

Effect of Motivation on Job Performance by Community Development Workers in Osun State, Nigeria

Adisa, Banji Olalere

Dept. of Agric. Extension & Rural Development, Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria

The study determined the effect of motivation on job performance of community development workers contributing to sustainable rural infrastructural development in Osun State. Specifically, it examined motivational packages provided for the workers, determined the extent to which selected socio-economics characteristics affect their job performance. Samples of 240 community development workers were interviewed. Structured questionnaire dully pre-tested for validity was used to collect primary data. Frequency counts, percentages, mean, and standard deviation were used to describe the data while chi-square, correlation and regression analysis were used as inferential statistics. The result shows that the profession was gender insensitive, while majority of them were in their active age. The mean years of experience were 18 years with a standard deviation of 4.16 and the average household size was 8 persons. The job performed by most of the workers include mobilizing communities to form community development association (CDAs), regular monitoring and supervision of projects and settlement of disputes. The major motivational packages enjoyed by the workers include leave allowance, car and housing loan and training opportunities. There were significant relationships between their job performance, transportation facilities made available ($r = 0.626$), medical facilities ($r = 0.364$), training opportunity ($r = 0.270$), prompt and regular promotion ($r = 0.228$), provision of office equipment ($r = 0.147$) and prompt payment of leave allowance ($r = 0.145$) at 0.05 level of significance. It is therefore recommended that for effective job performance, the government should improve on the motivational packages enjoyed by the workers.

Key Words: Community, development, infrastructural projects, motivation, job performance

Introduction

Community development workers often act as a link between communities and local government and other statutory bodies. They are frequently involved in addressing inequalities in projects planning and execution by community development groups and associations. According Abegunde (2004), community development workers are community-based resource persons who collaborate with other community based organizations to perform tasks development and to help fellow community members to obtain information and resources from service providers with the aim of learning how to progressively meet their needs, achieve goals, realize their aspirations and maintain their well-being. According to Adisa and Jibowo (2004), the community development workers can be seen as the link between the people and the government (local, national and international).

Community development worker seeks to engage communities actively in making sense of the issues which affect their lives, setting goals for improvement and taking action through empowerment and participative processes. A good

deal of the work is project-based, which means that community development workers usually have a specific geographical community or social group they focus on.

According Kolawole (1982) and Ekong (2003), community work can be generic or specialized. Generic community work takes place in a given geographical area, focusing on working with the community to identify their needs and issues, formulating strategies and developing services to address those issues. The setting is either urban or rural, with rural community development work increasingly attracting attention in recent years. Specialized community work focuses on either specific group within a region (such as the homeless, the long term unemployed, families with young children or ethnic minorities) or on particular concerns (such as public educational facilities, health, social and economic activities).

In the past, productivity have received much attention and needs more in the present, and ultimately in the future, particularly from scholars, development experts and theorist in the field of industrial and organizational behaviour, economic and practicing management. In his own contribution,

Adejumobi (1991) and Bamidele (1994) asserted that established manpower is the productive employment's capacity of human beings. The abundant availability of other factors of production does not guarantee the success of any organization or development programme until and unless the human element is brought to bear on it. The human element has the responsibility of organizing other factors of production; quantity and converting them to bring the realization of the desired organizational and individual goals.

The practice of community development is not new in our society. According to Adisa (2001), ever before the advent of the colonial administration, various communities in Nigeria have employed communal efforts as the mechanism for mobilizing community resources and for providing physical improvement and functional facilities in their given localities to further their social, political and economic interest. He went further to explain that people did not wait for government to provide their basic needs. However, with the introduction of taxation and the provision of essential amenities like hospitals, roads, pipe-borne water and electricity especially in urban area by Government, people have now come to realize that Government resources are limited and that no Government however benevolent can provide all the needs of the citizenry. Thus, the new orientation brought the idea of Community Development through self-help project (s) to achieve sustainable rural development.

According to the 1976 reform and 1999 constitution, Local Government was recognized as the third tier of government in Nigeria, and statutorily required to perform the role of agent of grassroots development. Therefore, community development being a tripartite arrangement whereby the voluntary effort of the people (community), the Local Government and the State Government's are utilized for the social, economic and cultural development of the people requires the effective role of the community development workers.

In Osun State, the community development responsibilities is saddled with the State Ministry of Rural and Community Development at the state level, while at the Local Government, it is being coordinated by the Agricultural, Rural and Social Development Department. The functions of the rural community development workers includes:-

- i. Assisting the Communities to identify their problems and designing strategies for bringing about the desired change through motivation and mobilizing of resources in order to initiate viable project (s) based on felt needs.
- ii. Recommending viable project(s) to the government for possible financial assistance.

- iii. Recommending Award of grants in-ids to active development association or organizations with viable project (s).
- iv. Organization, supervision and making sure that regular meeting are held by community development associations in the local government.
- v. Informing the government of completion of community development project(s) and recommending for eventual take over of such project(s) by the government.

The above tasks require specialized knowledge, skills and attitude. Therefore, the community development workers need to be motivated in order to perform their functions. According to Williams (1978), one of the most important factors necessary for the successful accomplishment of personal and organizational objective goal is motivation.

Motivation arguably is the most important element in the success of an organizations concerned with getting the employees in the organization limited in the purpose of making the enterprise a success. That explains why community development workers must be motivated to cooperate in achieving determined goals of sustainable development. Adejumobi (1991) identified four motivational pattern that the employees make use of these are significant and they include achievement, affiliation, competence and power.

Workers will contribute to organizational goal attainment as long as they perceive inducements, which they received as enough to meet their expectations. A worker will only put on his best ability at work if his physical and psychological conditions are sound, if he has received good training on the job and if he thinks that there is an attractive reward in return for his work.

However, an awareness of potential areas of employees' frustrations and sincere efforts to handle them effectively through better organization, planning and communication can help to ameliorate many of the conditions result in frustrations.

Objectives of the Study

The main objective of this study was to determine the effects of motivation on job satisfaction and performance among community development workers in Osun State, Nigeria. The specific objectives of study are to:

- i. Examine the socio-economic and demographic characteristics of community development workers in Osun State.
- ii. Examine role performance by the community development workers in the study area.

- iii. Identify the motivational packages provided for the worker by their employers.

Hypotheses Statement

By this study, it hypothesizes that:

- There are no significant relationships between role performance and selected socio-economic characteristics of community development workers.
- There are no significant relationships between motivational packages enjoyed by community development workers and their job performance.

Methodology

The study area was Osun State in South-western Nigeria. The survey was carried out in six rural local governments areas purposively selected for the study. All the 240 community development workers were found in the selected LGAs involved in the study. Structured questionnaire dully pre-tested and validated were used to collect data. Test re-test method was used.

The instrument was given to ten community development officers in Osogbo Local Government Area which was not included in the final sampling frame. The instrument was pre-tested at an interval of two weeks in October 2010. The data from the pre-test was subjected to Spearman Rank Correlation Coefficient and a value of 0.872 was obtained which was higher than the empirical and acceptable coefficient of 0.84 (Ogunfeditimi, 1986) and are regarded as good enough to measure the validity of the instrument. The instrument was personally handed over to the respondents by the researcher and those that can fill the instrument immediately complied and those that cannot were collected from them a week later. This was done between April and May in 2011.

Data collected were described using frequency counts, percentages, mean, and standard deviation, while inferential statistics such as chi-square, correlation and regression analysis were used in testing the hypotheses.

Results and Discussion

Demographic and socio-economic characteristic of community workers

Table 1 showed that 16 percent of the community workers were less than 30 years old, 51.3 percent of the community workers were within the ages of 30 and 40 years while 19.9 percent of the community workers were within the ages of 41 and 50 years and 3.2 percent of the community workers were above 50 years of age. However, 9.6 percent of the community workers did not give any response. The average age of the community workers was 42.6 years with a standard deviation of 19.6 years. This implies that majority (51.3%) of the community workers were in the active ages of between 30 and 40 years which give them the ability to perform their activities more effectively and more efficiently.

Further analysis showed that 30.1 percent of the community workers were males while 69.9 percent were females. About 49.4 percent of the community workers had a household size less than 5 persons, while another 49.4 percent of the community workers had a household size between 5 and 9 people and 1.2 percent of the community workers have a household size of 11 people and above. The average household size of the community workers was 4.7 with a standard deviation of 2.1. This implies that community workers are not really into polygamous line of marriage which might lead to a large household size.

Also from Table 1, 6.4 percent of the community workers were single, 87.2 percent of the community workers were married. More so, 2.6 percent of the community workers were widowed, while 0.6 percent of the community workers were separated and 3.2 percent of the community workers were divorced. This implies that majorities (87.2%) of the community workers were married and this explained the reason for the moderately large household size. Majority (65.4%) of the community workers practiced Christianity while 32.1 percent of the community workers practiced Islam and 2.6 percent of the community workers did not give any response. This implies that all the religious groups are available within the study area except for the traditional religion which is not really common nowadays.

Data in Table 1 showed that 7.7 percent of the community workers had secondary education, 91.7 percent of the community workers had post secondary education while 0.6 percent of the community workers did not respond. This implies that education is a very important criterion in order for training to take place amongst these community development workers.

Table 1: Frequency distribution of the community workers showing age, sex, household size, marital status, religion, level of education N=156

Variables	Frequency	Percentage	Central tendency
Age			
Less than 30	38	16.0	Mean=42.6 Std. dev=19.6
30-40	123	51.3	
41-50	48	19.9	
50 and above	8	3.2	
No response	23	9.6	
Sex			
Male	72	30.1	
Female	168	69.9	
Household Size			
Less than 5	119	49.4	Mean=4.7 Std. dev=2.1
5-9	119	49.4	
11 and above	2	1.2	
Marital Status			
Single	15	6.4	
Married	209	87.2	
Widowed	6	2.6	
Separated	1	0.6	
Divorced	8	3.2	
Religion			
Christianity	156	65.4	
Islam	78	32.1	
No response	6	2.6	
Level of education			
Secondary	18	7.7	
Post secondary	220	91.7	
No response	2	0.6	

Organizational membership

Table 2 showed that for political organization, some (21.2%) were just members, while 7.7 percent of the community workers were executive members. For cooperative society, majority (49.4%) were just members, 12.8 percent of the community workers were committee members while 4.5 percent of the community workers were executive members. For professional society, 46.8 percent of the community workers were just members, 6.4 percent of the community workers were committee members while 1.9 percent of the community workers were executive members.

For voluntary organization, 18.6 percent of the community workers are just members, 12.2 percent of the community workers were committee members and 2.6 percent of the community workers were executive members. This implies that averagely the community workers are fully involved socially which helps to improve their level of interaction in Osun State.

Further, Table 2 showed that 34.0 percent of the community workers have been a community development worker for less than 5 years while 51.9 percent of the community workers have been a community development worker for about 5 to 9 years and 14.1 percent of the community workers have been a community development worker for about 10 years or more. This implies that majority (51.9%) of the community workers have been working for a long time thereby gaining more working experience in community development activities.

Table 2 showed that 61.5 percent of the community workers have their promotion in every 3 years while 28.2 percent of the community workers have their promotion above 3 years and 10.3 percent of the community workers did not respond. This implies that majority (61.5%) of the community workers have a regular promotion while others have an irregular promotion.

Table 2: Frequency distribution of community workers by organizational membership, number of years spent as community development worker, regularity in promotion N=240

Variables	Frequency	Percentage
<i>*Political organization</i>		
Just a member	51	21.2
Committee member	22	9.0
Executive member	18	7.7
<i>*Cooperative society</i>		
Just a member	119	49.4
Committee member	31	12.8
Executive member	11	4.5
<i>*Professional society</i>		
Just a member	112	46.8
Committee member	15	6.4
Executive member	5	1.9
<i>*Voluntary organization</i>		
Just a member	45	18.6
Committee member	29	12.2
Executive member	6	2.6
<i>No of years spent as Comm. Dev worker</i>		
Less than 5	82	34.0
5-9	125	51.9
Greater than 10	34	14.1
<i>Regularity in promotion</i>		
3 years	148	61.5
Greater than 3 years	68	28.2
No response	25	10.3

*Multiple responses

Role performance of community workers

The 18 specific roles identified as statutory roles that should be performed by community development workers in Osun State are indicated in Table 3. The most commonly performed roles are identifying community issues, needs and problems (97.5%), developing new community-based programmes and resources (90.8%), evaluating and monitoring existing programmes (95.4%), helping to raise public awareness on issues relevant to the community (88.3%), providing leadership and coordination of programmes (86.7%), acting as facilitator to promote self-help in the

community (98.3%), preparing reports and policies (97.5%), liaising with interested groups and individuals to set up new projects (84.2%), planning, attending and coordinating meetings and events (96.3%) and encouraging participation in development activities (93.3%) while the least roles performed are challenging inappropriate behaviour and political structures (15.8%), recruiting and training paid as well as voluntary staff (18.3%), administrative work (34.2%), networking to build contacts and fundraising (34.2%) and mediating between opposing parties in time of conflicts (36.3%)

Table 3: Distribution of community workers according to role performance as community development workers.

Role performance	Frequency	Percentage (%)
Identifying community issues, needs and problems	234	97.5
Developing new community-based programmes and resources	218	90.8
Evaluating and monitoring existing programmes	229	95.4
Enlisting the cooperation of government bodies, community organisations and sponsors	127	52.9
Helping to raise public awareness on issues relevant to the community	212	88.3
Providing leadership and coordination of programmes	208	86.7
Acting as facilitator to promote self-help in the community	236	98.3
Preparing reports and policies	234	97.5
Networking to build contacts and fundraising	82	34.2
Developing and agreeing to strategies	97	40.4
Liaising with interested groups and individuals to set up new projects	202	84.2
Mediating between opposing parties in time of conflicts	87	36.3
Recruiting and training paid as well as voluntary staff	44	18.3
Planning, attending and coordinating meetings and events	231	96.3
Overseeing the financial management of a limited budget	102	42.5
Encouraging participation in development activities	224	93.3
Challenging inappropriate behaviour and political structures	38	15.8
Administrative work	82	34.2

The implication of the finding is that the community development workers were mostly engaged in mobilization of the communities to form CDA's, to initiate communal projects, supervision of the projects and attending CDA's meetings. All these were primary roles expected of community development workers.

The finding further revealed that the community development workers are involved in all community development activities though their involvement varies. Out of the eight communities development activities, identified the community development workers are involved averagely in six and this showed a remarkable high performance.

Analysis of Table 4 in respect of the extent of the community development workers performance indicated that majority of the community workers 66.4 percent had low performance, 24 percent

performed high while 9.6 percent were moderate in their performance.

The implication drawn from the Table is that most of the CDO's do not inherent within them some of the factors that contribute to performance viz a viz motivation, favourable attitude, skills, task understanding etc.

Many factors determine or contribute to individual performance in an organization, they are motivation, attitude, skills, task understanding and chance.

Community development work is a social work which to a great extent depends on the knowledge and skills of the worker to ensure effective performance for the success of any organization. To ensure a better job performance by the community development workers, a better understanding of what motivates these workers, are essential to activate these possessed skills and abilities.

Table 5: Distribution of community workers according to level of their performance

Extent of performance	Frequency	Percentage
High performance	58	24.0
Moderate	159	66.4
Low	23	9.6
Total	240	100

Mean + Standard Deviation = 9.23 + 3.379 = 12.609 = High performance
 Mean - Standard Deviation = 9.23 - 3.379 = 5.851 and less = Low
 12.609 to 5.851 = Moderate

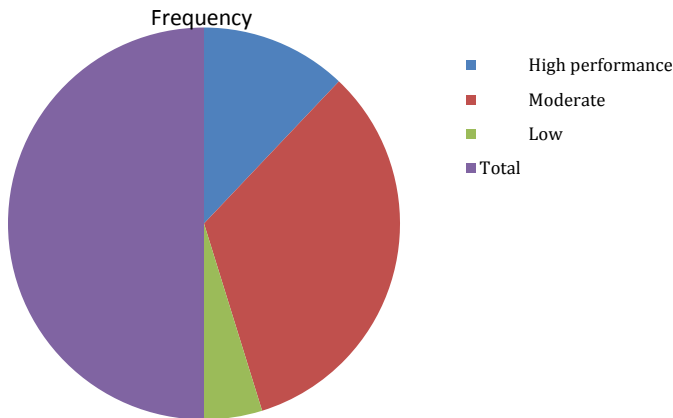


Figure 1: A pie-chart showing the distribution community workers according to level of their performance

Motivational packages

Table 6 indicated that of all the motivational packages identified by the community workers, housing allowance, transport allowance, meal subsidy

leave allowance, and free medical services were common packages which all the community workers benefited from their employer.

Analysis on Table 6 revealed that all community workers enjoy housing allowance, transport

allowance, meal subsidy, leave allowance and as well as free medical services regularly given while provision of housing loan and payment of overtime were not given must attention by their employers. Only 41.6 percent of the community workers said they had training opportunity, Training of personal aids in their development and thus enhances their performance.

As motivational packages, provision of car loan and payment for overtime services were rarely used

by the employers. The implication of this finding is that as field workers, they did not have adequate transportation facilities that will enhance job performance. Also, inadequate remuneration for overtime services offered to community workers will not motivate them to put in more efforts in their various job. Thus productivity may decline. Since majority of workers did not benefitted from the car loan package as indicated in the table, their mobility will also be affected.

Table 6: Distribution of community workers according to motivational packages

Motivational Packages	Frequency	Percentages
Housing Allowance	240	100
Medical Services	240	100
Leave Allowance	240	100
Transport Allowance	240	100
Car loan	87	36.3
Housing loan	240	100
Overtime	52	21.7
Training opportunity	240	100
Meal subsidy	240	100
Others	118	49.2

Multiple response were given

Distribution of community workers' socio-economic characteristic and their effect on their job performance

Analysis in Table 7 indicated that majority of the community workers indicated marital status (70.0%) had low effect on their job performance, while 24.6 percent had very high effect while 30.4 percent claimed that they are indifference. Also, majority of the community workers claimed that gender (51.2%) were indifferent to their job performance, 33.6% percent low while 15.2% percent claimed that it had very high effect on job performance.

It could therefore be deduced from the finding that the profession is gender insensitive. The table shows that 40.8 percent of the respondent's qualification prior to employment has low effect on job performance, (23.20%) has high effect on job performance while 36% were indifferent to job performance.

Table 7 shown above indicated that majority of the community workers (53.2%) had their performance affected by regular payment of salaries (35.2%) had low effect while (9.6%) were indifferent.

Also regular promotion of community workers (53.6%) had a very high effect on job performance by the CDO's (35.2%), while (11.2%) were indifferent. The table also shown that majority of the community workers (60%) had their job performance affected highly, (30.4%) low effect, (90.6%) were indifferent. (61.6%) of the respondent indicated that availability of utility vehicle had high effect on their job performance while (28.8%) and 9.6%) had low effect and indifference respectively.

Also majority of the community workers (60%) agreed that availability of suitable work environment had high effect on their job performance, (31.2%) low effect while (8.8%) were in different. The analysis also revealed that (52.8%) of the community workers indicated that availability of incentives had high effect on their job performance, (37.6%) had low effect while (9.6%) were indifferent.

Lastly the table also show that (52.6%) of the community workers indicated that both socio status in the community and economic status in the community had low effect on their job performance, (38.4%) very high effect while (8.0%) were indifferent.

Table 7: Percentage distribution of community workers according to their perception of how socio-economic characteristic affected their job performance

S/N	Performance Characteristic	Very High		High		Average		Low		Neutral	
		F	%	F	%	F	%	F	%	F	%
1.	Marital Status	15.20		9.6		11.2		33.6		0.4	
2.	Gender	--		15.2		16.8		16.8		51.2	
3.	Qualification prior to employment	11.20		12		26.4		14.4		3.6	
4.	Regular payment of salaries	32.0		23.20		12		23.2		9.6	
5.	Regular promotion	30.4		23.2		23.2		12		11.2	
6.	Training & re-training programme	33.6		26.4		16		14.4		9.6	
7.	Availability of utility vehicle	36.0		25.6		16		12.8		9.6	
8.	Availability of suitable work environment	30.4		29.60		14.40		16.8		8.8	
9.	Availability of incentives	33.6		18.2		16.8		20.8		9.6	
10	Socio – status in the community	--		38.4		23.2		30.4		8.0	
11.	Economic status in the community	--		38.4		23.2		30.4		8.0	

Multiple response were given

Test of hypothesis

Hypothesis 1: There are no significant relationships between job performance and selected socio-economic characteristics of community development workers.

Table 8 shows that age ($r = 0.595$), present educational level ($r = 0.398$) were positively and significantly correlated with job performance among the community development workers, at 0.01 level while experience in years ($r = 0.208$) and household size ($r = 0.228$) were also positively and significantly correlated with job performance among the community development workers, at 0.05 level.

Also marital status ($r = 0.166$), educational level before employment ($r = 0.183$), years of last promotion ($r = 0.096$) were positive but not significant while gender ($r = 0.079$) and number of children in school ($r = -0.046$) negative but not significant to job performance.

The coefficient of determination (r^2) in Table 8 explains the amount of variation in job performance as brought about by each of the selected socio-economic variables. Therefore, 0.006241, 0.03, 0.35, 0.03, 0.16, 0.08, 0.04, 0.00, 0.05 and 0.00 of the variations in the community development workers, performance are explained by gender, marital status, age, educational level before employment, present educational level, grade level, experience in years, years of last promotion, household size, and number of children in school respectively.

Also age, present educational level, grade level, experience in years and household size contributed significantly to the performance of community development workers.

Household size (0.05) is a need to be satisfied by outcomes received on a job such as pay, fringe

benefit, while work experience and ability determined by age, educational level and number of years on jobs are input which a worker contributes to a job.

When lack of fairness in work output or output input/input ratio is perceived by workers (in equity) tension is witnessed by the worker and a desire to restore equity by increasing outcomes received or input. Also the workers perception that the level of effort he puts into a job will result in high performance which will field expected outcomes, will increase his performance.

This finding has shown that age of the community development workers is significant to their performance it determines their activeness, level of reasoning, strength etc, which are necessary for increased productivity.

The finding has also revealed that the present educational level of the community workers have improved, thus increasing their mental or cognitive ability which is also an impetus for increased and efficiency and output required in any organization. Also the high relationship between education and job performance could be due to the skills and competence newly possessed.

Also the experience in years which majority of the community workers have put into the job, the better he can handle it, this could be related to an adage which says. "Practice makes perfect".

These findings will be of importance to personnel administrators, employers of labour be it in private or public sector to know that age, educational level, work experience, grade level etc. which are personal socio-economic characteristics of employees are significant variable which could affect job performance and productivity.

Table 8: Correlation analysis showing linear relationship between selected socio-economic characteristics of community development workers in Lagos State and their job performance.

X Variables	Coefficient (r)	Coefficient of determination (r ²)
Gender	-.079	0.006241
Marital Status	.166	0.027556
Age	.595**	0.0354025
Education Level before employment	.183	0.033489
Present educational level	.398**	0.168404
Grade level	.275**	0.075625
Experience (years)	.208*	0.043264
Years of last promotion	.096	0.009216
Household size	.228*	0.051984
No. of child in school	-.046	0.002116

No. of Variables 10, No. of community workers 125

Degree of freedom 123

Level of significance 0.01 and 0.05

Critical value of r at 0.01 and degree of freedom 123 =

Critical value of r at 0.05 and degree of freedom 123 = 0.1572

S = Significant NS – Not Significant

** -Significant at 0.01

• -Significant at 0.05

•Source:- Computed from field survey, 2011

Hypothesis 2: There is no significant relationship between motivational packages enjoyed by community development workers and their job performance.

Data in Table 9 show that medical services ($r = 0.364$), transportation facility available ($r = .626$), training opportunity ($r = 0.270$), meal subsidy ($r = 0.364$) were positively and significantly correlated with job performance among the community development workers, at 0.01 level while payment of overtime allowance ($r = 0.238$), prompt and regular promotion ($r = .228$) were also positively significantly correlated with job performance among the community development workers at 0.05 level.

Also leave allowance ($r = 0.145$), car loan ($r = 0.172$) provision of office equipment ($r = 0.147$) were positively and not significantly correlated with job performance while housing loan ($r = 0.066$) and transportation allowance ($r = -0.179$) were negatively and not significantly correlated.

Finding in table 10 indicated that the variations in the community development workers, performance as seen in the coefficient determination (r^2) in the table (column 3) are explained by the various variables on the table (column 1). Only training opportunity meal subsidy, prompt and regular promotion contributed significantly to their performance.

This further show that these variables (i.e. extrinsic rewards which employer are expected to give its employee) are psychological needs and safety

needs of the community development workers. This is justified by Adisa and Jibowo (2004) assertion that “when needs at a particular level of Maslow’s hierarchy of needs are satisfied, the individual turns his or her attention to the next higher level because a satisfied need is to longer an effective motivator”. Therefore, provision of these significant correlated variables by employer (medical services, transportation facility/payment of overtime allowance, training and meal subsidy) would results in high intrinsic motivation, high job performance, low absenteeism and turn over.

The finding has revealed that medical services will be needed by the workers to improve their health status, in order to withstand the environmental hazards that may confront them as field workers. Also mobility is an essential factor which aids their effective job performance as a field worker, hence provision of good transportation facility would be significant to job performance likewise payment of overtime and meal subsidy are rewards which could boost their morale and make them put in their best on the job while training will increase their skill and competence.

Therefore, the finding would be useful to employers of labour, managers, either in private or public sector to know the provision of medical services, transportation facility, overtime allowance, meal subsidy and training are motivational packages that could be used to increase job performance and increase productivity.

Table 9: Correlation analysis of motivational packages enjoyed by community development workers in Osun State and their job performance.

Characteristic Variables	Coefficient (r)	Coefficient of determination (r ²)
Housing loan	-0.066	0.004356
Medical	0.364**	0.132496
Leave Allowance	0.145	0.021025
Transportation Allowance	-0.179	0.032041
Transportation facility available	0.626**	0.391876
Car loan	0.172	0.029584
Payment of overtime allowance	0.238*	0.056644
Training opportunity	0.270**	0.0729
Meal subsidy	0.364**	0.1342496
Prompt and Regular promotion	0.228*	0.051984
Provision of office equipment	0.147	0.0021609

No. of Variables 10, No. of community workers 125

Degree of freedom 123

Level of significance 0.01 and 0.05

Critical value of r at 0.01 and degree of freedom 123 =

Critical value of r at 0.05 and degree of freedom 123 = 0.1572

S = Significant

NS – Not Significant

** -Significant at 0.01

• -Significant at 0.05

Source: Computed analysis of responses to questionnaire, 2011.

Conclusion and Recommendation

In conclusion, the study established that the amount of motivational packages enjoyed by community development workers affected the rate of job performance. This implies that motivation has a significant relationship with how best an employee performs their expected role. It is therefore recommended that employers of labour at all levels of governance should endeavour to give incentives to their workers in order to improve their job performance. This can be done by providing transportation facilities in term of vehicle, free medical services and by providing enabling working environment with needed facilities to enhance their productivity.

References

Abegunde, A.A (2004). "Community Based Organizations in the Sustain-able Development of the Rural Area of Atiba L.G.A., Oyo State. *Journal. of Institute of Town Plannig.* 17: 1-14

- Adejumobi, S. (1991). "Processes and Problems of Community organization for self-reliance". Nigerian Institute of Social and Economic Research, Ibadan, Nigeria. Monograph Series no. 1.
- Adisa, B.O. (2001). Participation of Community Based Organizations in Rural Development Projects in Osun State Nigeria. *Unpublished Ph.D. Thesis* submitted to the Department of Agricultural Extension and Rural Development, Obafemi Awolowo University, Ile-Ife, Nigeria.
- Adisa, B.O. & A.A. Jibowo (2004): Determinants of Community – Based Organizations Participation in the Provision of Rural Infrastructure in Osun State, Nigeria. *Nigerian Journal of Rural Sociology.* 4 (1 & 2): 57 – 63.
- Bamidele, O.O. (1994). "Strategy for Rural Development: The Bendel State Experience," A paper presented at the First General Meeting, NITP, Benin, March 1st, 1986
- Kolawole, A. (1982). "The Role of Grassroots Participation in National Development: lessons from the Kwara State of Nigeria". *International Review of Community Development*, Ecole de service Social, Universitide Montreal, Canada.
- Ogunditimi, T.O. (1986). *Community Survey Methods, Statistical Techniques and Computer Analysis.* Ibadan. Marygrant (Educational) Publishers, Nigeria. 7-43.
- Williams, S.K.T. (1978): *Rural Development in Nigeria.* University of Ife Press, Ile Ife, Nigeria. 97-107