



## Global Scientific and Academic Research Journal of Economics, Business and Management

ISSN: 2583-5645 (Online)

Frequency: Monthly

Published By GSAR Publishers

Journal Homepage Link- <https://gsarpublishers.com/journals-gsarjebm-home/>



### Management on Workers Execution

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#### Article History

Received: 10/11/2022

Accepted: 22/11/2022

Published: 24/11/2022

#### Vol – 1 Issue – 3

PP: -13-18

DOI:10.5281/zenodo.18618154

#### Abstract

*Workers Execution is a key determinant in an organization's success. For an organization to achieve its goals and objectives, Workers' involvement, commitment and motivation plays a key role. Literature have revealed a relationship between Execution management practices and organizational effectiveness while many studies have been subjective in determining the impact of Execution management practices on organizational effectiveness. This study adopted desk review to determine the impact of role clarity and Execution review on organizational effectiveness. It is clear from the literature reviewed that there are gaps in explaining the relationship between the two variables. Different scholars have measured Execution management practices and organizational effectiveness using different measurements. The literature review carried out also revealed that other factors including; leadership, organizational culture and behaviour, Workers engagement, training,top management commitment, globalization, technological capabilities, resilience capabilities and Workers competencies among others affect the effectiveness and use of Execution management practices. There is need to examine the interrelation between Execution management practices and organizational effectiveness. Managers and supervisors should ensure that deliverables, processes/methods as well as goals and objectives are clear to Workers. Role content and scope should be clearly defined to avoid role ambiguity and role conflict. Workers' Execution should also be reviewed from time to time to ensure that goals and objectives are continuously being met towards the achievement of organizational effectiveness.*

#### INTRODUCTION

The exponents of scientific management Taylor (1911), and his followers – maintained that the basic motive of man at work was economic. Money was seen as a principal motivation instrument. While the motivating power of money and material rewards could not be ignored, emphasis later shifted from economic man to social man. (Ezeani. 2005:135). This was the outcome of the Hawthorne experiment conducted by Elton Mayo at the Western Electric Company. The experiment drew attention to the effects of group membership and interaction on production, attitude and job satisfaction. The study gave rise to human relations movement which maintained that man does not just work for money, that other personal and interpersonal Journal of Social Thought Vol.3 2022 ISSN: 809-611-907-1 considerations, such as personal worth, recognition, friendship, social pressures from group members and status are powerful in determining production and level of job satisfaction. (Osuji,1985:91). In other words, it has become increasingly clear that beyond economic needs, man has some social-psychological needs

that should be stratified in order to elicit behaviour towards increased productivity.

Fringe benefits, incentives and welfare facilities represent additional sum to the worker. Enhancing the quality of human resource capital through comprehensive and progressive reengineering process in addition to system re-engineering, holds the key to effective re-position of any company to meet the challenges of the 21st century.

Wage incentives and fringe benefits are motivational factors. According to Croft, (1996:46), motivation can be defined as "impulses that stem from within a person and lead him to act in ways that will satisfy those impulses" In other words, the concept, motivation, implies that there is some driving force within individuals, which drives to attempt to achieve a goal or objective, in order to satisfy their need or needs. (Croft, 1996:46). Therefore to say that managers motivate their Workers is to say that they do those things which they hope will satisfy those drives and desires and induce the subordinates to act in a desired manner. (Koontz et al, 1983:632).

## METHODOLOGY.

Methodology refers to the framework of activity or operations of research. Research is obviously an activity centered endeavor. It requires not just the mere writing of sound theoretical and methodological insights but also the practical efforts of designing instruments, collecting data, and analyzing the data so collected. Seen purely in term of methods of study, it denotes the range of approaches used in research to gather the appropriate data to be used for the purpose of inference and interpretation on which to anchor explanations and predictions.

## TYPE OF STUDY

This study is a survey research. According to Ali (1996:84) survey is a descriptive study which seeks to document and describe what exists or the present status of existence or absence of what is being investigated. Typical survey develops a profile on what is and why is it so; they do not relate one variable to another.

## DATA GATHERING INSTRUMENTS.

The study will use primary and secondary data. **Primary** data are field data. All data collected for a specific purpose by the research from the field are known as field data. The most important methods of collecting primary data are questionnaires; observation and interview. Terms are carefully defined and used, so that as far as humanly possible, misunderstanding is avoided.

**Secondary** data were collected at University of Nigeria library, Public Administration and Local Government (PALG) Department library, Enugu state local government commission's publication and through other journals, periodicals, textbooks, article, conference papers, newspapers, as well as published and unpublished materials.

## VALIDATION OF INSTRUMENTS

Validity is usually defined by such question as: does the test measure what it is supposed to measure? (Osuala, 2005:162). According to Goode and Heart, 1952:73, a measuring instrument or scale possess validity when it actually measures what it claims to measure. It is the degree to which a research instrument serves the purpose for which it was constructed or indeed the extent to which the conclusion drawn from an experiment is true. A well designed measuring instrument like questionnaires is able to measure what it is designed to measure if it was properly designed, but if faulty, it may measure something different from that which it was designed to measure.

In order to be sure of the validity of our questionnaire, the researcher used judgment validity. This was done by administering questionnaires to ten senior officers of the personnel department. The researcher again interviewed another six senior staff of accounts department, using the same questions and the same results were obtained. The questionnaire was then properly designed to measure actually what it is supposed to measure.

## RELABILITY OF THE INSTRUMENTS

A reliable measure is one that is consistent, and because if gives a stable measure of a variable, a reliable measure is precise. It also refers to the ability of a result to be constant over time when applied to the same sample. In this study, the test re-test technique was used by the researcher to establish the reliability of the instrument to produce the same sample. The researcher established this by serving his research instrument (questionnaires) to a sample within his population of study.

## POPULATION OF THE STUDY

The population of the study area, Enugu state local government service commission, is ninety-two (92) workers; comprising the political appointees, senior and junior staff of the establishment.

## SAMPLE OF THE STUDY

There will be no need for sampling. This is because the population is small; therefore the researcher used the whole population for the study.

## METHOD OF DATA ANALYSIS

Research data on their own convey little or no meaning unless they are analyzed and described. Analysis of data therefore means the treatment of data so that they become summarized or reduced to a point they can be meaningfully interpreted. The data generated from primary and secondary data were compiled and analyzed. Facts derived from the related literature were used in testing the tenability of the research hypotheses.

## DISCUSSION AND FINDINGS

Any given research looks forward to obtaining some results. The expectation of a given set of result leads to the proposition of some specific hypotheses which are eventually tested for the purpose of obtaining one result or the other. The findings below are based on the fact gathered through interview, primary and secondary data. The major findings of this study were generated from the efforts to answer the research questions as well as testing the hypotheses.

In chapter two of this research four hypotheses were posited, all aimed at finding out the effect of wage incentives and fringe benefits on the productivity of workers of Enugu State local government service commission.

The first hypothesis of this study is hooked to whether irregular payment of wage/salaries hinders the productivity of workers of Enugu state local government service commission. It assumed that there is a positive relationship between irregular payment of wages/salaries and low productivity of workers of the commission. Three questions were posed in the questionnaire for the purpose of testing the hypotheses. Aspects covered in the questions include how regular the workers salaries/wages were between 1999 and 2007, how many months arrears of salaries they were being owed and whether the workers were prompt and committed to their duties.

All the questions posed on the irregular payment of wages/salaries were analyzed one after the other. It was discovered that in terms of whether their wages/salaries were regular, 53% and 35.3% respectively were of the opinion that workers wages/salaries were irregular. The analysis also revealed that 67.1% and 23.6% of the respondents agreed that workers were being owed more than twelve months (12) arrears of salaries. Further more, 44.8% and 34.1% agreed that the workers were not prompt and committed to their duties because of irregular payment of wages/salaries. Interviews conducted further revealed that the workers were being owed exactly fourteen months arrears. Workers just breeze in to the office and leave to scout for alternative source of survival as they were not sure that they will be paid at the end of the month.

It can therefore be said that from all empirical evidences from the analysis of the response of the respondents, the hypothesis is up-held.

The second hypothesis of the study was based on whether the inadequate wage/salaries paid to the workers of the commission hinders the productivity of the workers, four questions , 4-7 were used in testing the hypothesis. Aspects covered in the question include how attractive their salary structure was, whether their salaries are adequate, whether it reflected the economic realities of the time and whether their salary structure is the same with other state government's establishment.

In answering the questions, a total of 76.5% affirmed that their salary structure is not attractive. Also a total of 86% of the response indicates that the workers wages/salaries were inadequate. The analysis equally revealed that 72.7% of the respondents did not accept that the workers wages/salaries reflected the economic realities of the time. A total of 60% of the whole respondents agreed that the salary structure is the same with other state government establishments.

From the analysis done, the empirical evidence shows that the hypothesis which stated that inadequate payment of wages/salaries in Enugu state local government service commission hinders the productivity of workers of the commission is up-held. Further interviews that revealed the inadequacy of workers salaries show that workers salaries were computed based on the minimum wage of ₦ 5,175. The total take home pay of a level 10 step 5 officer was ₦ 32,265.07. From this meagre salary, he pays his rent, transportation, school fees for the children, food, clothing and other basic necessities of life. So the workers usually abscond from work to search for alternative source of income.

The third hypothesis was tested based on the assumption that the level of fringe benefits in Enugu state local government service commission affects the morale of the workers. Questions 8 to 15 were used to test the above hypothesis.

Areas covered by the question include whether insurance, health welfare scheme, furniture allowances, housing loan, car loan etc were given as fringe benefits to workers, the granting of motorcycle loan and in-service training in higher academic

institutions with pay, whether the fringe benefit given were satisfactory, will granting of additional fringe boost their morale, the effects of promotion, and aspects of financial and non-financial incentives.

The result of the analysis shows that a total of 74.1% of the total respondents indicated that insurance, health welfare scheme, furniture allowance, housing loan. car loan etc were not given as fringe benefit to the workers. However a total of 73% agreed that workers were given motorcycle loan and granted in-service training in higher institution of learning with pay. A total of 77% affirmed that the fringe benefits given were not satisfactory. Also a total of 83.4% agreed that granting additional fringe benefits will boost the morale of the workers. 71% of the respondents agreed that promotion/conversion will make workers put more efforts on their duties. High caliber officers prefer non-financial incentives, while the medium and the lower strata prefer financial incentives. According to them, the financial incentives that motivate them are the one given outside their salaries. From the above analysis, it is evident that the levels of fringe benefits do not boost the morale of the workers. Therefore, the hypothesis which stated that the level of fringe benefits in Enugu state local government service commission affects the morale of the workers in up-held.

Majority opinions show that the level of fringe benefits is low and unsatisfactory. The interview conducted even revealed further that motorcycle loan granted is not regular and that even after the in-service training promotion/conversion is not always assured. So the level of fringe benefits is not adequate to boost their morale thereby leads to low productivity of the workers of the commission.

The fourth hypothesis was tested based on the assumption that the absence of collective bargaining process in Enugu state local government commission tends to perpetuate meagre and irregular payment of workers salaries. Questions 16-19 were used in testing the hypothesis. Aspects covered by the question as were membership of the workers union (NULGE), who determines their salaries/wages and other fringe benefits the state government or by collective bargaining between the union and the commission.

From the analysis it was indicated that 94.2% of all the workers are members of National Union of Local Government Workers. A total of 87.3% agreed that their salaries and other fringe benefits were determined by the state government and also a total 73.5% of the responses indicated that workers salaries and other fringe benefits were not determined by collective bargaining. The results of the analysis have authenticated this hypothesis which stated that the absence of collective bargaining perpetuates meagre and irregular payment of workers salaries. Interviews conducted on the top management of the commission further confirmed the result of the analysis by stating that salary issues and fringe benefits are determined by the government and its agencies. They pointed out however, that the union can negotiate and even go on strike to press down their demand for better conditions of service. But that will only be meaningful if the national body

or the state chapter of the union conducts the negotiation, otherwise the labour union in the commission cannot all alone negotiate or go on strike for better condition of service. It was further found out that some categories of workers especially those on political appointments are usually not members of the union.

## CONCLUSION

This study aimed at investigating the effects of wage incentives and fringe benefits on the productivity of workers of Enugu State local government service commission with a view to finding out whether their wages/salaries were adequate, regular and whether the level of fringe benefits in the commission boost workers morals for high productivity or not and whether workers salaries/wages were determined by collective bargaining.

As we earlier stated, the payment of good salaries and wages is fundamental to the increase in the productivity of Workers. Therefore a suitable payment system is a prerequisite for effective Execution. In other to motivate people to put maximum efforts, it is essential that there various needs, especially as it concerns wages/salaries and other fringe benefits; be satisfied as far as practicable. In Nigeria, the salary structure falls below the level to maintain efficiency. It is not in line with the economic realities. According to Papola (1970) "a just minimum wage to maintain not only the life but the health and the vigour of the working people is a law of necessity and knows no other law"

The work does not in any way assume that it has found out all the factors responsible for low productivity of Nigerian workers. In the same vein, it cannot be said that the problems of low productivity of Nigerian workers would come to an end if the identified effects were redressed.

It is our belief that an attempt has been made to investigate the problems of low productivity among Nigerian workers. If the findings of this research succeed in making human resources managers and the government to look more seriously on issues that enhance productivity, the study would have achieved its basic objectives.

There is no doubt that there might have been issues in the study that were not adequately addressed or equally important issues that were not raised. These lapses or gaps probably might have been included in the scope and limitations of the study.

## RECOMMENDATIONS

The necessity for managers and administrators to motivate their employers through wage/salary incentives and other fringe benefit cannot be over-emphasized. There is no doubt that the ability of any organized enterprise and, indeed any group, to achieve its goals depends to a large extent on the motivation of its employers. Indeed no management or government can succeed in achieving optimal productivity without knowing what the people want. This study has revealed that the low productivity of workers in Enugu State local government service commission was as a result of lack of regular salaries/wages, inadequate salaries/wages, low level

of fringe benefits and absence of collective bargaining process in the commission.

In the light of the above, the under listed recommendation are being made to improve the productivity of Nigerian workers in general and that of the workers of Enugu State local government service commission in particular.

1. There should be periodic upward review of worker's wages/salaries and other fringe benefits through collective bargaining process. The economic realities of the time should be considered during the process.
2. The issue of paying regular salaries to workers should be considered as a priority by the government. A worker depends on his/her monthly salary for the upkeep of his family. So if it doesn't come at the end of the month, they are devastated. So there should be strong and effective legislation on this matter.
3. Free education at all level should be given to all Nigerians especially the children and youths, just as it exists in many western countries. This will reduce the financial burden on parents who are also the workers in the country.
4. Government should make it possible for Nigerian workers to buy houses, cars and other necessities of life on mortgage bases. This could be done in partnership with the government and other financial institutions. Any credible workers should be guaranteed by government, methods of payment established and spread over years, depending on the workers status and year of retirement.
5. There should be a sustainable welfare scheme for all the categories of workers. It should not be assumed that ones salaries have been paid to workers, any other thing concerning the workers welfare has been taken care of. The management should not ignore issues like emergency assistance in cases of loss of direct relation, natural disaster, job security etc. Other issues that should be taken care of include insurance, health welfare scheme furniture allowances etc.
6. There should also be a way of rewarding efficiency at work so that other members of the staff may start to envy those rewarded and through that may change for better. There should be gifts in form of physical things or official commendations for any member of the staff found to be the best among his colleagues within a given period of time.
7. Promotion and conversion has also been identified as another motivational factor. Workers should be promoted as at when due. A returnee member of staff who came back from training and has acquired additional qualifications should be posted to the relevant department. And acting appointment given

pending the availability of vacancy for him. Adequate promotion opportunities should be provided to all cadres who undergo various training. Stagnation should be avoided.

These recommendations made cannot be said to be exhaustive, but it is believed that if they are implemented, it will help to boost the morale of the workers and lead to high productivity of workers in the country.

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