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Human Resources Motivation in the National Electric Power Authority (NEPA) of Nigeria: a Study of Port-Harcourt Zone

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Abstract

This study, carried out in 2015/2016 enquired into human resources development in the national electric power authority (NEPA) in the port-Harcourt zone. A total of 314 out of 1,046 Staff of the authority in the zone (30%) served as survey subjects. The questionnaire was the instrument of data collection. Out of the five motivation determinants employed by the researcher in the investigation, motivation was found to be poor in four of them-financial satisfaction-staff participation in decision matters-availability of working materials-equipments and effects of training on staff advancement. The other index employed (feeling of job security among staff) was found to be high. The analysis of variance (ANOVA) static was employed in testing the three hypothesis formulated for the study. The results show that workers satisfaction with financial rewards varied with rank of staff; and effects of training on job advancement varied with category of staff. These are seen as factors that impair inter-staff co-operation and assistance in an organizational setting. All the above permitted the conclusion that poor staff motivation might be one of the factors that accounted for the performance of NEPA when it existed. This study which can be regarded as a post-mortem of NEPA is considered instructive to its successor, the power holding company of Nigeria.

Keywords: *Human resources, NEPA, Development, Motivation*

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Background to the Study

One of the major determinants of industrial development and, by implication, socio-economic development in any polity is the level of availability and consumption of electricity. Hence there is a direct correlation between the amounts of electricity consumed in a nation and the level of socio-economic development of such a nation; the higher the level of consumption of electric energy is a nation, the higher the socio-economic development of such a nation and vice versa.

In Nigeria, the level of availability and consumption of electricity is abysmally low. Ebonugwo and udochukwu (2000) indicate that South Africa with population of 42million has an installed capacity of 40,000 mega watts (MW) while Nigeria can only generate an embarrassing 5,800 megawatts for fee, 120 million citizens.

The generation of electricity in a copious quality to meet the soaring needs of a nation requires enormous amounts of both non-human and human resources. Money, equipment, and facilities, for instance, must be available in the right qualities and quantities for electricity generating outfit to perform optimally. More importantly, however, the human resources of the organization must are adequate both in quality and quantities as Aina (1992:111) rightly asserts, "People are the single most important resources in any enterprise. They are the key to higher productivity and efficiency. One of the crucial determinants of the level of efficiency of organizational human resources is their level of motivation. Kreitner (1980:30) defines motivation as "a process that arouses channels, sustains and gives people behavior, purpose and direction. It is that socio-psychological element that generates and sustains the zeal to work and to be producti8ve in work. Motivation stimulates people to act in a given way in order to achieve a set of goals. Perceptive managers, therefore, do not triffe4 with the issue of staff motivation and they see a direct relationship between personal motivation, industrial morale, and industrial efficiency.

The national electric power authority (NEPA),a federal monopoly parastatal charged with the tedious task of generating, transmitting and distributing electricity to the end users of the commodity in Nigeria, was perceived by many Nigerians as having efficiency problem from inception in1972. Electricity generating and supply efficiency problem from inception in1972. Electricity generating and supply activities of the NEPA were erratic an unavailable to the charging o industrialists, private individuals, and individuals in government. This was hampering the nation's socio-economic development. Udeala (2000) states that in the last decade especially, Nigeria cost billions of naira in direct costs as well as many hours on account of the failure of the national electric power authority.(NEPA) to meet the minimum requirement of consumers'. Of course, this situation led to its privatization in2005 to become the power holding company of Nigeria.

Objective of the Study

The study determines the extent of human resources motivation in NEPA. In other words, it was to discover how far NEPA managed for the motivation of its employees.

Research Questions

Five research questions were asked for the study

1. What is the extent of financial motivation of NEPA staff in Port-Harcourt Zone?
2. To what extent does staff of NEPA in Port-Harcourt Zone participate in decision making and implementing process?
3. What is the extent of availability of working materials/facilities in the Port-Harcourt Zones of NEPA?
4. What is the extent of job security of staff in NEPA?
5. To what extent do NEPA staff in Port-Harcourt zone experience job advancement after training?

Research Hypotheses

Three research hypotheses were formulated and tested for this study:

i. Worker's satisfaction with their financial rewards in NEPA, Port-Harcourt Zone varies with rank of staff.
ii. Job security of staff in NEPA, Port-Harcourt Zone varies with education of staff
iii. Advancement of staff after training in NEPA, Port-Harcourt Zone varies with category of staff.

Methodology

Study Population: The National Electric Power Authority (NEPA) was, for administrative convenience, divided into nine zones: Abuja, Benin, Enugu, Ibadan, Jos, Kaduna, Kano, Lagos, and Port-Harcourt Zone. Part-Harcourt Zone was subdivided into six districts (Borokiri, Diobu, Calabar, Uyo, Ikom/Ogoja, and Yenagoa). In the Zone too was an operational generating station (AFAN) which had a Semi-automonus status in NEPA in the sense that the General Manager reported directly to Managing Directors of NEPA at the corporate Headquarters in Abuja. On the whole, there are were 1,046 employees of NEPA in Port-Harcourt Zone including Afam generating station. These 1,046 employees located in five distinct departments of NEPA (Engineering, Accounts, Administration/personnel, and marketing) comprised the population study.

Sample and Sampling Procedure

The proportional stratified sampling technique was employed to soled 30% of the population used as the sample of this study. Proportional stratified sample than might be expected under simple random or systematic sampling (Blalock, 1977). The population was broken down into homogenous subgroups (departments) reflecting the specialties of its members. Simple random selection of members within the subgroups was eventually undertaken to select the 314 (30%) employees that served as the sample of this study. Table 1 represents the details.

Table 1: staff Distribution in Port-Harcourt Zone in Districts and Departments and the 30% sample size.

	BOROKIN		DIOBU		CALABAR		UYO		IKOM/ OGAJA		YEN.		AFAM		TOTAL	
Dept.		Sample	Population	Sample	Population	Sample	Population	Sample	Population	Sample	Population	Sample	Population	Sample	Population	Sample
Eng.	100	30	82	25	77	23	16	5	39	12	4	1	138	14	456	137
Account	39	12	31	9	21	6	39	12	15	5	1	-	14	4	160	48
Adim/ personnel	51	15	47	14	47	14	89	27	22	7	-	-	56	17	314	94
Marketing	31	9	19	6	12	4	45	13	8	2	3	1	-	-	118	35
Total	221	66	179	54	157	47	189	57	84	26	8	2	208	62	1,046	314

Table 2: Financial motivation Staff

	Motivation index	Very adequate	%	Adequate	%	Inadequate	%	Very inadequate	%	Total
i.	Basic salaries of staff	39	12.4	132	45.5	124	39.5	8	2.6	314
ii.	Allowance of staff	32	10.2	83	26.4	180	57.3	19	6.1	314
iii..	Fringe benefits of staff	23	7.3	73	23.3	185	58.9	33	10.5	314
iv.	Payment of gratuities/pension to retired staff	30	9.6	70	22.3	160	50.9	54	17.2	314

Data analysis Results, and Discussion

The motion of the economic man associated with Taylor's scientific Management school is still a dominant one in Nigeria and other Third World Countries due to the high level of poverty prevailing in these countries. In the case of Nigeria, for example, Yaqub (2003) posits that, according to the 48.5% of the country's population was living below poverty level has since been revised upward to between 66 and 70%, with all the different dimensions of poverty and deprivations having become mere severely aggravated. It is therefore expected that people are motivated by monetary matters in a country like Nigeria, and would work harder when better remunerated.

In all, six financial motivation indices were used in this study to determine the extent of financial motivation of NEPA employees in Port-Harcourt Zone. Table 2 shows that majority of the respondents were satisfied with their experiences in two or the six indices. “basic

salaries" and "implementation of annual salary increments" with 57.9% and 86% of them respectively indicating that those were either adequate or very adequate in the zone. On the other hand, majority of the responding employees (63.4%) found their "allowances" either inadequate or very inadequate. This was also the case with "fringe benefits of staff", "payment of gratuities/pension to retired staff" and "promptness in the payment of financial entitlements" with 69.4%, 59.9%, and 68.1% respectively expressing that those were either in adequate or very inadequate.

In all, it can be concluded that financial motivation of NEPA staff in the zone was poor. This is considered unfortunate considering the crucial importance of the industry to the Nigerian populace and economy. NEPA employees who work within the wither contact of the Nigerian society where their contemporaries (in the oil/steel industries for example) earn by for higher salaries and other prerequisites but whose organizations may not be contributing more to national development than NEPA may feel demotivated by their situation of pay inequality. As Sherman et al (1998:349) reveal, research clearly demonstrates that employees' perceptions for both work behaviours and productivity.

Table 3: Financial Motivation by Rank of Staff

	Motivation index.	**Very adequa**	**Adequate**	**Inadequate**	**Very adequa**	**Total**	**Very adequa**	**Adequate**	**Inadequate**	**Very adequa**	**Total**	**Very adequa**	**Adequate**	**Inadequate**	**Very adequate**	**Total**
i.	Basic salaries	17	43	33	2	95	20	90	74	4	188	2	10	17	2	31
ii	Allowance of staff	9	26	52	8	95	20	45	115	8	188	3	12	13	3	31
iii	Fringe benefits of staff	2	41	49	3	95	20	25	114	29	188	1	7	22	1	31
iv	Payment of gratuities/ pension to retired staff	9	43	26	17	95	21	45	69	53	188	2	6	19	4	31
v	Promptness in the payment of financial entitlement	3	40	43	9	95	25	25	98	41	188	2	6	19	4	31

Table.3 contains the division of the sampled staff into three broad categories of rank-junior, middle-level, and top level with an employee's satisfaction with his/her financial entitlements in NEPA. Operationally for this study, junior staff were those on Grade level 01-06; middle level staff, GL 07-12; top level staff GL 13 and above. To determine this, the analysis of variance (ANOVA) test carried out F-ratio (624) > F-crit (1.8). Workers satisfaction with their financial rewards in NEPA Port-Harcourt zone, therefore, varied with rank of staff.

Table 4: Staff Participation in Decision Matters

	Participation indicator	Very adequate	%	Adequate	%	Inadequate	%	Very adequate	%	Total
i	The rate at which meetings are hold	58	18.5	97	30.9	140	44.6	19	6.0	314
ii	The rate at which staff express their views freely during meetings	53	16.9	97	30.9	116	36.9	48	15.3	314
iii	The rate at which describes are democratically reached during meetings	53	16.9	97	30.9	116	36.9	48	15.3	314
iv	The rate at which decisions collectively reached during meeting are put into effects	34	10.8	63	20.1	159	50.6	58	18.5	314
v	The rate at which staff are involved in the implementation of decisions and evaluation of outcomes	29	9.2	102	32.5	135	43.0	48	15.3	314

Decisions are of crucial importance to individual's art organizations. This is because future policies and actions of individuals/organizations are necessarily informed by today's decisions. Hence Knezevich (1975:32) has stated that "the importance attached to decision. Making lies in large part in its influence over the organizations subsequent behavior" participating in decision making processes in organizations gives workers a sense of belonging and makes for their enthusiastic identification with organizational goals.

Five participation indicators were used in this study to determine the extent of workers' participation in decision matters. Table 4. Shows majority of the respondents were satisfied with "the rate at which staff expresses their views freely during meetings" with 50.7% of the respondents expressing that it was either adequate or very adequate in the organization. Apart from the above, majority of the respondents expressed that their participation in the other four indicators was either inadequate or very inadequate as follows:

1. The rate at which meetings were hold 50%
2. The rate at which decisions were democratically reached during meetings 52.2%
3. The rate at which decisions collectively reached during meeting were put into effect 69.1%
4. The rate at which staff were involved in the implementation of decisions and evaluation of outcomes =58.3%

The above situation permits the conclusion that staff participation in decision maters in NEPPA port-Harcourt zone was poor.

Table 5: Availability of Working Materials

Response	No of Respondents	(%)
Very inadequate	15	4.8
Adequate	49	15.6
Inadequate	172	54.8
Very inadequate	78	24.8
Total	314	100.0

Table 5: shows there was low level of working materials equipment in NEPA port-Harcourt zone as nearly 80% (79.6%) of the sampled employees stated that they were either inadequate or very inadequate working materials/equipment constitute the materials capital of a worker and therefore a major factor that determines his efficiency shortage of it in a workplace is necessarily a hindrance worse still in NEPA in the indication that even the available once were lacking in maintenance. For instance, Okoro (2004) reports that " the last power station was built in the country in 1980 just as all the plants were denied the mandatory two-yearly turn around maintenance (TAM) as and when due". According to him, "Shiroro Hydropower station did not have its Tam for over 20 years.

Table 6: Job Security of Staff

Response	No of respondent	(%)
Very adequate	67	21.3
Adequate	140	44.6
Inadequate	81	25.8
v. inadequate	26	8.3
Total	314	100.0

Table 6 shows that majority of the survey subjects (65.9%) expressed that job security in NEPA was either adequate. This is a position discovery because workers have to have a good feeling of job security to concentrate on their job and do it well. As stonor (1978:414) has pointed out, after satisfying their basic body needs "employees still must have their safety needs gratified with job security and freedom from coercion or feelings of arbitrary treatment".

Table 7: Job security by education staff

Educational qualification of staff	Very adequate	Adequate	Inadequate	Very inadequate	Total
Staff with high education	43	82	39	24	188
Staff with low education	24	58	42	2	126

The respondents were broken down into two categories those with high education and those with low education. This was to help the researchers determine of the variable (education had any effect on workers feeling of job security.

Operationally, respondents with first degree HND and above were regarded as people with high education while those with lesser qualifications were of low education. The resultant data are shown on table 7. When subjected to analysis of various (ANOVA) test at 0.05;level of significance and 4/10 degrees of freedom. F-ratio (5.9)>F-crit (3.5). This shows that educational level of staff was a crucial factor determining the feeling of job security among staff of NEPA in Port-Harcourt zone.

Table 8: Effects of Training on staff Advancement

Advancement parameter	**Very often**	**%**	**Often**	**%**	**Rarely**	**%**	**Never**	**%**	**Total**
Promotion rank	51	16.2	70	22.3	112	35.7	81	25.8	314
Promotion in salary	47	15.0	74	23.6	101	32.1	92	29.3	314

Advancement in ones career is the expectation of every member (employee) of an organization and training is one of the means of achieving this. Hence after training and possibly a change in task assignment, the affected employee expects advancement in hustler career by way of promotion in rank or in salary or both. Where this is not the case, there is a resulting demoralization that does not augur well for performance.

Table 8: shows that advancement of staff after training in NEPA port-Harcourt zone was poor of the 314 samples staff, 61.5% and 61.4% expressed that they rarely or never experienced promotion in rank and promotion in salary respectively after training. Considering that many organization members see training as null and void if it is not accompanied by employee advancement, NEPA might not have benefited much from the training of its employees.

Table 9: Advancement of Staff after Training by Category Staff.
Technical staff

Advancement paramount	**Very often**	**Often**	**Rarely**	**Never**	**total**	**Very often**	**Often**	**Rarely**	**Never**	**Total**
Promotion in rank	35	27	53	22	137	16	43	59	59	177
Promotion in salary	31	26	53	27	137	16	48	48	65	177

Again, an additional step was taken by the researcher to determine if employee's specialties and nature of assignment had any effect on their post-training advancement in NEPA. Consequently the respondents were split into two groups: technical and non-technical. Technical staff comprised engineering staff charged with the core responsibility of generating, transmitting, and distributing electricity to consumers. Non-technical staff, on the other hand, comprised of staff in the other three departments (accounts, admin/personnel, and marketing).who played supportive role to the technical staff.

Table 9 stout data yielded by this effort and on subjected to analysis of variance (ANOVA) test, f-ratio (493.9) >f-cr.t(3.0) at (0.05 levels of significance and 9/10 degrees of freedom.

Category of staff (technical or non-technical) was therefore a factor determining whether NEPA staff in P.H zone advanced after training experiences or not.

Summary and Conclusion

Motivation, the stimulation of a person or group of persons to act in a given way in order to realize a personal or corporate goal, is one of the important factors determining performance in an industrial organization. This study took up for investigation, the phenomenon of motivation in the national electric power authority (NEPA) in the port-Harcourt zone. It aimed at determining the extent the issue of employee motivation could be held accountable for the shoddy performance of NEPA while it exists. The study threw up a number of salient findings.

Out of the five motivation issues taken up for investigation (finance, participation in decision maters, availability of working materials, job security, and job advancement after training), the majority of respondents expressed a positive experience in only one-job security of staff. The ANOVA test hypothesis showed dichotomies in experiences among different categories for survey staff as all the null hypothesis were rejected. Based on all the above, insufficient human resources motivation became identified as one of the factors that might have been responsible for the poor performance and demise of NEPA. This study which might well serve, as a post-mortem on NEPA, is instructive to its successor in assignment, the power holding company of Nigeria.

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