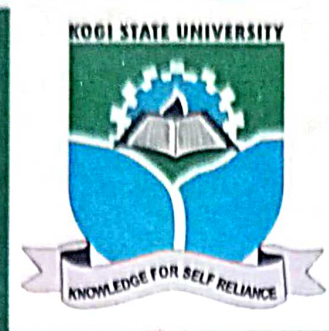




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IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN NIGERIA PUBLIC SECTOR

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ABSTRACT

The aim of this study is to assess the effects of motivation on employees' performance in the public service sector. Kwara state civil service was selected as the study organization. The targeted population was the entire employees of Kwara state civil service. A total of 150 employees were randomly selected from stratified groups within the organization as sample size for the study. Questionnaire was used to collect primary data from respondents. The data collected were analyzed using simple percentages and frequencies. The Pearson product moment correlation and chi-square technique were used to test the formulated hypotheses. The result obtained revealed that; there is significant relationship between the natures of public sector work and job performance. Equally, financial reward and employee empowerment as motivating factors were highly significant and have positive motivating effects on employees' performance in the civil service. The study conclude that; civil service officers should utilized the identified strategies such work environment, challenging work content, employee empowerment and organizational reward to motivate employees, so that their performance would improve significantly.

KEYWORDS: Motivation, Employee, Performance, Public Sector

INTRODUCTION

The management of people at work is an integral part of management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. Organizations that sees an average worker as the root source of quality and productivity gains, does not look only to capital investment, but to employees, as the fundamental source of improvement and profitability.

Since an organization has to achieve its grand purpose and mission through its people, there is greater emphasis on employee motivation and concern for people through assessment, regular feedback, empowerment, reward system and other initiatives (Robins & Kotler 2004). This could perhaps explain the common assumption that public sector organizations are more likely to employ individuals whose values and needs are consistent with the public service mission of the organization (Perry & Wise 2001).

However, employee motivation is important because of its significance as a determinant of improved performance and its intangible benefits. Employee motivation is a basic psychological process which alongside with perception, personality, attitudes and learning highly influences the behaviour of people in the organization. However, it is impossible to understand motivation without considering what people want and expect from their jobs. The ability to identify what people need from their jobs and provide them is the distinguishing factor that propels employee performance both in private and public sector (Shaari, Ya'akub & Hashim 2002).

On the other hand performance as stated by Wheelen and Hunger (2008) is an end result of an activity and employee performance is the accumulated end result of all the work process and activities. It is necessary for the management of the organization to measure and assess performance of the employees in order to use organization's resources in a way that motivate employees towards an expected goal. Considering the entire factors above, higher level of performance will be achieved when the public service employees are motivated to work taking into consideration certain intrinsic and extrinsic incentives such as employee recognition and reward system, skill development, career growth potentials, participation in decision making and employee empowerment etc. Satisfaction on the job is generally viewed as an emotional response and represents the degree to which a person likes his or her job and is readily committed to perform even in the face of certain difficulty. Factors that motivate employees towards effective and efficient performance among others include: job security, the internal reward system, level of work supervision and participation in strategic decisions (Echu 2004). The question therefore is; are public sector management ready to provide these vital motivational elements? It is a common thing to observe that most management of Nigeria public sector organizations are being insensitive to the aspirations and personal needs of employees, hence undermining their ability to perform optimally. Consequently, the action of management towards workers has negative impact on their performance. Moreover, there are sufficient grounds to believe that workers in public service sectors especially in Nigeria are not well motivated as evidenced in low productivity, high rate of absenteeism and general negative work attitude (Echu, 2004).

OBJECTIVES OF THE STUDY

This study in its investigation seeks to achieve the following objectives

1. To examine the influences of monetary reward on job performance of employees;
2. To establish the relationship between employee promotion and employee performance.

LITERATURE REVIEW

Understanding human behaviour in order to identify what factors could motivate and lead to job performance is important to the success of the organization (Gredcg 2008). Basically, human behaviour is determined by the characteristics of both the person and the environment. Individuals (i.e. workers) bring with them such things as abilities, personal beliefs, expectations, and past experiences to the organizational setting. Neither of these can solely determine performance; rather it is a function of interaction of individual and organizational features Darnachi (2005).

Motivation and Job performance is imperative to management because in it the realization of the individual and organizational objectives. This is the essence of management: Knowing what constitutes job performance, what motivates people, what makes them happy, satisfied, productive, efficient, etc (Galleta & Malhorta 2003).

According to Adair (2003) opined that a key to organization's competitive performance has been the successful motivation of staff. Damachi (2005) agreed that the success of most organizations is dependent on a motivated workforce. He further asserted that employee motivation is of interest in the work environment because it influences work performance and productivity. Keeping employees motivated can be done by increasing their extrinsic and intrinsic desires such as salaries, benefits, education, recognition, participation etc but Hull (2006) noted that it is important to recognize that individuals are motivated differently and quite often it is complex to know what motivates employees. According to Ogunwuma (2000) Motivation has been defined as the psychological process that gives peoples' behaviour an essential purpose and direction, a predisposition to behave in purposive manner to achieve specific unmet needs, and the will to achieve.

Robbins (2004) defined motivation as the desired positive willingness that prompts a person to action. According to Sekaran (1998) motivators are the factors that influence or lead to positive willingness, and include specific needs, wants, drives or impulse; People are motivated by different things, For some, it is power and money that motivate them while for others; it is flexibility or a social workplace.

Employee motivation is one of the strategies used by managers to enhance effective

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Employee motivation is one of the strategies used by managers to enhance effective

job performance among workers in the organization. Motivation is a basic psychological process. It is the management process of influencing behaviour based on the knowledge of what makes people tick (Luthan 2001). In his opinion, Luthan (2001) viewed work motivation as a process that arouses, energizes, directs and sustains behaviour and performance. That is, it is the process of stimulating people to action in order to achieve a desired task. From the above definitions therefore, the level of employee performance depends not only on their skills and abilities but also on the level of motivation each employee exhibits towards the achievement of certain expected goals. Thus the key to understanding the process of motivation lies in the meaning and relationship among, needs, drives, incentives and satisfaction.

Motivation can be intrinsic and extrinsic. According to Oluseyi and Hammed (2009) extrinsic motivation is influenced by the need to obtain external and tangible benefits such as praise, positive feedback, money and other physically beneficial reward. On the other hand, intrinsic motivation concerns behaviour that manifests from the individual simply for the pleasure of performing a particular task. Examples of intrinsic factors are recognition, growth, interesting and challenging work content, and achievement etc.

Work Performance in the organizational context, performance is usually described as the extent to which an organizational member contributes to achieving the goals of the organization. The concept of work performance is however often vaguely defined and poorly understood (Barrick & Ryan 2003). Murphy (2002) noted that work performance can be defined in two ways. The first definition views work performance as a result or consequence of action. In this instance, work performance can be defined as the accomplishment of assigned tasks. Secondly, where performance is the deed itself, it may be defined as the actions or behaviours that are relevant to an organization's goals and that can be scaled (or measured) in terms of an individual's proficiency (or level of contribution). Work performance should not be confined to individuals only. It should be considered an outcome of both human and organizational activities.

Lawal (2004) further noted that work performance is the action or behaviour that is relevant to achieving organizations' goals (what is actually done), whereas performance management is the process of linking organizational goals to departmental, team and individual goals.

Performance, according to the Oxford Dictionary of Contemporary English, is defined as "the act of carrying out specific tasks, the execution of, or the functions required of a person, and includes many attributes". Performance is an activity and the results of the activity; it is a process and a product; a process and an output, and

behavior plus accomplishment. Petrovsky (2009) noted that work performance include both process of (carrying out the work) and product (the output), and therefore performance can be seen in both product and the service being performed. The author further noted that in a work setting, the output (product or service) adds value, whereas the process adds cost. "Performance can be refer to the performance of an organization (its tasks, duties, goods and services); a department (its tasks, duties, goods and services); a primary process (its tasks and duties in the production of a specific product or service); or a person (the individual's tasks, duties and all goods and services provided)"

THEORIES OF MOTIVATION

There are several theories on motivation which include among others:

Hull, 1946-1998 was one of the first psychologist that relate human behaviour to man's need for survival. According to Hull, if an organisation is to survive, not only must it be sensitive to internal and external conditions that threaten its existence, but these conditions must then automatically lead to behaviour and learning which could improve the organism's survival chances.

In 1962, McClelland contended that a person with a high need for achievement will take situation in which he takes personal responsibility to finding solution to problems. That he will tend to set moderate achievement goals and calculated risks. In 1959, Frederick Herzberg propounded the two-factor theory, The Motivators and the Hygiene Factors. He describes such extrinsic reward as company policy and administration, supervision, interpersonal relation, salary, status, job security, personal life, working condition, compensation as hygiene factors whose presence does not motivate people to satisfaction but their absence could lead to dissatisfaction. Fredrick Herzberg carried out an empirical study of what motivates workers on their jobs. He summed his findings as the motivators and the Hygiene factors — identifying the satisfiers (motivators) and Dissatisfier (The Hygiene). Abraham Maslow formulated a theory that saw human needs as hierarchically organized. Maslow's thinking is centred round a hierarchy of individual's needs and the needs are: psychological, safety, social, esteem and self actualisation.

DETERMINANTS OF JOB PERFORMANCE

Many factors have been identified according to Gbadamosi and Adebakin (1996): These include: demographic variables, security, pay supervision, intrinsic features of work, recognition, occupational level etc. Intrinsic features of the work include, for example, variety, difficulty, and amount of work, responsibility, autonomy, and control over work methods, complexity and creativity. Reward and Compensation, Salary, wages and conditions of service: Akintoye (2000) asserted that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity.

This implies that the desire to earn enhanced pay may also motivate employees.

MOTIVATION AND PERFORMANCE IN PUBLIC SERVICE SECTOR

Charged with promoting general social welfare, as well as the protection of the society and every individual in it, Perry & Wise, (2001) noted that public organizations often have missions with broader scope and more profound impact than typically found in the private sector. The composition of the public service workforce has been expected to reflect the nature of the work in the public sector by attracting employees who desire greater opportunities to fulfil higher-order needs and altruistic motives by performing public service. It is these individual characteristics that are often regarded as the key to motivating behaviour because "understanding the values and reward preferences of public managers is essential in structuring organizational environments and incentive systems to satisfy those preferences" (Wittmer, 1991). In fact, it is believed that the importance public employees place on the opportunities thought to be more readily available in the civil service, such as performing altruistic acts or receiving intrinsic rewards, compensates for the low levels of extrinsic rewards associated with the public sector and explains why no differences have been found between public and private employee work motivation (Baldwin, 2001; Petrovsky, 2009).

Nwachukwu (2004), the essence of all motivational efforts is to increase employee productivity and satisfaction. Motivated workers out-produce unmotivated employees. Management should encourage productivity by making the employees aware of the reasons behind the functions they are performing and providing the support required obtaining sustained effort. The employees in any organization differ in aptitude, knowledge, skills, health and physical vigour. In the same way, their productivity differs. It is the function of a management to device ways of encouraging higher productivity. This is accomplished through training and developments, motivation and knowing those things that lead to job satisfaction. This study is more consistent with the current public service motivation literature that public service motivation has a direct effect on employee performance

METHODOLOGY

The study employed a cross-sectional survey design. According to Asika (2003) a cross-sectional survey design is suitable for studies involving field enquiries by collecting data over a period of a time. The study utilized structured questionnaire that was drawn from the key variables of the study. The questionnaire was divided into two parts, section A and B. Section A comprised items relating to respondents socio-demographic data while B consist of 2-point type statements that explained key variables of the study. Furthermore, section B of the questionnaire consist of twenty six (26) closed ended items that addressed each research question. The following hypotheses are formulated to guide this study in the achievement of its objectives:

H₀: The nature of work has no significant influence on employee performance.

H₀: Financial reward has no significant relationship with employee performance.

The study used tables, frequency distribution and percentage to present the data and the analytical technique used to analyze the data collected is chi-square test which is used to test the above stated hypotheses. Specifically, Statistical Package for Social Sciences (SPSS) version 17.0 was used to run the chi-square analysis to test the study's hypotheses. 5% or 0.05 level of significance was used. The study accepts the hypothesis if the calculated chi-square value is less than the critical value (χ^2) otherwise, it will reject the hypothesis. One hundred and seventy (170) copies of questionnaires were administered to respondents but on return only one hundred and fifty (150) copies were properly filled and returned on schedule, giving an 88.24% response rate. Data analysis was therefore based on the number of returned copies of questionnaires.

DATA ANALYSIS AND DISCUSSION

Table 1: Demographic Characteristics of Respondents

Variable		Frequency	Percentage
Sex	Sex		
	Male	96	62.0
	Female	57	38.0
	Total	150	100
Age	Range		
	Below 21	16	10.67
	21-29 years	57	38.00
	30-39 years	40	26.67
	40-49 years	36	24.00
	50-above years	1	0.66
	Total	150	100
Educational status	Level of education		
	MBA/M.Sc	32	28
	B.Sc/HND	62	34.7
	OND/SSCE	11	7.3
	SSCE/WASC	20	13.3
	Professionals	13	8.7
	MBA/M.Sc/Professionals	12	8.0
	Total	150	100
Marital Status	Status		
	Single	33	22.00
	Married	97	64.67
	Divorced	20	13.33
Cadre	Rank		
	Junior staff	79	52.7
	Senior staff	49	32.7
	Top management	22	14.6
	Total	150	100

Source: Author's field survey 2011

Table 1 reveals that 62% (96) of the respondents are males while the remaining 33% (54) are females. It shows that 10.7% (16) of the respondents are below the age of 21 and 38.5% (57) are below the age of 30, 40% (26.7) are below the age of 40, 24.0% (36) are below the age of 50 while 0.6% (1) is at the age of 50 and above. The responses on educational qualification of the respondents show that 13.3% (20) hold School Certificate (O'Level WAEC), 7.3% (11) hold OND/NCE, 34.7% (62) hold HND/B.Sc and 44.7% (57) hold other certificates. For the question on the employee present level, the table indicates that 52.7% (79) of the respondents are junior staff, 32.7% (49) are senior staff while the table indicated that 14.6% (22) are at the top management level 35% (40).

TABLE 2: The Nature of work

Questionnaire items	Agree	%	Disagree	%
The nature of my job has great impact on my morale in the public	118	78.7	32	21.3
I understand the importance of accomplishing my work objectives	107	71.3	43	28.7
Conducive working environment with functioning facilities enhance my productivity	127	84.7	23	15.3
A lot of people can be affected by how well i do my job	136	90.7	14	9.3
The nature of my job gives me ample opportunity to set my own target	123	82.0	27	18.0
My work schedule is so challenging that there is no room for boredom	47	31.3	103	68.7

Results in table 2 underscore the nature of work as an important variable in employee motivation. Findings reveal that 78.7% of the respondents agree that the nature of their job in the public service has greater impact on their morale while 21.3% disagree with this opinion. Equally two, 90.7% believes that the type of job they perform and the way it is being carried out has effect on co-workers or people who depend on their own performance. On the other hand, 14% disagree with the above view. Furthermore, 82% believes that the nature of their job gives them opportunity to set attainable targets and device means of achieving them, while 18% of the respondents have contrary opinion. Again, 84.7% of the total respondents believe that they perform better in a conducive working environment with well functioning facilities while 15.3% could perform optimally in any kind of work environment. However and sadly two, the above result reveals that one hundred and three (68.7%) respondents do not have challenging work schedule that could eliminates

boredom and enhance concentration. This has tremendous performance implication for the management of public service employees.

TABLE 3: Financial reward system

Questionnaire items	Agree	%	Disagree	%
I am highly motivated when my effort is recognized	89	59.3	61	40.7
If i accomplish my work objectives, it increases my chances for pay	83	55.3	67	44.7
I have seen good job performance rewarded in my work unit	67	44.7	83	55.3
I am confident that I can successfully perform the task assigned to me	98	65.3	52	34.7

The above table 3 was designed to measure respondents' opinion on the commissions' reward system as an important factor in public service employee motivation. From the result revealed so far and presented on the above table, it is evident that 59.3% of the total respondents are motivated by recognized effort which could be any form of reward structure as would be analyzed in the course of this study. However 40.7% had a contrary opinion. In addition, 55.3% believe that accomplishment of task objectives leads to reward in the civil service commission while 44.7% disagree with this view. Again, 44.7% of the respondents have actually witness good performance being rewarded by the management of the commission while 55.3% had contrary opinion. Considering the managerial implication of this finding, this particular result calls for important attention by management of the civil service commission. Finally, 65.3% of the respondents are confident in performing work related task assigned to them while 34.7% disagree. Given the totality of the above result, it is an indication that the organizational rewards system plays a very significant motivational role in achieving higher level of employee's performance.

Table 4: Employee's Performance

Questionnaire items	Agree	%	Disagree	%
I put forth my best effort to get my job done regardless of the difficulties and challenges	133	88.7	17	11.3
I am willing to start early and close late to finish a job	138	92.0	12	8.0
I do extra work for my job that isn't really expected of me	126	84.0	24	16.0
Working for government allows me to give something back to the society	101	67.3	49	32.7
The opportunity to provide meaningful public service is an important reason why i originally took this job	65	43.3	85	56.7

Source: Field survey 2011

Employee performance is considered a dependent variable in the study. Results on table 4.3.5 above show respondents' opinion on employee performance as being dependent on employee motivation. It is evident from the table that 88.7% of the respondents agree that they put forth maximum performance irrespective of challenges and difficulties on the job. On the other hand, 11.3% disagree with the above statement. In addition, 84.0% of respondents agree that they do actually put extra work effort on roles that is beyond their job description, while 16% disagree with this opinion. Furthermore, 67.3% of respondents agree that working in the government sector actually provide opportunity for contributing to the societal welfare.

TEST OF HYPOTHESES

Hypothesis one was tested using the Chi-square technique. This is necessary in order to establish the degree of association between the variables of study. The statistical package for social science (SPSS) version 14.0 was used to carry out the analysis while the Pearson correlation coefficient was used to test hypotheses two. Level of Significance = 0.05, 0.01 (alpha level)

Decision Region

The decision rule states that:

If 'P' value < 0.05; there is a significant relationship and if 'P' value > 0.05; there is no significant relationship

Hypothesis One

H0: The nature of work has no significance influence on employees

TABLE 5: CHI-SQUARE ANALYSIS

	Agree	Disagree	Total
Q5	118	32	150
Q6	107	43	150
Q7	136	14	150
Q8	47	103	150
Q9	123	27	150
Q10	127	23	150
Total	658	242	150

Test statistics

Chi-square a	123.8
df	5
Asymp.sig.	.000

From the Chi-square analysis of research hypothesis one, it was discovered that the calculated value (X^2_{cal}) = 123.8 was greater than tabulated value (X^2_{tab}) = 10.521 under 0.05 levels of significance with five degree of freedom. Hence, alternative hypothesis (H_1) which says "The nature of work has significance influence on employee performance was accepted.

HYPOTHESIS TWO

H0: Financial reward has no significant relationship with employee performance. Data generated were analyzed using Pearson's Product Moment Correlation and the results are summarized in the table below. Test of relationship between financial reward and employee performance.

Table 6: Correlations

	A2 If i accomplish my work objectives it increases my chance for a pay rise	E22 I put up my best effort to get my job done regardless of the difficulties and challenges
A2 If i accomplish my company's objective, it increases my chances for a pay rise Pearson correlation sig.(2 tailed) N	1 150	.398** .000 150
E22 i put up my best effort to get my job done regardless of the difficulties and challenges Pearson correlation sig.(2 tailed) N	.398** .000 150	1 150

**correlation is significant at the 0.01 level (2-tailed)
r=0.398, N=150, p<0.01

From Table above, we observe the Pearson's product moment correlation between financial reward and employee performance. The r value of financial reward and employee performance = 0.398**. The results indicated that financial reward has significant relationship with employee performance at 0.01 level of significance.

CONCLUSION

Based on the analysis of data and presentation of result, the finding in this study revealed that employee motivation plays a significant role in improving organizational performance and the motivational strategies an organization adopts affect the level of employee performance. Hence organizations need to identify the best motivational variables suitable for its employees.

RECOMMENDATIONS

In view of the findings and discussion in this study, the following recommendations are suggested

- The work environment should be made very conducive to achieve optimum performance.
- A conducive work and friendly work environment should be in place to encourage good interpersonal relationship where communication and information flows are effective.
- Management should encourage open and effective formal and informal communication.
- Comprehensive human resources planning that emphasize employee motivation must be instituted by the commission to attend a higher performance.

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