**CAUSES OF LOW PRODUCTIVITY BY PUBLIC SERVICE WORKERS**

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**Abstract**

This study is on causes of low productivity by public service workers. The total population for the study is 200 staff of power holding company of Nigeria. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made engineer, administrative staff, marketer and junior staff were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies

**CHAPTER ONE**

**INTRODUCTION**

* 1. **Background of the study**

Productivity is very vital for the development of any country because it will help to improve the standard and quality of life of the citizens. The issue of low productivity by public service workers has in recent time been a matter of great concern to the nation. Let us first of all define the term or rather make an attempt to the definition of productivity. Productivity simply means the rate or efficiency of work especially in industrial production.  Therefore, low productivity is simply the slow rate and inefficiency of work in production.  Increased productivity will help to improve the conditions of the environment as well as enhance security.  This is why David Ricado stated in his study of population “that food needs to grow at a geometrical rate in order to meet the demand of the growing population.  This emphasizes the need for increased productivity. Yesufu T. M. (1962) was of the view that productivity can be defined as the ratio between output and all the resources used in production, i.e. capital, labour, raw materials etc.  The problem of raising output is one of making the most efficient use of all available resources.   With these definitions, one may ask – Why is the Nigerian Public Service workers inherently characterized by low productivity inspite all government’s efforts to improve productivity? Increasing productivity is a way of increasing the ability of people to do what they want to do as such that it can provide the wherewithal for achieving a higher standard of living for those suffering from low income and inversely boosting the prosperity of the overall Nigerian economy.

**1.2 STATEMENT OF THE PROBLEM**

There has been concerned effort by the government and the organized private sector to enhance productivity in Nigeria.  For instance, the Federal or State Government organizes seminars and workshops aimed at making its personnel to increase productivity.  We also have the National Productivity Centre and the Federal Government gives merit award to individuals who have distinguished themselves in terms of being highly productive.  But inspite of all the efforts being made, the public sector is still experiencing low or decreasing productivity.   Especially in the Public Service today, there is relatively low level of productivity as most of the personnel are not putting in their best; some are idle, others come late to work and still others are absent from work without permission.  There is general laxity amongst workers who believe that government work is nobody’s work. Nigerians cannot withstand the competition in the world market; this is also attributable to low productivity especially in the public sectors.  In other countries, their level of technology is very high thereby enhancing their level of productivity which puts them in a favourable position in international market. This study will therefore provide answers to questions like – the causes of low productivity in the public sector of the Nigerian economy using NEPA, Enugu North Local Government Area as the case study.

**1.4 OBJECTIVE OF THE STUDY**

In view of the fact that the issue of low productivity has become a matter of great concern to the various sectors of the Nigerian economy.  Against this backdrop, the objectives of this study are;

i.         To ascertain why productivity is low in the public sector

ii.         To ascertain the roles of motivation in productivity

iii.        To ascertain the problems that causes inefficiency and low productivity of workers.

**1.5 RESEARCH HYPOTHESES**

**Hypothesis One**

**HO** there are no roles of motivation in productivity

**HI:**there are roles of motivation in productivity

**Hypothesis Two**

**HO:**   there are no problems that causes inefficiency and low productivity of workers

**HI:**  there are problems that causes inefficiency and low productivity of workers

**1.5 SIGNIFCANCE OF THE STUDY**

This study would be of immense benefit to the government and the management of public organizations especially those who are indifferent to the plights of the workers, since the study through the recommendations provided solutions and suggestions through which workers could be gingered for greater performance.  A major significance of this study is that it will serve as another contribution to the academic development of the theories of productivity.

**1.6 SCOPE AND LIMITATION OF THE STUDY**

 According to Osuala (1985:27) “an adequate statement of the problem also defines it very carefully in terms of its scope, and it is obvious for a researcher to set forth the bounds of the topic being researched on”.   Based on this, the scope of this study covered the National Electric Power Authority (NEPA) within Enugu North Local Government Area. The researcher encounters some constrain which limited the scope of the study;

**a) AVAILABILITY OF RESEARCH MATERIAL:** The research material available to the researcher is insufficient, thereby limiting the study

**b) TIME:** The time frame allocated to the study does not enhance wider coverage as the researcher has to combine other academic activities and examinations with the study.

**1.7 DEFINITION OF TERMS**

1.       PRODUCTIVITY      -           Increased efficiency and the rate at which goods are produced.

2.       WHEREWITHAL      -           Things required or needed for a purpose.

3.    LAXITY          -           Careless or not strict in discipline or morals.

4.    TECHNOLOGY        -           Mastery and utilization of manufacturing methods and industrial arts.

5.     PUBLIC SECTOR    -           The area of the economy concerned with the government.

6.      GEOMETRICAL RATE       -           Series of numbers with a constant ratio between a successful quantities of the numbers which increase by a common multiplier or decrease by a common division.

7.    ECONOMY   -           System for the management and use of resources.

8.     PRODUCTION         -           The fabrication of a physical object through the use of labour, materials, money and equipment.

9.    PROTOCOL  -           Etiquette applying to rank or status, correct procedure.

10.    REMUNERATION - Pay or reward for services rendered

11.    MOTIVATION            -           Causes or reason for the actions of a person, reflection of a person’s desire to fulfill certain needs.

12.    BIENNIALLY -           Happening every second year, or happening once in every two years.

13.    PROXIMITY -           Nearness to each other.

**1.8 ORGANIZATION OF THE STUDY**

This research work is organized in five chapters, for easy understanding, as follows

Chapter one is concern with the introduction, which consist of the (overview, of the study), historical background, statement of problem, objectives of the study, research hypotheses, significance of the study, scope and limitation of the study, definition of terms and historical background of the study. Chapter two highlights the theoretical framework on which the study is based, thus the review of related literature. Chapter three deals on the research design and methodology adopted in the study. Chapter four concentrate on the data collection and analysis and presentation of finding. Chapter five gives summary, conclusion, and recommendations made of the study

**CHAPTER TWO**

**REVIEW OF RELATED LITERATURE**

**2.1 INTRODUCTION**

Morale is an elusive quality which involves feelings, emotions, attitude and perception towards the organization and its members. Positive morale is usually characterized by discipline, confidence and willingness to perform. Low morale can be attributed to many factors such as job insecurity, lack of fair compensation policy, uncertain business conditions, and excessive outsourcing practices. Low morale affects company income, productivity, financial competitiveness and organizational objectives (Sauermann & Cohen, 2008). Low morale is an outcome of managerial behavior where managers address their employees from a top-down command and refuse to communicate directly on workplace issues (Sauermann & Cohen, 2008). This kind of communication results in a gap between employees and managers, which in turn leads to employee distrust, disrespect, and reduction of morale and workforce motivation (Chungsup & et al., 2012). Low morale also causes employees to lose interest, especially when managers don’t appreciate their efforts and the tasks performed (Zeynep & Huckman, 2008). A costly indicator of low morale is high employee turnover. This happens when employees leave their jobs because they feel unhappy and have no incentives to stay. The negative effect of employee turnover is disconcerting because of its great implication both on financial and on productivity levels. Financially means the company has to hire new employees either with payment of higher salaries or by additional recruiting expenses. At the production level, the employees who leave will take with them the knowledge, skills and ability that helped contribute to the goals, profit and performance of the organization (Lee & Liu, 2009). Absenteeism is another costly indicator of low morale. Unjustified absenteeism increases cost and decreases productivity (Abbot, 2003). According to an article in ‘The Leading Edge’, “dissatisfied employees who are discontented with their bosses can have a high price tag”. (Abbot, 2003). Management should work on controlling the effects of low morale through the understanding of their employees’ potentials and their core work processes, understanding their abilities, enriching employees’ job and recognizing their achievements (Ngambi, 2011). The second perspective of this study is motivation. Motivation has been the core of many studies. Some studies earlier carried out in the eighties and nineties of this century have discussed this concept extensively. Mitacheel (1982), and Steers & Peter (1983), Baron (1991) stated that motivation is the internal process that activates, guides and maintains behavior (Steers & Porter, 1983). At the beginning of the twentieth century, other researchers such as Buchanan & Hueznski (2004), stated that motivation is “the cognitive decision making process through which goal directed behavior is initiated, energized, directed and maintained” (Bucharan & Huczynski, 2004). Butler & Rose (2011) defined motivation as the course of movement, the inspiration behind activity, and the feeling within an individual that makes him want to achieve personal need or expectation (Bulter & Rose, 2011). Recently Osabiya (2015) defined motivations as “the driving force within individuals by which they attempt to achieve specific goal in order to fulfill some needs or expectations” (Osabiya, 2015). Achieving sustained high levels of performance is usually the aim of every organization. Employees are considered the main tools of such aimed performance, and motivation is considered the means to achieve such performance. In other words, high attention should be given to methods of motivating individuals in order to achieve the desired goals The current research study links motivation with productivity. It indicated a positive correlation between motivation and the level of productivity in many organizations. Companies that use motivation to enhance a higher level of productivity are considered world class and compete globally, and this in-turn creates sustained competitiveness (Stephen, 2014). Also, researches indicate that a person who is motivated works hard, sustains a pace of hard work, and has self-directed behavior to achieve the desired goals. On the other hand, low motivation with low productivity is often considered a problem. To fully understand motivation, studies state that, there are two types of motivation: extrinsic and intrinsic. Extrinsic motivation concerns tangible, real rewards that are received by the employees, while intrinsic motivation is built inside the person and is natural to him (Bulter & Rose, 2011). According to the individual’s psychology, there is an inherent set of needs through which an individual can be satisfied through rewards for his work performance (Ozturk, 2012). The other element concerning this study is productivity. Productivity is defined as the effective and efficient utilization of all resources; material, labor, capital, information and time (ILO, 2017). Low productivity is indicated through many signs which include poor quality of domestic outputs, lack of competitiveness of products in international markets, shortages of skills, low production technology, poor industrial relations, and poor human resource management. Research findings indicate that there is a link between motivation and productivity in the industrial sector. When an employee’s needs are met, it means that he derives satisfaction from the job and eventually, this creates a motivated employee (Nwasike, 1991). All motivation theories tend to support the idea that a motivated worker willingly uses his ability in a constructive way to accomplish the tasks assigned to him. A motivated employee’s work attitude is wholesome and tends toward high performance and productivity (Stephen, 2014). In General, high motivation and high morale lead to high productivity as it was mentioned in the introduction of this research paper. However, there is not always a positive correlation between them. Close supervision, time studies, and scientific management can be applied in order to reach a high level of productivity, Renis Likert as it was stated earlier, mentioned different combinations of morale and productivity: high morale and low productivity; high morale and high productivity; low morale and high productivity; and low morale and low productivity. Managers have to work for improving the morale of their employees, as high morale makes the work a better working environment, and it helps the organization to attain its goals easily (Likert, 1932). The final element of the study variables is competitiveness. As earlier stated, motivation and competitiveness go hand in hand together, competition is found in all aspects of life; even among brothers and sisters. Competition has a great impact on the motivation of an individual. Some individuals use competition in a positive way. They use it in order to gain personal growth and to help themselves in reaching their potential goals. Other individuals use competition in a negative way. They use competition selfishly to achieve their goals without considering the consequences on themselves and others (Collier et al., 2010). Individuals who are extremely motivated are also extremely competitive as they know the way and the means to accomplish their goals.

**2.2 PRODUCTIVITY**

Productivity is a measurement or calculation of input and output ratio. Inputs are the amount of resources such as human resources, money, time, physical, technology and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive (Ikeanyibe, 2009:54). Furthermore, according to Onah (2010:172), productivity is the relationship between output of goods and services and input of resources, and human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. The least controversial definition of productivity is that it is a quantitative relationship between output and input (Antle and Capalbo, 1988:71). This definition enjoys general acceptability because of two related considerations. One, the definition suggests what productivity is thought to be in the context of an enterprise, an industry or an economy as a whole. Two, regardless of the type of production, economic or political system, this definition of productivity remains the same as long as the basic concept is the relationship between the quantity and quality of goods and services produced and the quantity of resources used to produce them (Prokopenko, 1987:45). Eatwell and Newman (1991:44) defined productivity as a ratio of some measure of output to some index of input used. Put differently, productivity is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production. This conception of productivity goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which resources are utilized (Samuelson and Nordhaus, 1995:78). On the contrary, the economist’s view of productivity according to Mustapha and Omorede, (2017) faces serious challenges in the public sector worldwide because of the nature of public service. In the public service just like the private sector as opined by Mustapha and Omorede, (2017), it is easy to determine the input as the cost made up of three major elements of labour, procurement of goods and services, and capital consumption (Atkinson, 2005). While the outputs are priced in the private sector and so, according to Mustapha and Omorede, (2017) it is easy to determine or calculate productivity or efficiency ratio, the contrary is the case in the public sector because outputs are not often priced and most public services are consumed collectively (Hatry, 1978). Productivity according to Ogunna (1996) is the capacity of an organization to produces maximum results with available human, financial and material resources such that organizational goals and objectives are attained. In effect, efficiency and effectiveness of public values are indices of public organization’s productivity while profitability in terms of input and output ratio are indices of efficiency and effectiveness in private sector organizations. The multi-faceted nature of the public sector also constitutes a serious hindrance to developing holistic productivity strategies and consequently, a single definition of public sector productivity is a near impossibility (Afonso, Schuknecht & Tanzi, 2003; Mustapha and Omorede, 2017). These constraints to determining productivity in the public sector have been a serious concern to scholars of public administration and public sector governance (Mustapha and Omorede, 2017). Their concern stems from the criticisms by those who opine that most of the services being provided by the public sector are better provided by the private sector that is productivity and efficiency driven. In order to wriggle out of the seeming deficiency of productivity definition that is economically “rational”, many countries have assumed productivity in the public sector to be the output as a measure of value equal to the value of inputs (Boyle, 2006; Mustapha and Omorede, 2017).

**2.3 FACTORS MAY LEAD TO LOSS OF PRODUCTIVITY**

1. **TECHNOLOGY**

Although technology boosts production there are other ways in which it affects it in a negative manner. Smartphones, social media, internet, and other entertainment sites are among technological factors that lead to low productivity in the workplace. Most employees agree that the biggest distraction come from the use of smartphones. These smartphones have internet connectivity which enable employees to access social media and other sites. The downside is that employees spend most of their times on the internet or playing games with their smartphones rather than utilizing the time to engage in productive organization activities. This leads to reduced input in terms of manpower and efforts required in production which translates to diminished productivity

1. **ORGANIZATION SAFETY AND HEALTH**

Employees’ capacity to perform reduces if the workplace environment is unsafe and unhealthy. A workplace environment quality plays a huge role in workers motivation and their performance. The organization risks productivity loss in unhealthy environment due to employee illnesses which causes absenteeism of important workers. Furthermore if workers are injured, their productivity diminishes if they are allowed to continue working. Health issues increases cost to the employer because employee who are exempted from labor due to illnesses are still paid which is an extra additional cost to the employer. Herzberg recognized working condition as a major demotivation factor for employees. In his theory he identified that unhealthy and unsafe working conditions leads to dissatisfaction among employees causing a low morale in the workplace (Herzberg, 1965). If the environment was un conducive trying to motivate the employee to work harder through any means like rewards, would not necessarily improve their productivity

**111 POOR MANAGEMENT**

Poor or ineffective management affects the organization productivity in many ways. The management is responsible for creating company strategies and it is the duty of the manger to implement the best ways to achieve the business objectives. The inefficiencies seen in low productivity could be due to the managers’ failure to employ effective ways to perform tasks in the most efficient manner. Poor management extends to how managers relate to their employees, the mode of communication and most of all the managers confidence. Poor communication lowers employee’s morale while the mode of communication could shape the managers relationship type with the employees. Decreased morale can reach to a point where the employees no longer care about anything concerning the company and they may perform duties as they wish.

1. **INADEQUATE RESOURCES**

Resources may be inadequate for production or to expand the business. There could be shortage of labour or professional personnel have to work in specific divisions in the firm. This could lead to low productivity due to underutilized opportunities. Also, employees may leave without any explanation which could lead to a void in the firm. The company needs to act first to fill such voids to ensure that the available resources are utilized. A low input in terms of labour supply, could eventually lead to low outputs of production units.

**V WORKPLACE STRESS**

Workers with high stress levels aren’t as productive as they should be and show a characteristic absenteeism levels. Stress results from excessive work pressures in the workplace. This could be inadequate staffing where employees are required to carry out excessive tasks. According to Osterman, occupational stress causes may be viewed from three dimensions, work, life situations and self (Osterman, 1994). Stress for factory workers can be directly linked to the work situation like dealing with unsafe or heavy machinery office workers will most likely be affected by stress linked to interpersonal workplace relations. Other stress causes could be unclear supervisions, fear of causing conflicts and tensions between workers. Workers under stress make more errors causing reduced efficiency in production.

**2.4 IMPACTS OF LOW PRODUCTIVITY RISKS**

Low productivity risks leads to low production due to low morale among company employees. The employees who fail to perform as required are an increased liability to the company because the company can work better without them. An increase in output even after manpower reduce shows that a company doesn’t need the employee and that some employees were unproductive. Sick employees due to unhealthy or unsafe working conditions increase the cost to the company, the reason being that the organization will have to take care of the employees even if they are absent from duty. Technologies such as smartphones can cause negative effects on the employees physic. Some employees use their mobile phones for long hours even when they should be resting late at night which makes them physically unfit to work for long hours during the day. These technologies lead to misuse of company resources by the employees leading to underutilization for the right purpose. The organization with low output due to these risk, lack a competitive edge over their competitors. This could mean to loss of markets share and reduced profits

**2.5 STRATEGIES TO MANAGE LOSS OF PRODUCTIVITY**

**\*IMPLEMENTING SCRUM FRAMEWORK TO MEASURE PRODUCTIVITY**

It should be a daily routine for an employee to give explanations of what they have achieved throughout the day and set targets to achieve in the next duty. It is basically asking employees to rate how productive they are. This data may be verified against the assigned duties to the employee and personal goals, and also data collected daily to evaluate employee performance. The organization should make a plan or strategies should be created to define objectives and individual roles (Berger2001). . This is a chance to set goals for every employee which ensures that personal goals correlate with those of the company. Meetings should be held where teams are involved to discuss the things have been done in the right way and the needs that need improvement. The manager can make brief meetings with individuals to discuss their performances against the organization goals and what they need to correct. The average rate for each employee performance collected in each section becomes the final rate when the appraisal ends. This enables worker to receive quick feedback from the employer. This measurement method depends on a step by step evaluation within stages to determine the employees’ efficiency in the workplace and see how effectively they enact their allocated responsibility. The employee should clearly communicate and present the work completed and the plans for the next duty. He should highlight any distractions when working. The appraiser who access the employee should be transparent in the appraisal process and conduct meetings with the employees and fill data in individuals employee data chart. The senior manager assumes the job of a reviewer. By reviewing the employee performances he can identify area of weaknesses and also address the conflicts that arise.

**2.6 WAYS TO RAISE PRODUCTIVITY FOR BUSINESS CONTINUITY**

1. **Make every employee accountable**

The employees must be reminded that they are accountable for all tasks assigned to them. This can be done through clear communications and creating awareness of what is expected of them. They should be asked if everything is clear as a way to empower them to be fully responsible for the part they play and not shift the blame to colleagues or the supervisor.

1. **Set realistic targets**

It is important to set targets that an employee can achieve. Employees who feel that they are overloaded with what they are expected to accomplish may experience stress which would slow or reduce their ability to produce the best results. On the other hand, achievable goals motivate employees and eliminate the probability of work stress. Some challenges may make the employee feel motivated to accomplish a task, but if challenges persist for a long time, they may become a source of stress for workers.

1. **Remunerations**

Remunerations are meant to reward employees in recognition of their excellent performance. Genuine words may mean more that salary rewards in recognition of an employee’s effort. However, the employer needs to consider the level of the employee before choosing the type of reward for them. The rewards should be given on fairness else the remuneration process loses its meaning. A manger should never criticize an employee alone, he should as well compliment the employee for the good jobs has done. If the employees feel undervalued he/she might leave in search of an employer who would recognize their skills.

1. **Training**

It is important to train employees in their area of work to minimize errors and to ensure that these employees have the required skills. Training is critical to a firm that wants to address the employees’ weakness in applying machinery, to improve employee performance and ensure that workers are consistent in their duty performance. Training employees result to increased productivity mainly because the employees attain all the knowledge and acquire skills necessary for day to day operations. It also saves the organization the cost of recruiting new employees and saves the company time for other productive activities.

1. **Monitoring**

Closely monitoring employee’s activities can improve productivity by restricting them from accessing sites that waste productive time. In the case of social media and the internet, the employer can use monitoring applications to view what the employee has been doing during work time. The supervisor can also pay close attention on how many time an employee asks for sick leave.

**2.7 MOTIVATION**

According to Rabey (2001, p. 26), motivation has been defined as the internalised drive that is more dominant in an individual at a given moment. Rabey (2001, p. 26) continues to argue out that there is no way that a person can be motivated by another person. The only thing that a person can do to help a non – motivated individual is to be in a position to create an environment that is conducive enough to aid in that person’s realization of oneself by making a personal choice to respond to the inner motivation (Rabey, 2001, p. 26). Through their meta-analysis of motivation, Lawrence & Jordan (2009, p. 103), high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated. According to Rabey (2001, p. 26), the ingredients that are necessary for getting people to be motivated are securely kept within oneself. The only thing that is needed is for an individual to be able to unlock the secure door (s) and gain access to the motivation within. One of the renowned Chief executive, during an interview, as recorded by Rabey (2001, p. 26) said that during the recruitment exercise, above all other critical issues that are take into consideration, motivation is among the most important thing that the manager looks for in such an interviewee. To Lawrence & Jordan (2009, p. 103), Personal motivation is highly attributed to the fact that each individual has a different personality which contributes to their motivation. In the event there are no signs of enthusiasm and motivation for that job vacancy, it is better for the organization to retain the position vacant than hire an employee who is not motivated at the new job. Rabey (2001, p. 26) notes that for employees who are seriously looking for a job opening and are serious with their work, do demonstrate their motivation even at the interview. Rabey (2001, p. 26) continues to note that motivation in such individuals is seen by their level of keenness during the interview as well as the enthusiasm as they are bound to ask very good questions during the interview (Rabey, 2001, p. 26). Sometimes social responsibilities that people are expected to have (Lawrence & Jordan, p. 104) do contribute to the motivation of individuals. In a sub summary of motivation, it is clear that motivation is within oneself and all that is needed is an environment (Rabey, 2001, p. 26) that will enable a person to realize their cliché to getting motivated. Whether motivation is because of personality as described in Lawrence & Jordan (2009, p. 103), or otherwise, it is still debatable. The most important thing to realise is that one can never motivate another in any way. Maybe the one thing that needs to be addressed is the difference between motivation and inspiration for which many people think as being one and the same thing, which apparently is not the case. But then, that is a topic for discussion in another setting, for now the focus is on motivation.

**2.8 MOTIVATION THEORIES**

There are a vast number of motivational theories that have been put forward to explain the motivational factors that affect or influence the performance and the perception of individuals and what this perception does to the organizational performance. For example, in Lawrence & Jordan (2009, p. 103), equity theory, the perception that individuals have about their compensation (Levoy, 2009, p. 18) for their work, such that they perceive (Lawrence & Jordan, 2009, p. 105) that they are underpaid as compared to the effort that they put in their work, the response is more likely to be that the individuals will decrease their efforts accordingly regardless of whether they have high internal (intrinsic) motivation (Fried & Slowik, 2004, p. 404). In another version of theory in Lawrence & Jordan (2009, p. 103) does come up with a one – dimensional focus on motivation that is implicit-related. In their theory, they come up with the MMG (Multi motive grid) which is a theoretical measure of the motivation that is apparently implicit – related (Fu et al., 2009, p. 277). In their theory, they base their arguments on the use of pictorial stimuli (Lawrence & Jordan, 2009, p. 105) which are meant to arouse the hidden motives within one self (Lawrence & Jordan, 2009, p. 105). In this theoretical framework, there is a predetermined response (Daniel et al., 2006, p. 56), out of the questionnaire that is issued at that time of the interview (Lawrence & Jordan, 2009, p. 103). In this style of motivation, the theorists make use of the story-based system as a means of measure to get the response from the individuals (Schmalt & Sokolowski, 2000, p. 115; Lawrence & Jordan, 2009, p. 105). It is also meant to gain access to what they regard to as the implicit sections, which are only accessed by highly privileged that requires undisturbed access, which is granted, to the schematic section of the memory (Schmalt & Sokolowski, 2000, p. 115; Lawrence & Jordan, 2009, p. 105). In another theory that is more focused on the explicit emotional response as explained in Lawrence & Jordan (2009, p. 103), the NAQ (Need Assessment Questionnaire) which is meant to stimulate emotional response is used to measure the motivation responses (Levoy, 2009, p. 18). According to NAQ theory, there is an access to a classified four types or motivations that are within the self (Lawrence & Jordan, 2009, p. 105). The first is the inbuilt need that seeks to be identified with great and outstanding achievements (Lawrence & Jordan, 2009, p. 105) and (Emery, 2009, p. 98). Secondly, the need to be an affiliate / to be affiliated to a strong and powerful individual (s) (Levoy, 2009, p. 18) has been identified in this theory (Lawrence & Jordan, 2009, p. 105). The third type of motivation that is prominent is the dire need to gain dominance or be seen as to be powerful (Lawrence & Jordan, 2009, p. 105). The last motivation type that is evident is one that demonstrates a need to be autonomous (Lawrence & Jordan, 2009, p. 105). This theory is highly inspired by the theory of needs as proposed in Lawrence & Jordan (2009, p. 117). However, the NAQ theory is inclined to work-content and hence does not explicit on the motivation aspect that is outside the working environment (Lawrence & Jordan, 2009, p. 105).

**2.8.1 INCENTIVE THEORY**

As per Lawrence & Jordan (2009, p. 104), the authors note that explicit motivation is as a result of strong influence from the demands of the society as well as normative pressures therewith. It is crucial that the management know and understand the different motivations (Levoy, 2009, p. 18) that motivate their employees (Lawrence & Jordan, 2009, p. 104).

According to the incentive theory, two categorical approaches have been put forward. The first is one that is focused on people who have strong implicit motivation within themselves (Lawrence & Jordan, 2009, p. 104). In the implicitly motivated employee (Rabey, 2001, p. 26), it is important that such things as being given new and challenging jobs, which will be an incentive for higher achievement (Lawrence & Jordan, 2009, p. 104), reward the employees. They can also be given some additional responsibility apart from what they are used to which is perceived as adding power to them hence the very fact that they perceive themselves as being more powerful that the rest of the employees, is one high motivation factor that such people are willing to pursue (Lawrence & Jordan, 2009, p. 104). The third element that is given attention and focused on the intrinsically (Rabey, 2001, p. 26) motivated employees is the employment of praise as the employee (s) perceives that they are highly regarded in the organization and they identify with the motivation that is affiliation centred (Lawrence & Jordan, 2009, p. 104). To those who are not intrinsically motivated, but rather depend on extrinsic motivations (Levoy, 2009, p. 18), the theory suggests that such people can be inspired and rewarded by being given job promotions as a form of power motivation (Lawrence & Jordan, 2009, p. 104). The same people can be motivated in the event that they are given some bonuses (Lawrence & Jordan, 2009, p. 104) at the end of the year as a motivation to their outstanding job (even if the job was not as satisfactory as it would have been expected). To a great extend, giving such people some celebratory lunches and throwing some dinner parties in recognition of their contribution is one great incentive as an affiliation motivation (Lawrence & Jordan, 2009, p. 104). According to Levoy (2009, p. 18), external motivators which might include monetary rewards, Recognition as well as being given praises in front of the other employees, were found to work miracles but only for a short time. To the author, it is rather unfortunate that the intended effect of the motivation does not last forever, as one might want it to last (Levoy, 2009, p. 18). Levoy (2009, p. 18) continues to argue out that practices which are normally done, like giving employees salaries which are above average, offering benefits for excellence as well as increasing the vacation time do not translate into employee motivators. Rather, instead of them motivating the employees to work harder, they tend to make the employees remain in the organization a little while longer (Levoy, 2009, p. 18). This fulfilment of basic needs makes the employee last a little while until their motivation fades away (Mancini, 2009, p. 6) and (Lawrence & Jordan, 2009, p. 105).

**2.8.2** **GOAL-SETTING THEORY**

According to the goal setting theory as stated by Fried & Slowik (2004, p. 406), it is the instrumentality, expectancy as well as the variance that is demonstrated from the outcomes is high in the event that the goals which are set are difficult or challenging, combined with the fact that the goals remain specific to the objective and they are also attainable. This is a sentiment that is shared also in (Fried & Slowik, 2004, p. 406).

In the goal setting theory, it is clear that the goals must be very specific as well as challenging goals (Ordóez et al., 2009, p. 6) that will require more effort and input. This has been found to be a major boost to the behaviour as well as the performance of the individuals within the organization (Ordóez et al., 2009, p. 6). To Ordóez et al. (2009, p. 6) this is a form of panacea that can be used to boost the performance of the employee. In their research, Locke & Latham (2006, p. 265; Ordóez et al., 2009, p. 6), they do agree that as long as an individual remains committed to the set goal (s), and that the individual has the ability to attain the set goals, whereby there are no other, otherwise conflicting goals set, then graphically, this would be a linear relationship. The linear relationship is set between the task performance and the goal difficulty (Locke & Latham, 2006, p. 265; Ordóez et al., 2009, p. 6). However, to Fu et al. (2009, p. 277), the Locke’s theory on motivation and goal setting has been found with defects, as there is none linear relations that are exhibited since there is no comparison between the effort of the individual and the goals that are set. Self-efficacy and the self-set goals have been given a broad classification called motivation hub (Fu et al., 2009, p. 277). In an explanation, Locke (2001, p. 14) as cited in Fu et al. (2009, p. 277) the motivational hub is exemplified as the most immediate and yet the most motivational determinant to the individual’s course of action. This is caused mostly by external factors within the organization, which may include the company directives, or it may at times be influenced by personality (Locke, 2001, p. 23; Fu et al., 2009, p. 277). These motivators to some extent do contribute to the performance of the individuals, which is well stipulated in the hub variables (Locke, 2001, p. 23; Fu et al., 2009, p. 277). In most instances, individuals are given Sales Quotas for which they are expected to meet within a given time frame and this strategy has been employed in many firms regardless of their sizes (Fu et al., 2009, p. 277). In an analysis, Fried & Slowik (2004, p. 404) did realize that, due to the fact that time, in all the proposed theorems, had not been considered prior to their research, then the motivational theories had generally failed to achieve the intended goals. It has been noted that time is among the most important variable that a great influence on people’s motivation (Fried & Slowik, 2004, p. 404). It has become arguably clear that organizations have been, continue to employ goal – setting theory as their fundamental strategy to get their employees working, and has dominated the motivational theory (ies) that have been put forward for organizational use (Fried & Slowik, 2004, p. 404). It is clear that the goal setting motivational theory has been the leading theory that has incorporated time as a major factor because the employees are required to meet their deadlines within a given time period (Fried & Slowik, 2004, p. 404). This in return points out that the goal setting theory has and still remains to be the most successful theories put forward as it deeply incorporates time as a main determinant (Fried & Slowik, 2004, p. 404). The assumption that is taken in the goal setting theory is that the set goals are a true reflection of the inner intentions of the individual as well as the individual’s conscious goals (Fried & Slowik, 2004, p. 404). In their argument, the researchers do contend to the fact that the theories do explain the reason behind human quest to interpret the past, the present as they envision on what is to come in the future (Fried & Slowik, 2004, p. 404). With timeframe incorporated, it is evident enough that the cognitive processes that are involved in decision – making and behavior at work can very well be explained (Fried & Slowik, 2004, p. 404).

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

* 1. **Research design**

The researcher used descriptive research survey design in building up this project work the choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought causes of low productivity by public service workers

* 1. **Sources of data collection**

Data were collected from two main sources namely:

(i)Primary source and

(ii)Secondary source

**Primary source:**

These are materials of statistical investigation which were collected by the research for a particular purpose. They can be obtained through a survey, observation questionnaire or as experiment; the researcher has adopted the questionnaire method for this study.

**Secondary source:**

These are data from textbook Journal handset etc. they arise as byproducts of the same other purposes. Example administration, various other unpublished works and write ups were also used.

* 1. **Population of the study**

Population of a study is a group of persons or aggregate items, things the researcher is interested in getting information causes of low productivity by public service workers. 200 staff of **power holding company of Nigeria, Enugu State** was selected randomly by the researcher as the population of the study.

* 1. **Sample and sampling procedure**

Sample is the set people or items which constitute part of a given population sampling. Due to large size of the target population, the researcher used the Taro Yamani formula to arrive at the sample population of the study.

n= N

1+N (e) 2

n= 200

1+200(0.05)2

= 200

1+200(0.0025)

= 200 200

1+0.5 = 1.5 = 133.

**3.5 Instrument for data collection**

The major research instrument used is the questionnaires. This was appropriately moderated. The secretaries were administered with the questionnaires to complete, with or without disclosing their identities. The questionnaire was designed to obtain sufficient and relevant information from the respondents. The primary data contained information extracted from the questionnaires in which the respondents were required to give specific answer to a question by ticking in front of an appropriate answer and administered the same on staff of the two organizations: The questionnaires contained structured questions which were divided into sections A and B.

* 1. **Validation of the research instrument**

The questionnaire used as the research instrument was subjected to face its validation. This research instrument (questionnaire) adopted was adequately checked and validated by the supervisor his contributions and corrections were included into the final draft of the research instrument used.

* 1. **Method of data analysis**

The data collected was not an end in itself but it served as a means to an end. The end being the use of the required data to understand the various situations it is with a view to making valuable recommendations and contributions. To this end, the data collected has to be analysis for any meaningful interpretation to come out with some results. It is for this reason that the following methods were adopted in the research project for the analysis of the data collected. For a comprehensive analysis of data collected, emphasis was laid on the use of absolute numbers frequencies of responses and percentages. Answers to the research questions were provided through the comparison of the percentage of workers response to each statement in the questionnaire related to any specified question being considered.Frequency in this study refers to the arrangement of responses in order of magnitude or occurrence while percentage refers to the arrangements of the responses in order of their proportion. The simple percentage method is believed to be straight forward easy to interpret and understand method.

The researcher therefore chooses the simple percentage as the method to use.

The formula for percentage is shown as.

% = f/N x 100/1

Where f = frequency of respondents response

N = Total Number of response of the sample

100 = Consistency in the percentage of respondents for each item

Contained in questions

**CHAPTER FOUR**

**PRESENTATION ANALYSIS INTERPRETATION OF DATA**

**4.1 Introduction**

Efforts will be made at this stage to present, analyze and interpret the data collected during the field survey. This presentation will be based on the responses from the completed questionnaires. The result of this exercise will be summarized in tabular forms for easy references and analysis. It will also show answers to questions relating to the research questions for this research study. The researcher employed simple percentage in the analysis.

**DATA ANALYSIS**

The data collected from the respondents were analyzed in tabular form with simple percentage for easy understanding.

A total of 133(one hundred and thirty three) questionnaires were distributed and 133 questionnaires were returned.

Question 1

Gender distribution of the respondents.

TABLE I

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Gender distribution of the respondents** | | | | | |
| Response | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 77 | 57.9 | 57.9 | 57.9 |
| Female | 56 | 42.1 | 42.1 | 100.0 |
| Total | 133 | 100.0 | 100.0 |  |

From the above table it shows that 57.9% of the respondents were male while 42.1% of the respondents were female.

Question 2

The positions held by respondents

TABLE II

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **The positions held by respondents** | | | | | |
| Response | | Frequency | Percent | Valid Percent | Cumulative Percent |
| **Valid** | Engineers | 37 | 27.8 | 27.8 | 27.8 |
| Administrative staff | 50 | 37.6 | 37.6 | 65.4 |
| Marketers | 23 | 17.3 | 17.3 | 82.7 |
| Junior staff | 23 | 17.3 | 17.3 | 100.0 |
| Total | 133 | 100.0 | 100.0 |  |

The above tables shown that 37 respondents which represents27.8% of the respondents are engineers 50 respondents which represents 37.6 % are administrative staff 23 respondents which represents 17.3% of the respondents are marketer, while 23 respondents which represent 17.3% of the respondents are junior staff

**TEST OF HYPOTHESES**

There are roles of motivation in productivity

**Table III**

|  |  |  |  |
| --- | --- | --- | --- |
| **there are roles of motivation in productivity** | | | |
| Response | Observed N | Expected N | Residual |
| Agreed | 40 | 33.3 | 6.8 |
| strongly agreed | 50 | 33.3 | 16.8 |
| Disagreed | 26 | 33.3 | -7.3 |
| strongly disagreed | 17 | 33.3 | -16.3 |
| Total | 133 |  |  |

|  |  |
| --- | --- |
| **Test Statistics** | |
|  | there are roles of motivation in productivity  . |
| Chi-Square | 19.331a |
| Df | 3 |
| Asymp. Sig. | .000 |
| a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3. | |

Decision rule:

There researcher therefore reject the null hypothesis there are no roles of motivation in productivity as the calculated value of 19.331 is greater than the critical value of 7.82

Therefore the alternate hypothesis is accepted that there are roles of motivation in productivity

**TEST OF HYPOTHESIS TWO**

There are problems that cause inefficiency and low productivity of workers.

Table V

|  |  |  |  |
| --- | --- | --- | --- |
| **there are problems that causes inefficiency and low productivity of workers.** | | | |
| Response | Observed N | Expected N | Residual |
| Yes | 73 | 44.3 | 28.7 |
| No | 33 | 44.3 | -11.3 |
| Undecided | 27 | 44.3 | -17.3 |
| Total | 133 |  |  |

|  |  |
| --- | --- |
| **Test Statistics** | |
|  | **there are problems that causes inefficiency and low productivity of workers.** |
| Chi-Square | 28.211a |
| Df | 2 |
| Asymp. Sig. | .000 |
| a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.3. | |

Decision rule:

There researcher therefore rejects the null hypothesis there are no problems that causes inefficiency and low productivity of workersas the calculated value of 28.211 is greater than the critical value of 5.99

Therefore the alternate hypothesis is accepted that state there are problems that causes inefficiency and low productivity of workers

**CHAPTER FIVE**

**SUMMARY, CONCLUSION AND RECOMMENDATION**

**5.1 Introduction**

It is important to ascertain that the objective of this study was to ascertain causes of low productivity by public service workers. In the preceding chapter, the relevant data collected for this study were presented, critically analyzed and appropriate interpretation given. In this chapter, certain recommendations made which in the opinion of the researcher will be of benefits in addressing the challenges of low productivity by public service workers

**5.2 Summary**

This study was on the impact of motivation on productivity of workers. Three objectives were raised which included: To ascertain why productivity is low in the public sector, to ascertain the roles of motivation in productivity, to ascertain the problems that causes inefficiency and low productivity of workers. In line with these objectives, two research hypotheses were formulated and two null hypotheses were posited. The total population for the study is 200 staff of power holding company of Nigeria. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made engineer, administrative staff, marketer and junior staff were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies

**5.3 Conclusion**

The best strategy for a business to adopt is to prevent risks before they occur. This can be done by providing a conducive working environment to minimize the risks of losing productivity. The management should also be concerned with the welfare of the employees in order to make good judgment pertaining to their productivity in the workplace. In this case a manager needs to maintain the best relationship with his or her employees. Through this he will be able to notice matters affecting productivity in the workplace and address them with the needed urgency

**5.4 Recommendation**

Management should ensure a positive work environment which encourages confidence, discipline, and willingness to perform the job in the best possible manner. Management should also work on strong and sustained compensation policies that bridge the gap between the payrolls of the employees. Management should work on increasing productivity by increasing employees’ satisfaction through re-engineering systems and processes, providing education and training. Encouraging practices that focus on learning of personal development competitive attitudes

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**QUESTIONNAIRE**

**INSTRUCTION**

Please tick or fill in where necessary as the case may be.

Section A

1. Gender of respondent

A male { }

B female { }

1. Age distribution of respondents
2. 15-20 { }
3. 21-30 { }
4. 31-40 { }
5. 41-50 { }
6. 51 and above { }
7. Marital status of respondents?
8. married [ ]
9. single [ ]
10. divorce [ ]
11. Educational qualification off respondents
12. SSCE/OND { }
13. HND/BSC { }
14. PGD/MSC { }
15. PHD { }

Others……………………………….

1. How long have you been in PHCN
2. 0-2 years { }
3. 3-5 years { }
4. 6-11 years { }
5. 11 years and above……….
6. Position held by the respondent in PHCN
7. Engineer { }
8. Administrative staff { }
9. Marketer { }
10. Junior staff { }
11. How long have you been working in PHCN
12. 0-2 years { }
13. 3-5 years { }
14. 6-11 years { }
15. 11 years and above……….

SECTION B

1. Government of Nigeria is reforming PHCN
2. Agrees { }
3. Strongly agreed { }
4. Disagreed { }
5. Strongly disagreed { }
6. motivation relate to productivity in an organization

(a) Agrees { }

(b) Strongly agreed { }

(c) Disagreed { }

(d) Strongly disagreed { }

1. there are causes of productivity
2. Agreed { }
3. Strongly agreed { }
4. Disagreed { }
5. Strongly disagreed { }
6. No motivation no productivity
7. Agreed { }
8. Strongly agreed { }
9. Disagreed { }
10. Strongly disagreed { }
11. Management is the causes of low productivity?
12. Agreed { }
13. Strongly agreed { }
14. Disagreed { }
15. Strongly disagreed { }
16. There is no low productivity in PHCN, Enugu
17. Agreed { }
18. Strongly agreed { }
19. Disagreed { }
20. Strongly disagreed { }
21. There is relevance of motivation in the management of public organizations (PHCN)
22. Agreed { }
23. Strongly agreed { }
24. Disagreed { }
25. Strongly disagreed { }
26. There is no impact of motivation on productivity of workers
27. Agreed { }
28. Strongly agreed { }
29. Disagreed { }
30. Strongly disagreed { }
31. Workers productivity comes when there is motivation
32. Agreed { }
33. Strongly agreed { }
34. Disagreed { }
35. Strongly disagreed { }