



Nigeria Content Development and Monitoring Board

Steven Alumona Chukwuma^{1*}, Adetunmbi Moses Adebolu²

¹Nnamdi Azikiwe University Awka

²Ajaii Crowther University Oyo

Corresponding Author: Steven Alumona stevenalumona@gmail.com

ARTICLE INFO

Keywords: Content, Development, Monitoring Board

Received: 21, May

Revised: 22, June

Accepted: 30, July

©2024 Chukwuma, Adebolu: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](#).



ABSTRACT

The study was to examine and to analyze the significance of motivation, a study of Nigeria Content Development and Monitoring Board. A descriptive survey and random sampling techniques method was used. Data collected using two hundred and ten (210) respondents, using a structured questionnaire which was analyzed using simple percentage and chi-square statistical techniques for test of hypothesis, and various implications were inferred. These are the absent of motivational factors in the organization under study can result into low workers' productivity and performance. Four theories were analyzed, Maslow's hierarchy of needs, hygiene theory, equity theory and expectancy theory, and the study adopted Maslow's hierarchy of needs theory as the theoretical framework. The study was concluded by laudable suggestions called on the management of Nigeria Content Development and Monitoring Board to structure their organizational motivational packages in such a way that will flow from the bottom to the top in an equitable way as suggested by Maslow's theory of needs with promptness and compliance.

INTRODUCTION

The human element is one of the most powerful weapons in an organization, and every organization is concerned with how to achieve and sustain a high level of productivity and work performance through the workers. However, the achievement and sustainability of such organizational goals will be a myth if the human resource element is not harnessed with adequate incentives to motivate the employees. The term motivation is a propelling factor that affects individuals' reasoning, actions, ways, strength and eagerness of behaving toward work (McShere et al, 2003). According to Certo (2016), providing rewards to employees that prompt them to act in a desired manner is motivation. It is noted that no matter how good or efficient an organization is, nothing happens until the person who makes up the organization are motivated to perform. (Odoemelam Ndubusi and Ugwuoke, 2016), noted that motivated employees are willing to devote time to certain level of commitment for a particular objective in an organization. Certain actions which include not rewarding exceptional employees, lack of unconventional promotion to workers that performed excellently, communication gap between employees and management. Inability of managers to fulfil reward promises, no good accommodation, and relegating many employees in the motivational process are enough to affect the level of trust, well-being (sense of belonging) and commitment necessary for employees to perform work requirement. However, it is worthy to note that employee's requirements are evolving as the 21st Employees in the century have different standards for their employment than the early 18th and 19th century: workers as a result of globalization which has made workforce variation the complex. i.e of inspiration. Nigeria in the present is not the same as Nigeria in the past. The organizational modules-operandi have undergone a substantial modification. (Oran, 2010 quoted by McShera and Van Glinow in 2003). The globe has become a global village, thus demands from yesterday are no longer truly needs from today. "An effective manager who wants their employees to make maximum effort know they need to tailor their motivational practices to satisfy the needs and wants of those employees." In 2000, Robbins et al.

It is based on employee's views of rewards and the likelihood of achieving them (Certo, 2016). Motivation is a propelling factor that tries to unravel the rationales behind human Behaviour in organization. Thus, this study examined motivation as a Catalyst that workers' productivity and performance in Nigeria on the workers at Nigeria Content Development and Monitoring Board (NCDMB). The NCDMB is a Federal Government agency that monitors the petroleum industry in Nigeria, from the upstream, midstream and the downstream industry which the Oil and Gas industry is divided. There is a Content Development and Monitoring Board (NCDMB) was established by the Nigerian Oil and Gas Industry Content Development (NOGICD) Act which came into section on April 22nd 2010 with the headquarters at Yenagoa, Bayelsa state. The NOGICD is created in line with section 55 of the NOGICD Act, which state that the Board shall establish, maintain and operate a Joint Qualification System (JQS) in consultation with industry stakeholders which shall be

administered in accordance with the provisions set out in the regulations to be made by the minister in accordance with the provision of this Act (NCDMB, 2010). The NCDMB mission statement is: "To promote the development and utilization of in-country capacities for the industrialization of Nigeria through the effective implementation of the Nigerian content Act." The vision statement is: "To be the catalyst or the industrialization of the Nigeria Oil and Gas Industry and its linkage sectors".

Every member of the organization needs motivation to grow and become more driven to operate successfully and efficiently. It is evident that highly motivated employees are more likely to be extremely productive. However, the fundamental issues with an organization include the following: a communication gap exists between management and staff, employees are not given the credit they deserve for their accomplishments, and workers who perform very well are not given unusual promotions. No good accommodation, to commute great distances to work, and relegating many employees.

THEORETICAL REVIEW

1. How significant is motivation in enhancing workers performance and productivity at NCDMB?
2. How does financial incentives/monitory factor enhance the performance of workers at NCDMB?
3. Does offering social facilities to employees boost output and performance? at NCDMB?
4. Is there a connection between NCDMB employees' work attitudes and motivational factors??
5. What impact does NCDMB's recognition and incentive program have on employees' performance??

METHODOLOGY

Hypotheses of the Study

H0: there is no relationship between motivational factors and attitude to work

H1: there is a relationship between motivational factors and attitude to work.

There are two kinds of motivation: negative and positive motivation. If people work due to fear and reasons of punishment and reprimand, it is negative motivation. On the other hand, if people work willingly and without coercion, it is positive motivation. Motivation can as well be internal and external motivation; this leads us to the types of motivation.

Motivational Types

Broadly speaking Two categories of motivation exist, each of which them is identified with a unique driving factor that can either increase or decrease a person's motivation, resulting in levels of achievement, happiness, or success. These two types of motivation are intrinsic and extrinsic motivation which can as well be interpreted to mean internal and external motivation.

Intrinsic motivation

According to the theory of intrinsic motivation, people are driven by internal benefits like happiness and fulfilment. People who are motivated by these internal rewards are not driven by external stimuli like hunger, a sense of obligation, altruism, or the need to be liked. When people find fulfilment in their work through self-expression, curiosity, interest, or personal challenge, they are motivated from within.

Motivation from without

According to extrinsic motivation, people are driven by both positive and negative external circumstances, such as receiving a bonus or promotion, a quarry letter and getting fired. According to Deci (1975) describes extrinsic motivation "as, money and verbal reinforcement, mediated outside of the person". Extrinsic motivated worker's behaviour originates from concrete benefits like income, bonuses, and promotions, among other things.

Motivation's Significance

Employee motivation is important for a number of reasons in a business, since it enables management to fulfil the aims and objectives of the firm. Without a motivated workforce, companies run a serious danger of experiencing low output and subpar work performance. Nobody wants to work in an environment where their motivation is inadequate. Consequently, when employees are driven to work, they typically and kindly give their all to the tasks that are given to them. Thereby enhancing the following in the organization:

- a. Improved employee satisfaction: Workers satisfaction is important for every organization because this can lead toward a positive growth for the organization.
- b. Worker's development: 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 higher pace.
- c. Improved workers efficiency: Corker's efficiency level is not only based on their abilities or qualifications. For the organization to get the very best results, an employee needs to have a good balance between the ability to perform the task given and willingness to want to perform the task. This balance can lead to an increase of productivity and an improvement in efficiency. Workers are more productive, content, and fulfilled when they feel that management cares about them as a whole rather than just as an employee. Contented workers translate into content customers, which boosts output and profits.
- d. Increases Productivity: Motivation as a process leads to an increase in productivity of the workers. Motivation meets the needs of the employee and thereby creates the drive to work at the best of his abilities. A well-

motivated worker will be willing to put in more effort towards the betterment of the organization than another disheartened worker.

Financial Incentives

Money has the power to draw people in, keep them there, and inspire them to perform better (Stanley, 2012). Employees want to get paid for the work they do; they do not work for nothing. Employee motivation must be increased by appropriate incentive programs and compensation structures. This will inevitably urge workers to take initiative and approach their task with the proper mindset, which will increase organizational productivity (Armstrong, 2007). The primary motivator is money, and no other incentive compares to it in terms of its powerful influence. Financial incentives positively affect employees' commitment or loyalty. Employees stay in an organization because the benefits of being part of an organization far outweigh the cost of leaving the organization. The fact that employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy (Cole, 2000). financial incentives are one 'of the key elements of workers motivation.

Recognition and Reward Programs

Recognition and reward programs are very essential in any organization because every worker wants to be recognized and celebrate for the work they do. Freedman (2008) as stated in Beer and Walton, 2014) holds that a positive work environment is created when appropriate rewards and recognition are applied within a company, inspiring individuals to achieve to the best of their abilities. When workers receive an unexpected raise in recognition, appreciation, or compensation, their motivation levels rise (Dubrin, 2012). Employee recognition is important because research indicates that those who feel valued for who they are and what they can offer are more positive people (Hansen, Smith, and Hansen, 2012). This means that employee recognition can improve job satisfaction and productivity. Employees feel good about themselves and are motivated to work harder at their jobs when they are acknowledged for a job well done. Employers honour employees by monitoring their advancement and offering input on how.

Motivation's Impact on Output

According to the Cambridge International and Oxford Advance Learner's dictionaries (2010), productivity is the rate at which things are produced relative to the number of workers and number of materials required to make them. However, the definition of productivity is the use of resources to provide a good or service (Gaissey, 2013).

The Effect of Drive on Output

A company's success depends on its workforce, which is why it is critical to develop a range of employee motivation strategies. "Motivation is the willingness to do something,"

Maslow's Hierarchy of Needs Theory

Abraham Maslow's content theory of motivation holds that man is good at heart and maintained that people have a strong inner drive that is always expanding. Although Maslow's requirements hierarchy theory is currently one of the most widely accepted ideas of employee motivation, this was not always the case. Maslow conducted the most of his work on development in the field of clinical psychology, even though the theories were first presented in the middle of the 1940s and continued until the 1950s. But in the early 1960s, Maslow's need matching theory became popular as a useful framework for understanding how people behave in companies as greater attention was drawn to the function that motivation plays at work. The two main tenets of his theory of motivation are as follows:

1. Humans are social beings with wants that are contingent upon their current possessions. Only unmet wants have the power to shape conduct. Put otherwise, a need that is met is not a motivator.
2. There is a hierarchy of priority for human wants. As soon as one need is met, new ones surface and demand attention.

Maslow (1954) developed the needs hierarchy system, which is a widely used framework for categorizing human motivations. Maslow's hierarchy of needs places a strong emphasis on biological causes, success, and power in order to explain what motivates, sustains, and energizes human activity.

Wallace, Goldstein, and Nathan (1987) outlined five kinds of motives, with lower-level demands at the bottom that must be met before higher-level wants are considered. Maslow divides these five human needs into categories, which are arranged hierarchically in figure 1 below.

Physiological Needs

Figure 1: Maslow's Hierarchy of Needs

Maslow believed every person had needs that need to be met. He transferred his idea into a triangle design. And they are arranged in number structure. There are five of them, and they are organized.

- Physiological requirements. These include the body's natural attempts to maintain homeostasis, which includes meeting needs for oxygen, regulating body temperature, and quenching hunger and thirst. In addition, there is movement, sleep, sensual delights, mother behavior, and possibly even sexual desire.
- Requirements for safety. These include the demand for predictability and orderliness, freedom from suffering or the fear of bodily harm, safety and security, and protection from danger or deprivation.
- Needs that are social (sometimes called love needs). These include love, a sense of community, friendships, and the ability to give and receive love.
- Ego needs, also known as self-esteem needs. These comprise one's own regard as well as other people's esteem. The need for self-assurance, fortitude, independence and freedom, and for success are all components

of self-respect. The concept of others' esteem encompasses their standing, acknowledgment, gratitude, and regard.

- Self-actualization needs. This is reaching one's greatest potential and making it a reality. As Maslow puts it, "becoming" or "what humans can be, they must be"

Everything that a person is able to become. Self-actualization desires can take many different shapes and differ greatly from person to person. They are not always creative urges. The traits of a typical person are creativity, spontaneity, and empathy for others. He claims that those who fall short of self-actualization frequently exhibit aggressive and destructive behaviour, which exacerbates work performance issues and lowers organizational productivity. According to Maslow's theory, a human being develops each of the five categories of needs in order from one to five. From birth, one has the necessities for survival. Childhood is when one first becomes conscious of all the higher groupings of wants.

The Herzberg's Motivation Hygiene Theory

Herzberg's theory of motivation hygiene, sometimes known as the "two factor theory," focuses on the motivational elements that are important for attaining goals (Hall and Williams 1986, 6). After interviewing hundreds of workers about their periods of extreme motivation at work and periods of dissatisfaction and lack thereof, Herzberg came to the conclusion that job satisfaction and dissatisfaction resulted from two distinct factors: hygienic factors (dissatisfies) and motivating factors (satisfiers):

- a. Contentment:
 - Accomplishment
 - Acknowledgment
 - Work itself
 - Accountability
 - Advancement
 - Development
- b. Dissatisfies:
 - Organizational Policy
 - Administration
 - Oversight
 - Working conditions
 - Interpersonal relations
 - Salary
 - Status
 - Job security
 - Personal life

Job satisfaction is influenced by the second group of criteria. "Motivators" centre on high-level needs, such as opportunity for growth,

achievement, responsibility, and acknowledgment. According to Herzberg, workers are naturally inclined toward their jobs when motivators are lacking, but they are extremely motivated and content when they are there. Therefore, there are two different elements that affect motivation: hygienic factors and motivators. Only in the domain of discontent do hygiene factors function. People will become unsatisfied with unsafe or noisy working circumstances, but fixing them will not result in high levels of motivation and satisfaction. The presence of motivators such as challenge, responsibility, and recognition are necessary for employees to be strongly driven to perform well at work.

The two-component approach has obvious implications for managers. While supplying hygienic aspects will, on the one hand, end employee discontent, it will also inspire employees to reach greater heights of performance. However, rewards, challenges, and chances for personal development are strong inducements that will boost employee happiness, output, and performance within the company. The manager's job is to eliminate unhappiness, i.e., to supply hygienic conditions adequate to fulfil fundamental wants, and then to use motivators to satisfy higher level demands and push staff members toward more accomplishment and satisfaction. Marcic/Daft. (2009).

RESULT AND DISCUSSION

Equity Theory

Workers' judgments of how equitably they are treated in relation to others are the main focus of the equity theory of process theory of motivation. Equality theory, which was created by J. Stacy Adams, contends that people are driven to want social equality in the compensation they receive for their efforts. If people feel that their income is equivalent to what others earn for similar work, they will feel that they are treated fairly and equally. Contributions, according to equity theory. People assess based on the output-to-outcome ratio. The following are inputs to a job: education, experience, effort, and aptitude. Compensation, acknowledgment, benefits, and promotions are examples of job outcomes. One way to compare the input to outcome ratio is with a coworker or with the perceived group average. When the ratio of one person's results to inputs is the same as the ratio of another person's outcomes to inputs, equity is present. When the input-output ratio is unbalanced, as happens when a new hire with less education receives the same pay as an experienced worker with a high degree of education, this is considered inequality. It is interesting to note that perceived injustice can also go the opposite way.

Leave the job: people who feel inequitable treated may decide to leave their jobs rather than suffer the inequity of being under or overpaid. In their new jobs, they expect to find a more favourable balance of rewards.

The implication of equity theory for managers is that workers indeed evaluate the perceived equity of their rewards compared to others. An increase in salary or a promotion will have no motivational effect if it is perceived as equitable relative to other workers. Some organizations, for example, have created a two-

tier wages system to reduce wage rates. New workers make far less than experienced ones, which create a basis for inequity.

Table 1. Population Distribution

<i>Governing council</i>	7
<i>Management council</i>	8
<i>Permanent staff</i>	197
<i>Contract staff</i>	10
<i>Total</i>	222

In selecting the sample size, the research selected 210 respondents as the sample size, which comprises of the management council, permanent staff and contract staff as the sample size for the study, out of a sum total of 222 members' staff. The researcher was made to understand that the management council represents the leadership of NCDMB. Meanwhile the governing council is the ceremonial personnel.

Technique for Analysing Data

The information gathered was arranged in tables and analysed, using simple percentage, frequency tables and the chi-square (χ^2) that was used to test the hypothesis.

Thus, the formula of chi-square

$$\chi^2 = \sum (O - E)^2 / E$$

Level of significance = 0.05

Where = χ^2 computed value of chi-square

Σ = Summation O = Observed frequency

E = Expected frequency

A total of 222 structured questionnaires were administered to the respondents for data collection for the study. Out of 222 questionnaires, 210 questionnaires were received and carefully scrutinized to ensure all questions were filled appropriately. While 12 questionnaires were misplaced, for this reason the analysis for this study was done using 210 questionnaire instruments that was returned.

The analysis of data collected is divided into two sections, the section A. deals with socio-demographic data of the respondents and the section B. stem from the subject matter of the study. The data presentation and the analysis are arranged sequentially for easy understanding.

Hence, the result shown below

Table 2. Respondent Distribution Based on Age Bracket

Age group	Frequency	Percentage (%)
21-30	20	9.5
31-40	80	38.1
41-50	65	30
51-60	45.	21.4
Total	210	100

Source: field survey, 2022.

The respondents were asked to indicate the age bracket they belong to and the result are shown from the table above; the data presented indicate that 9.5% of the respondents were between the ages of 21-30 years, while 38.1% of the respondents are between the ages of 31-40 years, and 30% of the respondents are between the ages of 41-50 years, while 21A % are between the ages of 51 -60 years.

Table 3. Respondents' Sex Distribution

Sex	Frequency	Percentage (%)
Male	134	63.8
Female	76	36.2
Total	210	100

Source: field survey, 2022.

The table two (2) above shows the sex distribution of the respondents. Out of the 210 questionnaires received 134 respondents representing 63.8% were male, while 74 respondents representing 36.2 % were female.

Table 4. Religious Status of the Respondents

Religious status	Frequency	Percentage (%)
Christian	178	84.8
Islam	24	11.4
Traditionalist	8	3.8

<i>Total</i>	210	100
--------------	-----	-----

Source: field survey, 2022.

From the above table, out of 210 questionnaires administered, 178 respondents representing 84.8 % were Christians, while 24 respondents representing 11.4 5% were Islam. And 8 respondents representing 3.8% are traditionalist.

Table 5. The Respondents' Marital Status

<i>Marital status</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Single</i>	128	61
<i>Married</i>	78	37.1
<i>Divorce</i>	2	0.95
<i>Widow</i>	2	0.95
<i>Widower</i>	0	0
<i>Total</i>	210	100

Source: field survey, 2022.

From the table above the respondent were ask to indicate their marital status and 128 respondents representing 61 % were single, while 78 respondents representing 37.1 % were married, and 2 respondents representing 0.95 % were divorce, while 2 respondents representing 0.95 % were widow, and widower are 0 %.

Table 6. Educational Qualification Status of the Respondents

<i>Qualification</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>WAEC, SSCE EQUEVENT</i>	15	7.1
<i>HND/DIPLOMA</i>	42.	20
<i>BSc/ BA</i>	98	46.7
<i>MBA/MSC</i>	40	19.1
<i>Ph.D.</i>	15	7.1
<i>Total</i>	210	100

Source: field survey, 2022.

From the table 5 above it was realized that 15 respondents representing 7.1 % are WAEC, SSCE, and equivalent certificate holders. While 42

respondents representing 20 % attained¹ HMD/Diploma certificate. And 98 respondents representing 46.7% attained are BSc/BA certificate holders while 40 respondents representing 19.1% are MBA/MSc holders from various institutions. And 15 respondents representing 7.15% are Ph.D. certificate holders from various intuitions of the world.

Table 7. Staff Category

Classification	Frequency	Percentage (%)
<i>Governing council</i>	1	0.5
<i>Management council</i>	6	2.9
<i>Permanent staff</i>	199	94.7
<i>Contract staff</i>	4	1.9
<i>Total</i>	210	100

Source: field survey, 2022.

The table shows the staff category of 210 respondents, the result shown indicate that 1 respondent representing 0.5 % indicate the governing council. While 6 respondents representing 2.9 % are management council, and 199 respondents representing 94.7 % were the permanent staff while 4 respondents representing 1.9 % are contract staff.

Analysis of Research Questions Question: 1. Do workers get motivated at Nigeria Content Development and Monitoring Board (NCDMB)?

Table 8. Indicated that They are Motivated

Respondents	Frequency	Percentage (%)
<i>Yes</i>	168	80
<i>No</i>	42	20
<i>Total</i>	222	100

Source: field survey, 2022.

From the table above 168 representing 80 % indicated that they are motivated, while 42 respondents representing 20 % indicated that they are not motivated. This may be due to the fact that these set of workers have experienced such situation during or after dispensation of their duties.

Question: 2. What are the motivational factors available at NCDMB?

Table 9. Respondents Indicated

Respondents' options	Frequency	Percentage (%)
<i>Promotion</i>	91	43.3
<i>Salary increase</i>	52	24.8
<i>Incentives</i>	42	20
<i>Opportunity for advancement</i>	15	7.1
<i>Fringe benefit/perquisites</i>	10	4.8
<i>Total</i>	210	100

Source: field survey, 2022.

From the table above, the response shows that 43.3 % of the respondents indicated that promotion is one of the motivational factors available, while 24.8% of the respondent indicated that salary increase is one of the motivational factors, and 20% of the respondents also indicate that incentives are some of the factors available that motivate workers, while 15 percent representing 7.1 % also indicate that opportunity for advancement is one of the motivational factors available in the organization, and 10 respondents representing 4.8 % indicated that fringe benefit/perquisites is one of the motivational factors available in the organization.

Question: 3. What are the motivational strategies available?

Table 10. Respondents Indicated Recognition

Respondents' options	Frequency	Percentage
<i>Recognition</i>	68	32.4
<i>Career advancement</i>	41	19.5
<i>Reward system</i>	67	31.9
<i>Scholarship scheme for staff family</i>	27	12.9
<i>Employment opportunity for staff family and friends</i>	7	3.3
<i>Total</i>	210	100

Source: field survey, 2022.

From the table: 9 above, 32.4% respondents indicated recognition as one of the motivational strategies available in the organization, while 19.5 % respondents indicated career advancement as a motivational strategy, and

31.9% indicated that reward system is a motivational strategy, while 12.9 % also indicated that scholarship scheme for staff family is a motivational strategy, and 3.3 % of the respondents indicated that employment opportunity for staff family is a motivational strategy. However, the percentage of the employment opportunity for staff family and friends is very low; this could be that the workers do not understand the question or the strategy is meant for only the management and governing council since they have the will power to hire and fire workers in the organization.

Question: 4. How satisfactory are the motivational factors?

Table 11. Respondents Representing

Respondents' options	Frequency	Percentage (%)
<i>Satisfactory</i>	84	40
<i>Highly satisfactory</i>	48	22.9
<i>Unsatisfactory</i>	36	17.1
<i>Highly unsatisfactory</i>	28	13.3
<i>Undecided</i>	14	6.7
<i>Total</i>	210	100

Source: field survey, 2022.

Going by table 10 above, 84 respondents representing 40% indicated that the motivational factors are satisfactory. While 48 respondents representing 22.9 % indicated that the motivational factors are highly satisfactory, while 36 respondents representing 17.1% indicated that they are unsatisfactory, and 28 respondents representing 13.3% indicated that they are highly unsatisfactory with the motivational factors, while 14 respondents representing 6.7% are undecided. This therefore means that although the works are satisfied with the motivational factors but a good number of the workers are yet to be satisfied with the motivational factors. Hence, there is need for review of the motivational factors as the study reveals.

Question: 5. Is there any observed relationship between motivational factors and attitude to work?

Table 12. Respondents Representing

Respondents' options	Frequency	Percentage
<i>Yes</i>	136	64.8

No	74	35.2
Total	210	100

Source: field survey, 2022.

From the table above, 136 respondents representing 64.8% observed that there is a relationship between motivational factors and attitude to work while 74 respondents representing 35.2% observed that there is no relationship between motivational factors and attitude to work. This could be due to the fact that these workers have experienced situation of such.

Question: 6: Do recognition and reward programs affect the productivity and workers?

Table 13. Respondents Representing

Respondents' options	Frequency	Percentage (%)
Yes	162	77.1
No	48	22.9
Total	210	100

According to the table above 162 respondents representing 77.1% agree that recognition and reward programmed affect the productivity and performance of workers. While 48 respondents representing 22.9% indicated that Employee performance and productivity were unaffected by the recognition and incentive program. This implies that an organization's recognition and incentive program is crucial to inspiring personnel. This takes into account the objectives and requirements of the individual. For instance, people will always believe that rewards and recognition from superiors are superior and more valued.

Question: 7. Does provision of social amenities enhance productivity and work performance?

Table 14. Respondent Representing

Respondent options	Frequency	Percentage (%)
Yes	175	83.3
No	35	16.7
Total	210	100

Source: field survey, 2022

From the table above, it is observed that 175 respondents representing 83.3% indicated that provision of social amenities enhances productivity and

work performance in the organization, while 35 respondents representing 16.7% indicated that provision of social amenities did not enhance the productivity and work performance in the organization. This therefore means that social amenities are essential in enhancing and motivating employees' productivity and performance aside other factors of motivation

Question: 8: What are the social amenities made available at NCDMB that enhances productivity and work performance.

The question: 8 of the questionnaires were not responded to, this could be predicted that either the respondents did not understand the question that was raise in the questionnaire, or it could also be predicted that either there are no social amenities that enhances workers' productivity and work performance in the organization or the researcher fail to mention the social amenities that applicable or available in the organization.

However, according to the results of table 13 above, the researcher finds out that provision of social amenities to workers is a strong motivational factor that enhances productivity and work performance, but the social amenities were not provided to the staff of NCDMB. This observation was made due to the fact that the question 8 of the questionnaire was not respondents to by the respondents which state different social amenities such as medical care, transportation network, accommodation, relaxation centre etc.

Table 15. Respondents Representing

Respondents option	Frequency	Percentage (%)
Yes	170	80.95
No	40	19.05
Total	210	100

It can be seen from the above table that 170 respondents, representing 80.95% indicated Yes, which means that there is an observed relationship between financial incentives and employee performance, while 40 respondents representing 19.05% indicated No, that is to say that there is no observed relationship between financial incentives and employee performance.

This therefore means that financial incentive is a crucial motivational factor that enhances employee's performance and productivity, Question: 10: Rate financial incentives as a factor that enhances workers performance.

Table 16. Rate financial incentives as a factor that enhances workers performance

Respondents' options	Frequency	Percentage (%)
Satisfactory	30	14.3
Highly satisfactory	160	76.2
Unsatisfactory	8	3.8

<i>Highly unsatisfactory</i>	3	1.4
<i>Undecided</i>	9	4.3
<i>Total</i>	210	100

Source: field survey, 2022.

The participants were requested to rate financial incentives as a factor that enhance workers performance and the result shown on table 14 shows that 14.3% respondents rate financial as satisfactory, while 76.2% respondents rate financial incentives as highly satisfactory, 3.8% rate financial incentives as unsatisfactory, and 1.4% rate financial incentives as highly unsatisfactory, while 4.3% respondents were undecided.

The result shows that majority of the workers rate financial incentives as crucial incentives to workers motivation that enhances performance and productivity.

Question: 11: How does workers motivation affect the 'productivity of the organization?

Table 17. Workers Motivation Affect the 'Productivity of the Organization

<i>Respondents' options</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Unsatisfactory</i>	2	0.95
<i>Highly unsatisfactory</i>	0	0
<i>Undecided</i>	3	1.4
<i>Total</i>	210	100

Source: field survey, 2022.

The respondents were asked to indicate how workers motivation affects the productivity of the organization and the results from the above table 16 shows that 35 respondents representing 16.7% are satisfactory while 170 respondents representing 8.95% are highly satisfactory, and 2 respondents representing 0.95% are unsatisfactory, while 3 respondents representing 1.4% are undecided.

From the above table it can be predicted that workers motivation affects the productivity of the organization.

Testing of Hypothesis and the Interpretation of Results

The formulated hypothesis will be tested by using statistical method of chi-square (χ^2), which will enable us to reach the final conclusion in respect of the findings 5% or 0.5 significance level.

The chi-square formula is state thus,

$$x_2 = Z(\text{Fo-Fe})/2 \text{ Fe}$$

Where $=x2$ computed value of chi-square

Σ = Summation Fo= Observed frequency Fe= Expected frequency The Decision Rule

The chi-square is computed at a statistical level of 00.5 which is 3.841, significance level.

The hypotheses are restated base on the statistical evidence.

If the calculated (x_2) is less than the tabulated (x_2), accept the null hypothesis.

Reject the null hypothesis in the event that the computed (x_2) exceeds the tabulated (x_2).

Hypothesis one (1)

H0: there is no relationship between financial incentives and employee performance

H1: there is a relationship between financial incentives and employee performance.

Table 18. Respondents' Options

Respondents' options	Frequency	Percentage (%)
Yes	170	80.95
No	40	19.05
Total	210	100

Where observed frequency = 0 = $170+40 = 210$ Expected frequency - $210/2 = 105$.

Table 19. Observed Frequency

Response	O	E	O-E	(O-E) ²	O/E
Yes	170	105	65	4225	402
No	40	105	-65	4225	402
Total	210	210			804

X2 Calculate 80.4

Five percent is the significance level.

$$\text{Degree of freedom} = (\text{row}-1)(\text{k}-1) = (2-1)(2-1) = 1$$

$\chi^2 = 3.841$ at 1 degree of freedom (0.05) level of significance.

Decision rule:

Given that the computed value of X_2 exceeds the tabulated value of 3.841, which is necessary for a 5% level of significance, one degree.

As a result of the investigation, the researcher concludes that there is a relationship between employee performance and financial incentives, rejecting the null hypothesis (H_0) and accepting the alternative hypothesis (H_1).

Hypothesis two (2)

H_0 : there is no relationship between motivational factors and attitude to work.

H_1 : there is a relationship between motivational factors and attitude to work.

Table 20. Response

Response	Frequency*	Percentage (%)
Yes	136	64.8
No	74	35.2
Total	210	100

Source: Data from field survey, 2019.

Using $\chi^2 = 210/2 = 105$ Fe

Table 21. Response

Response	O	E	O - E	$(O-E)^2$	$(O-E)^2/E$
Yes	136	105	31	961	9.15
No	74	105	-31	961	9.15
Total	210	210			18.3

χ^2 - calculated = 18.3 Level of importance is five percent. Number of degrees of freedom ($n-1$) = 2-1= 1 Decision rule

" ' '] - *.

Given that the χ^2 computed value exceeds the tabulated value of 3.841, which is necessary for 5% significance for a single degree.

Based on the above analysis, the researcher rejects the null hypothesis (H_0) and accepts the alternative hypothesis (H_1) we therefore conclude that "there is a relationship between, < motivational factors and attitude to work".

From the study, it was revealed that 9.5 respondents are within the age group of 21-30 years followed by those in the age of 31-40 years at 38.1%, followed by 41-50 years 30% and those in the age of 50-60 years are 21.4%. This means that the Nigeria Content Development and monitoring Board is Having

young, enthusiastic employees in the workforce alongside more seasoned workers who are getting close to retirement age will assist prepare the younger generation for higher goal accomplishment within the company.

The study also observed that, at 63.8%, male personnel make up the majority, with 36.2% being female. This implies that NCDMB is not discriminatory in its hiring practices, merely that there is a significant, over 100% disparity between the number of males and females. From the study it was also gathered that Christians form the majority of the employees by 84.8% while Islamic faithful represented by 11.4%, followed by traditionalist 3.4%. Most of the respondents are of the Christian religious faithful. This is normal for the south - south part of Nigeria is predominantly Christian faithful. From the findings more are single, represented by 61% while 37.1% are married and divorce and widow all sum up to be about 1.9%. The study revealed that NCDMB have more single and vibrant young employees. This is also normal because since young employees do not usually rush in to marriage, except if the person is under family pressure that is mostly experience by female employees and sometimes males. According to the survey, 7.1% of workers have a secondary school diploma, 20% have an HND or diploma, and the majority of workers have a bachelor's degree.

CONCLUSION AND RECOMENDATIONS

From the findings of the study and based on the objective of the study, it was concluded that promotion, salary increase, financial incentives, and other motivational factors were the main sources of motivation for the organization. However, the study also revealed that there some deficiency in the areas of opportunity for advancement and fringe benefits.

The study also concluded that social amenities such as accommodation, medical care, transportation network, relaxation centres, good working environment etc. are good motivational factors that motivate workers to give in their best at work place. However, it was discovered that Nigeria Content Development and Monitoring Board, did not provide such incentives to her workers. It was observed that the organization did not use social ^ amenities to motivate workers and the workers perceived social amenities as a crucial incentive to work motivation.

The study also concluded that financial incentives are a crucial motivator to workers. However, it was also observed that salary increase at NCDMB does not increase in direct proportion with the promotion attained.

In conclusion, the researcher hopes that when the organization adopt a sound motivational package or scheme that will accelerate from the bottom to the top to satisfy workers, it will not only lead to workers commitment to work but will also increase the effectiveness and profitability of the whole organization. This in the long run enhances productivity and work performance.

FURTHER STUDY

This research still has limitations so further research on this topic is still needed "Nigeria Content Development and Monitoring Board".

REFERENCES

Aguinis, H. (2012). Performance Management (Seconded.). Upper Saddle River, NJ: Prentice Hall.

Aguinis, H. (2009) Performance Management. (2nd ed.), Pearson Prentice Hall, Upper Saddle River, NJ.

Armstrong, D. (2007). Employee Reward Management and Practice. London, UK: Kogan Page.

Abbas, A. and S. Hammadi (2009) Motivations and their Effects on Performance, Tanmiat Alrafidain 93(31).

Azuka Ezinwa Benji (2003) Research Techniques, In Business & Education: Come and Explore. D'dtaword publications, opposite first gate Federal Polytechnic, Oko. P.O BOX 935 Aguata Anambra State.

Asunafo North Municipal Education Directorate (2013). Annual Municipal Performance Report, Goaso, April 9, 2013, 1-37

Adams, J. S. (1965/ Inequity in Social Exchange, in L. Berkowitz (ed.), Advances in experimental social psychology. Academic Press, New York

Allen, R. & Helms, M. (2011). Reward Practices and Organizational Performance. Compensation Benefits Review, Vol 33, Issue 4, pg. 74-80.

Anthony, R. & Govindarajan, V. (2007). Management Systems Control. Singapore, SG: Irwin Publishers

Bartol, K. M. and Martin, D. C. (1998), Management, 3rd ed., McGraw Hill, New York, NY, 268-279.

Buford, J. A. Jr., Bedeian, A. G., and Lindner, J. R. (1995). Management in Extension (3rd ed.). Columbus, Ohio State University Extension, Ohio

Beer, M. & Walton, R. E. (2014). Reward Systems and the Role of Compensation. In J. G. Searle, Manage people, not personal Boston: Harvard Business Review

Boamah Richard (2014) Effect of motivation on employee's performance: empirical evidence from Brong Ahafo Education. Ghana

Certo. S.C. (2016) Supervision Concepts and Skill-Building. New York, NY: McGraw Hill.

Cole, G. A. (2000). Personal Management. London, UK: Letts Educational

Charles D. Pringle, Daniel F. Jennings, & Justin G. Langenecker (1988) Management Organizations: functional & Behaviors. Publish by Merill publishing company. A bell & Ho well information Company Columbus, Ohio 43216.

Dublin, A. J. (2012). Essentials of Management. Mason, OH: Cengage South-Western. Deci, E. L. (2013). Intrinsic Motivation. New York, NY: Plenum Press. Deci, E. L. (1975). Intrinsic Motivation, Plenum Press

Daft, R. L. and Marcic, D. (2009) Management: The New Work Place. International edition. Published by Mason, Ohio: South western London.

Denscombe, M. (2Q\4). The good research guide for small-scale research projects. New York, NY: McGraw-Hill.

Elizabeth W. Waiyaki (2017) Effects of motivation on employee performance: A case of Pam Golding Properties Limited Nairobi". United States International University-Africa Nairobi

Fincham, R. & Rhodes, P. (2015). Principles of Organizational Behaviour. Oxford, UK: Oxford University Press.

Freedman (1978) Psychoanalytic Study of an Unusual Perversion Research Article (<https://doi.org/10.1177/000306517802600402>). Sage Journals

Forgas, Williams and Laham, (2005) Social motivation: Conscious and unconscious processes New York, NY, US: Cambridge University Press.

George, J. M. & Jones, G. R. (2013). Understanding and managing. Upper Saddle River, NJ: Prentice Hall.

George, J. M. and Jones, G. R. (2008) Understanding and Managing Organizational Behaviour, (5th Ed), Pearson Education Inc., Upper Saddle River, NJ.

Gaissey R. G. (1993) Effective Management: A tool for Higher Productivity in Public Corporation, MBA Thesis.

Gordon, R. Michael, Kenneth H. Coal (1990) Iron distributions in the equatorial Pacific Implications for new production. Moss Landing Marine Laboratories and Monterey Bay Aquarium Research Institute, PO. Box 628-, Moss Landing, California 95039

Hansen, F., Smith, M. & Hansen, R. (2012). Compensation and Benefits Review. Rewards and Recognition in Employee Motivation, Vol. 34, Issue 5

Heizer and Render, (1999) Principles of Operations Management, Volume 1. Published by Prentice Hall. London

Hall and Williams (1986) Attitude accessibility as a moderator of the attitude perception and attitude-behaviour relations: An investigation of the 1984 presidential election. *Journal of Personality and Social Psychology*, 51(3), 505-514 <http://dx.doi.org/10.1037/0022-3514.51.3.5Q5>

Hope and Timmel (1995) Training for Transformation: A Handbook for Community Workers. Published by intermediate Technology.

Ilesanmi A. O (2016) Role of Motivation in Enhancing Productivity in Nigeria. European Journal of Business and Management ISSN 2222-1905 (Paper) ISSN2222-2839 (Online) Vol.8, No.28, 2016

Ilesanmi, O. A. (1991). The Role of Motivation in Enhancing Increased and Improved Productivity in Nigeria, M.B, Seminar Paper ABU Zaria

Jones, G., George, J., Hill, C., (2000). Contemporary Management, Mc Graw Boston. Joyce

Essel Mc Forson (2012). Impact Of Motivation on the Productivity of Employees at GT bank Ghana. A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology, Ghana.

Kinicki, A. & Kreitner, R. (2016). Organizational Behaviour. Key Concepts, Skills & Best Practices. New York, NY: McGraw-Hill

Mcshare and Von Glcinow, (2003), Organizational Behaviour, 7th ed

Malone, T. W. and Lepper, M. R. (1987). Making Learning Fun: A taxonomy of Intrinsic Motivations for Learning. In Snow, R. and Farr, M. J. (ed.), Aptitude, Learning, and Instruction, Vol. 3: Cognitive and Affective Process Anal Mulcahy (2012). Thinking teacher professional learning per formatively: a socio-material account. Melbourne Graduate School of Education, University of Melbourne, Melbourne, Australia.

Mojahed, S. (2005) A Project Improvement System for Effective Management of Construction Projects. Louisiana State University Doctoral Dissertations, 1-7.

Nwachukwu. C.O. (2007) Research Methods and Statistics for Management, Social Science Applied Science and Education. Published by FIJAC Academic Press Nsuka, Enugu State Nigeria.

Nwanchukwu C. C, (2008). Management Theory and Practice African FEP Publisher Ltd. Nigeria.

Ocran, R. k. (2010). Motivation for High Performance. Case: Building and Road Research Institute (BRRI), Ghana, University of Applied Science.

Odoemelam Ndubusi and Ugwuoke. Rob. O. (2016) Motivation a catalyst for high performance: case study of University of Port Harcourt Chobe Port Harcourt. Nigeria. /International Business Journal of Business Management Review. Publish by European Centre for Research Training and Development UK (www.eajournals.org)

Obikeze S. Obiajulu, Obi. E. Anthony & Abonyi Nick (2005) Personnel Management. Concepts, Principles & Applications. Published by BOOKPRTNT LTD. @ Abbot Communications Ltd. 71 Old Market Road, Onitsha.

Ronald L. Pardee (1990) "Literature Review of Selected Theories Dealing with Job Satisfaction and Motivation "

Rasheed, M. I, Aslam, H. D, Sarwar, S. (2010), Motivational Issues for Teachers in Higher Education: A critical Case of IUB, Journal Management Research, 2(2): 1-23.

University of Port Harcourt (2015), Regulation Governing Conditions of Services. www.uniport.edit.ng

R.S. Dwivedi (2001). Human Relations and Organizational Behaviour (5th Macmillan

Publishers India Limited. Stanley, T. L. (2012). Motivation in today's Workplace. Human Resource Journal, Vol. 55, Issue 7 pg. 1-9

Stephen P. Robins, Timothy A. Judge, & Neharikab Vohra (2013) Organizational behavior, 5ed. Published by Dorling Kindersley (India) Pvt. Ltd, Licenses of Pearson Education in South Asia.

Saleem, S. (2011). The Impact of Financial Incentives on Employees. European Journal of Business and Management, Vok 3, Issue 4, pg. 15-23

Soundas, M., Lewis, P. and Thomhill, A. (2007) Research Method for Business Students. (4th ed), Financial Times Prentice Hall, Edinburgh Gate, Harlow. England.

Saunders, M., Lewis, P. & Thornhill, A. (2012). Service Quality in the Banking Industry Importance and Performance of Factors

Considered in the Electronic Banking Services. African Journal of Business and Management, Vol. 1, Issue I, pg. 34-40.

Singh (2008) Knowledge Sharing in Organizations: Modelling the Barriers, an

Interpretive Structural Modelling Approach. International Journal of Engineering and Innovative Technology (IJEIT) Volume 2, Issue 3.

Singh, P, Bhandarker, A. & Rai, S. (2012). Millennials and the Workplace: Challenges for Architecting the Organizations of Tomorrow, New Delhi, India: Sage Publications. Retrieved May 25, 2017, from

Vroom, V.H (2004) Work and Motivation, John Wiley & Sons. New York

Wiese, M. & Coetzee, R. (2013). The importance of non-financial motivators to pharmaceutical sales representatives: A demographic study. South African Business Review, Vol. 17, Issue 1, pg. 17-29.

Wiredu, (2009) The concept of mind. <https://philpapers.org> > rec > WIRTCO-2.