

MOTIVATION AND EMPLOYEE PRODUCTIVITY THE NIGERIAN LOCAL GOVERNMENT SYSTEM: A STUDY ON EZZA NORTH LOCAL GOVERNMENT AREA OF EBONYI STATE

**Nwankwo Oliver Uchenna, Onwa Doris Ogechi, Elom Mathias Egede,
Umahi Felix Emeka & Elechi Felix Aja**

Department of Political Science, Ebonyi State University, Abakaliki.
uchennamike@yahoo.com

Abstract

The issue of motivation has continually posed a big challenge to public organization around the globe especially in the Nigerian Local Governments where high levels of productivity affects or play a major role in determining its profitability, growth, development, stability and future success. The primary objectives of the study were to ascertain the effect of training and career development on the worker's productivity and to examine the effect of compensation and promotion on worker's productivity and to examine the extent to which payroll and salary has motivated worker's productivity in Ezza North L.G.A which serves as our study area. The study adopted two-factor theory of motivation as a theoretical framework. Survey design was used as the methodology while simple random sampling technique were used in determining the sample size. Two hypotheses were formulated and tested using Chi-Square statistical tool. Questionnaire was the research instrument and data were analyzed using simple percentage table. From the findings, it was discovered that there is high positive linear relationship between motivation and productivity, because the more the motivation experience by the workforce, the higher the productivity level attained. The study revealed that training and career development also gives the workers the opportunity to be promoted. Based on the findings, the researcher recommended that managers must ensure that employees are adequately motivated; managers should ensure that employees are actively involved in decision making processes and given a chance to air their views; management must ensure that they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure workers effectiveness in discharging their respective duties, and that adequate compensation packages in form of monetary or non-monetary rewards are essential in order to ensure that employees stay productive. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.

Keywords: Motivation, Workers, Organization, Productivity, Employee, Managers.

Introduction

In recent times, managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human resource management tool which is concerned on how best workers can be fully utilized. All organization are made of people who work to see that the activities of the state (organization) are carried out and for the workers to put in their best in the place of work. These are some measures that can be used to encourage them in other to achieve a well sustained high level of productivity in the organization. Therefore motivation in this context is defined as the individual's degree of willingness to exert high level of effort to reach organizational goals as a result of good salary packages, good working environment, promotion, compensation, training and career development (Robin & Decenzo, 1995). Organization is faced with changing environment and this has made them to develop a more focused and coherent approach on how

they manage people (Barney, 1995). It has been observed that poor motivation has been the problem of workers. In Nigeria, workers are not performing up to expectation because the need for welfare service or motivation was not been identified by the Civil Service Commission and local government service commission respectively (Joy, 2004). According to Joy (2004), the state of reward system in Nigeria is probably the poorest in the entire nation where an average take home of the worker is put at thirty-five dollar per month. The case of the recent minimum wage struggle by organized labour and government is a clear testimony. For this reason, there has been consequent clamor of workers over an adequate payroll before he will put in his best towards achieving organizational goal.

Having known the importance of workers in the organization; that they are the engine that pilot the activities and objectives of organization, makes it necessary for them to be kept in a good and sound working condition. Hence, the success or failure of any organization depends mainly on workers' performance. The easiest way to induce workers to bring out their best is to make it possible for workers to satisfy their need at a reasonable extent while they are working towards achieving the organizational objectives. It has been argued that motivation is one of the major problems of the State Public Service. Therefore, workers motivation is essential since there is direct relationship between motivation and productivity. Only through motivation, can manager's help their employees generate the excellent productivity that will enable organization to boost profitability and survive and even thrive during tough times. Increased motivation creates the conditions for a more effective workforce, (Hornby & Sidney, 2001).

Aluko, (2000) asserted that workers should not be made to work as machines and tools whose presence in the organization is to perform whole emphasis is placed on productivity alone without thinking of what will drive the employees to put on their optimum best. The Nigerian government requires optimum deployment of human and material resources for it to succeed in adequate provision of social service to the whole Nigeria. Human resource management is the most vital asset of the organization, and so restoring efficient and experience workers in the organization is very essential in the overall performance of any organization. Equally, the maintenance, administration and development of human resource cannot be more competitive and consequently marketable (Dinisha & Usman, 2010). Consequently, the subject of adequate motivation of workers as derived from the many attempt made by the management scholars is to look at the best way to manage, so as to accomplish an objective or mission with the least inputs of material and human resources available. The concept of motivation started as early as 1940s when the classical scholars failed to satisfy workers with higher pay.

Productivity is a social science concept that is seen by different people in different ways. Therefore, Fabricat (1969) sees productivity in comparison with the quantity of goods and services produced and the quantity of resources employed in turning out these goods and services. Osoda (1985), defines productivity as the volume of goods produced per worker within some specified unit of the year, month, week, day or hour. Productivity is a measure of production efficiency, a relationship between output and input. Workers motivations is essential since there is mutual relationship between motivation and productivity and it is only through motivation that mangers can generate productivity that will enable companies or organization to boost profitability and survive, even thrive during tough time. All organizations are concerned with what should be done to achieve sustained high level of productivity through the workers. Consequently, the subject of adequate incentive for workers, as derived from so many attempts made by management practitioners, is to look for the best way to manage so as to accomplish an objective or mission with the least inputs of material and human resources available.

Ezza North Local Government of Ebonyi State over the years has been faced with low productivity

towards achieving the objectives of the local government and this has posed to be a very big threat to the Local government and the State survival at large. Workers in Ezza North Local Government has over the years recorded series of set back toward achieving the goals of the local government and this has become a hindrance to local government productivity. It has been argued that poor motivation of workers is one of the problems that bedeviled the productivity of Ezza North Local Government, this has led to low quality service to the local government areas. It is therefore the task of this study is to examine the effect of motivation on the worker's productivity in Ezza North Local Government Area.

The current state of affairs in Ezza North Local government Area of Ebonyi State is not encouraging because workers in the Local Government have failed to carry out the duty which they are employed for. This may depend on the kind of motivation available to workers that boost that their morals towards optimum output in the local government. However, workers of Ezza North local government of Ebonyi State perform below and this problem can be on both sides of the Executives; lack of staff management, poor salary, lack of promotion, lack of training and career development, lack of study leave and unfavorable environment etc. and on the side of workers, an average worker is hardly seen in office.

However, all these contending issues on the workers motivation spurred the study in investigating how motivation has contributed to worker's productivity in Ezza North Local Government Area of Ebonyi State as a focal point. To achieve this purpose, this paper examined the effect of promotion on the worker's productivity in Ezza North Local Government Area. Methodologically, this study adopted descriptive survey design with data collected from primary and secondary sources. The main instrument for this study is questionnaire, which is designed to obtain the required information that would be used to examine the impact of motivation and worker's productivity in Ebonyi State with references to Ezza North Local Government Area of the state. The area of the study is Ezza North Local Government Area. Ezza North Local Government Area is located in Ebonyi Central Senatorial Zone with its administrative headquarters located in Ebiaji town.

Theoretical Framework

In management, there are many theories of motivation propounded by different scholar. But, for the purpose of this study, we adopted Herzberg two factors theory of 1959, propounded together with Mausner and Synderdeman, with 200 engineers and accountants in the Pittsburg area of the United States of American interviewed to determine the factors that made workers feel “exceptionally good” or 'exceptionally' bad at work place. Based on the study, what will make employees become satisfied are motivational factors which included the following:

- Achievement
- Work itself
- Responsibility
- Recognition
- Achievement and growth

Herberg called these facto “satisfiers” or motivator”. They are intrinsic factors relating to the job content or nature or the job. While on the other hand, what will make employees becomes dissatisfied are lower level need or hygiene factors which include:

- Company policy
- Pay and security
- Working condition
- Supervision

To further the analysis of this theory in the instance of hygiene factor as obtained in place of work in Ezza North local government area of Ebonyi state is the temperature in the working place that is not air conditioned will add to a cause of dissatisfaction among employees. It will not however stimulate the public servant motivation and make them greatly satisfied in their work place. This is because motivation factors are absent, so workers becomes, in Herzberg's view, merely neutral in their attitude towards work neither satisfied nor dissatisfied based on the facts that the higher level of needs being the motivating factors associated with job satisfaction such as achievement, responsibility, advancement and recognition all these affects the work content or the rewards of work performance. The important lesson of Herbergs two factor theory to motivate workers of Ezza North Local Government Area of Ebonyi State is that the Executive who are the employers of labour should devise a better means making sure that working condition, pay levels and government policies are favourable to the workers.

Conceptual Review

Motivation

Motivation is derived from the motive in the English language which is defined as a need that requires satisfaction. These needs could be wants or desire that are acquired through influence of culture, society, lifestyle, etc. or generally innate. Motivation is a concept in social and management science. It is an individual's degree of willingness to exert high level of effort to reach organizational goals. It can also be seen as the driving force which causes people to achieve a goal, thus the effect of low productivity in Local Government stems from the fact that some motivational factors that would increase worker's productivity, which in-turn would lead to higher output are not given attention by the top executives (management). Physiological benefits like job security, prompt commendation for brilliant performance and consultation with subordinate are lacking. These physiological benefits can act as incentives to workers if they should be put in place. Vroom (1964) defines motivation as “a process governing choices made by persons or lower organisms among alternative forms of voluntary activity” .Motivation is the set of forces that lead people to behave in a particular way (Moorhead & Criffin, 1998). Motivation represents the force within a person that affects his or her direction, intensity as persistence of voluntary behaviour Onah, 2008). Cole (1990:36) has defied motivation as what impels or inhibits behaviour. Kickul (2002) said that job satisfaction declines when workers believe that there is no fair, systematic process for resolving grievances. Onah (2008) believes that job satisfaction is an attitude that reflects the extent to which an individual is gratified by or fulfilled in his or her work this shows their fulfillment as they put up their best, without looking for another job as their needs and aspirations are attended to. The aspects of jobs, workers consider most rewarding and interesting are: good pay, sufficient resources and authority, friendly and cooperative co-workers. Conversely, some factors undermine job satisfaction; workers become dissatisfied when their work loads are increased beyond them perceived capacity to perform (Yoasef, 2002).Onuoha (2002), states that motivation is another area of directing function. It covers all activities of managers that tend to bring together employee needs and organizational goals. Motivation is not only paying workers “salary or recognition but giving them requisite skills,

information, conducive environment that will enable them perform better in the area of endeavor.

Onah (2008) asserted that motivation is a central force and a strong factor that causes people to behave in a certain way. Thus, it is a tool to achieve high performance. If local government wants to achieve high productivity they should inject adequate motivation to their workers (Umoh, 2009). Motivation is the willingness to do something caused by the ability to satisfy some need (Akanwa, 1999). Beach (2005) described motivation as the individual's readiness to expend energy so as to accomplish set goals. He is of the opinion that motivation relates to a person's enthusiasm for specific patterns or behaviours. Also he further states that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stress that an absence of motivation in reason enough for a worker not to attain gratification from the work. Ageto (2002) also stated that motivation is anything that moves an individual towards a specific goal. Furthermore Koontz (2008) argued that motivation as a term is applicable to the drive, yearnings, needs and wishes of a person. From the above definitions it can be said that motivation as a whole, is more or less fundamentally concerned with those forces or elements that triggers certain human actions or behaviors. It can also be deduced that creating a work place environment in which adequate motivation is sustained has a positive impact on employee performance. This is because employee motivation is the core of the field of an organization's behavior and a high level of motivation encourages employees to be highly productive and perform better at their jobs. However creating such an environment still poses a challenge to managers and organizations as a whole. This problem may be based on the fact that an organization's productivity levels increase as the level of employee motivation rises.

Types of Motivation

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, fording and carrying out work (for being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved, secondly, people can be motivated by management through such methods as pay, promotion, praise etc. Types of motivation are as follows;

- **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 by will not necessary last long (Mullins, 2005; Armstron, 2006). Bernard & 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.
- **Intrinsic Motivation:** It is the opposite of the aforementioned. People can motivate themselves by seeking, fording and carrying out work for being given the work that satisfies their need and happiness.

Productivity

Productivity is significant to economic development of any nation (PWC,2013). It is the measure of the wealth of a nation and the wellbeing of the people. In this section, the meaning of productivity as it relates

to construction industry, how it can be measured, factors that influence productivity and its relationship with motivation will be explained. Osoba (1985), defines productivity as the volume of goods and services produced per worker within some specified unit of the year, month, week, day or hour. Fabricant (1969), sees productivity to compress with the quantity of goods and services produced and the quantity of resources employed in turning out these goods and services. Productivity is a measure of production efficiency, a relationship between outputs and input. From these conceptualization, it can be seen two different people tend to view productivity. There is standard means for calculation on scale on which productivity would be measured in different areas. The most general use relates outputs to inputs.

In discussing productivity, the way different people view it, it will be proper to quote some people who in one time or the other involved in promoting productivity. For instance, an accountant may view productivity in the financial terms such the ratio between investment and return. An economist would like to make comparison of productivity between organizations. And personnel manager is concerned in putting the best person in his best job to achieve maximum result in an organization. It can be seen as reaching the highest degree of performance with low expenditure of resources.

Ways of Promoting Productivity in the Local Government

There is need to make group efforts in the promotion of productivity in the local government. In 1978 a multiparty national productivity scheme and state productivity committee were inaugurated in the all the states in Nigeria. It was to highlight the importance of productivity that the former names of the federal ministry of employment, labour and productivity. Sreenivasan (1964), believe that an improvement in the standard of living in the long run can be achieve through the establishment of new industries and a high level of productivity. To maintain and create high level productivity, the active cooperation of workers is very important. This can only be achieved if employees are assured, that high productivity will not result in unemployment and encouragement should be made through motivation of workers welfare, in order to put their best effort in services delivery which can lead to high level of productivity. Umoh (2009) stated that to ensure high productivity in local government the following items are to be put in place.

- **Training:** The recruited workers need training, as to be well equipped with the knowledge required to carry out their functions successfully. If there is no training, it will be difficult to put new ideas into the works of the local government employees which they render to people. Training is an investment in people and a vital tool to inject new idea into the system and this can make it a productive venture to the government.
- **Regular meeting with workers:** This is one of the factors that will help to improve productivity in local government. There is the need for regular meetings between employee's and their top management. This may involve the local government chairman, councilors, and their executives. This will help to discuss common issues and find solution to it, and by doing this it will improve the working conditions of employees. Onuoha (2000) said that employee motivation in an organization is by encouraging process. People get motivated more if they are consulted, especially on matters that affect them.
- **Motivation of workers:** Workers should be motivated to enhance their productivity. This can be due through moral or material support and job security. The workers in the local government should be given praises and commendation. Whenever, they carry out and excellent functions, consultation of workers when formulating certain policies can also bring a good means of moral motivation.

Motivating employees through attractive salaries, allowances, free medical services, subsidized housing, motor vehicle loans and free education of worker's children. These are essential motivational factors that should be put in place.

- **Employment System:** The system of employment in the local government should be done in such a way that meritocracy replaces godfatherism. This system will create opportunity of employing the best experienced, skilled and qualified person that can bring out their best in the performance of their duties, and will encourage productivity in the Ezza North local government area. Fabricant (1969), supported the view, by saying that a clear understanding of job equipment by employees is crucial for improving efficiency.
- **Proper Supervision and Disciplinary Action:** The supervisors of the employees should live up to expectation. The supervision function is very necessary in order to ensure that workers carry out their task as required. In regulating the worker's activities using a parameter for objectivity in measuring and evaluating work performance is very essential. But in some cases, supervisors do not perform their duties adequately. To support this Dike (1985), states that many supervisors find it difficult to query an officer who has transgressed, or to awards low marks for low performance during the annual performance evaluation, for fear of being block mailed, or in order not to appear too strict or wicked.
- **Regular Promotion of Staff:** Workers in the local government should be appreciated for their performance by regular promotion and advancement to spur more performance in their duties and responsibility. There is a significant relationship between appreciation or reward and productivity in a work place.

Results and Discussion of Findings

Presentation of Results

Research question 1: What is the Effect of Promotion on Worker's Productivity in Ezza North Local Government?

Responses	Frequency	Percentage (%)
Strongly agree	198	73.3%
Agree	30	11%
Disagree	19	7%
Strongly disagree	23	8.5%
Total	270	100%

Source: field survey

The table above shows that respondents representing 73.3% strongly agreed; 30 respondents representing 11% agreed; 23 respondents representing 8.5% strongly disagreed while 19 respondents representing 7% disagreed. This implies that greater percentage of the respondents strongly agreed that compensation and promotion led to competition among the employees in L.G.A. and as a result leads to increased productivity.

Hypothesis 1

Promotion has a significant effect on worker's productivity in Ezza North Local Government Area.

Therefore, hypothesis 1: will be tested accordingly from the questionnaire distribution table which states that compensation and promotion serves as appreciation of efforts and as well led to workers job satisfaction thereby enhancing productivity.

Expected Frequency (E)

Table: statistical components of chi-square test for hypothesis 1

O _i	E _i	O _i -e _i	(O _i -e _i) ²	<u>(O_i-e_i)²E_i</u>
210	67.5	-43.5	-1892.22	-28.8
13	65.5	-15.5	-240.25	-3.559
28	65.5	86.5	-7482.25	112
19	65.5	-27.5	-756.25	-112
Total				125.2

Source: as calculated by researcher.

Therefore, the calculate chi-square value of $x^2 - 125.2$

Decision Rule

If the calculated chi-square (X^2) value is greater than the critical value of degree of freedom at 3 under 0.05 level of significance, the alternate hypothesis (H_i) should be accepted and null hypothesis (H_o) rejected and if the calculated X^2 value is less than the critical value of degree of freedom at 3 under 0.05 level of significance, the null hypothesis (H_o) should be accepted and alternate hypothesis (H_i) rejected.

Therefore, since the calculated chi-square value of 125 is greater than the critical value at 7.82, the alternate hypothesis (H_i) is accepted and null hypothesis (H_o) rejected conclusion.

On this note, the study thereby concludes that compensation and promotion serves as appreciation of efforts and as well lead to workers job satisfaction thereby enhancing productivity in Ezza North L.G.A.

Discussion on Findings

Based on the above analysis, it was observed from the respondents that motivation is a useful tool for enhancing productivity in working setting. The result of the analysis indicates high positive linear relationship between motivation and productivity, because the more the motivation experienced by the workforce, the high the productivity level attained and retention of productive employees, that raining and career development also gives the workers the opportunity to be promoted. It was also observed through the data collected from the respondents that training and development also gives opportunity for skill development and acquisitions among the workers give the opportunity to take active participation indecision making in their work environment.

It was revealed in the study that factors such as job security, good salary, promotion, compliance with safety, appreciation of efforts and bonus respectively, good salary, bonus appreciation of efforts, and recognition by the authority in that order and was a priority for staff productivity. It was also revealed in the study that good salary packages or payroll contributes positively to advancement and achievement of social status by worker; it also gives them the opportunity for skill development and motivates them to work overtime. This grouping lays credence to the fact workers in the Nigerian public sector prefer financial reward.

Summary of findings

Based on the study, the findings made were summarized below;

- The study revealed that training and career development attract and retain productive employees and as well lead to promotion opportunity amongst the workers.
- It was also observed in the study that training and career development gives opportunity for skill development and requisitions among the workers.
- The study also exposed that training and development made workers to take active participation in decision making and also led to specialization, responsibility and authority.
- The study also espoused that compensation and promotion led to increase in competition among the employees, serves as appreciation of efforts and workers job satisfaction and led to job security and enrichment among the workers.
- It was also observed that good salary packages led to workers dedication to duty , self-development, achievement and advancement of status and as well direct all their efforts achieving organizational goals and objectives

Conclusion and Recommendations

The importance of motivation in the day-to-day performance of workers duties cannot be overemphasized, especially when it comes to being reward for job well done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees. The result obtain from the hypotheses showed that workers places great value on the different motivational factors such as training, compensation, promotion and good salary payroll system given to them by their employers. Hence these rewards are not given, workers tend to express

displeasure through poor performance and non-commitment to their job.

It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook them in order to safe industrial harmony, because a happy and motivated worker they say is a productive worker. Having stressed the importance of a good remuneration policy on the performance of workers and the different kind of reward that can influence workers to perform better on a job, this study can therefore be seen as a call for employers sense of commitment to put in place appropriate motivational place that will encourage workers to be more purposeful, productivity and improve their performance.

The following recommendations are made based on the findings of the study;

1. Manager must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees.
2. Management should encourage interpersonal relations amongst staff, also managers should ensure employees are involved in decision making processes and given a chance to air their views.
3. Also management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
4. Furthermore, proper scheduling of job activities is key to achieving in the workplace. Adequate compensation package in form of monetary or non monetary rewards are essential in order to ensure that employees stayed productive. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees
5. Management must also strive to ensure that all employees engage in training programs to acquire new skill and also have equal opportunity to utilize their skills and competencies. Management should make sure that career development opportunities are clearly communicated to employees.

References

- Akinyele S.T. (2010). The Influence of Work Environment on Workers' Productivity: A Case Study of Selected Oil and Gas Industry in Lagos, Nigeria. *Africa Journal on Business Management* 4(3), 299.307.
- Aluko, O.E. (2010). The Impact of Urbanization on Housing Development: The Lagos Experience, Nigeria. *Ethiopian Journal of Environmental Studies and Management*, 3(3)
- Banjoko, S. (2006). *Managing Corporate Reward Systems*, lagos; Punmark Nigeria Limited.
- Banjoko, S.A. (2010). *Human Resources Management*. Lagos: Sabah Publishers.
- Baron, R. A. (1991). Motivation in Work Settings: Reflections on the Core of Organizational Research. *Motivation and Emotional* 15(1), 240.
- Berny, P.(1995), *Managing for Result*, London Herper and Row.
- Fabricate, R. (1969). *Effective Human Resources*. London Heinemann
- Harris, P (2001). The Impact of Working Life on Health Behavior: The Effect of Job Strain on the

- Cognitive Predictors of Exercise. *Journal of Occupation Health psychology*, 7,342353. 102.
- Herzberg, F. (2000). *The Motivation to Work*, New Yoke: Willy and Son Publishers.
- Herzberg, F. (1974), Motivation Hygiene Profiles: Pinpointing What Aids the Organization *Dynamics*, 3 (2),18-29
- Hornby, A.S. (2020): *Oxford Advanced Learners' Dictionary of Current English* (8th ed). International Students Edition. Oxford University Press; New York.
- James, C. (2024). The Warning Signs of a Demotivated Workforce”. LinkedIn, Retrieved on May 12, 2017 from <https://www.youtube.com/watch?v=ZIVTZLUJMc>.
- Koontz, H.O. 'Donnell, C. & Weihrich (1983). *Management*. London: Mcgraw-Hill International Book Company
- Maslow, A. (1954). *Motivation and Personality*. New York Harper & Row. 104 Mathis,
- Robert, L. & John, H. J. (2003). *Human Resources Management*. (11th Ed). Mason, OH: Thomson/South-Western.
- Okafor, L.C. (2001). Motivation and Job Satisfaction in the Nigeria Public Service-Problems, Issues and Challenges. In S.O. Onwe, F. O. Okpata, & E. J. C. Duru (Eds.), *Readings in Modern Public Administration* (1st Ed). Enugu: Jones communication publishers Ltd
- Onah, F.O (2008). *Human resource management* (2nd ed). Enugu: John Jacob's Classic Publishers Ltd
- PWC (2013). *Reconstruction Productivity: Productivity in the Construction Industry*.
- Rainey, H. G. (1993). Work Motivation. In: R.T. Golembiewski (Ed), *Handbook or Organizational Behaviour*. London: Marcel Dekker, 19-39.
- Robin, C. & Deconzo A. (1995), *Human Resources Management, Employee understanding on motivation*. New York Prentice Hall Inc.
- Rothberg G. (2005). The Role of Idea in the Managers Workplace: Theory and Practice *Pakistan Review*, *xlii*(4), 48-73.
- Yesufu T.M. (2000). *The Human Factor in National Development*. Ibadan: Spectrum Books Limited.