

EFFECT OF INCENTIVE SCHEME ON MOTIVATION OF WORKERS PERFORMANCE IN AN ORGANIZATION AND ITS EFFECT ON GLOBAL EDUCATION, RESEARCH AND TECHNOLOGY FOR SUSTAINABLE DEVELOPMENT (A CASE STUDY OF SERVICECOM COMPANY PLC KADUNA)

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Abstract: One of the major problems facing modern day organization is the motivation of workers for effective performance and motivation of workers in an organization will make workers to work effectively and efficiency and this in turn will have a positive effect on global education, research and technology and the nation as a whole. Deliberate attempts have been made to know whether incentive scheme motivate workers to work more effectively and efficiency and whether it will have a positive or negative effect on global education, research and technology and the nation as a whole. Attempts have also been made to know whether incentive scheme motivate workers towards achieving the aims and objectives of an organization and whether it motivate these workers to perform optimally. Research have also shown that incentive scheme not only motivate workers to work more effectively and efficiency but also have a positive effect on individual consumers, other businesses, retailers or public service providers global education, research, technology and the nation as a whole. However the purpose of this research work is to identify, examine and investigate the factors that can be used as an incentive to optimize workers performance in an organization and whether this can have a positive or negative effect on global education, research and technology for sustainable development. In the cause of carrying out this research work to achieve these objectives questionnaires were distributed, data were also collected and analyzed by using the simple percentage method. Hypotheses were tested and recommendations were made that motivation lead to an increase in the effectiveness and efficiency of employees in an organization and this will boomerang and lead to a positive effect on global education, research and technology for sustainable development. Thus in conclusion the researcher suggest that workers should be engage in the decision process of the company this is because workers feel more comfortable when they take part in deciding their fate In the organization they contribute in growing as this will not only lead to a positive effect on global education, research and technology for sustainable development this will inevitably lead to sustainable growth and development to the nation and the world as a whole.

Keywords: organization, motivation, global education, research and technology, businesses.

1. BACKGROUND OF THE STUDY

An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied and has recognized rights and duties; also called a worker. In fact in a nut shell an employee is paid to work for someone else. An employee is a person employed by another person or organization for wages or salary. The employee is the person who receives the money. While on the other hand an employer is a person or organization that employs someone. The employer is the person who hands out the money. An employer is an organization, institution, government entity, agency, company, professional services firm, nonprofit association, small business, store, or individual who employs or puts to work, a person who is called an employee.

However on the other hand employment can be regarded as relationship between employer and employee. Employment is a relationship between two parties, usually based on a contract where work is paid for, where one party, which may be a corporation, for profit, not-for-profit organization, co-operative or other entity is the employer and the other is the employee.

However, employees that work in any organization have certain needs to meet. Thus the desire to satisfy these needs make employees to work very hard. A need is, accompanied by a state of desire or tension which gives rise to a behavior directed towards the desire or tension. Organization which gives little or no regards to the needs of their employees are usually bound to be faced with a lot of problems because the workers will be reluctant to put in their best to work and therefore inefficiency will prevail which will result to decline on the average output of employees.

It is very vital for organization to know that employees have various needs of which they have attached some priorities to them; these needs, if not catered for can directly or indirectly affect the objectives of the organization negatively.

This implies that man is a rational animal, when he behaves in a certain way; he does it for a reason. A motive is something which compels a person to act, a reason for behavior, if therefore we want people to act in a certain way so that the organization can achieved its goals then the organization would need to understand the kind of motives that will prompt manipulation. It is all about understanding the needs or urges which prompt people to do things and providing ways of helping them to satisfy those needs through the organization.

The researcher would want to know those motives that can prompt workers to put in their best in organization. It is also a clear fact that one of the ways of working happily is when a worker's need is provided through the means of the work that he does.

Hence employees strive to put in their best to work in order to achieve their needs readily, while embracing the aims and objectives of the organization. It is in view of this that this research work would want to take an analytical look at the effect of workers to performance by using the Servicecom Company PLC as a case study.

1.1. OBJECTIVE OF THE STUDY:

The researcher hopes to achieve the following in this study.

- i. To find out the extent to which the organization incentive scheme have motivated the workers.
- ii. To ascertain the problems associated with the administration of incentive in the organization under the study and suggest the possible solution to them.

1.2. HYPOTHESIS:

In order to achieve the objectives of this study, the below hypothesis are considered.

HO: Incentive scheme for workers do not motivate performance in the organization

Hi: Incentive scheme for workers motivate performance in the organization.

1.3. SCOPES AND LIMITATION OF THE STUDY:

The study focuses on the organization effect of incentive scheme on the motivation of workers in Sservicecom Company Plc. The researcher tried to find the various policies of the organization as regards bonuses and fringe benefit and other job satisfaction policies. The researcher also covers the role of the improved physical working condition and management by objectives in motivating workers.

In the course of carrying out the study, the researcher encountered a lot of problems such as time constraint, financial constraint and series of disappointment while keeping appointment with the respondents.

1.4. KEYWORDS:

Incentive scheme, employer, employee, organization, motivation, management, satisfaction, performance and goals

2. LITERATURE REVIEW

Employee motivation, i.e. methods for motivating employees, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation - or not. These variables make motivating employees challenging.

Employers understand that they need to provide a work environment that creates motivation in people but many employers fail to understand the significance of motivation in accomplishing their mission and vision. Even when they understand the importance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation. Too often, organizations fail to pay attention to the employee relations, communication, recognition, and involvement issues that are most important to people.

However, below are ten (10) factors to Encourage Motivation:

- Management and leadership actions that empower employees,
- Transparent and regular communication about factors important to employees,
- Treating employees with respect,
- Involving employees in decisions about their work and job.
- Minimizing the number of rules and policies in an environment that demonstrates trust for employees and treats employees like adults.
- Providing regular employee recognition,
- Feedback and coaching from managers and leaders,
- Above industry average benefits and compensation,
- Providing employee perks and company activities, and
- Positively managing employees within a success framework of goals, measurements, and clear expectations.

It is good to know that managing an organization requires the creation and maintenance of an environment for the performance of individual working together in groups towards the accomplishment of common objectives. A manager cannot do this without knowing what motivate, influence, lead and direct employees in an organization.

The main aim of motivating staff in an organization is to identify their areas of weakness so as to correct them in order to become more effective. Except staffs are correctly rated and informed of their shortcoming, they would not be able to improve on their areas of deficiency. Since motivation is a mill farm of power one can inference to say that authority is a source of motivation. In reality, one can move easily influence someone under his authority than people outside of his sphere of authority. Other sources of motivation include; knowledge, money or wealth.

Therefore for a manager to achieve its intended objectives and goals in an organization such a manager should be re-enforce with the ability to motivate, lead and direct effectively.

2.1. CONCEPT OF MOTIVATION:

Motivation is a theoretical construct used to explain behavior. It gives the reason for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa. A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior.

According to Maehr and Meyer, "Motivation is a word that is part of the popular culture as few other psychological concepts.

Lagyi and Wallace (1980) said that, "the word motivation is derived from the word "MOVERIE" which means to move. Motivation as a term has been defined by different people in diverse ways.

Banelson and Steiner (1964) define motivation as that "force which direct or Channels a behavior towards desire goals".

As regard to Servicecom Company PLC when the workers are given incentive scheme it will motivate them to work harder towards the achievement of the organization goals invaluablely.

Helfiegel et-al (1996) sees motivation as "an internal driving force that results in the direction, intensity and persistence of behavior".

Welch (2001) defines motivation as "any action or behavior of another person".

Maslow (1943) also defines "Motivation as "a series of ascending urges. In Their own opinion, Koontz etal (1980) sees motivation as "a general term applicable to the entire classes of drives, needs, wishes and similar forces".

Thus to say that manager motivates their subordinate means to say that they (managers) do those things that they hope will satisfy the workers. Subordinate drives and needs, thereby inducing them to act in a desire direction.

There are however many definition of motivation by different people, but of utmost important to note is the fact that most of them adopt the same pattern and emphasis as those stated above.

2.2. THEORIES OF MOTIVATION:

Many theories of motivation have been propounded by different scholars to explain the phenomenon of motivation in the organization. Some of these theories are discussed below.

2.2.1. THEORY "X" AND THEORY "Y"

Mc Grego (1960) "advances two distinct views of human beings in the work place held by practicing managers.

One labeled theory "X", being negative and the other basically positive labeled "Y".

After a critical view of ways the managers view the nature of human beings in work place is based on certain assumptions and that the manager tends to tailor their behavior towards their subordinates according to these assumption.

2.2.2. Theory "Z" was propounded by William G. Ouchin 11981.

According to Peretonode (1991) theory Z is an approach to management and approach to motivation and participative decision making techniques theory Z's basic premises is that workers or employee are the key to increased performances in an organization.

Based on this, Ouch suggested several ways to manage people so that they can work together more effective to increase productivity. In theory Z, performance or productivity is believed to be dependent upon commitment to an overall philosophy of participative decision - making trust and intimacy.

Ouch in this theory Z made use of Japan and USA, he came up with the claim that Japan's manager care more for the well- being and development of employees than the USA.

2.2.3. HIERARCHY OF NEEDS THEORY:

The hierarchy of needs theory was put forward by a psychologist, Abraham Maslow. Maslow (1954) postulate that "people in the work place are motivated to performance by a desire to satisfy a set of needs", the theory is based on three basic assumptions about people in the work place and these assumption are;

1. That people are beings whose needs influence their behavior.
2. That these needs are arranged in a hierarchy from the basic to the complex.
3. That a person moves from one level of need to the other only when the lower needs has been satisfied.

2.2.4. EQUITY MOTIVATION THEORY (Adams 1963)

The equity motivation theory assumes people are concerned with maximizing both the quality and fairness of their reward "the theory rest on the fact that people compare the magnitude of their contribution and returns with those of other people and that the fairness of the outcome help to detect their level of motivation.

2.2.5. OTHER THEORIES ARE:

- THE TWO FACTORS THEORY - (Henzberg)
- ACHIEVEMENT MOTIVATION THEORY
- EXPECTANCE ETHEORY OF MOTIVATION

2.3. TYPES OF INCENTIVE SCHEMES:

Incentive scheme refers to all form of compensation and benefit plans. It may be referred to as compensation given to workers. Incentives plans are based on positive reinforcement of desirable behavior.

Koontz et-al (1980) identified types of incentives in an organization as follows:

1. SOCIAL INCENTIVES.

These are those incentives that increase the workers chance of survival by reducing their spending from basic salary. These types of incentives are often referred to as non-financial incentives or fringes benefits which are introduced as a mark of good management. They include cafeteria, housing, legal and financial counseling assistance etc.

2. PARTICITIVE INCENTIVES.

Belchar (1973) described participative incentives as the consultation and solicitation of subordinate participation in management decision. It is the acceptance of employee's suggestion.

3. PSYCHOLOGICAL INCENTIVES.

These incentives include such things like praise recognition and appreciation which could be in cash or otherwise on their part.

4. INDIVIDUAL INCENTIVES PLAN.

These are benefit offered to individual recognition of their contribution towards the realization of the organizations goals. Such incentives are salaries housing allowances, medical allowances, etc.

5. GROUP INCENTIVE PLAN.

This type of incentive is usually given to group of individuals or team of workers of groups.

6. ORGANIZATION WIDE INCENTIVE PLAN.

This is a plan oriented towards a group or groups. It is more effective than the small group incentive plan because of the inter-individual or inter-group comparison that are often found in other types of incentive plan.

2.4. THE NEED OF INCENTIVE SCHEMES IN ORGANIZATION:

Some of the needs identified for the introduction of incentive schemes in the organization include;

1. To protect the employees against the hazard of illness, injury, death, unemployment, disabilities, old age and to improve their quality of life (standard of living)
2. To provide the physical and mental respite that will generate, increase interest and lead to greater concentration on work.
3. To promote consumption of balance meals this reducing fatigue in the late hour by providing cafeterias for workers.
4. To provide against government interaction and to reduce the influence of unions.

5. To motivate employees to higher productivity by changing the employees attitude towards work.
6. To improve the moral loyalty of the staff and enhance good public relation to actualization of the organization objectives.
7. It will lead to a positive effect on global education, research and technology for sustainable development and this will leads to sustainable growth and development to the nation and the world as a whole.

3. METHODOLOGY

Methodology according to Oxford advance learner's dictionary is defined as "the methods and principles based to perform a particular activity".

Research is simply defined by, Osuala (2007) as "the process of arriving aft dependable solution to problems through the plan and systematic collection, analysis and interpretation of data". Research is oriented towards the discovering of the relationship that exists among the phenomena of the world in which we live. Research is devoted to finding the condition under which it does occur, as it appears in similar circumstances.

However, the objective of this chapter is to state or prevent the methods used in collecting evaluating analyzing and giving report of the data.

The rationale behind the choice of particular method or procedures for the collection of data is also stated in the chapter.

3.1. POPULATION OF THE STUDY:

The population covered by the research work is the directors, staff and management of Servicecom Company PLC Kaduna.

3.2. DATA ANALYSIS TECHNIQUES:

The researcher used the percentage ratio method to analyze and tabulate data and information collected.

Using this method, questionnaires will be worked out on percentage basis to determine conclusion. The formula for the percentage ratio method is as follows;

$$\frac{\text{Number of respondent per question}}{\text{Total Number of sample size}} \times \frac{100}{1}$$

3.3. INSTRUMENTS FOR DATA COLLECTION:

The instruments used for data collection in this research work are primary and secondary data

3.3.1. PRIMARY DATA COLLECTION:

The researcher used questionnaire as an instrument to collect data. This involves sending pre-arrange questions on aspects which are of interest to various members off staff and relevant to this study.

3.3.2. SECONDARY DATA COLLECTION:

In the secondary sources data are obtained from the company's record, textbooks and previous writes ups on the study and journals (that is documentary methods).

4. DATA ANALYSIS

This chapter data analysis and presentation is important because it is essential for understanding results from surveys, administrative sources and pilot studies; for providing information on data gaps; for designing and redesigning surveys; for planning new statistical activities; and for formulating quality objectives.

4.1. DATA PRESENTATION AND ANALYSIS:

By the end of this chapter, we should be able to know the different types of data used in this research study and also know the different ways the data were presented scientifically and systematically.

4.2. DATA ANALYSIS AND INTERPRETATION:

This section attempt to give a clear analysis and interpretation of data collected through questionnaires administered to the employees of servicecom Company PLC. The responses to the questionnaire by the respondents which are to the hypothesis stated in the introductory chapter are presented in the form of table for easy comparison, analysis and conclusion drawn there from.

TABLE 4.2.1: DOES THE REGULAR PAYMENT MOTIVATE YOU TO INCREASE PERFORMANCE?

DECISION	NO. OF RESPONDENT	PERCENTAGE (%)
Yes	34	100
No	NIL	NIL
Total	34	100

The above cable 4.2.1 represents the response from the table 100% of the respondents agreed that payment of workers regularly motivates workers to increase performance.

TABLE 4.2.2: DOES INCREASE OF SALARIES REGULARLY MOTIVATE WORKERS?

DECISION	NO. OF RESPONDENT	PERCENTAGE (%)
Yes	35	100
No	NIL	NIL
Total	35	100

From the above table 4.2.2 it can be seen that 35 respondents representing 100% claimed that the company increase of salary regularly motivates workers to increase performance

TABLE 4.2.3: DOES GIVING INCENTIVES TO WORKERS MOTIVATE INCREASE IN WORKERS PERFORMANCE?

DECISION	NO. OF RESPONDENT	PERCENTAGE (100%)
YES	38	100
NO	NIL	NIL
Total	38	100

The data represented in table 4.2.3 above shows that all the respondents answered and 100% agreed that giving incentives to workers motivate increase in workers performance.

TABLE 4.2.4: DOES YOUR COMPANY ALLOW WORKERS PARTICIPATE IN THE DECISION MAKING PROCESS AND DOES WORKERS PARTICIPATE IN THE DECISION MAKING PROCESS MOTIVATES INCREASE IN WORKERS PERFORMANCE?

DECISION	NO. OF RESPONDENT	PERCENTAGE (%)
Yes	26	100
No	NIL	NIL
Total	26	100

Table 4.2.4 above shows workers participation in decision making process increase workers performance.

5. SUMMARY

The Result of the hypothesis formulated in chapter one was tested in chapter four. In conclusion of the analysis, the alternative hypothesis "INCENTIVE SCHEMES" for workers motivate them for performance in an organization and this can also lead to a positive effect on global education, research and technology for sustainable development and inevitable sustainable growth and development to the nation and the world as a whole.

However, in the course of analyzing and interpreting the data generated from the Questionnaire distributed to the staff of Servicecom Company PLC at random reveals that the condition under which the fulfillment of their personal desires have been done to them have been identified as follows:

- I. It reveals that increased and regular payment of worker salaries go along in motivating the workers; this can be seen from the analysis in chapter four.

- II. It was also revealed that the extent and level in which the workers are engaged in decision making process motivate a good number of them. They believe that by allowing them to participate in decision making process motivate a good number of them and will give them the opportunity to have a say in what affect them as employees.
- III. It is also reveals that employees and management of organization having cordial relationship does motive workers and increase performance.
- IV. Finally, the survey shows the extent to which the company helps the workers to fulfill their needs which has helped in motivating the employees to work towards achieving the organizational goals.

5.1. CONCLUSION:

The researcher to carried out this study because of the need for increase in productivity, improve workers welfare and show to the extend motivation of workers can increase the performance or worker in an organization which will in turn lead to a positive effect on global education, research and technology for sustainable development and to the nation and the world as a whole.

The study shows that there is a positive relationship between motivation and performance. It also shows that the performance would improve if employees are given proper motivation. It is important therefore that management should always give workers proper motivation with a view of making them perform better, as it is already known that higher productivity is the end result of good motivation.

However these factors of motivation are highlighted with a view of using them to motivate workers for higher performance and positive effect on global education, research and technology for sustainable development

5.2. RECOMMENDATION:

Having outline the summary of the research findings, the researcher has been able to identify some of the factors that can motivate workers in discharging their duties and the extent to which the company has been able to respond to those factors for increase in productivity, quality products and workers satisfaction. The researcher makes the following recommendations:

- Although some authorities involve in motivating staff in monetary reward (in form of salary), it is good to note that paying workers regularly can be a very good motivating factor.
- The research also suggests that workers should be engage in the decision process of the company and this is because workers feel more comfortable when they take part in deciding their fate in the organization.
- Also the researcher agrees that management should communicate from time to time with employees as this will help to increase employee's knowledge or understanding of the plans and policies of the organization. It will create cordial relationship between management and staff of the company, as this will go a long way in motivating the employees.
- Workers efficiency cannot be divorced from the level of training and skill acquisition, as skill is the end result of training. Training is a means of improving present performance of employees. Therefore increasing or improving the present performance of an employee will increase the productivity of the organization, reduce material wastage, less tool damage, and increase morale of employee. The researcher recommends that workers of Servicecom Company Plc should be trained and retrained in relations to departmental need of the company.
- Finally, the employees should not be regarded only as a tool for realization of the company goals. They should provide adequate amenities like good canteen, transport system for mobility, housing scheme, medical care etc. as they directly affect the employees of the organization, which will go a long way in motivating them.

Condition of services should be spelt out in employment contract. Promotion as a motivating tool should be based on the educational attainment year of service and merit criterion.

Finally, subject to time limit materials and financial constraints, the topic of this research is recommended for further study. It is very important since it deals with human behavior, which is not static but dynamic and capable of being influenced within a given period of time.

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