is meant to guide the managers and employers to adjust in the application of motivation in their organizations so as to enhance productivity and growth.

Statement of the Problem

The present level of productivity in Anammco Emene, Enugu has been shown to be very poor and discouraging. Consequently, Revenue generation capacity of the company is hopelessly going down. This present situation is really very bad for the company and may lead to its death. The above situation manifests in form of poor growth potentials, poor sales turnover, poor profit level, poor return on investment and high rate of staff turnover. It is against this background that the study tries to find out the effect of motivational strategies on organizational performance in ANAMMCO, Emene, Enugu.

Objectives of the Study

The main objective of the study is to analyze the effect of motivational strategies on ANAMMCO Emene, Enugu, hence the under-mentioned sub-objectives became imperative

- To identify the motivational strategies suitable to Anammco Emene, Enugu
- To ascertain the challenges the organization encounter in applying the strategies.

Research Questions

To achieve the above objectives, the following questions were asked and answered.

- What are the effective motivational strategies that are most appropriate for Anammco Emene, Enugu?
- What are the challenges the organization encounter in applying the strategies?

Hypotheses

The work tested the following null hypotheses which formed the hub of the study.

- There are no effective motivational strategies in ANAMMCO Emene, Enugu.
- There are no challenges the organization encounter in applying the strategies.

METHODOLOGY

Research Design

The source of data collection was through field survey. Interviews and questionnaire were used to collect the data. The design was adopted because the research was on current issues.

Area of the Study

The area of the study is Anambra Motor Manufacturing Company (ANAMMCO) located at Emene in Enugu East Local Government Area of Enugu State of Nigeria.

Sources of Data

The sources of data employed in the course of the research study were:

- (a) Primary source
- (b) Secondary source

Primary Sources of Data Collection

The questionnaire and the interview process were the two key sources of primary data collection methods of the study. While questionnaire was used to elicit the opinions of the respondents, the interview process assisted greatly in obtaining data that would have been lost, which were not contained in the questionnaire. Udeze (2005), [5], defines primary data as the process of carrying out a field study in order to collect data through asking questions, natural observations, experimentation and other forms of measurement. Primary data therefore remains the principle source of information in this study.

Secondary Sources of Data Collection

The researcher in this method acknowledged the fact that secondary data input used in this study were extracted freely from published materials in organizational administration and motivational styles, hence data were collected from text books, journals, newspapers, publications with discuss in the related study and magazines and pamphlets on issues relating to organization and motivation.

Population of the Study

In a research work, population is defined as the totality of objects or individuals being studied. It is therefore, viewed as the aggregated units in the inverse on which generalization of facts could be drawn from. The population for the study comprises the entire staff of Anambra Motor Manufacturing Company (ANAMMCO) Emene, Enugu.

The population of the study was 114 staff of ANAMMCO Emene, Enugu.

TABLE 1: Distribution of Population.

Staff/positions	No	of Total
	response	
Management staffs	5	5
Assistant managers	4	4
Department supervisors	5	5
Senior staffs	12	12
Junior staffs	80	80
Labour union officials	8	8
Total	114	114

Source: field survey 2011

The above table showed the total number and categories of staff that the researcher was able to reach and used in the study which was 114 (one hundred and fourteen).

Sample Size Determination and Sampling Techniques

To make for adequate representation of the population, a sample size was determined by using a good statistical method that maintained 5 percent error margin to be tolerated using Taro Yameni (1964).

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

Where n = the sample size

N = The population

e = The level of significance or error margin

I = Constant

The level of significance conveniently adopted by the study for confirmation was 5 percent indicated earlier. In that case “e” becomes 0.05%, N = 114 staff and n is unknown.

$$\begin{aligned} n &= \frac{114}{1 + 114(0.05)^2} \\ &= \frac{114}{1 + 114(0.0025)} \\ &= \frac{114}{1 + 0.285} \\ &= \frac{114}{1.29} \\ &= \frac{114}{1.29} = 88.37 \\ n &= 88.37 = \underline{\underline{88}} \end{aligned}$$

Therefore, the sample size is “88”

Methods of Data Collection

The methods of data collection were based on administering questionnaire to respondents, which was distributed randomly at Anambra Motor Manufacturing Company (ANAMMCO) Emene, Enugu. These methods were organized purposely to get all necessary information for the fulfillment of the research project.

Validity of the Instrument

The main instrument used in the research is the questionnaire which is so designed to accomplish the research objectives. The above instrument

was applied to reduce systematic and operational errors. The face and construct validity were adopted.

Reliability of the Instrument

The reliability of the instrument was tested using the test - retest approach. The correlational co-efficient was adopted and it yielded a reliability co-efficient of 0.85.

Methods of Data Presentation and Analysis

The major method of data presentation that was employed by the researcher was the tabular form. Simple percentages were equally used in analyzing the data or information obtained.

The hypothesis were tested using Chi-square which states as follows

$$X^2 = \sum \frac{(O - E)^2}{E}$$

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Data Presentation

The aim of this chapter is to present and subsequently analyze the primary data collected from the field survey in the process of carrying out the project. A careful and articulate presentation of the data so collected and its successful analysis will go a long way towards facilitating the writing of the next chapter which deals with the findings of the study and possible recommendations. This will also ensure a successful completion of the study.

Table 2: Administration and Return of Questionnaires

	Numbers	Percentage
No. distributed	88	-
No. returned	79	89.8
No.not returned	9	10.2
Total	88	100

Source:Field survey, 2011

As pointed out in chapter three, a sample size of eighty eight (88) was statistically drawn from a population of one hundred and fourteen (114) made up of Management and other staff of case organization. A total of eighty eight (88) questionnaires were administered on the respondents. On completion of the exercise, seventy nine (79) questionnaires were duly completed and returned representing 89.8 percent of the total respondents. Out of this 79 returned questionnaire, 14 were from management, 25 from senior staff and 40 came from the Junior Staff.

Table 3: Rank/Grade of Respondents in the Organization

Options	Respondents	Percentage
Management staff	14	17.7
Senior staff	25	31.7
Junior staff	40	50.6
Total	79	100

Source: field survey, 2011

The table here shows that 14 respondents, representing 17.7 percent are management staff, 25 respondents, representing 31.7 percent are senior staff while 40 respondents, representing 50.6 percent are junior staff. This

shows that the junior staffs that implement the bulk of the company’s policies and programmes are in the majority.

Table 4: Length of Service in Anammco.

Options	Respondents	Percentage
Under 5 years	40	50.6
5 - 10 years	30	38.0
11 - 15 years	9	11.4
16 - 20 years	-	-
21 - 30 years	-	-
Above 30 years	-	-
Total	79	100

Source: field survey, 2011

The above table shows that 40 respondents, representing 50.6 percent have served under 5 years, 30 respondents, representing 38.0 percent have served within 5 to 10 years while 9 respondents, representing 11.4 percent have served within 11 to 15 years. The result of the table shows that in spite of the high staff turn-over in the organization, workers with high work experience are still in the organization.

Table 5: Effective Motivational Strategies used in Anammco

Respondents	Responses						
	Bonus	Housing Allowance	Over Time	Burial/pension benefit	Promotion	Total	Percentage
Management	3	2	1	3	5	14	17.7
Senior staff	5	4	2	4	10	25	31.7
Junior staff	4	3	2	3	28	40	50.6
Total	12	9	5	10	43	79	100
Percentage	15.2	11.4	6.3	12.7	54.4		100

Source: field survey, 2011

The above table shows that many motivational strategies were used in the organization. 12 respondents, representing 15.2 percent were of the view that bonus was the major motivational strategy used, 9 respondents, representing 11.4 percent meant it was Housing Allowance, 5 respondents, representing 6.3 percent said it was through over time, 10 respondents, representing 12.7 percent said that the major motivational strategy was through Burial/pension benefit while 43 respondents, representing 54.4

percent said it is through promotion. The result of the table shows that, though there are many incentives in the organization, promotion, with 43 respondents, representing 54.4 percent is the most outstanding. The researcher went further to ascertain whether these incentives motivate the workers to put in their best in the organization.

Table 6 Effectiveness of Motivational Strategies adopted by the Management of Anammco on Staff Performance

	Responses					
	Highly satisfactory	Satisfactory	Dissatisfactory	Highly dissatisfactory	Total	Percentage
Management	-	-	-	-	-	-
Senior staff	3	7	10	5	25	38.5
Junior staff	4	9	22	5	40	61.5
Total	7	16	32	10	65	100
Percentage	10.8	24.6	49.2	15.4		100

Source: field survey, 2011

The above table reveals that 7 respondents, representing 10.8 percent of the workers rate the motivational strategy as highly satisfactory, 16 respondents, representing 24.6 percent of the workers rate it satisfactory, 32 respondents, representing 49.2 percent rate it dissatisfactory, while 10 respondents, representing 15.4 percent rate the motivational strategies highly dissatisfactory. The table shows that the motivational strategies

adopted by the organization are not adequate as pointed out by the majority of the respondents.

Table 7 Satisfaction of unexpected Financial needs of Anammco Staffers.

Options	Respondents	Percentage
Yes	15	23.1
No	50	76.9
Don't know	65	-
Total	65	100

Source: Field survey, 2011

The table above shows that 15 respondents, representing 23.1 percent are of the view that management comes to their financial aid when in need while 50 respondents, representing 76.9 percent said that the management does not come to their financial aid when needed. The result from the table shows that the management does not help the workers financially when they face unexpected financial needs.

Table 8 General Satisfaction with Financial Motivation received from Anammco.

Options	Respondents	Percentage
Yes	16	24.6
No	49	75.4
Don't know	-	-
Total	65	100

Source: Field survey, 2011

In the above table, 16 respondents, representing 24.6 percent are satisfied with the financial motivation they receive while 49 respondents,

representing 75.4 percent are not satisfied. The result from the table shows that the majority of the workers are not satisfied with the financial motivation they receive from the organization. The management cadre is not involved in this question.

Table 9 Positive Rewards adopted as Motivational Factors.

Options	Respondents	Percentage
Yes	30	38.0
No	35	44.3
Don't know	14	17.7
Total	79	100

Source: Field survey, 2011

The above table shows that 30 respondents, representing 38.0 percent are of the view that the organization uses positive rewards as motivational factor, 35 respondents, representing 44.3 percent said no while 14 respondents, representing 17.7 percent don't know how the management rewards or punishes workers. The result from the table shows that something is wrong with the positive rewards as motivational factor as confirmed from 35 respondents representing 44.3 percent.

Table 10 Level of Job Satisfaction of the Staff of Anammco.

Options	Respondents	Percentage
Yes	18	22.8
No	50	63.3
Don't know	11	13.9
Total	79	100

Source: Field survey, 2011

The table shows that 18 respondents, representing 22.8 percent stands for yes, 50 respondents, representing 63.3 percent stands for No while 11 respondents, representing 13.9 percent stands for Don't know. The result from the table shows that workers are not satisfied with their jobs in the organization.

Table 11 Need of Improvement of Motivational Strategies in Anammco.

Options	Respondents	Percentage
Yes	60	76.0
No	19	24.0
Don't know	-	-
Total	79	100

Source: Field survey, 2011

In the table above, 60 respondents, representing 76.0 percent are for yes while 19 respondents, representing 24.0 percent are for No. The result from the table shows that the motivational strategies adopted by the organization should be improved upon.

Table 12 Effectiveness of Labour Union in Anammco.

Options	Respondents	Percentage
Yes	30	38.0
No	40	50.6
Don't know	9	11.4
Total	79	100

Source: Field survey, 2011

In the table above, 30 respondents, representing 38.0 percent stands for yes, 40 respondents, representing 50.6 percent stands for No while 9 respondents, representing 11.4 percent stands for Don't know. The result

from the table shows that there is no effective labour union in the organization.

Table 12 Satisfaction of Workers with the handling of Labour unrest in Anammco

Options	Respondents	Percentage
Yes	15	23.1
No	50	76.9
Don't know	-	-
Total	65	100

Source: Field survey, 2011

The above table reveals that 15 respondent representing 23.1 percent stands for yes while 50 respondents, representing 76.9 percent stands for No. The result from the table shows that during labour unrest, the management does not handle the labour issues correctly. The question therefore, did not involve the management.

Table 13 Weaknesses that hinder Application of Effective Motivational Strategies in Anammco.

Responses	Management	Senior Staff	Junior staff	Total	Percentage
Yes	4	15	20	39	49.4
No	7	5	15	27	34.1
Don't know	2	5	5	13	16.5
Total	14		40	79	100

Source: Field survey, 2011

In the above table, 39 respondents, representing 49.4 percent were of the view that there are serious weaknesses that hinder application of effective motivational strategies, 27 respondents, representing 34.1 percent were of the opinion that there are no serious weaknesses that hinder application of effective motivational strategies, while 13 respondents, representing 16.54 percent do not know whether there are serious weaknesses that hinder application of effective motivational strategies. The above table shows that majority of the respondents are of the view that there are serious weaknesses the organization faces that hinder application of effective motivational strategies.

Table 14 Factors highly responsible for defective Application of Motivational Strategies in Anammco.

Responses	Managem ent	Seni or Staff	Juni or staff	Tota l	Percent age
Management inefficiency	-	10	20	30	38.0
High cost of operation	7	5	5	17	21.5
Obsolete production infrastructure	4	2	2	8	10.1
Inadequate financial capabilities	2	3	3	8	10.1
Porous internal control system	1	5	10	16	20.3
Total	14	25	40	79	100

Source: Field survey, 2011

In the above table, 30 respondents, representing 38.0 percent were of the opinion that management inefficiency was responsible for the defective

application of motivational strategies in the organization, 17 respondents, representing 21.5 percent were of the view that high cost of operation was responsible for the defective application of motivational strategies, 8 respondents, representing 10.1 percent believe that obsolete production infrastructure was responsible for the defective application of motivational strategies, 8 respondents, representing 10.1 percent rather believe that inadequate financial capabilities were responsible for the defective application of motivational strategies, while 16 respondents, representing 20.3 percent are of the view that porous internal control system was responsible for the defective application of motivational strategies in the organization.

The above table shows that the majority of the respondents are of the view that management inefficiency was one of the factors that is responsible for defective application of motivational strategies in the organization.

Table 14 Challenges that counter the Application of Motivational Strategies in Anammco.

Responses	Management	Senior Staff	Junior Staff	Total	Percentage
Yes	7	20	25	52	65.8
No	5	30	5	13	16.5
Don't know	2	2	10	14	17.7
Total	14	25	40	79	100

Source: Field survey, 2011

In the table above, 52 respondents, representing 65.8 percent were of the opinion that there are challenges that counter the application of motivational strategies in the organization, 13 respondents, representing 16.5 percent were of the contrary opinion while 14 respondents,

representing 17.7 percent said that they don't know. The result from the above table therefore revealed that most of the respondents were of the opinion that there are challenges the organization encounters in applying motivational strategies.

Table 15 Factors that are highly responsible for the counter Application of Motivational Strategies in Anammco.

Responses	Manag e- ment	Senio r Staff	Junio r staff	Tot al	Percenta ge
More competent competitors	-	1	2	3	3.8
Prolonged economic depression	3	3	3	9	11.4
Unfavourable govt. policies	7	15	30	52	65.8
Inability to adjust to new trends in tech.	-	4	2	6	7.6
Inadequate infrastructural facilities	4	2	3	9	11.4
Total	14	25	40	79	100

Source: Field survey, 2011

In the above table, 3 respondents, representing 3.8 percent were of the opinion that more competent competitors are highly responsible for the counter in the application of motivational strategies in the organization, 9 respondents, representing 11.4 percent meant that it was prolonged economic depression that was responsible, 52 respondents, representing

65.8 percent are of the view that the unfavourable government policies was responsible, 6 respondents, representing 7.6 percent opined that inability to adjust to new trends in technology is responsible, while 9 respondents, representing 11.4 percent are of the opinion that inadequate infrastructural facilities are responsible for the counter in the application of motivational strategies in the organization. The result from the above table revealed that the unfavourable government policies were responsible for the counter in the application of motivational strategies in the organization.

Test of Hypothesis

In this section, the hypothesis associated with the study was tested. The data already presented and analyzed earlier at the beginning of the chapter were used in testing the hypotheses. The testing of the hypothesis was therefore carried out so as to enable the researcher to form an opinion and to draw an inference from the text such that the assumptions were accepted while the other is rejected.

In this study, the test statistics for testing the hypothesis of the research work are the chi-square.

Chi-square formula

$$X^2 = \sum \frac{(O - E)^2}{E}$$

- Where
- X^2 = Chi-square
 - \sum = Summation
 - O = Observed frequency
 - E = Expected frequency

Test of Hypothesis I

H₀: There are no effective motivational strategies in Anambra Motor Manufacturing Company (ANAMMCO) Emene, Enugu.

H₁: There are effective motivational strategies in Anambra Motor Manufacturing Company (ANAMMCO) Emene, Enugu.

Using Table 17

Respondents	Responses						Percentage
	Bo nu s	Housi ng Allow ance	Over Time	Burial/ pension benefit	Pro moti on	Tota l	
Managem ent	3	2	1	3	5	14	17.7
Senior staff	5	4	2	4	10	25	31.7
Junior staff	4	3	2	3	28	40	50.6
Total	12	9	5	10	43	79	100
Percentag e	15. 2	11.4	6.3	12.7	54.4		100

Source: field survey, 2011

Using chi-square formula (χ^2)

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Computation of expected frequency

$$\text{EF (RC) Formula} = \frac{\text{FR} \times \text{FC}}{\text{N}}$$

Where $E(\text{RC})$ = Expected frequency of the cell

FR = Total row frequency

FC = Total column frequency

N = Total frequency

Computation:

$$\text{Row 1 cell 1 (E)} = \frac{14 \times 12}{79} = \underline{\underline{2.13}}$$

$$\text{Row 1 cell 2 (E)} = \frac{14 \times 9}{79} = \underline{\underline{1.60}}$$

$$\text{Row 1 cell 3 (E)} = \frac{14 \times 5}{79} = \underline{\underline{0.89}}$$

$$\text{Row 1 cell 4 (E)} = \frac{14 \times 10}{79} = \underline{\underline{1.77}}$$

$$\text{Row 1 cell 5 (E)} = \frac{14 \times 43}{79} = \underline{\underline{7.62}}$$

$$\text{Row 2 cell 1 (E)} = \frac{25 \times 12}{79} = \underline{\underline{3.80}}$$

$$\text{Row 2 cell 2 (E)} = \frac{25 \times 9}{79} = \underline{\underline{2.85}}$$

$$\text{Row 2 cell 3 (E)} = \frac{25 \times 5}{79} = \underline{\underline{1.58}}$$

$$\text{Row 2 cell 4 (E)} = \frac{25 \times 10}{79} = \underline{\underline{3.16}}$$

$$\text{Row 2 cell 5 (E)} = \frac{25 \times 43}{79} = \underline{\underline{13.61}}$$

$$\text{Row 3 cell 1 (E)} = \frac{40 \times 12}{79} = \underline{\underline{6.08}}$$

$$\text{Row 3 cell 2 (E)} = \frac{40 \times 9}{79} = \underline{\underline{4.56}}$$

$$\text{Row 3 cell 3 (E)} = \frac{40 \times 5}{79} = \underline{\underline{2.53}}$$

$$\text{Row 3 cell 4 (E)} = \frac{40 \times 10}{79} = \underline{\underline{5.06}}$$

$$\text{Row 3 cell 5 (E)} = \frac{40 \times 43}{79} = \underline{\underline{21.77}}$$

Table 18 Contingency Table

Responses	Responses						
	Bonus	Housing Allowance	Over Time	Burial / Pension benefit	Promotion	Total	Percentage
Management	3 (2.13)	2 (1.60)	1 (0.89)	3 (1.77)	5 (7.62)	14	17.7
Senior staff	5 (3.80)	4 (2.85)	2 (1.58)	4 (3.16)	10 (13.61)	25	31.7
Junior staff	4 (6.08)	3 (4.56)	2 (2.53)	3 (5.06)	28 (21.77)	40	50.6
Total	12	9	5	10	43	79	100
Percentage	15.2	11.4	6.3	12.7	54.4		100

Calculation of degree of freedom

$$Df = (R - 1)(C - 1)$$

where

Df = Degree of freedom

C = Number of columns

R = Number of rows

$$\begin{aligned}
 Df &= (6 - 1) (3 - 1) \\
 &= (5) (2) \\
 &= \underline{\underline{10}}
 \end{aligned}$$

Computation of chi-square

$$\begin{aligned}
 X^2 &= \sum \frac{(O - E)^2}{E} \\
 X^2 &= \frac{(3 - 2.13)^2}{2.13} + \frac{(2 - 1.60)^2}{1.60} + \frac{(1 - 0.89)^2}{0.89} + \frac{(3 - 1.77)^2}{1.77} \\
 &\quad + \frac{(5 - 7.62)^2}{7.62} + \frac{(5 - 3.80)^2}{3.80} + \frac{(4 - 2.85)^2}{2.85} + \frac{(2 - 1.58)^2}{1.58} \\
 &\quad + \frac{(4 - 3.16)^2}{3.16} + \frac{(10 - 13.61)^2}{13.61} + \frac{(4 - 6.08)^2}{6.08} + \frac{(3 - 4.56)^2}{4.56} \\
 &\quad + \frac{(2 - 2.53)^2}{2.53} + \frac{(3 - 5.06)^2}{5.06} + \frac{(28 - 21.77)^2}{21.77} \\
 X^2 &= \frac{(0.87)^2}{2.13} + \frac{(0.4)^2}{1.60} + \frac{(0.11)^2}{0.89} + \frac{(1.23)^2}{1.77} + \frac{(-2.62)^2}{7.62} + \frac{(1.2)^2}{3.80} \\
 &\quad + \frac{(1.15)^2}{2.85} + \frac{(0.42)^2}{1.58} + \frac{(0.84)^2}{3.16} + \frac{(-3.61)^2}{13.61} + \frac{(-2.08)^2}{6.08} \\
 &\quad + \frac{(-1.56)^2}{4.56} + \frac{(-0.53)^2}{2.53} + \frac{(-2.06)^2}{5.06} + \frac{(6.23)^2}{21.77} \\
 X^2 &= \frac{0.76}{2.13} + \frac{0.16}{1.60} + \frac{0.01}{0.89} + \frac{1.51}{1.77} + \frac{6.86}{7.62} + \frac{1.44}{3.80} + \frac{1.32}{2.85} \\
 &\quad + \frac{0.18}{1.58} + \frac{0.71}{3.16} + \frac{13.03}{13.61} + \frac{4.33}{6.08} + \frac{2.43}{4.56} + \frac{0.28}{2.53} + \frac{4.24}{5.06}
 \end{aligned}$$

$$\begin{aligned}
 & + \frac{38.81}{21.77} \\
 X^2 &= 0.36 + 0.1 + 0.01 + 0.85 + 0.90 + 0.38 + 0.46 + 0.11 \\
 & + 0.22 + 0.96 + 0.71 + 0.53 + 0.11 + 0.84 + 1.78 \\
 X^2 &= \underline{\underline{8.32}}
 \end{aligned}$$

Computed value of $X^2 = \underline{\underline{8.32}}$

Read off the critical value of $X^2_{10,0.05}$

Critical value X^2 for 10df at 0.05

X^2 Critical = 15.99

Finding: The calculated chi-square value is less than the critical value i.e $8.32 < 15.99$

Decision: Since the calculated chi-square value is less than the critical value ($8.32 < 15.99$), the Null Hypothesis (H_0) is accepted and H_1 rejected.

Inference: Since the calculated chi-square value is less than the critical value ($8.32 < 15.99$), the researcher concludes that although there were motivational strategies adopted in the organization, they were not effective enough to motivate the workers to ensure high productivity in the organization.

TEST OF HYPOTHESIS II

H_0 : There are no challenges the organization encounter in applying the strategies.

H_1 : There are challenges the organization encounter in applying the strategies.

USING TABLE 19

Responses	Management	Senior Staff	Junior Staff	Total	Percentage
Yes	7	20	25	52	65.8
No	5	3	5	13	16.5
Don't know	2	2	10	14	17.7
Total	14	25	40	79	100

Source: Field survey, 2011

Using chi-square formula

$$X^2 = \sum \frac{(O - E)^2}{E}$$

Computation of expected frequency

$$EF(RC) \text{ Formular} = \frac{FR \times FC}{N}$$

where

$E(RC)$ = Expected frequency of the cell

F_R = Total row frequency

F_C = Total column frequency

N = Total frequency

Computation

$$\text{Row 1 cell 1 (E)} = \frac{52 \times 14}{79} = \underline{\underline{9.22}}$$

$$\text{Row 1 cell 2 (E)} = \frac{52 \times 25}{79} = \underline{\underline{16.46}}$$

$$\text{Row 1 cell 3 (E)} = \frac{52 \times 40}{79} = \underline{\underline{26.33}}$$

$$\begin{aligned} \text{Row 2 cell 1 (E)} &= \frac{13 \times 14}{79} = \underline{\underline{2.30}} \\ \text{Row 2 cell 2 (E)} &= \frac{13 \times 25}{79} = \underline{\underline{4.11}} \\ \text{Row 2 cell 3 (E)} &= \frac{13 \times 40}{79} = \underline{\underline{6.58}} \\ \text{Row 3 cell 1 (E)} &= \frac{14 \times 14}{79} = \underline{\underline{2.48}} \\ \text{Row 3 cell 2 (E)} &= \frac{14 \times 25}{79} = \underline{\underline{4.43}} \\ \text{Row 3 cell 3 (E)} &= \frac{14 \times 40}{79} = \underline{\underline{7.09}} \end{aligned}$$

Table 20: Contingency Table

Responses	Managemen t	Senior Staff	Junior Staff	Tota l	Percentage
Yes	7 (9.22)	20 (16.46)	25 (26.33)	52	65.8
No	5 (2.30)	3 (4.11)	5 (6.58)	13	16.5
Don't know	2 (2.48)	2 (4.43)	10 (7.09)	14	17.7
Total	14	25	40	79	100

Source: Field survey, 2011

Calculation of degree of freedom

$$Df = (R - 1)(C - 1)$$

where

Df = Degree of freedom

C = Number of columns

R = Number of rows

$$Df = (3 - 1)(3 - 1)$$

$$= (2)(2)$$

$$= \underline{\underline{4}}$$

Calculation of chi-square (X^2)

$$X^2 = \sum \frac{(O - E)^2}{E}$$

$$\begin{aligned} X^2 &= \frac{(17 - 9.22)^2}{9.22} + \frac{(20 - 16.46)^2}{16.46} + \frac{(25 - 26.33)^2}{26.33} \\ &+ \frac{(5 - 2.30)^2}{2.30} + \frac{(3 - 4.11)^2}{4.11} + \frac{(5 - 6.58)^2}{6.58} + \frac{(2 - 2.48)^2}{2.48} \\ &+ \frac{(2 - 4.43)^2}{4.43} + \frac{(10 - 7.09)^2}{7.09} \\ X^2 &= \frac{(7.78)^2}{9.22} + \frac{(3.54)^2}{16.46} + \frac{(-1.33)^2}{2.30} + \frac{(2.7)^2}{2.30} + \frac{(-1.11)^2}{4.11} \end{aligned}$$

$$\begin{aligned}
 & + \frac{(-1.58)^2}{6.58} + \frac{(-0.48)^2}{2.48} + \frac{(-2.43)^2}{4.43} + \frac{(2.91)^2}{7.09} \\
 X^2 = & \frac{60.53}{9.22} + \frac{12.53}{16.46} + \frac{1.77}{2.30} + \frac{7.29}{2.30} + \frac{1.23}{4.11} + \frac{2.50}{6.58} + \frac{0.23}{2.48} \\
 & + \frac{5.90}{4.43} + \frac{8.47}{7.09}
 \end{aligned}$$

$$X^2 = 6.57 + 0.76 + 0.07 + 3.17 + 0.30 + 0.38 + 0.09 + 1.33 + 1.19$$

$$X^2 = 13.86$$

Computed value of $X^2 = \underline{\underline{13.86}}$

Read off the critical value of $X^2_{4,0.05}$

Critical value X^2 for 4df at 0.05

$$X^2 \text{ critical value} = 9.49$$

Finding: The calculated chi-square value is more than the critical value i.e. $13.86 > 9.49$.

Decision: Since the calculated chi-square value is more than the critical value ($13.86 > 9.49$), the H_1 is accepted and null hypothesis (H_0) rejected.

Inference: Since the calculated value is more than the critical value ($13.86 > 9.49$), the researcher concludes that there are challenges the organization encounters in applying the motivational strategies in the organization.

DISCUSSION OF FINDINGS

Although discussions were done after each table in the chapter, the researcher nonetheless brings out here the principal knowledge uncovered

by this study concerning the motivational indices, their methods of application and implications in the case organization.

Chi-square was used to test the hypothesis so as to enable the researcher establish opinions.

From the findings, it was evident that there are motivational strategies in the organization. The most prominent among them is promotion. But promotion, as the test revealed, is not enough to motivate the workers to put in their best in the organization. It shows that promotion to next cadre, without commensurate financial incentives like living wage/salary, bonus, reliable pension scheme, ready financial assistance on social and economic hazards etc, is a porous motivational strategy. Motivation is aptly described as a process that arouses, channels, sustains and gives people's behavior purpose and direction [6]. Therefore, where motivation fails to perform this function, the resultant effect is low productivity and high rate of staff turn-over as obtained in the case organization presently. This also corroborates with Teriba (1977), [7], who pointed out that productivity of labour in an industry depends not only on the strategies and quality of labour being used but also on the strategies and quality of other inputs that are co-operating with labour. Therefore, in as much as promotion is very necessary, reasonable levels of other incentives are indispensable to the organization to make for required co-operation with labour and assure desired level of organizational performance.

The study further reveals that the major factor behind inadequate incentives in the organization is management inefficiency. That is, management is unable to articulate and effectively apply the right motivational strategies that can address the needs of workers that execute the policies of the enterprise. This invariably results to low productivity and high rate of staff turn-over. This is also in agreement with Ile (2000), [8],

where he pointed out that one of the factors affecting low productivity of workers is lack of executive manpower which is the greatest asset of any Nation. The study also discovered that the major threat challenging proper application of motivational strategies in the organization is unfavorable Government policies.

SUMMARY OF FINDINGS

With due reference to the objectives of this study, the findings enumerated below are based on data gathered through primary and secondary sources of data.

- The study revealed that the majority of the respondents were male, married and have HND/B.Sc/BA degrees. Most of the staff is within the age bracket of 25 to 35 years.
- Analysis showed that promotion of staff is one of the major motivational indices that management adopted to motivate worker in the organization.
- The study revealed that workers are not satisfied with the financial motivation given to them by the management.
- It was also pitiable to discover that all the motivational strategies adopted by the management are not adequate enough to make workers put in their best for the organization in order to increase productivity and ensure growth and expansion.
- It was also discovered that the managements' application of positive reward as motivational factor is not clear to the workers.
- Generally, workers are of the opinion that their condition of service should be improved as quickly as possible.
- Finally, it was also discovered that the procedure for grievance handling in the organization tends to demotivate the workers and render them helpless.

CONCLUSIONS

Having gone through the analysis and findings of this study, it has become crystal clear that the motivational strategies adopted by ANAMMCO are inadequate and ineffective. Consequently, there is chronic absence of job satisfaction and job enrichment. Worker turn-over is eminent. Management must look inwards and re-strategize its financial and psychological factors and come up with a package that can not only make the workers work harder but also prevent them from seeking alternative sources of livelihood.

Thorough evaluation of standards against actual performance of the workers should be done from time to time in order to reveal any deviation from the set objectives or goals and reasons behind any deviation properly noted and corrected.

Management should also review the method of implementation of the motivational programmes, add more to the existing schemes, punish those who are found wanting in their jobs and reward positively those who are serious with their job. When these are done, the level of productivity of the workers will definitely increase and the organization will come back to its rightful position.

RECOMMENDATIONS

In order to achieve the desired increase in the level of productivity of the workers and as such save the organization from eminent death, the following recommendations were made:

- Outside the major motivational schemes available to workers of the organization, the researcher is of the view that other motivational tools in the organization's policy which are not yet applied should be made available. Such motivational schemes include study leave with

or without pay, workers participation in matters concerning them, recognition for achievement and so on.

- The method of implementing motivational schemes which majority of the workers faulted need to be reviewed.
- The motivational effort should be geared towards reward and efforts as well as offence and punishment. The tendency where Mr. "A" is promoted instead of Mr. "B" without a justifiable criterion should be stopped. Infact, motivation of staff should not be based on such factors as sectionalism, bribery, corruption, favoritism, discrimination and political affiliation.
- The issue of a worker being given a higher authority and responsibility without a commensurate salary should stop.
- The financial incentive that motivates workers to do their work should be adopted to increase productivity.
- A working environment where there is no efficient and effective grievance handling is bound to suffer from low productivity. Therefore, management should allow the labour union free hands to defend employees and also devise better ways of handling grievances.

SUGGESTIONS FOR FURTHER RESEARCH

It is a thing of surprise to the researcher that a multi-national company like ANAMMCO is experiencing a high rate of staff turn-over and consequently a dismal productivity. This research work has revealed that non-effective motivational strategies and programmes are responsible. The researcher therefore suggests further studies of big and economically strategic organizations in this country like Innoson Group of Companies, so as to avoid the ugly experience in ANAMMCO presently.

The complex nature of management in ANAMMCO Emene, Enugu, makes it inappropriate to say that this work is all inductive. Despite how exhaustive the research into the field of study might be, the continuous unfolding complexity and sophistication in Administrative Management cannot allow all the facets of motivational strategies to be captured in a research work as this.

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