

MOTIVATIONAL FACTORS AND EMPLOYEES' PRODUCTIVITY AMONG NIGERIAN SECURITY AND CIVIL DEFENCE CORPS (NSCDC) IN OYO STATE, NIGERIA

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Abstract

This paper focuses on the motivational factors and employees' productivity among Nigerian Security and Civil Defence Corps (NSCDC) in Oyo State, Nigeria. The problems facing NSCDC include poor funding, limited access to credit, poor training, increment in salary, etc. It examines the relationship between motivation and employees' productivity among (NSCDC) in Oyo State, Nigeria. The study employed primary and secondary sources of data collection and adopted interview and questionnaire administration. Two hundred participants were chosen from the selected officers through Purposive Sampling Technique. The results showed that the ages ranged was between 20 and 45 years which mean 34:33 years (50 9:14) and length of service ranges between 1 and 9 years regarding the motivational factor. The qualification was HND and B.Sc. From research hypotheses were tested using t-table for independent samples and Pearson Product Moment Correlation. The findings also revealed that there are significant positive relationships between motivational factors and work productivity of officers.

Recommendations – There is need for the management and its various classifications such as management as people, management a discipline, management as a field of study, management as a career, management as an art, management as a science to place all hands-on deck to motivate because motivation is an energy force that serves as major tools in market management achieve their various aims and objectives of the organization.

Keywords: Motivation, Employees, Reward, Performance, Morality, Army.

Introduction

Nigeria is the largest and the most heavily populated country in Africa. She gained independence in 1960. With reference to the launching of our first satellite on the orbit elimination of a loop harboured dream of having a wholly owned earth observing device capable of assisting the nation in dealing with its multifarious problems. Behaviour is both directed to and results from unsatisfied needs. The limited number of salary review in Nigeria as well in corporate organization has brought about a situation where there have been persistent expressions of dissatisfaction among workers (Onodugo, Kalu and Anowor, 2013). These workers include staff of NSCDC, Oyo State whom ordinary is looked at as people who has sworn to fight for their father lands.

Inflation ordinarily affects the standard of living of people. This in turn adversely affect low productivity in most cases is by product of dissatisfaction which could manifest itself in various types. Some of these ways include indiscipline and general apathy. It contains these traits; it is of the number important to understand individuals to be motivated and the society itself. This is because of the number of its different societal set-up differs

Statement of the Problem

Nigeria is reputed to be sixth largest producer of oil in the world¹². Recent exploratory works have indicated that the country has an even larger reserve of natural gas than petroleum. The country therefore has the potential of becoming a leading industrialized (if the potential is properly harnessed) nation in the world in the not- too-constant future due to this natural endowment, The current state of affairs in the nation in general as relating to the workforce motivation makes it

necessary to temper this optimism with caution. "The workers are on strike again" Over what? "They are asking for an increase in minimum -wage after the one granted just few months ago." What more do they want? These statement and comments and many similar ones are reported frequently in the dailies are commented upon by watchers of development in various industry and service organization¹³. There is a general notion that if only management can identify other things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rises (Anowor, Achukwu and Ezekwem, 2014). Less time will be spent on the annual ritual of management workers union negotiation meetings. It therefore follows that the efficiency and productivity of any organization will have a multiplier effect on the economy in general. To achieve the desired efficiency and productivity levels, business establishments rely on a highly motivated workforce that shares the vision and aspirations of the establishment. Moreover, the intention of the researcher is to elicit responses from Nigerian Army their views about the implication of various motivational factors in the organization, especially how it affects their productivity.

Research Questions

1. What is the level of motivational factors on the Nigerian Army staff?
2. What is the trend of the employee's productivity among Nigerian Army staff?
3. What is the relationship between motivational factors and attitude to work of lower ranks?
4. What is the relationship between motivational factors and approach to work of higher ranks?

Conceptual Framework

Motivation has been defined as the internalized drive that is more dominant in an individual at a given moment⁷⁶. He continues to argue out that there is no way that a person

can be motivated by another person⁷⁶. The only thing that a person can do to help a non - motivated individual is to be in a position to create an environment that is conducive enough to aid in that person's realization of oneself by making a personal choice to respond to the inner motivation⁷⁶. Through their meta-analysis of motivation, high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated (Kalu, Agbarakwe and Anowor, 2014). The ingredients that are necessary for getting people to be motivated are securely kept within oneself. The only thing that is needed is for an individual to be able to unlock the secure door(s) and gain access to the motivation within

In a sub summary of motivation, it is clear that motivation is within oneself and all that is needed is an environment that will enable a person to realize their cliché to getting motivated. Whether motivation is because of personality or otherwise, it is still debatable (Anowor and Nwanji, 2018). The most important, thing to realize is that one can never motivate another in any way. Maybe the one thing that needs to be addressed is the difference between motivation and inspiration for which many people think as being one and the same thing, which apparently is not the case. But then, that is a topic for discussion in another setting, for now the focus is on motivation.

Motivation is a critical ingredient in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives (Onodugo et al, 2017). He elaborates that motivated employees are enthusiastic to exert a certain level of effort (intensity), for a certain amount of time (persistence), toward a distinct goal or direction. With the prevailing uncertainty in the economy, coupled with an emphasis on customer satisfaction and long-term business

relations, there is revived interest in the motivation of sales representatives.

Social science literature, especially in organizational behavior and sales management, has long recognized the crucial importance of rewards and incentives as a means of motivating employees. Employee motivation affects productivity, and part of a sales manager's job is to channel subordinates' motivation towards the accomplishment of the organization's vision or goals (Agbarakwe and Anowor, 2018). A poorly motivated sales force will be expensive to the organization in terms of decreased productivity and performance, excessive staff turnover, increased expenses, higher use of the sales manager's time and a negative effect on the morale of colleagues. Companies need to ensure that their sales forces are highly productive and motivated. As a result, they try to improve the productivity of their sales force through better selection, training, motivation and compensation.

Of these, compensation and incentive or reward schemes play an important role in motivating sales people to perform better⁸¹. Motivation is central to any discussion of work behavior because it is believed that it has a direct link to good work performance; it is assumed that the motivated worker is the productive worker⁸². Not everyone is motivated by the same rewards, and sales managers must work towards tailoring the motivational environment to the individual, within the boundaries and policies of the company. Motivation and learning theories suggest that pay should be based on performance⁸². However, having highly motivated workers does not automatically lead to high levels of productivity-the work dynamic is more complex than that⁸⁴. Therefore, a manager must approach a productivity problem very carefully-a detailed assessment of all other variables that can affect productivity must first be undertaken⁸⁵. The adoption of a performance

management system can be seen as an attempt to integrate HRM processes with strategy⁸⁶. Appraisals are used to ensure an individual's performance is contributing to business goals and managers are encouraged to combine the perspectives of several models to create a complete motivational environment for their employees⁸⁸.

Fredrick Herzberg developed a theory of motivation that highlighted the role of job satisfaction in determining worker motivation⁸³. He proposed that the determinants of job satisfaction were different from those of job dissatisfaction. The factors giving rise to satisfaction were called motivators (for example recognition, responsibility and achievement), while those giving rise to dissatisfaction were called hygiene factors (e.g., salary, company policy and working conditions)⁸⁵. Motivators are things that lead employees to be satisfied and motivated by their jobs and have to do with job content, they are inherent in the work itself: Their presence results in job satisfaction and motivation, but their absence results only in neutrality⁸⁸.

Motivators include intrinsic factors such as possibility for promotion, demanding work, recognition, achievement and responsibility⁸⁹. Motivator factors operate only to increase job satisfaction⁹⁰. Hygiene factors are related to the context in which people perform their jobs e.g., supervisory problems, interpersonal relations, low salary, administrative practices, poor working conditions and unfavorable company policies. The presence of hygiene results in job dissatisfaction, but their absence leads not to job satisfaction or motivation-only to neutrality⁹¹. Hygiene factors, also called dissatisfiers, operate only to decrease job satisfaction or create job dissatisfaction⁹⁰. The reverse of job satisfaction is not job dissatisfaction but instead, lack of job satisfaction; and similarly, the reverse of dissatisfaction is not job satisfaction, but lack of job dissatisfaction.

Motivation Strategies

Different people have very different interpretation of the incentive theory of motivation and the kind of motivational strategies that they employ are wanting⁶⁸. For example, in a case Study of a security organization as highlighted by the employers and other senior management officials did employ a rather crude way of giving incentives to their workers⁹³. It is highlighted of their behaviours at the workplaces where employees were in reality spanked while at the workplaces in the name of *Motivational purposes*⁹³. This mode of motivation that was adopted in the organization was referred to as *Camaraderie building exercise*⁹³.

The organization did have some incentives like having a pie smashed on the face of the culprit, or one being forced to eat baby food, at times it was required that the offenders wear diapers in front of the rest of the members of the organization⁸³. In some rare cases, the offenders were required to sing while standing in front of the whole group but the most notable of all forms of incentives that the organization employed was spanking on the buttocks, which was more preferred⁸³. The greatest problem was not much of the hitting/spanking that was done, but rather the humiliation as this was being done with jeers from the fellow colleagues^{84,83}. Sentiments like "Bend over your little and the like were being used more often especially in the event that the offender was a female⁸³. Whether it is a case of motivational strategies gone haywire or a case of immense ignorance and negligence, it is clear that some strategies are not motivational at all and they are not amusing.

To some managers and other people who are in leadership positions, having some eco-friendly policies can be a great deal of motivation as they do not have to get stressed by some highly bureaucratic policies that would otherwise be a hindrance to their

show-offs as high performers in the organization.

Concept of Productivity

Productivity can be definition as the inert achievement of rapid, sustainable as well as measurable improvements in operations⁹³. A system is termed as productive if on average, the system is able to meet the set targets without failure. From an industrial perspective, productivity can be termed as the total profitable output that a machine or other equipment are able to make within a given timeframe.

Looking at productivity from the perspective of human resources, it can be said to be the cumulative, evidential output that is both measurable and profitable as well⁹⁵. The productivity of an individual must be within the period set by the organization or the individual to achieve a certain goal. This period must be strict, as the project must be undertaken within the shortest possible time⁹⁵.

The International Labour Organisation in its report summarizes the concept of productivity, thus some think of productivity as a measure of the economy as a whole. Others think of productivity in terms of individual industries or plants". Some businessmen in their public relations speak as though the whole matter of productivity had to do with the degree of application of the workers to their Jobs. At other times, the concept of productivity is used as though it were a measure of the degree of efficiency achieved in production.

The I.L.O. publication "Higher Productivity in Manufacturing Industries" has defined productivity as the ratio between output of wealth and the input of resources used in the process of production". The organisation for European economic cooperation (OEEC) has defined the concept of productivity as follows. In its widest sense it may be said that

productivity; is the measurement of the economic soundness of the nations.

The European Productivity Agency (EPA) has defined productivity as follows. "Productivity is an attitude of mind. It is a mentality of a progress, of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in human progress. One thing common to all these concepts of productivity is the desire to portray some one's ability to produce or the rate at which production is carried Professor Mehta defines productivity as the "ratio of output to the corresponding labour", He places the validity of this definition on its popularity. Salter accepts the measure of labour productivity as output per man hour because it has a perfectly respectable ancestry 6 July 15, 1987.

Kendrick also opined that "productivity" used to denote the ratio of output to any or all associated inputs in real terms. But today there appears to be a consensus of opinion that productivity is the ratio of output to input. Here it may be desirable to mention the difference between the productivity of enterprise as a whole or industrial productivity and the labour productivity. Whereas the increase in the 'productivity of the enterprise as a whole' is a simple function of the factors like technological advancement, improved managerial or organisational skills better entrepreneurial ability, positive attitude of all concerned, good industrial relations and the like. The productivity of labour depends on the stimuli or incentives available to human effort. The international labour organisation productivity mission in India also pointed out that productivity does not mean mechanization. It means development of scientific attitude on the part of management and that of labour

through the adoption of scientific principles and scientific techniques.

In the words of Riggs, "productivity is the quality, or state of being productive. It is a concept that guides the management of production systems and measures its success. It is the quality that indicates how well labour, capital, materials, and energy are utilized. Increasing productivity is a goal advocated by business organized labour and Government. A change in productivity of a system results from the combined effect of all the factors contributing to the system's performance.

Effects of Motivation on Productivity

Productivity in general has been defined in the Cambridge International and Oxford Advance Learner's dictionaries as the rate at which goods are produced with reference to number of people and number of materials necessary to produced it. On the other hand, services. It has further been defined as the ratio of the output (good and services) and input (Labour, capital or management). The definition of productivity is utilized by economists at the industrial level to determine the economy's health, trends and growth rate whiles at the project level, it applies to areas of planning, cost estimating, accounting and cost control. Several factors affect labour productivity and prominent among them is the basic education for any effective labour force. In addition to the above is the diet of the labour force and social overhead such as transportation and sanitation⁹⁹. Furthermore, motivation, team building, training and job security have a significant bearing on the labour productivity. Coupled with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. Better utilized labour with stronger commitment and working on safe jobs also contribute to affect labour productivity.

Performance

Performance is described as a continuous process for improving the performance of individuals by aligning actual performance with that desired (and with the strategic goals of the organization) through a variety of means such as standard-setting, appraisal and evaluation both informally, day-to-day, and formally/systematically through appraisal interviews and goal-setting¹⁰¹. Job performance is defined as the value of the set employee behaviors that contribute, either positively or negatively to organizational goal accomplishment while task performance are employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces¹⁰².

Effects of Motivation on Performance

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. "Motivation is the willingness to do: something," wrote Stephen Robbins and David A. DeCenzo in their book "Supervision Today." "It is conditioned by this action's ability to satisfy some need for the individual." The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered. Every employee within a company is different and, therefore, is motivated to perform well for different reasons.

Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. "If you're going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences," Robbins and DeCenzo report in their book "Supervision Today."

Money is the most important motivator for employee performance but it is important for companies to find other ways to motivate.

This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve. Employees are the first point of call when dealing with customers. It is important therefore that organizations give employees the needed encouragements to motivate them do more and achieve better performance for the organization. Motivation according to some scholars improves the level of efficiency in the workforce.

¹⁰³ added that, it is not just the qualifications, experiences, or abilities of an employee that determines productivity as motivation plays a significant role in determining the productivity of an employee. In order to fill the gap between the ability of an employee and his willingness, the organization has to motivate the employee so that he or she can give results according to his or her abilities. When organizations improve the efficiency of employees through motivation, it will also improve overall productivity, reduce costs, and increase the efficiency of the company.

Scholars agreed that motivation puts human resources into action and improves level of efficiency of employees^{104, 103}. They added that, every concern requires financial and human resources to accomplish the goals. Having the employees only physically, does not mean that the organization manages to make full use of it. Also, the performance of motivated employees is high, which results into: increased productivity and reduced cost of operations¹⁰⁴. He concluded that, a motivated employee will not try to get by with little effort; but will be more oriented on his job. If those workers, who spend most of their time on Facebook or other pages, use their potential and keep instead themselves busy with their job, increased productivity will be very conspicuous.

Meeting personal goals help an employee stay motivated and feel about themselves to continue to produce¹⁰⁵. He added that, motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level¹⁰⁵.

Motivation leads to greater employee satisfaction. lie added that, worker satisfaction is important for every company, as this one factor can lead towards progress or regress¹⁰⁶. It was indicated that, in the absence of an incentive plan, employees will not feel ready to fulfill their objectives¹⁰⁶. Thus, managers should seek to empower them through promotion opportunities, monetary and non-monetary rewards, or disincentives in the case of inefficient employees.

Motivation brings employees closer to the organization¹⁰⁷. He added that, as long as needs of employees are met through attractive rewards, promotional opportunities, and so on. employees begin to take more interest in their company. They begin to think that there is no difference between the interests of the enterprise and their interests. This helps in developing cordial relations between management and workers.

Job Satisfaction

Job satisfaction is how fulfilled a person is from the job that they perform. It is linked with performance, motivation, absenteeism, mental/physical health and general life satisfaction of a particular employee¹⁰⁸. Several Job Satisfaction studies have found that Job Satisfaction has a strong impact on Job performance, nonappearance, turnover, and psychological disorders¹⁰⁹. A number of research findings have suggested a positive relationship between motivation and job satisfaction to the extent that managers can

potentially enhance employee motivation through employee job satisfaction. Almost every worker tries to find satisfaction in his work, especially if the job matches his occupational choices, he will nearly attain job satisfaction¹⁰⁸. Herzberg's motivation theory's emphasis that only motivation factors have the probability of raising job satisfaction. In comparison to motivation factors, hygiene factors can only be used to preclude dissatisfaction and can therefore not be used as incentives to create satisfaction¹¹². An employee may therefore very well be satisfied with his/her overall working conditions, but not especially motivated to work and perform to his/her full potential.

Currently, there seems to be some reconciliation that the critical thread that differentiates employees motivated behaviors from other behavior is that it is goal directed behavior¹¹¹. The core of motivating individuals lays in the goal directed aspect of behavior¹¹³. Motivation is concern with how behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective re-action is present in the organization while this is going on. The content theorist led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli¹¹¹. The function of employee motivation begins because of tension within demands of an employee and thereafter, there is a pursuit within the company or within employee to fulfill his/her desires¹¹³. When the employee is satisfied with ins financial motivation, he/she redefines his/her desires and needs and the process is started again.

Concept of Employee Productivity

Scholar argued that tire performance of workers contributes directly to an organization's level of effectiveness, efficiency and. even towards the achievement of administrative goals¹⁴⁰. It also stated that a

corporation's failure to certify that its workers are motivated has a negative influence on its organizational - effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives, A; worker's level of Inductivity is reliant on the extent at-which-workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive V once they perceive that their desires can't be met or gratified¹⁴¹.

Productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used¹⁴². The greater the level of organizational productivity, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser, better productivity ratios does not automatically mean that more output is manufactured; it could also mean that less workers-or. less-financial resources and time were utilized in producing the similar output. It was stated that productivity may be denoted in form of quality, quantity, time and cost¹⁴³. He also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability.

None of the resources utilized for production in the workplace are so thoroughly examined as the human capital¹⁴⁴. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. The importance of motivational factors cannot be underestimated by an organization in increasing Ike productivity levels of a workforce especially when trying to gain competitive advantage¹⁴⁵. He also stated that productivity may be hard to

measure, hut it can be evaluated in terms of effectiveness and efficiency of workers.

In a general sense, productivity can be defined as the ratio between a measure of output and measure of input. The productivity of workers could thus be measured as an output, e.g., sales or units produced, relative to an input, for example, the number of hours worked or the cost of labor. Traditionally, labor productivity is derived from aggregate measures at the firm level, e.g. value-added per worker. To account for differences between labor inputs, this measure has often been disaggregated according to various labor1 types, for example, low-, medium-, and high-skilled labor. However, even at this disaggregated level, measures of labor productivity can mask considerable variation with respect to workers' underlying productivity, either between workers, or over time. At the individual(worker) level, studies frequently use input measures, such as workers' wages, as a measure of productivity¹⁴⁵.

Although correlated with the underlying productivity of the individual worker, there are several reasons why wages do not directly reflect tire worker's actual productivity, for instance, institutional settings, such as 'those resulting from collective agreements, often make wages dependent on age or tenure rather than productivity, this is complicated by the fact that most data do not contain information on hourly wages, but rather on monthly wages. Variations in monthly wages might not only reflect differences in productivity, but also in the number of working hours. Furthermore, wage growth is often determined by supervisor evaluations, which might reflect bias due to gender or migration background.

Both labor productivity and wages have their shortcomings when it comes to assessing workers' productivity. Ideally, one would like to observe productivity for each individual worker at each point in time. In

reality, however, output is rarely observable at the individual level for a reasonable cost, thus making it practically impossible to calculate each Individual's productivity. Instead, firms use individual measures of workers' performance as pan approximation of their productivity. Most occupations have one or more metrics that can be used to evaluate how well workers perform. These measures, also known as "key performance indicators" (KPIs), are regularly used for internal evaluation and monitoring in firms.

Population of Study

A cross section of the Nigerian Army Barracks in NPA Express Way Warri, Delta State, comprising of 200 subjects drawn from every class and cadre of the organization was sampled. For the purpose of this study, the workers are divided into three major groups namely:

1. Lower ranks
2. Higher ranks
3. Commander (Manager of various units)

Careful analysis of the above data reveals that the Army is put at 714 people. Of this number 9% are commander, 55.5% are lower ranks, and 35.5% are higher ranks.

Sampling Technique

A sample of 200 of the Nigerian Army Barracks in NPA Express Way Warri, Delta state, Nigeria was purposefully selected. This sample techniques were chosen because the study, which may ultimately have positive effect on the findings of the results.

Statistical Analysis of Data

Two basic simply analytical tools were used in the analysis. Namely, use of T-test and person moment correlation.

Results and discussion

This chapter presents the result of the findings. Five hypotheses were tested at 0.05 level of significance using t-test and Pearson Product Moment Correlation. Hypothesis and summary of the findings were presented in the tables below:

Table 4.1: Data Presentation

Age	Freq uenc y	Pe rc en t	V al id	Cumulativ e
Valid 20 25	45	22. 4	2 2	22.4
30-35	65	32. 3	3 2.	54.7
40-45	90	45. 3	4 5.	100.0
Total	200	10 0.0	1 0 0	

Source: Field Survey (2014)

From the Table 4.1 it can be seen that participants of the study with age range of 40 - 49 were more than those of other age groups judging by the frequency of those within this age range.

Table 4.2: Marital Status of the Respondents of the Study

Marital Status	Frequ ency	Per cen t	V al id %	Cumulative Frequencies
Valid Single	36	17. 9	17 .9	17.9
Married	118	58. 7	58 .7	76.6
Divorce	19	9.5	9. 5	86.1
Widow	18	9.0	9. 0	95.0
Separate d	9	5.0	5. 0	100.0
Total	200	100 .0	10 0. 0	

Source: Field Survey, 2023

From Table 4.2, it is shown that participants

of the study who were married were more than those of other groups judging by the frequency of those who were married.

Table 4.3: Length of service of the Respondent with the Nigerian Army

Length of Service	Frequency	Percentage	Valid	Cumulative
			id	Frequency
Valid 1 - 2	128		3	63.7
4-6	65	32.7	2.	96.4
7-9	7	3.5	3.5	100.0
Total	200	100.0	10	0

Source: Field Survey (2023)

From the table, it is shown that majority of the respondents has spend between 1 – 3 years with the Nigerian Army.

Table 4.4: Educational Qualification of the Respondents

Educational Qualification	Frequency	Percentage	Valid	Cumulative
			id	Frequency
Valid Sec. School	78	38.8	3.8	80.1
OND/NC E	29	14.4	1.4	94.5
HND	05	2.5		97.0
B.SC	23	11.4	1.1	11.4
MSC/MB A	6	3.0	3.0	3.0
Other	60	29.9	2.9	41.3

Source: Field Survey (2023)

From the table below, it was shown that the majority of the respondents are secondary school certificate holders, while those with post graduate degree are the least.

Conclusion

Based on the findings of this study, the following suggestions are offered for the future improvement of employees' welfare

1. To make sure that worker of Nigerian Army should be rate according to their various performances and been well motivated and also get feedback whether they are satisfied base on the rating.
2. Also there should be more consultation between the management and the commanders who happen to be the managers of each unit. And the commanders and the worker/officers on the other, should make use of the internal memo as the channel of resolving crises or communicating graveness with other officers by the commanders (line managers) should discontinued and focused more or established a good relationship between higher productivity for the old workers and the major factor that can motivate them.
3. Staff development will enhance productivity and promote self-fulfillment should be encouraged as a matter of deliberate policy based on the motivational factor and attitude to work of new workers, they should also emulate and be carried along for them to use their efficiency for effective performance as a new worker.
4. Commanders should de-emphasize seniority and emphasize merit and hard-work as a yardstick for promotion and the promotion should pass through due process and should not be based on God-fatherism.
5. The Nigerian Army should encourage

initiative and creativity by allowing for some flexibility in applying their rules and regulations. Too much rigidity in applying their rules may constitute a setback in the modern growth of the organization and damping initiative and creativity.

6. In deploying officers, or assigning responsibilities to them, cognizance should be taken of their expertise strength or weakness so as to make the job meaningful for the staff and at the same time enables them to achieve greater productivity.
7. There should be a search light on leadership style in the organization and efforts should be made to promote only productive and appointment for commissioning should weigh more towards capability of the staff that have attained the basic conditions, rather than on brotherly relationship or god father.
8. In discipline the officer, the due processes should be followed and the officer should be given a hearing and opportunity to defend any accusation of wrong doing.

Finally, it is believed that if the management makes positive effort at implementing those suggestions, life will certainly return to the section and it goes a long way to meet up with the globalization requirements. Army will change from 69NA, 63NA to the current day army where almost all ammunition are now computerized, from illiterate army to literate army. Self-esteem would be heightened and the workers will work with a strong sense of mission and dedication to duty.

Recommendation

The findings also print the need for management to monitor the behaviour of their employees on a continuing basis as a deliberate policy and practice and to use such information as a motivational barometer to identify potential trouble or problem spot. This

should not be on abhorring basis rather it should be continuous.

Organizational Knowledge and understanding of the behavioral data so provided will place it in a position of strength while dealing with the problems rather than acting out of ignorance and uncertainty.

4 in his study of staff; "tidy water" advocates for a research system where the workers say what their wants and needs are. Stressing that it is on the basis to lay the foundation for a realistic reward system that will effectively motivate workers to dependable apply productive effort in Nigerian Army and order sectors.

It would appear that a key factor in motivating employees is to involve them in the processes aimed at attaining organizational effectiveness because without their corporation and support a great deal of managerial energy may be wasted.

The study however revealed the fact that driving force did not carry as much as weighted as concern and driving force in Temmy of affecting the approach of work of the respondents.

The study hopes to show the effect of the above stated variable on the behavior of the worker of the Nigerian Army. In so doing, this study takes a close look at the organization of the Nigerian Army and its objective in terms of the stated, objectives. In particular, the study examines the effect of motivational factors other than money in the effective functioning of the organization and offers suggestions for improvement. Commanders, (management) comes and go, but the employees remaining and in fact remains always the continuing link and force.

In practice and the basic principle of practical management merit pay has been contended that it does not motivate. It could reinforce high performance, extinguish low performance, increase instrumentalities, and safety needs achieve equity and so forth. The

reason it does not work has to do with implementation and the manner of practice, often performance. Measures are not or accurate the budget is usually small without much flexibility. Managers are reluctant to give small raises that are insulting or lower than the cost-of-living increase. And they don't want to make enemies or be accused of favoring their friends.

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