

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND INFORMATION

1.1 ESTABLISHMENT AND MANDATE OF FEDERAL ROAD SAFETY COMMISSION (FRSC)

The Federal Road Safety Corps (FRSC) was established on February 18th 1988, as paramilitary organization via Decree No. 45 of 1988 as amended by Decree 35 of 1992, referred to in the statutory books as the FRSC Act Cap 141 laws of the Federation of Nigeria LFN) 1990. this Act was amended and passed as "FRSC (Establishment) Act in 2007 with the responsibility for traffic management, preventing and minimizing accidents on the Highways, the supervision of users of such Highways, the regulation of traffic thereon and clearing obstructions on any part of the Highways and for educating drivers, motorists and other members of the public generally on the proper use of Highways; and for other related matters to safety on the Highways".

1.2 OBJECTIVES OF THE AGENCY

To develop for the Corps an efficient operations arm capable of bringing about new approaches to Road Safety issues and Policies in Nigeria through:

- (a) Sustenance or road traffic laws, regulations and enforcement.
- (b) Improved emergency preparedness and responses time.
- (c) Sustenance of e-safety in corps operations.

- (d) Effective surveillance and monitoring of field command's operations.
- (e) Exploiting to the fullest appropriate synergy towards solving the nation's traffic problems.
- (f) Sustenance of efficient and motorized Patrol Activities nationwide.

1.3 **FUNCTIONS OF THE AGENCY**

- (a) Ensuring proper and safe use of roads.
- (b) Removal of obstructions on the Highways
- (c) Rescue of road traffic crash victims
- (d) Educating drivers, motorists and other members of the public generally on the proper use of Highways
- (e) Design and production of driving licenses
- (f) Design and production of vehicle plate numbers
- (g) Determining and enforcing speed limits for all categories of roads and vehicles.

1.4 **STRUCTURE OF FEDERAL ROAD SAFETY COMMISSION**

The management of FRSC over the years deemed it expedient that this responsibility can only be administered through a command structures, thus creating eight (8) departments, twelve (12) zones, thirty-seven (37) sectors and one hundred

and six-six (166) unit commands, totaling 215 field commands. The national Headquarters is located at Abuja.

The accounting officer is the Corps marshal and Chief Executive (COMACE). The agency has board which is headed by the chairman and ten (10) members.

1.5 **FUNCTIONS OF DEPARTMENTS**

1. **Operations Department:** Is very vital to the entire FRSC as it performs important functions which include ensuring proper and safe use of roads, initiates operational policies and plans for the commission, removal of obstructions on the Highways, supervises the activities of field commands, rescue of road traffic crash victims; arrest, adjudication prosecution of road traffic defaulters. It has three Sections: Communication, Federal Operations and Command Administration and Strategies. The department is vital in that is direct contact with the general public.

2. **Administration and Human Resources Department:** It has three sections: Administration, personnel and Pension and Insurance Sections.

Generally, the function of the department includes vital roles in general administration of the Corps and seeing to the welfare of the staff and management of official matters such as recruitment, posting, promotion and appointment, etc. for the Marshals.

3. **Training, Standards and Certification Department:** this department is very important in that it sees to the proper utilization and career development of the human resources in the Corps. The functions of this department could be summarized as educating the Corps members through the supervision of training programmes at FRSC Academy and Training School, lectures and seminars. The department also organizes Driver Training Programmes for organization and institutions, developing and exploiting Physical or Sport talents and potentials of Corps members etc.

4. **Motor Vehicle Administration (MVA) Department:** oversees uniform and general registration, documentation and administration of motor vehicles and their owners over the Federation. Under the purview of MVA is: the National Uniform Licensing Scheme (NULS). NULS was launched on 15th February, 1990. it is directly in charge of Driver's License, Vehicle License, Vehicle Administration, Proof of Ownership Certificate (POC), Vehicle Identification Tag (VIT), Road Worthiness Validation Tag (TVR), National Vehicle Number Code (NVNC) and National Road Traffic Regulation (NRTR). It is also charged with the responsibility of monitoring, auditing of IPC's and Central Data Bank Management.

5. **Safety Engineering Department (SED)** Was established in 2008 and saddled with the following responsibilities: Vehicle Inspection and Certification (VIC), Road Safety Audit (RSA) and Accidental Investigation Analysis (AIA).
6. **Finance and Accounts Department:** The Department oversees the management and preservation of the Corps financial portfolio, payment of monthly allocation, payment of contractor, staff salaries and allowances, accepts contract registration fees from potential contractors, handles FRSC wages, bills and liaises with Federal Ministry of Finances on capital.
7. **Policy, Research and Statistics Department:** The Department basically sees to function shall as conduct of researches, seminars, projects and workshops. It also co-ordinates the collection, collation, processing and interpretation of data from field commands. It keeps personnel records and results of research works, manages FRSC libraries in Headquarters and fields commands.
8. **Special marshals and Partnership Department:** The department oversees to screening, recruitment and registration of Special marshals nationwide, organization, monitoring and regulation of Road Safety Clubs were non-uniformed members of the FRSC. They promotes road safety awareness

programme between government, individual and non-government organizations and they are volunteers.

The organization has 12 zones and headed by Assistance Corps Marshal (ACM), 37 sector commands headed by Corps Commanders.

1.6 FUNCTION OF FIELD COMMANDS

- (a) The zonal Commands comprises of two or more States. The zone control and supervises operation activities of the states under their jurisdiction.
- (b) the Sector Command control and supervise the operation activities of the state.
- (c) Unit commands, controls and supervises operation activities of the grassroot.

1.7 STATEMENT OF PROBLEMS:

The problem in this study is the declining performance of employees in the Federal Road Safety Corps which has been due to inadequate and inappropriate motivating package currently applied in the organisation by the management. The researcher therefore intends to critically examine the current motivators or incentive like better pay level, fringe benefits, promotions, social amenities and work environment etc. in order to ascertain whether management of Federal Safety Commission had

provided the right incentives to motivate her employees and not make unnecessary recommendations as usual.

1.8 HYPOTHESES/ASSUMPTIONS

The following hypotheses are framed as a quite in conducting this research:

- (a) The provision of a monetized welfare scheme would enhance higher productivity among staff at work place.
- (b) Regular training of staff would lead to development and ensure higher productivity.
- (c) Non-promotion of staff as at when due could have a negative effect on staff productivity.
- (d) Adequate housing scheme can enhance workers performance and productivity.

1.9 OBJECTIVES OF STUDY

The main objective of this study is to evaluate the motivation of staff for higher productivity programmes of Federal Road Safety Commission with a view to funding better ways of motivating the staff for improved services.

The specific objectives of the study are to:

- (a) Analyse the motivation of staff for higher productivity policy of Federal Road Safety Corps.

- (b) Assess the adequacy of motivation of staff for higher productivity.
- (b) To provide useful suggestions that will enhance effective motivation of staff for higher productivity.

1.5 SCOPE OF STUDY AND LIMITATION

This is linked to the motivation of staff for higher productivity of Human Resources Development in Federal Road Safety Commission. The focus of study is motivation of staff for higher productivity activities of the agency for the period between 2010 and 2012; the study is however, not concerned with the measurement of productivity that has resulted from the motivation of staff for higher productivity activities during the given period of study.

1.6 SIGNIFICANCE OF STUDY

The project is significant in several ways amongst which are:

- (i) part of the conditions for the award of Certificate in Public Enterprises management in Administrative Staff College of Nigeria (ASCON).
- (ii) To enhance and widen knowledge skills and latitude as a public servant in the organisation.
- (iii) It will add to the existing proposals on implementation of goal motivation of staff for higher productivity policy for the staff in Federal Road Safety Commissions thereby arresting the incidence of poor morale.

CHAPTER TWO

2.0 LITERATURE REVIEW

There is no doubt in the saying that an understanding and application of motivational tools and techniques are the major pre-requisites for the attainment of organizational goals and objectives. It is in view of the above that O. Donnel (1977) observed that managing involves the creation of, and maintenance of the environment for the performance of individuals working together in groups towards the accomplishment of common objectives. The authors further asserted that the manager on the management in a given organisation cannot achieve objectives through people without an understanding and application of what motivate them.

2.1 CONCEPT OF MOTIVATION

Motivations is concerned with needs, goals, reinforcement of expectations and equity. According to Fisher (1995), needs theory states that behaviour is motivated by unsatisfied needs. The key needs associated with work are those for achievement, recognition, responsibility, influence and personal growth.

On the part of goals theory, it is supported that motivation can be increased by the goal-setting process due to the following characteristics of the process:

- i. Goals are specific
- ii. Goals are challenging but realizable
- iii. They are seen as fair and reasonable

- iv. Individuals participate fully in goal-setting;
- v. Feed back ensures that people get a feeling of pride and satisfaction from the experience of achieving a challenging but fair goal;
- vi. Feedback is used to gain commitment to even higher goals.

Reinforcement – indicates that success in achieving goals and rewards act as positive incentives and reinforce the successful behaviour which is repeated the next time a similar needs arises.

From the perspective of the expectation (or expectancy) theory, motivation takes place when individuals;

- (a) Feel able to change their behaviour.
 - (b) Feel confident that a change in their behaviour will produce a reward.
 - (c) Value the reward sufficiently to justify the change in behaviour.
- Expectancy theory oils down to two common sense propositions;
- (d) If people do not know what they are going to get, they will not want to get it;

The equality theory opines that people can be motivated when they fell these is equity in all things. According to the theory, to be equitable and therefore to motivate, or at least not de-motivate, pay must be felt to match the level of work and the

capacity of the individual. In other words, to be effective, a reward system must be felt to be fair. This is often called the felt-fair principle (Fisher, 1995).

2.2 **MOTIVATION THEORIES AND STAFF PERFORMANCE**

On strategy for motivating people within organizations has its roots in the scientific management methods of Frederick W. Taylor – Father and profounder of the scientific management.

A view prevalent at that time was that people are basically self-centered; their actions at work are invariably designed simply to maximize personal material gain. Taylor's approach is based on the assumption that a person will be motivated to work if rewards and penalties are tied directly to his performance. He observed labourers working in Bethlehem Steel company, U. S. A., studied the operation involved and came up with the view that men given sufficient incentive should each be able to handle nearly four times their normal production.

However, his approach was to regard men as individual machine-like units whose inefficiency was attributed to unnecessary movement fatigue and poor physical environment. His approach was criticized because man is a social animal and not a machine. Critics of this gave birth to human relations school of thought. Popularized by the work of Mayo (1933) and his associates Roethlisberger and Diskson (1939), the concept assumes that productivity is not influenced primarily by managerial controls

operating the formal organizational structures and through incentive payment schemes but by social group pressures. This further created room for more studies which brought to the limelight the classical theories of motivation which include the following:

- ❖ Abraham Maslow's Hierarch of Needs
- ❖ Douglas McGregro's Theory X and Y
- ❖ Frederick Hezberg's Motivation-Hygiene Theory
- ❖ David McClelland's need to Achieve (nach) Theory
- ❖ Victor Vroom, Edward E. Lawler and Lymon W. Porter's Expectancy Theory

For the purpose of this study, the works of few of them will be considered as they are very relevant.

2.2.1 **ABRAHAM MASLOW HIERARCHY OF NEEDS**

Maslow propounded a theory on the hierarchy of needs in which he emphasizes that man's behaviour is directed towards various goals. He categorized the human needs into five and thus arranged them in ascending order of importance. That is one has to satisfy lower need to get to higher one. He listed them as physiological needs, safety needs, social needs, esteem needs and self actualization needs.

- (a) **Physiological Needs:** These are basic human needs to be satisfied and they are identified by Maslow to include food, water, air, sleep, sex etc. To him until

these needs are satisfied to a greater extent or degree necessary for sustaining life, other needs will not have any motivating effect on man. These lower needs are also called primary needs which are usually satisfied through rewards (economic reward) sometimes through pay salary wages.

(b) **Security and Safety Needs:** Every creature – man has a desire to avoid danger and be free from life hazards, even professional hazard, accidents, sickness or diseases, unemployment or retrenchment. These are the needs referred to here Maslow and they are required to free man from physical danger, a conducive environment where there is no threat to life, the provision of gratuity and pension schemes after voluntary or forceful retirement. All these safety and security measures according to Maslow; make employees predictable to some degree and lead to improved performances and productivity.

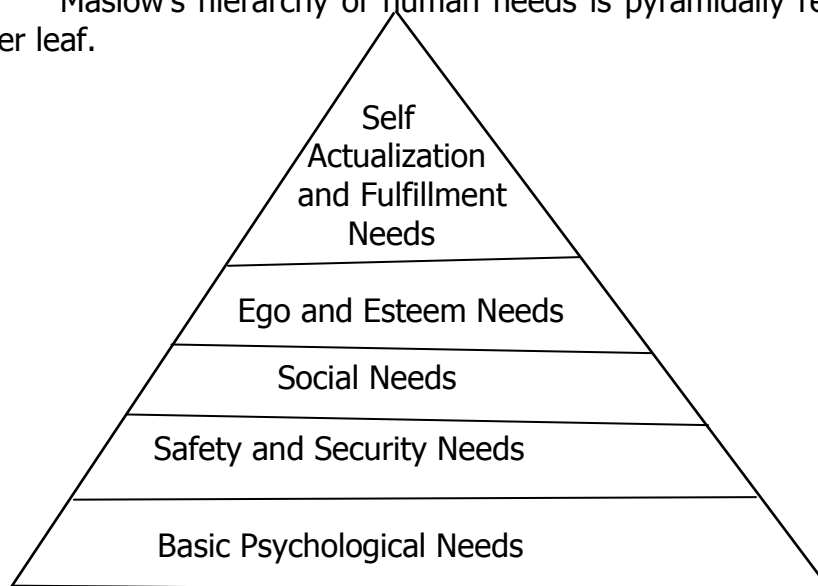
(c) **Social needs:** Man is universally accepted as social being, he need to belong, to be affiliated or accepted by others in the society. This involved having a family, given and receiving love and joining social clubs. The satisfaction of the other two lower needs give rise to the quest for affection and belongingness. Therefore, in or work place, we must be live to be good friend and be accepted by such persons in our work zone.

(d) **Ego and Esteem Needs:** It is only on satisfying the need to belong that people have tendency to be held in a great and high esteem by themselves as well as by others. This is also referred to as status need that give rise to satisfaction of power, prestige and above all, self confidence.

(e) **Self Actualization and Fulfillment Needs:** This is the highest of all needs in hierarchy. It actually refers to ones noble desired of what are becomes to fulfill ones full potentials of accomplishment of utmost desire.

Going in line with the above, it is worthy of note to state that in our society today, value is highly attached to the first three level of needs namely: Psychological, safety and Social needs. The first two by the organization for those are the areas of utmost interest to employees.

Maslow's hierarchy of human needs is pyramidally represented as shown over leaf.



Maslow's theory can be summed up with the following statement of Obisi (1966) which state thus:

Professor Maslow has no doubt made a useful contribution to employee motivation and human needs. However, his hierarchy of needs not be accepted rigidly. It is true that human needs have priority, but it does not hold true universally needs re-occur. At the physiological level, he has a very strong case, but above that universality is doubtful. Malslow's legacy would enable management to make some adjustment and follow his hierarch of needs blindly.

2.2.2 VROOM'S EXPECTANCY THEORY

On the other hand to establish a strong performance reward link, there should be pay increase targeted to high performers rather than across-the-board increase and an open pay policy so that employees can observes that high performance receives high rewards. The final component of expectancy theory deals with the value for the expected rewards. The theory emphasizes that different people prefer different outcomes. A worker will not be motivated to increase performance if the rewards offered by management are irrelevant to his or her needs. Managers on their part need to be determine that types of outcomes individuals value (Bedeian, 1987)

VROOM'S EXPECTANCY THEORY

Believe effort will lead to
Performance

Believe performance will be
rewarded



2.2.3 DOUGLAS MCGREGOR: THEORY X AND THEORY Y

Douglas McGregor pointed out that managers often operate mainly under one of two sets of contrasting or explicit assumptions about people, which he labeled theory X and theory Y. He made the point that what we believe about a person can help that person to behave in that way (the self-fulfilling prophecy). Naturally leaders have always acted on that assumption. They hold a creative or strategic belief in people, despite evidence to the contrary. This is displayed in table.

Theory X	Theory Y
Man dislikes work and will avoid it	Work is necessary to man's psychological growth. Man to be interested in his work under the right conditions, he can enjoy it.
Man would rather be directed than accept responsibility which he avoids	Man will seek and accept responsibility under the right conditions. The discipline a man imposes on himself is more than any imposed on him.
Man is motivated mainly by money. Man is motivated by anxiety about his security.	Under the right conditions, man is motivated by the desire to realize his own potentials.
Most men have little creativity except when it comes to getting round management rules.	Creativity and ingenuity are widely distributed and grossly under utilized.

2.3 **STAFF WELFARE SCHEME AND THE PUBLIC SERVICE**

Precisely, how to motivate the civil servants has engaged the attention of government since the colonial days. In fact, the prime focus of the major Public Service Review efforts has been how to increase performance and productivity through motivation. For instance, Haragin Reported (1946) dealt extensively with retiring benefits, among others, in the four British West African territories of Nigeria, the Gold Coast (now Ghana), Sierra-Leone and Gambia. Other like Gorsuch (1955), Mbanejo (1959), Morgan (1964), Elwood (1966) and Adebo(1971) addressed issues affecting salary and wages, pay and compensation systems in the bid to introduce reforms into

the public service structure and functions. However, the most remarkable of the reviews was the Udoji Commission Review (1974). The Commission's main objective was to create linkage between performance and motivation, proposing equitable pay and other benefits to all classes of workers as a significant measure to obtain an employee's optimum performance.

A part from the specific recommendations of the various Public Service Review Commission cited, there is continued government efforts to motivate public servants through the introduction of welfare schemes like pensions and gratuity, housing and transport subsidy, loans to build or purchase own house, car etc. provision of club houses and staff bonus, supply of drinking water where there are shortages, review of fringe benefits, granting of meal subsidy, motor vehicle refurbishing loans, creation of games and sporting activities as at, or near the place of work and measures to address individual complains and frustrations and house Journals.

For instance, government has, for long, recognized the need for ample rewards for extra hours at work through the payment of overtime allowances to deserving officers. This explain why, until recently, drivers were paid hazard/or call duty allowance in addition to bonuses. It is, however, difficult to see how the withdrawal of the bonuses will not demotivate those affected seriously.

2.4 **PRODUCTIVITY IN ORGANIZATION**

Every organization exists to achieve defined results. As the years roll by the organization is expected to be achieving result more economically, efficiently and effectively. For this to be, some form of productivity measures must be installed as a feedback mechanism to determine cost effectiveness to operation. Records of productivity measures help in target setting and to see how improvement scheme works whether productivity is improving or declining after implementation. To that extent, productivity improvement scheme is necessary and desirable for organizational survival and growth.

The economist defined productivity as the ratio of output of goods and services to the input production factors. Productivity therefore, connotes effective and efficient performance, resulting in high level output of goods and services, the satisfaction of both the producers and the consumers of goods and services.

There is no universally acceptable definition of the term productivity, however, below is a reviews of some attempts.

A dictionary of the sciences goes thus "productivity in its broadest sense denotes the ratio of useful results obtained to the resources expended in obtaining them".

Mali (1978) defines productivity as "a measure of how well resources are brought together in organization and utilized for accomplishing a set of results". In his view,

productivity is, reaching the highest level of performance with the least expenditure of resources indeed accomplishing a set of result in by far the most important focus of productivity concept because without a set of results there is no productivity. Malis's definition also implies consuming resources, without which productivity cannot exist. However, how well these resources are brought together refers to the efficiency of achieving results with minimum expenditure of resources.

It is on the basis of this reasoning that Kuper (1975) defines productivity as "a combination of efficiency and effectiveness." This definition portrays productivity in a non-technical sense as referring to performance, efficiency and effectiveness in goal achieving while using input factors, that is resources.

According to Chen and Megarrah (1982/3), productivity is defined as a ratio of output produced per unit of resources (worker hour or machine hour of services, quality of materials, or energy units) consumed by the process." They went further to give another definition and which states that "productivity is a measure of performance in producing and distributing goods and services; value added or sales minus purchases divided by workers employed."

From the foregoing, one can say that productivity relates output to input and also integrates performances aspects of quality efficiency and effectiveness. Productivity is also seen from all the definitions to depict the actual achievement (or

output, or result) of a factor of production during a given period compared with a previous record, with the other supporting factors remaining constant. Finally, here, it must be acknowledged that there are other environmental factors that affect productivity improvement and that is what we shall be focusing on henceforth.

2.5 **MOTIVATE WORKERS THROUGH SUGGESTIONS**

To initiate a successful suggestion system, McCabe emphasized the following steps.

- (i) **Enlist support of top management:** "Start at the top. It has to come from the management that they want and need a contribution from everyone".
- (ii) **Determine the Programme:** Objective and goals; "Don't adopt another organization's programmes without making sure it matches with your own culture".
- (iii) **Determine and Observed Award Schedule:** investigate your company's culture to determine suitable incentive. "Recognition is important, but it may need to be consistent and it needs to be delivered with a sense of value and respect."

- (iv) **Regularly Publicize the Programme:** Don't make the mistake of riding on the success factor, programme require constant promotion and innovation."
- (v) **Respond promptly to the Programme:** Prompt turn around is most important. Treat your suggestion as well as your customers. The average time to process an employee's suggestion should be informed to them. McCabe also pointed out that worker participation could decrease if the response time suggestion is too long, if employees don't feel valued for their suggestions or if inconsistency exists in the award programme. To invigorate a failing system, McCabe suggests that employers should use different type of promotions, solicits, testimonial from past participants and listen to their problem, and run special campaigns around corporate goals such as, safety, the environment, quality and customer service (called for Human Resource Focus (1998).

2.6 **STAFF PERFORMANCE APPRAISAL**

Appraisal is the act of judging by giving an expert opinion on an issue staff performance therefore will involve engaging an appraiser where profession is to estimate the performance or intrinsic value of something or person (Staff).

In order therefore to ascertain the value of a staff performance few points come to mind and they are:

1. Worker's interest in the job
2. His attitude towards the job
3. His attitude towards the constituted authority
4. His Attitude towards his peers
5. His attitude towards his environment
6. His respect for self
7. His appearance (dressing code)

All the above attitudes add to a staff performance appraisal in any office from the finding in the above and other external factors an appraiser-management/head of operation or department may issue a statement of fact on the staff based on his personal conviction of the capability of the said staff.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 CONCEPTUAL FRAME WORK

The issue of motivation is the fundamental importance to any organisation include Federal Road Safety Commission which staff need to induced to perform well in their workplace. Motivation therefore is the study of human behaviour that acts as a bit to have him to respond to the degree of inducement hanging before him. Rober Appleby (1978) described motivation as the "way we urge, inspire, drive the needs of human being in order to perform well" his legitimate duties. Organisation all over the world are continually striving to ensure that workers are highly motivated through attractive pay packages, opportunities for promotion, growth and integrating human management style to make the work and the workplace inviting and conducive through all conscious efforts.

In this regard therefore, motivation is a change agent that urge a worker to perform more creditably at work by increasing productivity.

Human relations concern itself with the core aspect of dealing with people. It was not until late 1920s when initial efforts were begun to discover why the traditional model was inadequate for motivating people. The earliest of such work was carried out by Elton Mayo (1933, 1945) and Roethlisbrger and Dickson (1939). According to Mayo,

the founding father of the human relations movement, workers and managers must first be understood as human beings. It was argued here that "Management had a responsibility to make employees feel useful and important on the job, to provide recognition and generally to facilitate the satisfaction of workers' social needs". Steers and Porter (1979). From this we can see how attention shifted from the study of machine relations (traditional mode) toward a more thorough understanding of interpersonal and group relations of work.

The human relations approach is highly applicable to this study because in industry and business, it refers to how people can work effectively in groups in order to satisfy both organisational goals and personal needs. It is believed that with an effective management of staff welfare scheme in organisation like the Federal Road Safety Corps Workers morale will be boosted and productivity will soar.

Obisi (1996) opines that "Human relations have twin objectives of motivation nourishing and empowering both the individual and the total organisation. It integrates people, harmonises organisation and sets them free to participate in activities of the organisation. It is a bond which binds people together in their reactions to the ever changing and dynamic organisation". And he further quoted five main objectives of human relations originally listed by Stan Kosen (1978), they are:

- (i) Human relations can help to develop a keener sensitivity toward other people.
- (ii) It would contribute to an improve understanding of the problems of reconciling individual's interest and capabilities with the needs and goals of the organisation which he is a part of.
- (iii) Human relations assist managers to develop a better realization of how his own attitudes and behaviour play a part in everyday affair.
- (iv) To help him anticipate, prevent and resolve problems.
- (v) Human relations enable people to see things as they are, not as they should or as they would like them to be.

With the above points, it can be said that the adoption of the human relations approach to management will develop organisations that are hypersensitive to employees' legitimate needs thereby increasing the organisation's respect and credibility, while encouraging and motivating the employees to put in their best.

Since human relations tend to recognize the psychological and social aspects of the worker as an individual and as a group. What then is the basis or the philosophy of human relations? McGregor (1960) gave them as follows:

- (i) The loyalty and cooperation of the individual must be earned, won and deserved.

- (ii) The individual employee in respect of his status, rights, prospects for advancement, and his economic well-being is inescapably linked with the success of the enterprise by which he is employed.
- (iii) The basic relationship of the individual should not be jeopardized by government or union and management activities.
- (iv) Personnel policies and practices must be designed and implemented in such a manner as to promote and safeguard the interests, right and well-being of the workers.
- (v) The organisation stays for the individual and not the individual for the organisation.
- (vi) The organisation must strive to provide for the economic and social security of their employees.
- (vii) The society must be free and ready to safeguard the rights and privileges.

In as much as all the above basis of human relations re quite applicable in this study, of more importance are items (iv), (v) and (vi) where emphasis is laid on the fact that organisations are to exist for individuals not the other way round. And in achieving this, just like what this study is all about, organisations are expected to be humanistic enough to assist in safeguarding the well-being; providing for economic and social security of their employees, such as provision of welfare services.

Human relations are the study and application of knowledge about human in organisations as it relates to other systems. The key elements are people, structure, technology and the external social system. It seeks to improve people-organisation relationships in such a way that people are motivated to develop team work that effectively fulfill their needs and achieve organisational objectives. In human relations, the approach is integration and improvement. Ejiofor and Aniagoh (1984) opine, that, "To motivate the worker, therefore, management should encourage the formation of such groups and promotes a climate of good supervision and worker participation in decision making". Similarly, Steers and Porter (1979) wrap it up by stating that "Supervisory training programmes began emphasising that a supervisor's role was no longer simply that of a taskmaster. In addition, supervisors had to be understanding and sympathetic to the needs and desires of their subordinates".

A sound and equally administered programme of employee benefits/welfare is an important and integral part of a well-balanced industrial relations. Such a programme has the advantage of providing needed protection of employees. Among such schemes are wages benefits, promotion, advancement, prestige to mention but a few. No matter where or when, however, it is common knowledge that the refusal of employers to meet the needs of workers had caused conflict.

In Nigeria, the agitation for the fulfillment of workers' needs has culminated in many industrial upheavals – from the general strike of 1954, through the Enugu coalminers shooting of 1949, the dockworkers' strike of 1964 and the general strike of 1981. To avoid such conflict situations the human relations approach proposes that there must be a democratic leadership as opposed to autocracy. Groups in organisations as much develop a sense of participation and this often result in high productivity.

Lastly, Elton Mayo, the founding father of the human relations movement holds the view that workers and manager must first be understood as human beings. The behaviour of the members of an organisation clearly affects both its structure and its functioning as well as the principles on which it can be managed. Admittedly, human beings affect the aims of organisation in which they participate not merely the method used to accomplish them, that is enough justification for them to be motivated for higher productivity.

3.2 POPULATION OF STUDY

The target population of study includes, officials serving in the various zones of the FRSC based in Lagos. These officials are one way or the other affected by any management's policy which in turn can result to increase or decrease in performance

and productivity. The decision to restrict the study to Lagos is due to logistics and time factor problems.

3.3 SAMPLING METHOD

Random sampling technique was used to elicit view from the respondents down from all departments under the zone of the organisation at Lagos. This researcher feels is an easier method of reaching the target population.

3.4 METHOD OF DATA COLLECTION

In order to achieve the objective of this study, various methods of data collection were adopted. In doing this, the following methods were employed:

- (a) Questionnaire method
- (b) Interview method, and
- (c) Observation/Researcher's experience

3.4.1 QUESTIONNAIRE METHOD

The questionnaire for each group would comprise structured questions which is designed to assist in quantitative measurement of data connected with the main variables of the research. The respondents were made to fill the questionnaire anonymously to find out management incentives packages for workers and to evaluate and determine what motivates individuals to high level of performance and productivity. There was no fear of victimization.

3.4.2 **INTERVIEW METHOD**

Apart from the use of questionnaire method, oral or personal interviews is also use to elicit more detailed information from the respondents.

3.4.3 **OBSERVATIONS / RESEARCHER'S EXPERIENCE**

The Researcher's years of experience since in the employment of Federal Road Safety Corps (FRSC) is utilise together with his observations in this research project. Observations were made and close association with colleagues made from (respondents) to render useful information without reservation.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 ANALYSIS AND DATA PRESENTATION

This chapter intends to extract facts from available data collected through the questionnaire design (see appendix 1). It focuses on the presentation and analysis of the data gathered from key officials in the commission, by analysing the data as contained in this research study which begins with the personal data of respondents, and followed by research questions. While simple statistical tools like percentages was adopted to analyse personal data of respondent, the chi-square (X^2) distribution method was used in analysing and interpreting responses connected with the main variables of hypotheses I – IV in chapter 1.

At 5% level of significance X^2 was used in ascertaining the validity or otherwise, to test whether or not there is any association between one set of variable or another.

Thus, by definition, the "chi-square" is given as

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

Where X^2 = chi-square

Σ = summation sign

O = Observed frequency

E Expected frequency

The degree of freedom (df) used was of a sample size where n is < 30 units i.e. (n-1) and is the number of observation.

$$\text{Expected value} = \frac{\text{Total}}{\text{No. of Observation}}$$

NUMBER OF QUESTIONNAIRE RETURNED

<u>Number Distributed</u>	<u>Number Returned</u>
40	25
% Returned	% Not Returned
60%	40%

From the above analysis table 4.1 shows that forty (40) questionnaires were distributed and twenty-five (25) out of these were returned or retrieved and fifteen (15) was withheld. In other words, it shows that 60% of the questionnaires were returned while 40% was recorded as the questionnaires rate of failure.

Table I: Distribution of Respondents by Sex

Variables	Frequency	Percentage of Total
Male	17	68
Female	8	32
Total	25	100

From table 1 above, 17 respondents (68%) represent male population while 8 respondents (32%) represent female population in the organisation. This then implies that the organisation employees more male than female employees.

Table II: Distribution of Respondents by Educational Background

Variables	Frequency	Percentage of Total
FSLC	--	--
WASC / GCE / SSCE	8	32
OND / Diploma	7	28
HND / B.Sc.	7	28
M. Sc. / MBA	3	12
Others	--	--
Total	25	100

From table II above, 8 (32%) respondents represents School Certificate holders, another 7 (28%) for ordinary Diploma Certificate holders. 7 (28%) respondents represent Degree holders. 3 (12%) represent masters degree holders while 0% accounts for the Professional Certificate cadre respectively.

The table depicts that emphasis is laid on paper qualification, and this has come to stay as far as the Federal Road Safety Commission is concerned especially on degree and second degree certificates which can take or hasten employees promotions to any higher grade level.

The table equally shows that more than 60% of the lower cadre of staff are yet to develop themselves to the officer cadre.

Table III: Distribution of Respondents by Departmental Classification

Variables	Frequency	Percentage of Total
Operation Department	13	52
Finance / Accts Department	2	8
Training Department	3	12
Admin / HR Department	2	8
PRS Department	3	12
MVA Department	2	8
Total	25	100

From this table III above, you will notice that 13 (52%) respondents were from Operation Department. The responses was favourable unlike Training, Admin/HR, Finance/Accounts, PRS and MVA Departments where 1 recorded 2(8%), 3(12%), 2(8%), 3(12%), 2(8%) respectively from the same population survey.

Table IV: Distribution of Respondents by Length of Service

Variables	Frequency	Percentage of Total
1 – 5	8	32
6 – 10	3	12
11 – 15	6	24
16 – 20	4	16
21 and above	4	16
Total	25	100

From table IV above, we will notice that 32% of the sampled population represents 1 -5 years of length of service, (12%) for 6 – 10 years, (24%) for 11 – 15 years respondents, (16%) for 16-20 years respondents while another (16%) or 4 respondents that falls in the class of 21 and above years in length of service in the organisation.

This table suggests that here are new engagements to fill the vacant positions created as a result of high rate of labour turn-over following retirements on length of services in the organisation.

4.2 TEST OF HYPOTHESES

As said earlier the following hypotheses were enumerated in chapter 1 in order to ascertain certain facts to the study. They are:

- (i) The provision of a monetized welfare scheme would enhance higher productivity among staff at workplace.
- (ii) Regular training of staff would lead to development of skills and ensure higher productivity.
- (iii) Non-promotion of staff as and when due could have a negative effect on staff performance and productivity.
- (iv) Adequate housing scheme will enhance productivity.

In testing these hypotheses, the chi-square (X^2) test is used for testing Null hypotheses in respect of whether there is relationship between one variable and another. A contingent table is drawn for the purpose of testing the hypotheses which states that:-

“The provision of a monetized welfare scheme would enhance higher productivity among staff at workplace”.

Null hypothesis or H_0 The current salary you are earning in the organisation is not satisfactory enough to cater for your desires.

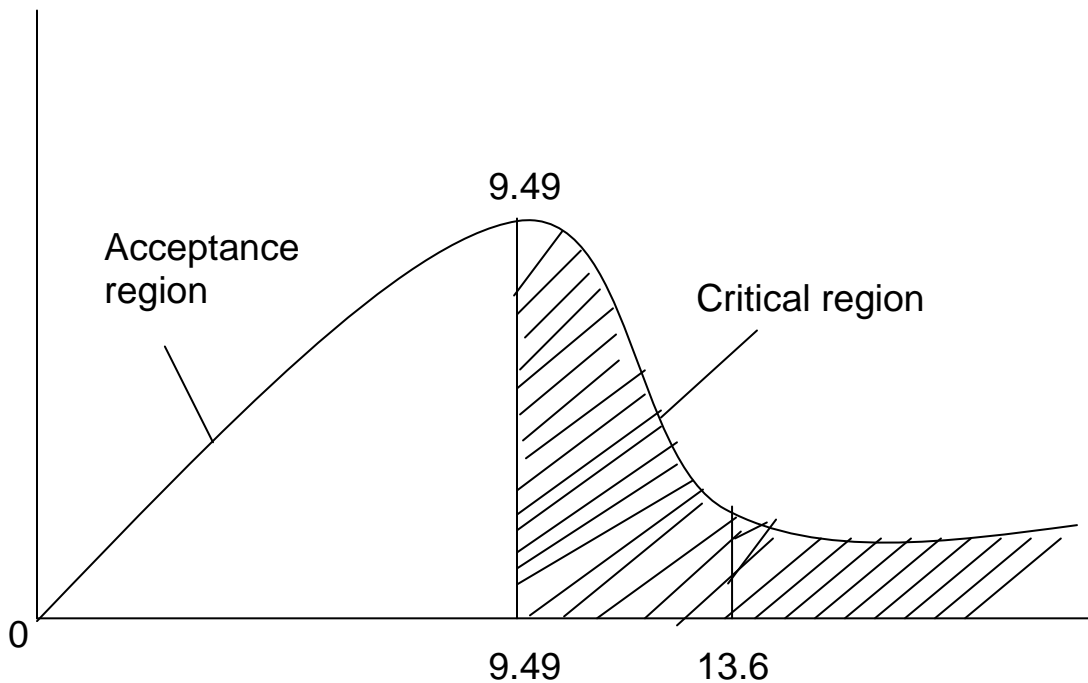
Alternative Hypothesis or H_1 The current salary you are earning in this organisation is satisfactory enough to cater for your desires.

The researcher sought to know from the respondents whether their present income can satisfy their demands were not. This is with respect to the provision of a welfare package for employees in the organisation.

Contingent Table I: Reasonable provision of a good monetized package for employees commitment

Variables	O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly Agreed	2	5	- 3	9	1.8
Agree	5	5	0	0	0
Undecided	2	5	- 3	9	1.8
Disagree	12	5	7	49	9.8
Strongly Disagree	4	5	- 1	1	0.2
Total	25				13.6

$X^2 = 13.6$; d.f = 4; calculated value = 9.49 =



From the table I above, the calculated value of X^2 is $9.49 < 13.6$ which is less than the critical value of $X^2 = 13.6$ i.e $9.49 < 13.6$. This shows that the x^2 value falls in the critical region. Therefore we reject the Null hypothesis that states that the current

salary you are earning in this organisation is not satisfactory enough to cater for your desires. Hence we accept the alternative hypothesis (H_1).

The implication is that present salaries and fringe benefits enjoyed by Federal Road Safety Commission workers had to a large extent affected their lives positively i.e it is satisfactory enough to cater for their desires. This will no doubt boost productivity relative to sequential increases in salary structure in the Organisation.

HYPOTHESIS II: "Regular Training of staff would lead to development of skills and ensure higher productivity".

The researcher also seeks to know the view of respondents whether regular training has actually materialized to higher productivity in the Federal Road Safety Commission. The responses are analysed in table 4.10 below by using the percentage analysis system was influenced by the fact most if not all had enjoyed several training programmes to the detriment of the few in the Organisation. And according to them, this is why the Federal Road Safety Commission is endured with skilled manpower which had changed the fortunes of the organisation as one of the viable entity in the country.

The B.Sc holders are followed closely by the M.Sc/MBA holders going by the effect of the cumulative frequency from the table which goes to prove that higher qualifications is the bone of contention in the establishment.

HYPOTHESIS III: "Non-Promotion of staff as and when due could have a negative effect on Staff Productivity".

The respondents were made to air their views on the issue of promotion with particular respect to the new policy on promotion which has always been in favour of the first degree cadre in the organisation. The responses gathered from the respondents are analysed herewith for your consideration using the chi-square critical system.

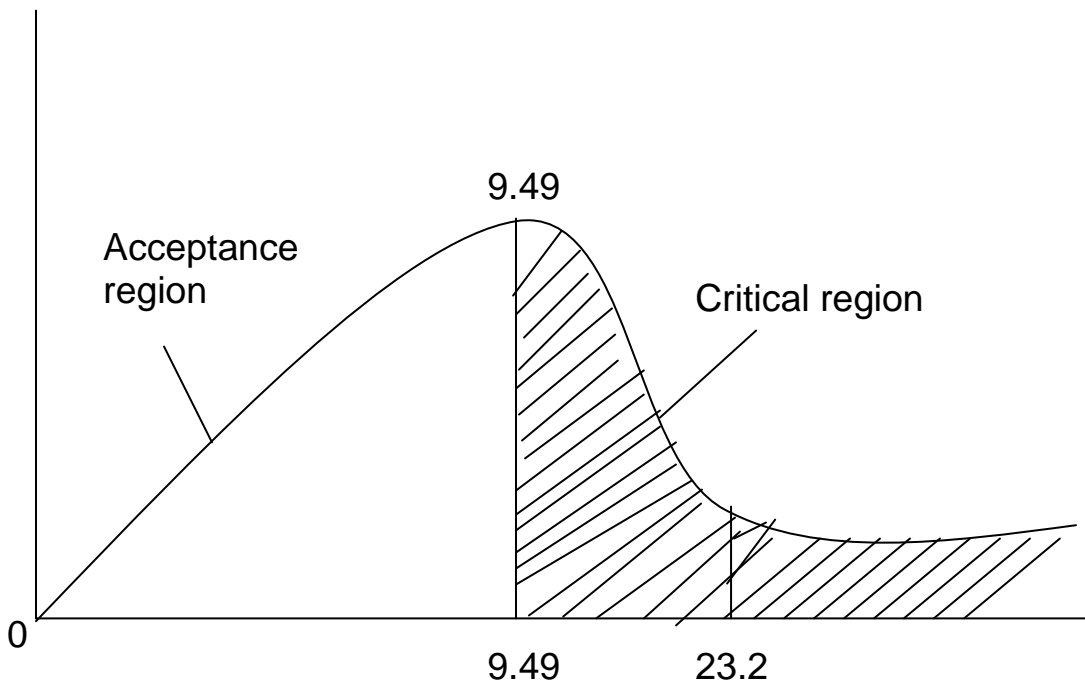
Null hypothesis or H_0 : The new policy on promotion which favoured the first degree cadre of Staff will not promote jealousy, confusion, favouritism and divided interest amongst workers.

Alternative hypothesis or H_1 : The new policy on promotion which favoured the First Degree cadre of Staff will promote jealousy, confusion, favouritism, indiscipline and divided interest amongst workers.

Contingent Table III: Responses to the policy on promotion which favoured the first Degree Cadre of Staff instead of basing the exercise on experience, skill, devotion to duty and position of seniority list.

Variables	O	E	O - E	(O - E)²	$\frac{(O - E)^2}{E}$
Strongly Agreed	14	5	9	81	16.2
Agree	5	5	0	0	0
Undecided	2	5	-3	9	1.8
Disagree	4	5	-1	1	0.2
Strongly Disagree	0	5	-5	25	5
Total	25				23.2

$X^2 = 23.2$; d.f = 4; calculated value = 9.49; $\alpha = 0.05$



From table III above, the calculated value or variable of X^2 is 9.49 which is less than the critical value of X^2 23.2 i.e $9.49 < 23.2$. It then shows that the X^2 value falls in the critical region. Therefore we reject the null hypothesis which states that the new policy on promotion which favoured the first degree cadre of staff will not promote

jealousy, confusion, favouritism, indiscipline and divided interested amongst workers. Hence we accept the alternative (H_i).

The implication of this to management is that the promotion of officials as and when due with regards to those staff on first degree cadre may after all disturb performance and productivity if the criteria on promotion were not based on experience.

HYPOTHESIS IV: "Adequate housing scheme will enhance productivity".

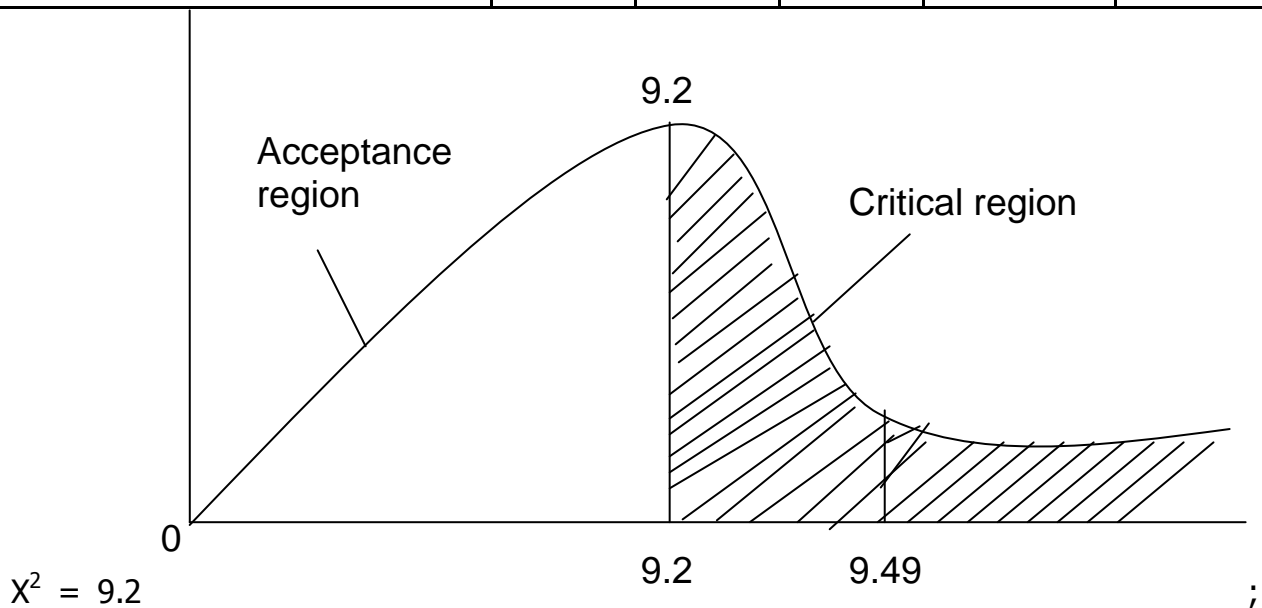
The respondents were made to air their views on the housing scheme policy which the commission has been operating for a long time now. This scheme has in one way or other affected the interest of her workforce when compared to what is obtainable in other peer Organisation. Reponses gathered from them are hereby analysed for further implication i.e whether they own their accommodation on or before retirement.

Null hypothesis or H_0 : The housing scheme for workers is not adequate and appropriate to enable them have their own houses according to their grade levels.

Alternative Hypothesis or H_1 : The housing scheme for workers is adequate and appropriate to enable them have their own houses according to their grade levels.

Contingent Table IV: Responses on adequate housing scheme for workers in the Organisation.

Variables	O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly Agreed	3	5	-2	4	0.8
Agree	5	5	0	0	0
Undecided	3	5	-2	4	0.8
Disagree	11	5	6	36	7.2
Strongly Disagree	3	5	-2	2	0.4
Total	25				9.2



d.f = 4; calculated value = 9.49; = ∞ 0.05

From table IV above, the calculated value of $X^2 = 9.2$ is greater than the X^2 value of 9.2 i.e $9.2 < 9.49$. It then shows that the value of $X^2 = 9.2$ falls in the acceptable region. Therefore we accept the null hypothesis that state that the housing scheme for workers is not adequate and appropriate to enable them have their own house according to their various grade levels. This research implies that Organisations Management has not done enough to encourage staff to own their own houses especially those who had put in ten (10) years and above in the services of the Federal Road Safety Commission.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATION, IMPLEMENTATION STRATEGY AND CONCLUSION.

5.1 INTRODUCTION:

This chapter deals with the findings based on the data analysed in chapter four. Recommendations, Implementation strategies and Conclusions are also discussed.

5.2 SUMMARY OF FINDINGS:

Based on the data analysed in this study, the Summary of the findings are as follows:

- i. It was discovered that the present salaries and fringe benefits earned and enjoyed by Federal Road Safety Commission staff had to a large extent improved their life styles, boosted their moral and motivated them to higher performance and productivity on their respective assignments. It was also detected that consistent payment of salaries as when and due will ensure higher commitment and productivity.
- ii. **Promotion:** Majority of the respondents were against the new Policy on promotion Criteria because it favoured the first degree cadre of staff in the Organisation than the non first degree cadre. They were of the opinion that the policy will encourage Jealousy, Confusion, favouritism,

Indiscipline and divided interest amongst workers of the different cadres of Management. Productivity would be on a double Scale if this practice is put to a halt.

- iii. **Training Scheme:** It was discovered that the reason why the commission was endowed with highly trained and skilled Manpower resources was because management ensured that sponsorship were awarded to deserving employees including myself, without bias in order to ensure that workers are motivated to increase productivity. It was also discovered that beneficiaries of this sponsorship programme feel that they are part of the developmental plans of the Organisation.
- iv. **Housing Scheme:** The hypothesis that adequate housing scheme will enhance productivity in the commission was sought from the respondents. It was discovered that management committed in her intention but that much funds was not pumped into the scheme to enable workers at their various grade levels to acquire loans for houses of their choice. It was also discovered that management had not done enough to discourage staff who had put in ten (10) years and above to have houses of their own before retirement.

5.3 **RECOMMENDATION**

1. Reward for good Job performance by provision of a monetized welfare package and to commensurate with status and responsibility of workers
2. Regular promotion irrespective of the cadre you belong i.e First degree.
3. Adequate provision of housing loans or substantial amount on rout subsidy
4. Policy on regular training of Staff for development of skills and to ensure higher productivity especially on modern trends in knowledge and skills.

5.4 **IMPLEMENTATION**

a. **How to implement**

- i Welfare package should be incorporated in the budgetary estimation
- ii Personnel department should ensure bi-annual promotions to deserving staff by using evaluation techniques
- iii On application by any staff approved should be within three (3) months period
- iv Training with sponsorship estimate incorporated budgetary estimation

b. **Who to Implement**

- i. Personnel, Industrial relations, Account and Finance, and Computer departments to coordinate services.
- ii. Diverse criteria to accommodate First degree holder of Management.
- iii. As practiced before
- iv. Personnel and training departments. To co-ordinate Services.

c. **When to implement**

- i It start early next year 2013
- ii With effect from 2013
- iii Effective from the last batch of applications submitted
- iv With effect from 2013

George Odiorne (1986) in his letter concluded by saying that “when money has lost its motivational power, what else can you use to motivate your people? If management of Federal Road Safety Commission can adopt the aforementioned recommendations with its Implementation strategies, there is no doubt that the quality of working, life will enhance Job performance by dealing and stamping out stagnating productivity, justifying higher pay, obtaining democracy between workers and their union representatives and minimizing labor disputes which will in turn give rise to higher productivity.

5.5 **CONCLUSION:**

From the study so far and based on the findings, it was noticed that motivation as a tool for improved performance of employees to the Federal Road Safety Commission, as Case Study, can not be over-emphasised. The information has revealed that there is a positive relationship between motivation and performance. It showed that if workers are rewarded for good performance, other things being equal, their productivity will increase. On the other hand, it showed that productivity may fall

if there is no reward for performance. It is therefore imperative to state that in any organisation, workers should be rewarded for good performance. Such rewards may be material and non-material in nature. This will help to raise the moral of workers thereby increasing productivity. Like most intangibles, good morale is on characteristics the absence of which is more apparent than its presence. The effect of morale changes can be shocking.

A company with good morale has optimistic employees, positive Interpersonal relationships and commitment to mutual goals. Even the problems of the organisation do not seem insurmountable with bad morale, it is "every man for himself". Bad Morale cuts in to company's efficiency, productivity and profits. Like good moral, it is self perpetuating even self-fulfilling. When morale is bad, every thing about the organization seems worse, even the bright spots look tarnished. It is therefore necessary for management to build into it rewards that will raise and sustain the morale of workers (motivation).

- i. Thus from findings, you will notice that an increased salary and fringe benefits of net pay of workers in the organization will enhance their purchasing Power and to some extent satisfactory be enough to cater for their desires or lifestyles and improve Job performance and productivity. The increase stipend abnormal conduction.

- ii. The aspect of lack of promotion for years is another cause for concern especially to the first degree cadre or non degree holder cadre. Efforts should be criteria in order to motivate staff to attain higher productivity. The policy on promotion by the first degree cadre should equally be maintained.
- iii. As with regards to housing scheme, substantial amounts of rent subsidy should be paid to employees according to their various grade levels
- iv. The organization has done a lot to cater for her employees trailing needs.

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