MOTIVATIONAL FACTORS AS MEANS OF JOB SATISFACTION
A CASE STUDY OF
INFORTRONICS NIGERIA LIMITED LAGOS

BY

OKEZIE SUNDAY CHIM
HND BUS ADMIN & MGT
PGD/GST/79/01/02

SCHOOL OF SCIENCE AND SCIENCE EDUCATION
DEPARTMENT OF GENERAL STUDIES
FEDERAL UNIVERSITY OF TECHNOLOGY
MINNA – NIGER STATE

JUNE 2004

MOTIVATIONAL FACTORS AS MEANS OF JOB SATISFACTION
A CASE STUDY OF
INFORTRONICS NIGERIA LIMITED LAGOS

BY

OKEZIE SUNDAY CHIM
HND BUS ADMIN & MGT
PGD/GST/79/01/02

SCHOOL OF SCIENCE AND SCIENCE EDUCATION
DEPARTMENT OF GENERAL STUDIES
FEDERAL UNIVERSITY OF TECHNOLOGY
MINNA – NIGER STATE

CERTIFICATION

This is to certify that this project "Motivational Factors as means of Job Satisfaction.

A case study of Infortronics Nigeria Limited Lagos has been approved by the Department of General Studies, Federal University of Technology Minna Niger State.

--   --------------------------------

DR. S. K. TSWANYA   **DR. S. K. TSWANYA**

Project Supervisor   **HOD General Studies**

DEDICATION

This work is dedicated to God for the mysterious circumstance through which this programme came to a reality despite all odds and apparent impossibilities.

It is also dedicated to Mrs. J.M. Okezie, Messers Chiedu, Okwuchi and Chigozirim.

ACKNOWLEDGEMENT

CHAPTER FOUR:

CHAPTER FIVE: SUMMARY, RECOMMENDATION AND CONCLUSION

ABSTRACT

The purpose of this study was to identify the motivating factors that give workers job satisfaction at Infortronics Nigeria Limited Lagos.

In order to obtain relevant and accurate information on the study, four research questions were formulated. Each of the research questions was analyzed using simple frequencies and percentages. Thirty-five questionnaires were administered and retrieved from randomly selected members of the staff of the organisation.

It was found that in order of importance low level workers or junior workers rated advancement, high pay, and security as the factors that give them job satisfaction.

The results revealed that these factors also motivate the middle and the high level workers (Senior staff). Research findings further showed that the Management of Infortronics Nigeria Limited Lagos do not adopt the proper motivating techniques hence these recommendation. Based on the result of the findings, it was recommended that the management should place more emphasis on the identified motivating factors and improve the techniques of application.

CHAPTER ONE

INTRODUCTION

1.0   INTRODUCTION

Motivation of staff has its origin from the classical management theories. The scientific management theory presented people in an organization as instruments of production who could be seen as machines. Thus, the 'cannot' and stick' style was applied in motivating staff to work. However, the Human Relations and the Behavioral Science theories see man as a human being with needs and motives. This new understanding of the individual worker brought into light the fact that human behaviour is goal oriented and that an energizing force can induce, compel and maintain behaviour.

In modern systems therefore, one of the major problems confronting management is that of motivating workers to perform assigned tasks to meet pre-determined standards set goals and objectives (Chuke-Okoli, 2002).

1.1   BACKGROUND OF THE PROBLEM

In this study, attempt is made to look into motivation as it relates to job satisfaction. It is assumed, according to Frederick Herzberg's theory (1963)that there are two factors at work in determining job satisfaction and dissatisfaction. They are motivators and hygiene factors.

Hygiene factors according to him included pay, working conditions, pension funds and other fringe benefits. These factors lead to job dissatisfaction while on the other they do not necessarily lead to a highly motivated staff.

Conversely, the motivators are factors that have to be present or workers to enjoy job satisfaction. They are associated with factors each with

responsibility, sense of achievement, advancement, recognition and self fulfillment. All these motivate people to work effectively and without them, no matter how good the hygiene factors are, the workers will not be highly satisfied.

This work is out to find out what really motivate workers and the relationship between such factors and job satisfaction.

1.2 STATEMENT OF THE PROBLEM

The question of the role work plays in human life is a concern, not only of management but of psychological, philosophical and moral concerns. There are varied views of work held by different category of people. Traditionally, work has various meanings to different cultures. To many cultures work is merely seen as basic to economic and physical survival. Nevertheless the meaning of work and the motive which induce people to work have undergone considerable change over the years. Economically less developed societies still view work as an answer to basic physiologically needs, conversely to some, it's function is economic. However are among the principal actors in industries relations thus, the welfare of workers continue to be of concern to the society. Moreover, worker's needs vary from place to place and at different times. No matter where or when, it is a common phenomenon that the refusal of employers to meet the need of employers has always caused conflict. In Nigeria the agitation for the fulfillment of worker's needs has culminated into many industrial upheavals. From the general strike of 1949 for cost of living allowance (COLA) award through to the Enugu coal miners shooting of 1949 as a result of poor human relations existing between the Europeans officers in the mine and their Nigeria subordinates, to the dock workers strike of 1949 for Morgan award

2

CHAPTER TWO

2.1 REVIEW OF RELATED LITERATURE

Theories of Motivating:

One strategy for motivating people within organization has its roots in the scientific management theory of Taylor (1991) He opined that man is self-centred and he works just to maximize personal gains. In his view an individual can only be motivated to work if he is rewarded well. In the Nigeria situation, this is relevant. For it is the view now that workers are not motivated because they are not given enough incentives. This study is set forth to find out how workers can be motivated to work. Another theorist, Elton May (1991) performed experiment on a group of workers at Haw throne

The aim of this experiment was to show how good relations effect workers in the work places. The workers used for the study felt priviledged for being singled out. This resulted into good relationship among the group, and there emerged a recognized standard for behaviour. Mayo, from his study asserted that meaning is sought at work through social relations. This study will therefore look into interpersonal relations as one of the motivating factors for job satisfaction

Abraha Maslow's (1954) theory of motivative is one of the most commonly accepted theories of motivation. Maslow's (1954) propounded five needs which are necessary for motivating workers to achieve satisfaction. He arranged them in hierarchical order physiological, safety, love esteem and self-actualization needs.

PHYSIOLOGICAL NEED

Man's basic needs are food shelter, water and rest. When these are satisfied, they are replaced by safety or security need. In this case, it is related to security of employment. This implies safeguarding what has already been established.

LOVE NEED: In the need to love and he loved, to communicate and to interact with people in the workplace. Next to this is Esteem Need which is based on desire of man for acceptability of self image, leading him to the high level of self-actualization. Self-actualization is related to workers emotional self-acceptance, self-fulfillment and self creativity.

In propounding this theory, Maslow did not suggest that the pattern is appropriate in most cases. He suggested that man is never completely satisfied in respect of any need. If a need is achieved it is no longer a motivating force. This theory is relevant to the present work, in that it assumes that there are certain needs which have to be satisfied in the workplace. It is therefore, the aim of this study to identify such needs with particular reference to workers of Infrotronics Nigeria Limited, Lagos.

There is also the fact that individuals are motivated differently. For example the basic need for an average Nigerian is to get a job in order to feed himself and his family, if he has one. At this time he is prepared to get any amount as salary or wages to satisfy his basic needs. Having got this job, other needs arise such as fringe benefits, car loan, house allowance, promotion et cetera.

A writer that built on Maslow's work was D.C Mcgregor (1960) He describe two extreme views in relation to job satisfaction. They were named theory 'X' and 'Y'. Theory 'X' assumes that the average human being has an inherent dislike for work and avoids it as much as possible. Man must be

8

coerced, controlled, directed and threatened with punishment before the best can be got from him. The average human being has little sense of responsibility and little ambition, therefore, he prefers being directed by his superiors. His theory 'Y' was based on an assumption that work is natural to man. He is always ready to accept self-direction and self- control in working towards organizational objectives provided he is given commensurate reward for the work done. The essential concept which Mcgregor propounded was for modern organisations to be styles in their companies. Three administrative styles have been adopted by managers. These are scientific, paternalistic and participative methods. Theory 'X' managers are those who take the scientific method and probably add the paternalistic to their method of administration. The Scientific method reduces man to a tool which can be manipulated at will. Paternalistic method holds that man will be satisfied with extrinsic reward. Studies have shown that man needs both extrinsic and intrinsic rewards.

Theory 'Y' represents the views of managers who adopt the modern participatory method. Here man is to be given the chance to exhibit the height of his potentialities in an organization. Man in this case is consulted and his views if found appropriate are adopted for the betterment of the organization. A relevant assumption of man is by E. H. Schein (1965) who grouped man into, rational economic man, social man and complex man. The difference in these two authors view is that avoided the misleading polarization of Mcgregor's assumption. He concluded that no universal applicable management strategy exists. The researcher therefore, is in agreement with Schein's views that employees are individuals and will perform more effectively when treated and seen as such.

An alternative theory to Maslwe's was proposed by C.P. Alderfer (1972). He related need satisfaction to the strength of need desires. His theory was

bases on three fold conceptualization of human needs. These are Existence, Relatedness and growth (ERG). Existence is attributed to physiological needs and environmental condition. Relatedness is assignable to relationship with people whilst growth is referable to creativity, productivity and self actualization. In contrast to Maslow's Alderfer did not assume lower level satisfaction as a pre-requisite for the emergence of higher order needs. He inserted propositions relating the impact of higher-order needs frustration to the strength of lower-order needs frustration to the strength of lower-order. His several proposition can be summarized thus:

(1) The more a particular need is satisfied the more such needs is desired

(2) If a particular high-order need is not satisfied the strength of desires for lower order needs increases

(3) The more a particular need is satisfied, the more it is desired.

(4) The more a particular lower need is satisfied the more the higher order need is desired.

The relationship between Maslow's and Alderfer's theories lies in the fact that, Alderfer's three level encompass all of Maslow's five levels. Alderfer's ERG still has the idea of need hierarchy without requiring them to be strictly ordered. Maslow opined that needs once satisfied need can still remain a motivator. Alderfer recognized the people have needs which can be satisfied in their jobs.

Mcclelland (1961) Identified three types of basic motivating needs thus, need for power, from his work, he established out that people with a high need for power have a great concern for exercising influence and control. Such individuals seek for position of leadership, they are hard headed and demanding.

NEED FOR AFFILIATION: People with high need for affiliation usually derive pleasure from being loved and tend to avoid the pain of being ejected

by a social group. As individuals they are likely to be concerned with maintaining pleasant social relationship, to enjoy a sense of intimacy and to be ready to help others to trouble.

NEED FOR ACHIEVEMENT: Those who have high needs for achievement have an intense desire for success, they want to be challenged, prone to take risks, want to be responsible and like to get feedback from what they do promptly.

This theory points out that what motivate people vary with individual and situations. All these three drives are relevant to management for every department of organization represent groups of individuals working together to achieve desired goals.

The term "jobs satisfaction" refers to how a person feels about his job in terms of how much he likes or dislike it. It is the evaluative component of ones job attitude. A person might be highly satisfied with one aspect of his work while he is dissatisfied with other aspects. In support of this D. Cross (1964) opined that a worker might be satisfied with his wages or salary moderately satisfied with his work mates, but very dissatisfied with his immediate supervisors.

Job satisfaction is also related to the types of work done. Revealing this in his study, R. Hoppock (1965) reported that the degree of job satisfaction is related to the type of job done. He asserted, furthermore, that job satisfaction within each occupational group varies among individuals. It is possible that a man attains job satisfaction, but a low reverse might be the case. Likewise it is feasible that high motivated person with low job satisfaction will look for alternative job. Vroom (1960) measured need for independence as a factor of job satisfaction among workers. He found out

11

that those expressing a stronger need in for independence were more likely to feel that they were indeed participating under the experimental conditions and also to manifest greater increase in total job satisfaction.

Smith and Kendall (1965) found out, in their research that income level of workers sampled on a national basis were more strongly correlated with satisfaction with pay than with the overall job.

Lawler (1979) likewise concluded "so many studies have shown a strong relationship between pay and job satisfaction that is not necessary to review any of them to establish the validity of this effect". In his work, noted that factors, like the quality of supervision and level of autonomy in decision affecting one's work are found to be more strongly correlate with job satisfaction than it was with income. He reported further that employee usually remarked that pay satisfaction influence their job satisfaction.

One other prominent theorist of motivation and job satisfaction is Frederick Herzberg(1963). He and his associates developed a two- factor explanation for motivation and satisfaction. One group of need was named "Satisfiers" and the other "dissatisfer". The satisfiers are achievement, recognition, challenging work, advancement and growth. They are also called motivators. These factors have potential of yielding satisfaction. The dissatisfied group include, company policy, administrative supervision, working condition, interpersonal relations and personal life. They are also called 'hygiene factors". These factors may not motivate people to work, yet they must be present because their absence may lead to job dissatisfaction.

There have been some studies providing support for the "two factor" theory using methods of investigation other than the critical approach featured by

Herzberg. An example is Friedlander and Walton(1964) who postulated that the decision of an employee to remain with an organization or leave depend upon the dual factor theory. In another of his study he came up with the finding and dissatisfaction are unrelated and not complementary functions rather than negatively poles of a single by polar continuum. Other investigations have not confirmed satisfier- dissatisfier dichotomy. R.B. Ewem (1965) and his associates found out that the two factors results might be largely an artificial of the "critical incident" method of investigation employed.

Vroom (1960) criticized Herzberg's two factors theory but he gave an alternative theory. This was more sophisticated and known as "expectancy theory" or "valence expectancy theory". It suggested that two factors need to be working to motivate an individual. Firstly, people's wants are at times merely a liking for something. The relative importance of one thing against another is called the valence, while the second element is called expectancy. Expectancy is a persons' own estimation of his chance of achieving what he wants. Vroom's theory is hereby shown in arithmetical form as follows:

Force = Valence x Expectancy

Valence x Expectancy = Motivation >

Action > Result > Satisfaction

Force: is the strength of person's motivation.

Valence: is the strength of an individual's preference for an outcome.

Expectancy: is the probability that particular action will lead to a desiring outcome.

The importance of the multiplication sign between Valence and Expectancy shows a reinforcement of the two element which eventually will motivate an individual as expected in this paper.

13

The literatures discussed so far have been on developed countries. It is necessary to survey literature on work motivation and job satisfaction in developing countries. Work motivation of Nigerian industrial workers was researched into by F. A. Wells and W. A. Warrington (1962) among factory workers at Sapele and Kaduna. The workers commented that they worked in these industries because of the high wages and security of employment they achieved there. This is related to this study since high wages and security of employment are looked into as motivating factors.

Kilby (1960) came out in support of this study. He found positive response to monetary incentives by industrial workers. Bushauvels (1958) empirical research thrones more light into what motivate African workers. In his results, he discovered that satisfactory relations with fellow workers and with supervisors ranked high in what motivated workers. In this paper, relationship with co-workers and supervisors would be considered as means for motivating workers. In Ajayi's work (1981) he found out that job satisfaction increase in degree with length of services and also increase with status. His evidence shows that there was lack of job satisfaction among the university teachers and so they always aspire to move to the private sector.

The result of Ahiauzu's (1982) empirical study of motivating workers shows that significance difference existed between the choice of motivational techniques employed by management and low level staff. He asserted that the wrong choice of motivational techniques by managers results into an Nigerian 'bad attitude' to work. In this work, we shall see if the management of the company under study is adopting the correct motivational techniques. Furthermore, Obi (1981) came out with findings that the middle level workers in both private and public organisation can be motivated by satisfying their 'high order needs. They are opportunity for promotion, responsibility, participation in setting goals and achievement of the job.

This study, therefore, intends to make a study on how Nigerian workers can be motivated to work, using a case study of workers at Infrotronics Nigeria Limited Lagos.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION:

This chapter deals with the methodology and the strategies used in the study. It also deals with the research design, the construction of the instrument used and its validity. It further described the administration of the questionnaires and the report of returns.

3.1 POPULATION AND SAMPLE

The research population involves a samples of twenty-five randomly selected staff of Infrotronics Nigeria Limited out fifty staff.

3.2 DESIGN OF THE STUDY

The method used for this study was the descriptive research method, since it involved the description of the actual application of motivational factors in the sampled organization as it existed at the time of the study. The research work was strictly a survey of workers opinion on the effect of motivational factors on job satisfaction. The research design consists of the following:

1) Construction of questionnaires for staff of Infortronics Limited Lagos. (See Appendix)

2) Analysis and computation of data collected relating actual findings to expected outcome, using simple percentages.

3) The interpretation of findings based on the analysis

4) Interview schedule? The researcher was able to interview the junior staff on how the management handle their motivation.

5) Observation of actual motivational activities of management of Infrotronics Limited. This is achieved by regular visit to the company and subsequent interaction with staff.

3.3 DEVELOPMENT OF RESEARCH INSTRUMENT

A questionnaire containing (25) twenty-five items was designed administered on sampled respondents. The questionnaire was in one part divided into two sections, A and B. Section one contained the background information of the respondent. Section B contained question of items that reveal the actual motivating factors existing in Infortronics Limited and the impact on job satisfaction of staff. Precisely, Section B contained questions on the personal experience of the respondents as regards job satisfaction.

Most items in the various section required the respondent to mark an (x) against the option of choice. The questionnaires were administered to (25) twenty-five staff.

3.4 ADMINISTRATION OF THE INSTRUMENT

The researcher made personal visit to the sample organization. This enabled him to explain certain items in the questionnaire that might have appeared confusing. With the assistance of the General Manager the researcher was able to administer and collect the questionnaire personally. This raised the questionnaire return rate and makes my job easiler.

3.5 REPORT OF RETURNS

All the twelve (12) questionnaires given to the staff of Infortronics Limited were duly completed and returned.

3.6 VALIDITY OF INSTRUMENT

In the process of constructing the questionnaires, similar questionnaires used by other researchers who studied different aspects of motivation and job satisfaction in organizations

The first draft of the questionnaires for the study was presented to the researchers supervisor and sub-supervisor for review, suggestions and elimination of defects. The corrections and comments made by them helped

in tidying the final draft of the questionnaires to ensure relevance. In order to ascertain the extent to which the questions could be understood, a pilot study using twelve of the questionnaires was carried out. Two weeks later twelve copies of the same questionnaires were administered to the same group of people. The result of the exercise showed a high degree of understanding of the questions by the people surveyed. The pilot study also confirmed the reliability of the instrument used.

3.7 STATISTICAL PROCEDURE

Method of data Analysis: The analysis of data collected was based on the research questions formulated in chapter one. This was done by finding the simple percentage of the responses made by the staff of Infortronics Limited. In order to arrive at a decision level, the mean of the total percentages under each item on a scale was found. 50 percent (50%) was arbitrarily chosen as the average or neutral point. The concept of percentages is useful because, it enables the layman to see at a glance the relationship between scores.

CHAPTER FOUR

4.1 DATA PRESENTATION AND ANALYSIS

The responses from respondents were presented using statistical tables and percentages to shows at a glance, the pattern of opinions and observations from respondents. These were analysed alongside with personal experience and observations. Out of total questionnaire distributed the data extracted from the questionnaire and other data collected through interviews, observations and contact analysis formed the basis upon which the analysed data was based. For clarity and the location of branches that Infortronics Nigeria Limited have all over. The researcher decided to have two groups of workers. They are the low-level workers and middle level workers. (i.e. Junior and Senior workers).

LOW LEVEL WORKERS

Distribution of motivational factors among low-level workers.

TABLE 1

MOTIVATIONAL FACTORS	NUMBER
Advancement	70
Achievement	60
High pay	80
Security	50
Autonomy	40
Pleasant Companion	30
Responsibility	10
Status	20
TOTAL	360

To determine the percentage of motivational factors in low level workers in Infortronics Nigeria Limited.

We simply divide the number of motivational factors by the total number of factors and multiply the quotient by 100

19

$$\frac{70}{360} \text{ x } 100$$

having known the distribution then we work for the percentage Distribution of motivation factors among low-level workers.

PERCENTAGE OF LOW LEVEL WORKERS

TABLE 1

MOTIVATIONAL FACTORS		NUMBER
Advancement	70	19.4
Achievement	60	16.7
High pay	80	22.2
Security	50	13.9
Autonomy	40	11.1
Pleasant Companion	30	8.3
Responsibility	10	2.8
Status	20	5.6
TOTAL	360	100%

Table 2 shows that 22.2% of low-level workers are motivated with high pay while 19.4% are motivated with advancement. On Achievment,16.7% are motivated while 13.9% prefer Security. About 11.1% are motivated with autonomy which means that they need freedom while 8.3% are motivated with pleasant companion. This is to say that they need good relationship while 2.8% prefer responsibility than status which is 5.6%.

From this analysis, the researcher discovered that the high pay is the ultimate aim of low level worker.

4.1   MIDDLE –LEVEL WORKERS

Distribution of Motivational factors among middle-level workers

TABLE 3

MOTIVATIONAL FACTORS	NUMBER
Advancement	80
Achievement	70
High pay	50
Security	30
Autonomy	10
Pleasant Companion	20
Responsibility	40
Status	60
TOTAL	360

In order for the researcher to get the percentage of motivational factors that gives job satisfaction to middle-level workers of Infortronics Nigeria Limited.

We used the formular $80/360$ x 100   Percentage Distribution of Motivational factors among Middle-level workers of Infortronics Nigeria Limited.

Having looked at table 3 and 4, we found out that industrial workers responds positively to monetary incentives. The result also relates to Ubeku's opinion, that an African workers, with the burden of extended family needs money to solve the ever increasing problem emanating from it.

The motivating factors provided for the middle-level workers were advancement, achievement, status and high pay, it seems the middle-level workers are more provided for in the company. This might be due to the position they hold in the company. It can also be attributed to the fact that they are more skilled than the low-level workers.

CHAPTER FIVE

5.1 SUMMARY

One of the major concerns of government, industrial psychologist and industrialist is how workers can be motivated to get job satisfaction. The present study will in no doubt be useful to them because of its findings. It has succeeded in establishing the fact that workers need to be motivated so that they can work more effectively, for without motivating them it will be difficult for them to be satisfied with their jobs.

Furthermore, this work has been able to prove that managers need to identify the specific motivating factors important to their employees. Another important point that should be tackled is that of a guiding policy which should be employed to motivate workers properly. This is necessary because workers needs differ from one to the other. Although it is not easy to have a detailed knowledge of each worker. It is observed that all workers desire those things that will meet their basic needs. Such needs, which should be more extrinsic type, should be substantial in order to motivate them to job satisfaction.

Motivating workers in any establishment should always occupy top priority. Managers are not clear yet about the best method to adopt for best result. This study provided a few pointers. One of such is that workers need monetary incentives most. This is because motivating factors indicated by the workers are attached to money. Therefore it is advisable that those concerned with the welfare of workers take special note of the importance of monetary rewards in their employees.

5.2 RECOMMENDATION:

As the result of this, work has been affirmed that motivational factors are major means of job satisfaction. It is hereby recommended that it should be a matter of great concern to managers apart from motivating workers, they should be able to identify specific factors that can be motivated particularly group of workers. In other to do this successfully, it is advised, the management should understand the workers needs. The management still needs to lay more emphasis on autonomy of workers so that they can contribute to key decisions that shape the well-being of the organization. Moreover, workers should be opportuned to solve problems because the study has revealed that workers are not satisfied in this area. This study found out that promotion is slow in place in this company.

It is here by recommended that workers should be encourage through efficient promotion. Opportunities and chances should also be created for the two categories of work so that they can aspire to a level they can reach. A second thought also be given to the issue of financial remuneration.

It was discovered from this study that all other motivating factors which workers ranked high are related to money, the fact remains that if workers financial needs are not properly taken care of their moral will fall. As an African, the workers are not solving their problem alone. They have relatives and families who depend on them. Unless they are helped out of this problem through high pay and other incentives even after retirement, they might probably be found wanting in their places of work.

5.3 <u>CONCLUSION</u>

This study has investigated and has been able to identify the factors that motivate middle and low level workers in Infortronics Nigeria Limited, Lagos to job satisfaction. The background to this study reveals that the Nigerian workers are not given enough reward to motivate them to work. To this end, management ought to apply the identified motivating factors which are expected to give workers satisfaction in their jobs.

The result of findings from this study implies that the factors which motivated the two categories of workers studies are related. Factors such as advancement, achievement, high pay, responsibility and security were ranked high.

This shows that no matter the level of worker is, he still wants to improve his skill and expects to be promoted. Moreover, the result also revealed that workers wants to see the result of their actions. In addition, the workers are concerned with security which gives them assurance that they can hold on to their jobs, especially at this period of economic depression in the country. Although, high pay ranked both third and fourth for the low and middle level workers respectively, a critical look at the other highly ranked factors aforementioned revealed, that they all have an underlying connection with monetary incentives. One can then deduce that a typical Nigerian workers always look forward to monetary incentive when seeking a job. It is after he has got this, that he can start thinking of how secured he is, the level of responsibility required of him, or promotion opportunities. One can then understand why workers in this company being sure of receiving salaries, ranked advancement as a highly motivating factor. In addition, this study has been able to reveal that the company provides a few factors which motivate workers to job satisfaction.

For the low level workers, they are only provided with those factors which the ranked lowest. These are security of job, pleasant companionship and status, while it does not make provision for advancement, achievement, responsibility, autonomy and high pay. On the other hand, it seems as if the middle level workers are better catered for. This is because opportunity for achievement which is highly ranked by this class of workers is provided for Some other factors which are provided for the middle level workers are, job security, pleasant companionship, autonomy and status. All the above indicates that the management does not employ the proper motivating techniques for workers in the company.

Considering the limitation of time and fund, faced by the present study, there is the need to undertakes a similar project on a larger basis. This will ensure a better representative of Nigeria workers. Furthermore, the factors that motivate the top level managers should be looked into since the scope of this study is limited to the middle and the how level workers. The effect of such variable like age, education and sex, on the job satisfaction should also be researched within the same framework..

<u>REFERENCES</u>

Ahiazu A, (1984)   Towards Diagnostic Approach to motivating. The Nigerian   Workers Nigerian Journal of administrative .

Ajayi K. (1980)   Job Satisfaction among Secondary School Teacher in Nigeria.   "African Journal of Educational Research.

Ajayi S. A, (1981)   Job Satisfaction and Commitment among Nigerian University Teachers.   Unpublished   Thsis.   PHD University of Ibadan.

Alderfer C.P. (1972)   Existence, Relatedness and Growth; Human needs in Organisational Setting. New York. The Free Press.

Blood, M. (1969)   Work Values and Job Satisfaction' Journal of Applied Psychology.

Centres R. and   Intrinsic and Extrinsic Job Motivations among different
Bugerta D.E, (1966)   segments of working population "Journal of applied psychology

Farham M. and   Understanding Industrial Relations. London Billing and
Pinlof J, (1979)   Son Limited.

Fasjoyin T, (1980)   Industrial Relation in Nigeria, Ikeja Longman Group Limited

Festinger R and   Research Methods in the Behavioural Sciences New
Daniel (1980)   York

Friedlander F, (1968)   Motivation to work and Organisation Performance' Journal of Applied Psychology.

28

George B. G, (1968)   Testing traditional and Two Factors Hypothesis concerning Job Satisfaction' Journal of Applied Psychology.

Herzberg F, (1969)   The Motivation of work among Finished Supervisors Personnel Psychology.

Keith D, (1977)   Human Behaviour at Work Organisational Behaviour USA Mcgraw Hill Books.

Kilby P, (1960)   Industrialization in Open Economy. Ibadan NISER.

Kootz, H et al, (1963)   Management 7th Edition Japan Mcgraw Hill Book.

Lawler E.E. and
Hall D.T, (1970)   Relationships of Job Satisfaction and Intrinsic Motivation Journal of Applied Psychology.

Maslow A, (1959)   Motivation and Personality New Youth John Whiley and Sons Inc.

Nwana L, (1988)   Organization Behavior. New Dimension Publication.

Okedara J.T, (1981)   Concept and Measurement of literacy, Semi-literacy and illiteracy, Ibadan University press.

Okoli-Chike AG,(2003)   Fundament of Management Shamic Publication

Okoli-Chike AG, (2003)   General and industrial management Ajiboye printers Ltd.

Okoli-Chike AG, (2003)   Introduction to philosophy. Shamic Publication

Onyeemelukwe C.C., (1960)   The problem of industrial planing and management in Nigeria London Longmass.

Popoola D, (1982)   "Job satisfaction and Employee Motivation in industries of higher Education; The Lagos University experience".

Soleye O, (1983)   The role of Management in industrial Relations" producing of National conference held at Department of Adult Education University of Ibadan, Ibadan.

Sonubi O, (1983)   The role of Trade Union in Industrial Relations" The Nigeria Experience" Producing of National conference held at the Department of Adult Education, University of Ibadan.

Tiffin J. and
Mccormick E. (1966)   Industrial Psychology, London Allen and Union Limited.

Geoffery S., (1973)   Industrial Relations London Longman.

Yesufu T.M, (1982)   The Dynamics of Industrial Relations. The Nigeria Experience Ibadan University press Limited.

APPENDIX 1

QUESTIONNAIRE ON JOB MOTIVATION ON THE UNDERLISTED PAIRS OF JOB CHARACTERISTICS WHICH DO YOU PREFER? UNDERLINE YOUR PREFERENCE

QUESTION

1   High Pay or Advancement

2   Pleasant companion or Autonomy

3   Security or Responsibility

4   Status or Achievement

5   Advancement or Responsibility

6   High Pay or Security

7   Autonomy or Status

8   Pleasant Companions or Achievement

9   Status of Pleasant Companion

10   Advancement or Autonomy

11   Achievement or High Pay

12   Security or Autonomy

13   Status or Achievement ·

14   Responsibilities or Pleasant Companion

15   High Pay or Status

16   Achievement or Responsibility

17   Security or Achievement

18   Pleasant Companion or High Pay

19   Autonomy or Security

20   Achievement or Security

21   High Pay or Autonomy

22   Responsibility or Status

23   Advancement or Pleasant Companions

Federal University of Tech

Minna

Nigeria State.

The General Manager

Infortronics Nigeria Limited

Surulere

Lagos.

Dear Sir / Madam,

I am a final year Post Graduate student of Business Administration, Federal University of Tech. Minna, I am carrying our a research on "Motivational Factors as means of job satisfaction" which special emphasis on Infortronics Nigeria Limited, Lagos.

I will be very grateful if you can give me all the necessary information / answers you can since the information given is for academic purposes and will be treated in strict confidence.

Thanks for your usual cooperation.

Yours faithfully,

S. C. OKEZIE

INFORTRONICS NIGERIA LIMITED, STAFF JOB SATISFACTION QUESTIONNAIRE

SECTION A

Please mark (x) against the right answer in the following and write where necessary.

1 Sex   (a) Male……………………(b) Female…………………………………

2 Age   (a) 19 years or below………………………………………………………..

(b) 20-29 years ……………………………………………………

(c) 30-39 years……………………………………………………

(d) 40-49 years……………………………………………………

(e) 50 years and above ……………………………………………………..

3 Marital status   (a) Single…………………………………………………

(b) Married …………………………………………………

(c) Widowed …………………………………………………

(d) Separated …………………………………………………

(e) Divorced …………………………………………………

4 Place or Residential (Use name eg. Surelere Yaba etc. and Street number where possible) …………………………………………………………………

5 Highest Level of education

(a) Primary …………………………………………………………

(b) Modern …………………………………………………………

(c) Commercial …………………………………………………………

(d) G.4 or S.R …………………………………………………………

(e) W.A.S.C …………………………………………………………

(f) B.Sc …………………………………………………………

(g) Others (Specify) …………………………………………………

6.   Department (Tick Right one)

(a) Production

(b) Accounts

        (c) Engineering

        (d) Sales

        (e) Administration/personnel

7.   Nature of Job

        (a)   ……………………..

        (b)   ………………….

        (c)   …………………….

        (d)   …………………….

        (e)   ……………………..

8.   Date and post of first appointment in the company ………………………….

9.   Work experience in the company ……………………………………………….

        (a)   less than one year

        (b)   One to less than two years

        (c)   Two to less than three years

        (d) Three to less than four years

10   Did you train for the job or you learnt in the job?……………………………

SECTION B

In the response / answer below, please mark an (x) against the one which represent your opinion about your job in this company.

(1)   Are you satisfied with your current salary? (a) Yes (b) No (c) No idea (d) Others (Specify)…………………………………………..

(2)   The salary I am paid is commensurate to the work I do (a) Yes (b) No (c) No comment

(3)   Is the salary always paid on time? (a) Yes (b) No (c) I don't know

(4)   The conduction of services encourages me to stay in the company (a) Yes (b) No (c) No comment

(5)   Number of time I have being promoted since I was employed. (a) One (b) Two (c) Three (d) Others (Specify) …………………………………………

35

(6)   The relationship between myself and my supervisor is (a) Cordial (b) Fair (c) Not cordial (d) No comment

(7)   Relationship between myself and my co-workers is (a) Cordial (b) Fair (c) Not cordial (d) No comment

(8)   There is opportunity for workers to further their education (a) Yes (b) No (c) No idea

(ii)   If yes in terms of

> (1)   Staff development
>
> (2)   Study leave without pay
>
> (3)   Study leave pay
>
> (4)   Leave of absence
>
> (5)   Too short

(9)   Do you feel you have security in terms of service?

(a) Yes   (b) No   (c) I don't know

(10)   How do you see your work environment?

(a)   Office: (1) Nice   (2) Manageable   (3) Poor

(b)   Factory: (1) Nice   (2) Manageable   (3) Poor

(c) Surrounding: (1) Nice   (2) Manageable   (3) Poor

11   Do you think you have a certain degree of independence (a) Yes (b) No (c) No ideal

12   Are you given chance to participate in carrying out your job? (a) Yes (b) No (c) No idea

13   What suggestion would you give on hoe to make your work harder?... in your opinion, what can the company do to make you to be satisfied with your job

14   Are you satisfied with your job because of the status it carries?
(a)Yes   (b) No

15   Do you have opportunity to solve problems and see result of your efforts?

(a) Yes (b) No