# Motivation as an Instruments of Performance in Edo State Civil Service

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## ABSTRACT

The study examined motivation as an instrument of performance Edo State Civil Service. It also identified the motivational strategies that exist in Edo State Civil Service. In addition, the degree of implementation of these motivational strategies in Edo State Civil Service was examined as well as the effectiveness of the identified motivational strategies on the productivity of the Civil Servants in Edo State.

The study used both primary provision of working tools are motivational mechanisms adopted by the Edo State Civil Service towards increase in employees' productivity.

The finding of the study revealed that job satisfaction level of staffs of Edo State civil Service is affected or determined by a number of factors which include wages and salary, pension and gratuity, promotion work environment and the work condition. The study also revealed that the Edo State Civil Service motivational strategies like prompt payment of salary and granting of housing and car loans are poorly implemented. The study posits that the morale and initiatives of the Edo State Civil Servants is dampened due to the improper implementation of these motivational strategies which may not at all times be disconnected from politics of favoritism and nepotism.

The study concluded that employers should be able to help employees see that the organization can help them satisfy their needs and utilize their potentials to contribute to the achievement of the organizational goal. Workers are affected by different needs at different times; this means that individual worker is motivated differently. Also, those human needs could be interdependent and overlapping. The government should Endeavour to integrate goals of the organization with those of its employees and continue to adopt the supportive management technique.

**Keywords:** Motivation as an Instruments, Edo State Civil Service, Public Administration, motivational strategies, productivity of the Civil Servants

# CHAPTER ONE

# LITERATURE REVIEW

## 1.1    Introduction

Civil Service arrangements have emerged as important institution which interfaces between the state and its citizens. Traditionally these were monolithic, centralized, powerful structures with immense power over the management of the affairs of a nation, and often not very responsive to the changing needs of governance and public management. However, in recent times, many governments have realized the importance of greater efficiency (both economic and functional) in the delivery of services to their citizens. Thus, governments in different parts of the world have initiated large-scale reform in their civil services to achieve greater efficiency, effectiveness and responsiveness (DeGraff, 2003).

A lot of researches has been done in the area of motivation in relation to the area of organizational management. Researchers and authors agree that motivation is very crucial to the issue of productivity but they differ with regard to the things that motivate.

Vroom (1964) sees motivation as a process governing choices made by persons or lower organisms among alternative forms of voluntary activity. This implies that motivation propels an individual to prefer one job to another.

Some researchers assumed that variables such as amount of reward are motivational variables that directly influence the strength of incentive motivation.

The effective performance of a civil service depends on sound recruitment, selection and retention practices. Low morale, high turnover, extreme civil service wages bills and poor service quality are endemic to government administrations that fail to attract, retain and motivate high quality civil servants (Nunberg, 1995). Civil service in developing countries face the major problems of professional incompetence and lack of motivation among their employees (Vijayaragavan and Singh, 2004). Furthermore, civil service of these countries do not have a well-defined system of human resource management. Proper planning and management of human resources within the civil service is essential to increase the capabilities, motivation and effectiveness of civil servants.

A close review of all theories of human motivation reveal a common driving principle that people do what they are rewarded for doing. In general, the theories on motivation can be classified as: employee needs motivation through goal-setting, employee reward/incentives and reinforcement.

## 1.2    The Concept of Motivation

The word motivation was derived from the Latin word "mouveree" meaning to move. It implies that motivation is how behaviour get started, energized, sustained, directed, stopped and other kind of subjective reactions present in the organism while all these are going on.

Motivation is "the set of processes that determine the choices people make about their behaviours". Motivation is an abstract term. It imparts incentives that require a response on part of someone else to achieve a defined goal. In business, motivation is synonymous with salaries; money is a means for accommodating the economic needs of workers. Motivation means an inner wholesome desire to exert effort without the external stimulus of money. Motivating is the ability of indoctrinating the personnel with a unity of purpose and maintaining a continuing, harmonious relationship among all people. It is a force which encourages and promotes a willingness of every employee to cooperate with every member of the team. To maintain is to create and perpetuate the climate which brings harmony and equilibrium into the entire work group for the benefit of all who are involved – the company as a whole (Shinba & Sinba, 1977). Since effective motivation comes from within, by motivating others, the manager can do more than create proper conditions that cause people to do their work willingly.

Motivating is the work managers perform to inspire, encourage and impel people to take action. To motivate the employee, the employee must be reached; to reach him there must be a complete understanding of the complexity in his make-up (Stajkovic & Luthans (2003). Motivation efforts must be directed towards improving company operations. To be effective, however, they must also be designed to show benefits to the employee. In fact, motivation can best be accomplished when workers are able to merge their personal ambitions with those of the company. According to Skinner, B.F. (1969), motivation is defined thus, "the

willingness to exert high level of effort to teach Organizational goals, conditioned by the effort's ability to satisfy some individual need. Dainty, Lingard, and Loosemore (2002), define motivation as a set of independent and dependant relationships that explains the direction, amplitude and persistence of an individual's behaviour holding constant the effects of aptitude, skills, understanding of a task and the constraints operating in the work environment. Deci & Ryan (1985), define motivation as the contemporary immediate influence on the direction, vigor, and persistence of action.

The relationship between the employer and employee must be one of understanding in order for the employee to identify himself with his work and with the business he is working for. Lack of motivation in return affects productivity. A number of symptoms may point to low morale: declining productivity; high employee turnover; increasing number of grievances; higher incidence of absenteeism and tardiness; increasing number of defective products; higher number of accidents or a higher level of waste materials and scrap (Fashoyin, 2004). A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and

objectives of the firm. Vroom (1964) defined motivation as a process governing choice made by persons or lower organism among alternative forms of voluntary activities.

Motivation as a concept attracted psychologists' attention in 1930s, motivation in contemporary psychology encompasses three main issues. These include drive, goal or purpose pleasure and pain of nature of re-enforcer. The first attempts to explain what activate man to action and why he engages in some activities at certain times. The second assert that the behaviour of man tends to be directed towards a particular end or goal; it seeks to discover how to make behaviour to be goal directed and whether this goal direction can be objectively described or measured. The third view the nature of re-enforcer and the properties that account for positive reinforcement (pleasure) in certain events and negative reinforcement (pain) in other men tend to repeat actvioties that lead to positive consequences (reward) and stop doing what leads to negative consequences – punishment (Nwachukwu, 2008).

Motivation is a complex concept widely used in every major field of endeavour such as industry, commerce, politics, and religion and so on. Hence, it

has been defined differently by various industrial and behavioural psychologists as each tries to emphasize the aspect of the concept that appeal to him. All these definitions show that motivation is a factor that triggers action and energises and directs such action towards a goal. These descriptions and definitions of motivation process which managers should take cognizance of the effective labour management. These include knowing:

(a)  What energises human behaviour?

(b)  How this behaviour is directed or channeled and how the behaviour can be sustained, (Nwachuckwu, ibid).

Similarly, Koontz and O'Donnel, (1980) distinguished between motivation and satisfaction. He said that motivation implies a drive towards outcome while satisfaction involves outcome already experienced. He explains further that motivation refers to the drive and effort to satisfy a want or a goal while satisfaction refers to the commitment experienced when a want is satisfied. From what has been said so far, it is clear that motivation is an important tool for achieving organization objectives. In view of this, a number of theories have been propounded to help managers have a better understanding of the subject. Some of the theories provide the basis for the design of reward systems which in turn are means by which an organization attempt to influence and control the behaviour of its members.

Motivation can be referred to as those wishes, desires, and drives etc that stimulate and activate man to do certain things. Man is said to be motivated if his latent energy is directed towards certain goal. It is also a perceived reward or incentive that sharpens the drive to satisfy needs. Why man behaves in a particular manner depends on his needs. Man is very rational, he does anything only to satisfy his needs and at a particular point of time he does that activity which satisfies his most important need. A man is motivated to do those things which satisfy his needs. The management is interested in getting the activities of workers diverted in the fulfillment of those things which are helpful in the attainment of the goal of the organization.

Motivation towards better performance depends on the satisfaction of needs for responsibility, achievement, recognition and growth. Needs are felt, and their intensity varies from one person to another and from time to time, and so does the extent to which they are

motivated. Behaviour is learned and reward encourages even better performance, thus, reinforcing desired behaviour. It is what one does not have that one wants, one works to achieve that which one needs. Hence, if we know what people need and want, then we know what they will work for, and like working for, and so work well to achieve.

Attaining goals lead to feelings of self-respect, strength and confidence. Few people are able to continue a pattern of achievement and success without the added encouragement provided by others recognizing their achievements. Continued failure and frustration and defeat can result in feelings of inadequacy and a withdrawal form competitive situations. Persistent lack of rewards leads to a view of society as being hostile and unrewarding (Davidmann, 2001).

There are many theories of motivation that employers can use to improve their understanding of why people behave as they do. None provides a universally accepted explanation of human behaviour. People are far too complex. The two most discussed groups of theories are content theories and process theories. Content theories are concerned with identifying what is within an individual or the work environment that energizes and sustains behaviour. On the other hand, process theories try to explain and describe the process of how behaviour is energized, directed, sustained, and finally stopped. However for the content theories, Maslow Hierarchy of Needs, Herberg's two-factor theory, and McClelland's Achievement Motivation theory shall be examined. While for the process theories, the Carrot and the Stick, Expectancy theory (Vroom), and McGregor theory X and Y shall be examined.

### 1.2.1  Maslow's Hierarchy of Needs

Abraham Maslow was a psychologist, who developed theory of human motivation, and classified human needs into five categories in a hierarchical manner, that is movement from one to another after a need has been satisfied.

Maslow's need hierarchy theory has enjoyed widespread acceptance, since it was introduced around 1943. His theory of motivation stresses two fundamental premises:

i.  Man is a wanting animal whose needs depend on what he already has only needs not yet satisfied can influence

behaviour. In other words, a satisfied need is not a motivator.

ii.    Man's needs are arranged in a hierarchy of importance. Once one need is satisfied, another emerges and demands satisfaction.

Maslow hypothesized five levels of needs. These needs are:

### 1.2.1.1          Physiological Needs

This category consists of the human body's primary needs, such as food, water, and sex. As Maslow states "a person who is lacking food, safety, love and esteem probably would hunger for food more strongly than for anything else".

### 1.2.1.2          Safety Needs

When physiological needs are adequately met, the next higher level assumes importance. Safety needs include protection form physical harm, ill health, economic disaster, and the unexpected.

### 1.2.1.3          Social Needs

These needs are related to social nature of people and their need for companionship. Here, the hierarchy departs from the physical or quasi-physical needs of the two previous levels. Non-satisfaction of this level may affect the mental health of the individual.

### 1.2.1.4          Esteem Needs

The need for both awareness of importance to others (self-esteem) and actual esteem from others is included. Satisfaction of these needs lead to feeling of self-confidence and prestige.

### 1.2.1.5          Self- Actualization Needs

Maslow defines these needs as the "desire to become more and more what one is to become everything one is capable of becoming. This means that the individual will realize fully the potentialities of talents and capabilities.

The need hierarchy theory is widely accepted and referred to by practising employers, although, it does not provide a complete understanding of human motivation or the means to motivate people. The hierarchy is easy to comprehend, as a great deal of common sense validity, and point out some of the factors that motivate people.
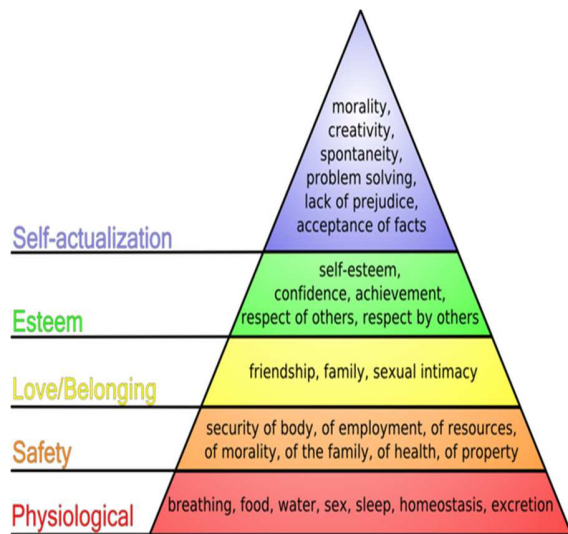
2.1:  Source: Nwachukwu, 1988

Maslow's Need Hierarchy

## 1.2.2  Herberg's Theory of Motivation

In the late 1950s, Frederick Herzberg considered by many to be a pioneer in motivation theory, interviewed a group of employees to find out what made them satisfied and dissatisfied on the job. Frederick Herzberg went to the extent of asking people to describe in detail the different situation which caused them high or low morale. According to Herzberg, people felt happy when they experience job satisfaction and also motivated and happy through recognition, achievement, responsibility, advancement and work itself.

All these are considered as intrinsic factor (built in) or job satisfier or motivator. On the other hand, people's unhappiness about their work of experience, lack of job satisfaction is connected with play, company policy, supervision, administration, and relationship with peers or subordinate. Herzberg referred to the conditions as extrinsic factor or dissatisfier. Dissatisfier reduces effort to work; their absence can result in acts which are hostile to the organization. Dissatisfier will into induce harder effort on the part of the employee but can result in more or less neutral reaction. Herzberg contended that the main causes of job dissatisfaction are deficiencies in the hygienic factors where as the main cause of job satisfaction are the provision of satisfiers.

The implication of this theory is that the employer of labour should be concerned with two views of their workers:

(a)     What makes the workers happy and motivate them?

(b)     What makes them unhappy and causes job dissatisfaction?

From the interviews, Herzberg went on to develop his theory that there are two dimensions to job satisfaction: motivation and hygiene. Hygiene issues, according to Herzberg, can not motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment (Nwachukwu, 1988).

Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for personal growth. They are issues such as achievement, recognition, work itself, responsibility and advancement. Once hygiene areas are addressed, said Herzberg, motivators will promote job satisfaction and encourage production. Although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which employee's satisfaction and motivation are even possible.

### 1.2.2.1 Company and Administrative Policies

An organization's policy can be a great source of frustration for employees, if the policies are unclear or unnecessary. Printed copies of the company's policies and procedures should be made accessible to all members of staff. If there is not a written manual, create one, soliciting staff input along the way. If there is one, consider updating it.

### 1.2.2.2 Supervision

To decrease dissatisfaction in this area, you must begin by making wise decisions when you appoint someone to the role of supervisor. Be aware that good employees do not make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. Supervisors should be taught to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

### 1.2.2.3 Salary

The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do not want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Make sure there is a clear policy related to salaries, raises and bonuses.

### 1.2.2.4 Interpersonal Relations

Part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization. This will help them develop a sense of team work. At the same time, inappropriate behaviour, offensive comments and rudeness should be creaked down on. If an individual continues to be disruptive, take care of the situation, perhaps by dismissing him or her from the practice.

### 1.2.2.5 Working Conditions

The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Do everything you can to keep your equipment and facilities up to date. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it is desk, or even a drawer.

### 1.2.26 Work Itself

What is most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practices result in positive outcomes and good health care for your patients. Share stories of success about how an employee's action made a real difference in the life of a patient, or in making a process better. You may find certain tasks that are truly unnecessary and can be eliminated or streamlined, resulting in greater efficiency and satisfaction.

### 1.2.27 Achievement

One premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help them, make sure you have placed them in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Do not overload individuals with challenges that are too difficult or impossible, as it can be paralyzing.

simply add more work, instead, find ways to add challenging and meaningful work, perhaps giving the employee greater freedom and authority as well.

### 1.2.2.8    Recognition

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes do not have to be monumental before they deserve recognition, but you praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately, publicly thank them for handling a situation particularly well. Write a kind note of praise, or give them a bonus if appropriate. A formal recognition program could be established such as "employee of the month".

### 1.2.2.9    Responsibility

Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result. As individuals mature in their jobs, provide opportunities for added responsibility. Be careful, however, that you do not

### 1.2.2.10    Advancement

Reward loyalty and performance with advancement. If you do not have an open position to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally (Syptak, Marsland and Ulmer, 2002).

### 1.2.3    David McClelland Theory of Motivation

David McClelland contributed to the understanding of motivation by identifying three types of basic motivating needs. He classified them as the need for power (n/PWR), need for affiliation (n/AFF), and need for achievement (n/ACH).

### 1.2.3.1    Need for Power

McClelland and other researchers have found that people with a high need for power have a great concern for exercising influence and control. Such individuals generally are seeking positions of leadership; they are frequently good conversationalists, though often argumentative; they are forceful, outspoken, hard-headed, and demanding; and they enjoy teaching and public speaking.

### 1.2.3.2 Need for Affiliation

People with a high need for affiliation usually derive pleasure from being loved and tend to avoid the pain of being rejected by a social group. As individuals, they are likely to be concerned with maintaining pleasant social relationships, to enjoy a sense of intimacy and understanding, to be ready to console and help others in trouble, and to enjoy friendly interaction with others.

### 1.2.3.3 Need for Achievement

People with a high need for achievement have an intense desire for success and an equally intense fear of failure. They want to be challenged, and they set moderately difficult (but not

impossible) goals for themselves. They taker a realistic approach to risk; they are not likely to be gamblers but, rather prefer to analyze and assess problems, assume personal responsibility for getting the job done, and like specific and prompt feedback on how they are doing. They tend to be restless, like to work long hours, do not worry unduly about failure if it does occur, and tend to like to run their own shows.

### 1.2.4 The Carrot and the Stick

This metaphor relates to the use of rewards and penalties in order to induce behaviour. It comes from the old story that to make a donkey move, one must put a carrot in front of him or jab him with a stick from behind, though leading theories of motivation and motivators seldom make reference to the carrot and the stick.

"Reward and Punishment" are still considered strong motivators. At the same time, in all theories of motivation, the inducements of some kinds of "carrots" are recognized. Often, the "carrot" is money in the form of pay or bonuses. Even though, money is not the only motivating force, it has been and will continue to be an important one. The problem with "carrot" is that too often

everyone gets a carrot, regardless of performance, through such practices as salary increases, and promotion by seniority, automatic "merit" increases, and executive bonuses not based on individual manager performance.

The "Stick" in the form of fear – fear of loss of job, loss of income, reduction of bonus, demotion, or some other penalty – has been and continues to be a strong motivator. Through adjudged not to be the best. It often gives rise to defensive or retaliatory behaviour, such as Union Organization, poor-quality work, executive indifference, failure of as manager to taker any risks in decision making, or even dishonesty.  But fear of penalty can not be overlooked. The power and position of managers to give or withhold rewards or impose penalties of various kinds, gives them an ability to control, to a very great extent, the economic and social well-being of their subordinates.

## 1.2.5 Vroom's Expectancy Theory of Motivation

The Expectancy theory according to Victor Vroom holds that people will be motivated to do things to reach a goal if they believe in the worth of that goal and if they can see that they do will help them in achieving it.

Vroom's theory postulates that people's motivation towards doing anything will be determined by the value they place on the outcome of their effort (whether positive or negative) multiplied by the confidence they have that their efforts will materially aid in achieving a goal. In other words, Vroom makes the point that motivation is a product of the anticipated worth that an individual places on a goal and the chances he or she sees of achieving that goal.

Vroom's theory is stated thus:

Force =    Valence x Expectancy

When FORCE is the strength of a person's motivation, VALENCE is the strength of an individual's preference for an outcome, and EXPECTANCY is the probability that a particular action will lead to a desired outcome. When a person is indifferent about achieving a certain goal, a valence of zero occurs; there is a negative valence when the person would rather not achieve the goal. The result of either would be, of course, no motivation. Likewise, a person would have no motivation to achieve a goal if the expectancy were zero or negative. The force exerted to do something will depend on both valence

and expectancy. Moreover, a motive to accomplish some action might be determined by a desire to accomplish some thing else. For example, a person might be willing to work hard to get out a product for a valence in the form of pay. Or a manager might be willing to work hard to achieve company goals in marketing or production for a promotion or pay valence.

### 1.2.6  McGregor's Theory X and Theory Y

McGregor posited that managing must start with the basic question of how managers see themselves in relation to others. This viewpoint requires some thought on the perception of human nature. Hence, Theory X and Theory Y are two sets of assumptions about the nature of people.

Theory X Assumptions are as follows;

1.  That human beings are inherently lazy, dislikes work, and will avoid it if they can.
2.  That people must be coerced, controlled, directed and threatened with punishment to get them put forth required effort for the achievement of Organizational objectives.

3.  That people prefer to be directed, wish to avoid responsibility, have little interest or work, and yet want security of job above all.

Theory Y Assumptions are as follows:

1.  The expenditure of physical and mental effort at work is as natural as play or rest.
2.  People will exercise self-direction and self-control in the service of objectives to which they are stakeholders and committed.
3.  The degree of commitment to objectives is in proportion to the size of the rewards associated with their achievement.
4.  Average human beings learn, under proper conditions, not only to accept responsibility but also to seek it.
5.  The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of Organizational problems is widely, not narrowly distributed in the population.
6.  Under the conditions of modern industrial life, the intellectual potentialities of

the average human being are only partially utilized.

## 1.3 The Concept of Productivity

The word "productivity" may sound like "production", but there is a significant difference between the two. "Production" refers to the total volume of goods and services produced; it focuses on how much is produced. "Productivity", on the other hand, takes things a step further by relating output to the quantity of resources or inputs used to produce them. "Productivity" is basically concerned with how efficiently a certain output of goods and services is produced and the value created by the production process.

In other words, if a product could be made at the lowest possible cost with a high quality, and could be sold competitively in the market place at a good price, then its productivity would be considered very good.

Productivity concept can be expressed with this simple equation:

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}}$$

As the equation shows, the objective of productivity is to maximize output and minimize input. The concept of productivity, however, has evolved over the years to represent more than an efficiency ratio. For cost and quantity issues, its people has expanded to embrace social concerns, such as job creation and security, poverty alleviation, improvement in the quality of life, resource conservation and environmental protection.

This comprehensive approach to productivity means that when a corporation implements a productivity improvement programme its effect will extend beyond the organization. They will also have impact on the country and its people (Managers, 1993).

An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost. As such, productivity implies a concern for both effectiveness and efficiency.

Effectiveness means achievement of goals while efficiency is the ratio of effective output to the input required to achieve it. A business firm is effective when it attains its sales or market share goals, but its productivity also depends on achieving those goals efficiently.

### 1.3.1  Importance of Productivity

At the corporate level, productivity makes it possible to produce superior quality and high-value goods and services at the lowest possible cost. This gives an organization a competitive edge in selling its products and services. With good sales, the company's profitability improves, which allows it to do many things such as:

i. Expand its operations, and thus create employment and opportunities for employees to advance;

ii. Invest in advanced technology and systems that will further enhance its productivity;

iii. Pay employees better wages and provide them a better working environment, thus raising their work morale;

iv. Contribute more to the society by paying a higher quantum of corporate tax, and supporting more social causes (Managers, Ibid).

There are four major groups of interacting factors that determine productivity at the corporate level. These groups are Corporate Strategy and Objectives, Organization and Systems, Human Resource Development and Organizational Climate and Cultural/Industrial Relationships. At the national level, as more companies seek to improve productivity and competitiveness, they create new jobs and generate greater state revenues. This in turn, increases the country's wealth. The Government can then do more for the people and the economy. For example, it can upgrade infrastructure, clean up the environment, provide more and better social services and give welfare care to poor, disable and others. For individuals, corporate productivity gains and better business performance means job security, advancement opportunities, better wages, greater social mobility, and eventually, a better quality of life (Managers, ibid).

### 1.3.2  Factors Affecting Productivity

As identified by various authors, there are certain factors that affect the productivity of workers in an organization. Some of these factors are:

## 1.3.2.1  Corporate Strategy and Objectives

The First major factor is establishing corporate strategy and objective that are in harmony with prevailing business climate. Customer satisfaction is not only a concern of product development or retail people. It must be a focal point of the entire company, the entire corporate system and work process must be organized around it.

Technology and innovation are two other key contributors to increase productivity. A company and its staff must be ready to welcome them with open arms, even if it means some painful adjustments over the short term. These adjustments may be in the form of lower profitability, reorganization possibly resulting in lay-offs, sand changes in job functions. The recent advent and tremendous impact of information technology on organizations and people is a good example of what technology can do, and technology has to be continuously updated to keep in step with unceasing developments. Innovation is also a continual process. A company needs a strategies plan to deal with both technology and innovation (Ogunsola, 2007:80).

## 1.3.2.2  Organization and Systems

The management organization and the production system of an enterprise also have an impact on productivity. The management organization should be flexible, learn and non-bureaucratic. It should be able to respond quickly and dynamically to changes in the demand of consumers, as well as in the macro socio-economic environment. This is critical if an organization is to sustain its viability and growth.

The production system must be efficient and effective to produce quality and cost competitive products. There should, therefore, be a constant vigilance against unnecessary work processes, overstocking of parts and other inventories, excessively rigid work assignments, use of substandard materials, among others. Work should be done to specifications and completed on schedule so that goods and services can be delivered to the customers on time and with the quality they expect. The objective is to offer high-value producers

and services in terms of quality, cost, pricing and time.

### 1.3.2.3          Human Resource Management

It is universally acknowledged that human resources of an organization is a key factor, if not the most important, in productivity improvement. This is true despite the availability of technology and better equipment. Ultimately, everything needs the human touch. The capabilities of the human resources of an organization have to be continuously upgraded. This is usually doe through consistent skill development and retraining, greater access to information, and enhancement of the range and depth of their knowledge base through continuing education. Essentially, it is a matter of equipping the workforce to do its work well.

Bringing out the best in each employee is of vital importance. This has to be done consciously and in a sustained manner. Employees today want challenging work and to be involved in the planning and organization of their work. They are also looking for attractive remuneration, fair evaluation and recognition of their performance, a comfortable work environment,

development and advancement opportunities, and a good welfare system. If an enterprise can attract and retain the best people, and motivate them, then its productivity will be greatly enhanced.

When an enterprise gives its employees a sense of self-worth by treating them right, they will develop a strong attachment to their work and feel that they are integral to corporation. They will want to do their best in their work, take pride in what they do, and willingly participate in work improvement activities. A motivated workforce is a power to reckon with (Ogunsola, ibid).

### 1.3.2.4          Organization Climate and Culture

The people within enterprise are traditionally divided into groups. These groups can be defined in various ways: the employer and employees, or the managing and the managed and lastly, management and labour. This divide has led to stress between the two parties, which in some cases, have adversely undermine the performance of the corporation. For any productivity programme within an enterprise to be effective, this division has to be totally

overcome, if not totally erased. Labour and management improve productivity.

Labour and management have some basic difference in outlook and expectations which will have to be overcome if the pursuit of higher productivity is to be successful. This could be achieved through fostering a harmonious relationship base on trust and cooperation. A key strategy for an enterpriser to undertake is the establishment of a labour-management joint; consultative forum to facilitate the exchange of opinion and ideas pertinent to productivity growth and development. The scope of subjects for discussion could range from managerial related issues like operational planning and management to concerns on the shop floor like employee training policies and the working environment.

Finally, an enterprise has to promote and build a corporate culture of teamwork, work excellence and innovation to provide the drive for productivity improvement programme. These values have to pervade the organization; everyone has to subscribe to them and manifest them in their work. There has to be a change in the mind set of the people – as paradigm shift in the way they work – before enduring

productivity growth can take place (Ogunsola, ibid).

## 1.4   Incentives

No one works for free, nor should they. While pursuing money based on negative motives can lea to a poorer psychological well-being, this is not the same as pursuing money to provide security and comfort for oneself and family. Obviously, employees want to earn fair wages and salaries, and employers want their workers to feel that is what they are getting. To that end, it is logical that employees and employers alike view money as the fundamental incentive for satisfactory job performance.

The use of monetary or other financial incentives in the classic "work performance paradigm" is based primarily on reinforcement theory. Reinforcement theory 15 focuses on the relationship between a target behaviour (e.g., work performance) and its consequences (e.g., pay), and it is premised on the principles and techniques of organizational behaviour modification. Organizational behaviour modification is a framework within which employee behaviours are identified, measured and analyzed in terms of their functional consequences (i.e. existing

reinforcements) and where an intervention is developed using principles of reinforcement.

In a much publicized study, Gupta and her colleagues analyzed thirty-nine studies conducted over four decades and found that cold-hard cash motivates workers whether their jobs are exciting or mundane, in labs and real-world settings alike. But the research team acknowledges that money is not the only thing that concerns employees – noting that beyond a certain point higher salaries will make employees happier, but it will not "buy" better performance. Still, Gupta warns that employers who dole out small merit raises – less than 7% of base pay – may do more harm than good. According to her, small raises can actually be dysfunctional in terms of motivation because employees become irritated that their hard work yielded so little. Because of this, she advises employers who must give small raises to be careful about linking them to result and to be scrupulous about being fair.

Still, the research by Gupta's team is just one study from a wealth of findings that can appear inconsistent. These apparent inconsistencies reflect, in part, important nuances about the relationship between monetary incentives and job performance. For example, the broad literature on job performance encompasses financial incentives that address both *individual* and *group* performance and productivity. Furthermore, monetary incentives can extend beyond the mere raises discussed by Gupta's team to include individual and small-group rewards, merit pay, pay-for-performance, variable pay plans, or group bonus plans as well as profit-sharing and gain-sharing incentive plans.

Perry and his colleagues analyzed this diverse literature in an outstanding review and culled two general propositions relevant to best practices in the service industry: financial incentives moderately to significantly improve task performance, but their effectiveness are dependent upon organizational conditions.

Differences in institutional arrangements contribute to the feasibility and effectiveness of various monetary incentives, as do differences in employees' preferences for specific incentives. Therefore, companies are wise to study these issues before implementing changes to existing incentive plans. This is especially pertinent for service organizations, where financial reinforcements tend to produce a stronger effect on task performance than non-financial rewards

used alone. Even stronger results are seen with a composite approach. For example, one meta-analysis of 72 field found that monetary incentives improved task performance by 23%, social recognition improved task performance by 7% and feedback elicited a 100% improvement. Simultaneously combining all three types of reinforcements improved performance by 45%.

Group incentive systems are consistently effective in private sector settings. Team-based or small-groups incentives are defined as rewards whereby a portion of individual pay is contingent on measurable group performance. In general, its effectiveness is dependent on the characteristics of the reward system, the organization, the team and the individual team members. But generally speaking, research suggests that equally divided small-group incentives sustain high levels of productivity and satisfaction for group members, and that small group incentives are at least as effective as individual incentives with groups of two to twelve people.

Qualitative, quantitative and survey research studies of alternative pay systems such as profit-sharing or gain-sharing plans are even more consistent in

their findings. These incentive programs include various pay-for-performance approaches that link financial rewards for employees to improvements in the performance of the work unit. Research reveals that these types of incentive systems are associated in practice – and in employer and employee minds with both higher productivity and improvements in organizational performance.

In order to keep workers motivated their needs must be addressed as project goals are reached. Satisfying workers' needs can be viewed as distributing incentives when certain objectives are achieved. Employees have needs that they want met and employers have goals that they want to reach and they can work together as a team to satisfy the wants of both the employees and their employers. Workers who are motivated to help reach the goal of the employer and do so should be recognized with an incentive/reward. When considering what type of incentives to use there are two types to be aware of extrinsic and intrinsic. *Extrinsic* rewards are external rewards that occur apart from work, such as money and other material things. On the other hand, *intrinsic* rewards are internal rewards that a person feels when performing as

job, so that there is a direct and immediate connection between work and reward.

The power of incentives is immense and pervasive, which is all the more reason they require careful management (McKenzie and Williams, 1993). Heap (1987) has summarized a list of these advantages and disadvantages associated with financial incentives. Many construction companies have already considered that there can be advantages and disadvantages of developing an incentive program. A study by Sanders and Thompson (1999) showed that those companies that keep their program simple with the main objective of the program in mind (to benefit the project in reference to cost, schedule, customer service, environment and quality) are also deemed success of any incentive program.

Incentives are usually defined as tangible rewards that are given to those who perform at a given level. Such rewards may be available to workers, supervisors, or top managers. Whether the incentive is linked directly to such items as safety, quality or absenteeism, the reward follows successful performance (McKenzie and Williams, 1993). Many companies feel that pocket money is no longer a good motivator.

Others contend that small rewards such as toasters and blenders to not motivate. Many companies therefore offer profit sharing plans; or companies have abandoned monetary rewards and instead offer lavish trips to such places as Europe and some Caribbean Islands. Because of the expense, these programs require careful monitoring. Some companies merely reward good producers with an extra day off with pay. Other concerns reward top performers with better working conditions. Since incentive programs aim to increase workers' performance levels, the measure used to decide if a reward has been earned should be carefully set. The performance level must be attainable or workers will not teach the goal. That fact underscores the usefulness of having workers themselves contribute their about what constitutes a reasonable level of performance. An incentive scheme may also fail if the measure of success ignores quality or safety. An obvious problem exists when an incentive is applied to work that is machine paced. Incentives should be clearly linked to performance, but not all incentives can be clearly tied to objective criteria. Some incentive rewards are issued on the basis of a subjective assessment by a supervisor on the merit of particular workers. This method, in

particular, may cause conflicts between workers, especially those who do not win rewards.

## 1.5    Performance

Despite development in the project management technology workers are still the key players in the projects. They determine the success or the failure of a project; they define project goal, they plan, organize, direct, coordinate and monitor project activities. They also meet project goals and objectives by suing interpersonal and organizational skills such as communication, delegation, decision-making and negotiation (Yvonne du Plessis, 2003). She adds "In project environments, people can be viewed as contributing problems and constraints or providing solution and opportunities", and concludes that human resource management is a vital component of a project. The emphasis is on the workforce and how they can be managed and lead to increase in their overall efficiency and effectiveness as individuals, as project teams and as the members of the organization. It is important therefore, that the right people enter the project at the right time, which they are organized and motivated as individuals and work as a

team to deliver according to the project goals and therefore recognized and rewarded for their achievements. She has the following definition of performance:

*Commitment:* A person's ability to complete a job successfully.

*Caliber:* It is a term used to describe the personal qualities and ability a person brings to the job. These are the qualities of skill that enables a person's task, and give him the capacity to cope with the demands of the job. A person's level of caliber is associated with their inmates' ability and the amount of training and experience they have acquired.

Therefore, performance of an individual depends on his willingness and drive to complete the task, which is his commitment. Unlike caliber, commitment is not a fixed commodity; it may change quite frequently in response, to conditions and situations the individual encounters.

*Performance = Function (Caliber x Commitment)*

The manager must use an appropriate style of leadership to control the working environment in such a manner that the workforce will be committed to do the

task and so motivate themselves to achieve the objectives of the project.

## 1.6 Possible Ways to Improve workers' Productivity

Employee's motivation, which is the main problem, can take many forms. Thus, any productivity improvement programmes in Nigeria should include, among other things, the replacement of ineffective and obsolete technologies, replacement of equipment in poor conditions; establishment of good working conditions (good payment system and incentives, job satisfaction, good retirement packages), and the provision of appropriate technical manpower and instructions (Dike, 2005).

Investment in human development (employees training) and technological modernization are areas that deserve serious attention. This is because, one of the most efficient and effective methods of improving workers productivity is simply to train them in the skills they need to perform their job duties. As Hodgson has recommended, we should educate the workers, test them on the understanding of the materials, then reward them based on how well they perform. It is appropriate to point out at this juncture that "the

only enduring competitive advantage (in this global economy) is a high quality, well-motivated workforce willing to work together as a team to increase productivity" (Greene, 1991).

Taking proper interest in people is another way to improve productivity. It has been noted that the more you know about an individual – knowing the need and aspirations – the better you will be able to know how to motivate and to get the most out of him (Adeleke 2002).

Managers (person in charge of a formal organization or one of its sub-units, Mintzberg, 1980), are responsible for giving directions. Thus, the work climate of any unit or organization is determined for good or bad, by the work habits of that unit.

Workers should be allowed to participate in activities and in setting goals and objectives in their organizations. This would help them to develop a sense of ownership and pride (Adeleke, ibid). Nigerian Government should create appropriate organizational environment and value system that would stimulate the morale and productivity of the work force and leadership. Overtime, a culture of high productivity would be created, not by any other way, but by the behaviour of

the workers and the leaders. However, it is essential to emphasize that the above prescriptions would work better under a viable democratic political process (Dike, 2005).

## 1.7    History/Emergence of Nigeria's Civil Service

The Nigerian Civil Service could be thought of, as first tasking root in 1861 as purely colonial instrument designed to serve the British Colonial interests after Lagos was formally ceded to the British Government. The Nigerian Civil Service during this colonial period "made Nigerians to obey the colonialists and worked to help British Colonialists take away our crops, minerals and other products" according to the Political Education Manual of the Directorate for Social Mobilization.

Between 1861 and 1945 when deliberate efforts began to be made to accelerate its indigenization, the Nigerian Civil Service was structured into distinct European Staff were appointed into the Senior Service which consisted mainly of expatriates who occupied virtually all the existing senior or "European posts." In practice, expatriate staff were recruited and selected in Britain by the Secretary of State, and in some cases by the Crown

Agents for the colonies, to be sent to Nigeria for formal appointment into the service on contract or permanent basis by the Governor, always subject to a three-year probationary period. However, Nigerians acquired sufficient education, and as pressure was mounted on the colonial authorities by Nigerian elites for gradual indigenization of the service, Nigerians were now being appointed into Senior Service (European Posts). The European staff were appointed into the senior service which consisted mainly of expatriates who occupied virtually all the existing senior or "European posts".

In practice, expatriate staff were recruited and selected in Britain by the Secreary of State and in some cases by the Crown Agents for the Colonies, to be sent to Nigeria for formal appointment into the service on contract or permanent basis by the Governor, always subject to a three-year probationary period. Nigerians and other West Africans were in rare instances appointed into the senior service. Dr. Henry Carr who served as Assistant Colonial Secretary for Native Affairs form 1900-1901 and as Third Colonial Secretary from 1903-1906 before reverting to the Education Department where he later created acted as Director of Education

was one of these rare gems. However, as more and more Nigerians acquired sufficient education, and as pressure was mounted on the colonial authorities by Nigerians elites for gradual indigenization of the service, the number of Nigerians appointed into "Europeans posts" increased with time and with developments in the political scene. Allan Burns in his *History of Nigeria* records that a Nigerian was on the bench of the country's Supreme Court as a Judge by 1948. The "African" or "Native" staff on the other hand consisted predominantly of Nigerians and other West Africans appointed into the "junior service" as clerks and artisans, both skilled and unskilled.

The senior service consisted of officers in the administrative and processional classes, member which entered the service usually on an initial salary of six hundred pounds sterling per annum. With good conduct, satisfactory performance and unblemished service, the senior civil servant, by annual salary increment, reached an annual salary of eight hundred and sixty pounds sterling in his ninth year. Should be fail to qualify for promotion within this period, he would continue to mark time on this salary bar.

While the Junior Service on the other hand was staffed predominantly with "African" or "Native personnel, most of whom were Nigerians or indigenes of other British West African Colonies such as Sierra-Leone and the Gold Coast (Ghana). These "native" staffs were employed mainly as clerks and artisans on permanent basis as unskilled labourer on daily or temporary appointments. The salaries of the Junior Civil Servants in the clerical cadre ranged form twenty four to three hundred pounds sterling per annum, while artisans and labourers earned salaries ranging from twelve to tow hundred pounds sterling per annum.

### 1.7.1 The Amalgamation of the Northern and Southern Protectorate

Before 1900, Nigeria had three separate and distinct colonial administrations, each with its own body of laws, regulations and General Orders. The Niger Territories were controlled by the Royal Niger Company; the Niger Coast Protectorate was under the control of the British Foreign Office while the Colonial Office had responsibility for the administration of the Lagos Crown Colony and Protectorate.

With the amalgamation of the Southern and Northern Nigeria in 1914, the existing divergence in policy, laws, General Orders etc were removed to a very large extent. By 1917, the separate General Orders, Financial Instructions and other administrative guidelines hitherto in force in the two parts of the country had been revised, unified and made applicable to all of Nigeria. A simple weekly gazette with a supplement replaced previous separate publications. Thus, the fact that today, the various civil services in the country share to a large extent, common administrative culture, values, conventions, traditions and regulations date back to the amalgamation of Nigeria.

During this period, the service, as briefly mentioned was functionally organized into departments such as Education, Agriculture and Works. Each department was headed by the most senior professional officer with the title of director. There were no Permanent Secretaries and no Ministers since there were no Ministries. With the 1914 amalgamation, the directors became ex-officio members of the Legislative Council. In this capacity, they were responsible for policy matters in their various departments and hence acted as Chief Advisers to the Colonial Government on all matters relating to their departments. They answered questions and defended their departments in the Legislative Council.

## 1.7.2  Expansion and Indigenization

Further political and constitutional developments moved the country towards regionalism with the introduction of the Richard's Constitution in 1946. Nigeria became a full federation consisting of the Eastern, Western and Northern Regions and the Federal Territory of Lagos. By 1959 therefore, each of the three regions had its own civil service in addition to the federal civil service.

The independence Constitution of 1960 had provided for a Federal Constitution and a constitution for each of the three regions. This constitution provided for three regional and one federal civil service. In 1963, Nigeria adopted a Republican Constitution which replaced the four constitutions. Also, a fourth region, the Mid-Western Region was created in August 1963 on the basis of a referendum held on 13th July, 1963. a new Civil Service was created for the region, bringing the total number of Civil Service was created for the region, bringing the total number of Civil Service

in the country to five. Afterwards, the partitioning of Nigeria into twelve States on 27th May, 1967 by decree no 14 of 1967 as promulgated by the Supreme Military Council under Lt. Col Yakubu Gowon consequent upon the 15th January 1966, Nigeria first ever military coup. The number of Civil Service in the country increased from five to thirteen. With this development, staff from the four regional Civil Services had to be distributed to their States of Origin to man the newly created State Civil Services.

## 1.8 Functions of Civil Service in Nigeria

The specific day to day responsibilities of the Nigerian civil service include, among others the following:

i. Assisting government in the formulation and implementation of public policies and programmes.

ii. Data collection, storage and input to public policy formulation by government.

iii. Provision of continuity in public policy formulation and implementation on both short and long term bases for the good of the nation irrespective of the political party or set of military officers in power.

iv. Maintenance and operation of efficient and effective administrative machinery for the day to day discharge of government functions.

v. Preparation and implementation of the annual estimates/budget of the government.

vi. Collection of government revenue and control of government expenditure to ensure the judicious application of public funds.

vii. Maintenance and operation of efficient and effective personnel management system

covering all personnel in government service.

viii. Assisting government in the promotion of national unity and integration.

## 1.9 Identification of Gap in Knowledge

Several works have undoubtedly been carried out on employees' motivation and productivity, in this regard, both foreign and local scholars like Victor Vroom 1964, DeGraaff 2003, Numberg 1995, Vijayaragavan and Singh 2004, Rabiu 2002 Adeleke 2003, Ogunsola 2008, and others have written so much on employees' motivation and productivity.

However, the assessment of the degree of implementation of motivational strategies in the Civil service seems to have eluded the interest of social researchers. This study therefore, is essentially aimed at filling the gap.

## CHAPTER TWO

## RESEARCH METHODOLOGY

## 2.1 Introduction

The method adopted to address the objectives of the study is based on extensive and rigorous survey work. The research was a descriptive study that adopted a cross-sectional survey design. The study focus on motivation as a tool for productivity in the Nigerian Civil Service: A Case Study of Edo Civil Service. The choice of Edo State Civil Service is as a result of lack of morale and low productivity affecting the civil servants. In carrying out this work, the sources of data collection adopted were primary and secondary sources of information.

## 2.2 Study Population

The population of study was made up of three categories of personnel within the Edo State Civil Service.

i. The Senior Cadre Personnel: These are those groups of personnel that are saddled with the responsibility of administering the services/activities in the ministries; these include the directors, deputy directors and heads of departments/units in the ministries.

ii. Middle Cadre Personnel: These are those that are referred to as middle line

managers who supervise the activities of the junior staff. They include higher executive officers, etc.

iii.     Junior Staff: These are the junior cadre staff of the ministries. In this category of the junior cadre are typists, clerical assistants, messengers, etc.

A cross-sectional survey design was utilized in order to ensure that the sample was representative of the population in terms of such critical factors as gender, departments and status. One hundred and fifty one different categories of people in the State Civil Service were selected.

## 2.3     Research Design

The research design involved the administration of questionnaires and the conduct of personal interview with the various categories of staff in Edo State Civil Service where necessary. The research was designed to:

- obtain detailed information that will identify the motivational strategies that exist in Edo State Civil Service;
- identify the various degree of implementation of these motivational strategies in Edo State Civil Service;
- examine the effectiveness of the identified motivational strategies on the productivity of the civil servants in Edo State and;
- recommend ways of improving the productivity of Edo State Civil Service through the implementation of different motivational incentives for different categories of staff.

## 2.4     Sampling Procedure

The procedure adopted for sampling in this book is purposive random sampling. Purposive random sampling technique was applied among the senior, middle and junior cadre of staff that made up Edo State Civil Service. One hundred and eighty questionnaires were administered, however one hundred and fifty one questionnaires were returned. Thus, the sample population used for this study is one hundred and fifty one which represents about ten percent (10%) of the total population of one thousand eight hundred and twenty eight. Purposive sampling method was used for convenience's sake and due to the

limitation of time available for the completion of the research work.

## 2.5    Measurement of Variables

The two variables in this research work are: Motivation and Employees' Productivity.    Motivation is the Independent Variable. It is the inner drive, joy or satisfaction that makes employee work hard, at times extra hard towards the accomplishment of organizational goals. Employee's will to achieve the organizational goals and targets increases when he or she derives some satisfaction on the job.

In other words, employee's productivity is dependent on the level of motivation received from within and around the work environment. These motivations which affect the generality of the Workers'/Employees' life translate to his/her performance at work-Productivity.

Employees' Productivity in this research work therefore is the dependent variable. It could be affected positively or negatively. It affects positively, if it meets the demand of the employees, and affect negatively when it fails to address the need of the employees.

## 2.6    Research Instrument

Two basic research instruments of primary data collection employed in order to obtain the desired information is the administration of questionnaires.

The questionnaires were drafted in such a manner so as to obtain the desired information from the various categories of respondents based on their own views as regards the subject matter. In order to augment the information obtained from primary data, secondary data technique was also consulted. The secondary data sources consulted include journals, textbooks, website materials, newspapers and magazines.

## 2.7    Data Collection

Primary and secondary data were used as methods of investigation. The primary data which was mainly the use of questionnaire was distributed to both senior and junior staff of the various ministers. Purposive sampling method was used mainly used for academic purpose.

### 2.7.1  Primary Sources

The major source of primary data is questionnaire.

### 2.7.2  Secondary Sources

The secondary sources include publications such as journals, newspapers, magazines, internet sources, textbooks and official gazettes.

## 2.8  Reliability of Research Instrument

The reliability of the research instrument was ensured by including all the essential factors of motivation and productivity in the rating scale and rating the items in simple English language. .

## 2.9  Method of Data Analysis

The data analysis of this book made use of the descriptive method. For descriptive method, the data were analysed with the use of percentage for each item on the questionnaire

## CHAPTER FOUR

## PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

## 3.1  Introduction

This chapter focuses on the presentation, analysis and interpretation of the information collected from the population of study which have bearing with the objectives of the book. It also discusses the findings from the information elicited from the sample population.

The chapter reveals the responses of 151 respondents considered for this study, male respondents constitute about 66% representing 99 persons out of the 151 respondents while the remaining are female respondents. Due to the nature of the work and the different attributes of the respondents, the findings are treated as their percentage on group basis. The findings is discussed in line with the objective of the study and discussed as follows:

## 3.2  Socio-Economic Characteristics of Respondents

The description of the respondents is discussed according to their sex, age, marital status and educational status. These are analysed below:

### 4.2.1 Frequency Distribution of Respondents by Sex

The description of the respondents by sex as observed in Table 4.1 shows that 65.56% of the respondents in the study area are Male while 34.44% were observed to be female of the 151 respondents considered as the study population.

**Table 3.1:   Frequency Distribution of Respondents by Gender**

| Sex | Frequency | Percent |
|---|---|---|
| Male | 99 | 65.66 |
| Female | 52 | 34.44 |
| Total | 151 | 100.00 |

Source: Field Survey, July (2009)

### 3.2.2   Age Range of Respondents

The age category of respondents was grouped into four classes. Respondents between the age group of 30-39 years were observed to be more than the other groups as they constitute 46.36% of the study population. Others include respondents between the age of 20-29 years with a distribution of 17 (11.26%) while those between 40-49 years has a percentage of 35.76% and those that fall within the age bracket of 50-59 years constituting 10 (6.62%) of the study population.

**Table 3.2    Frequency Distribution of Respondents by Age**

| Age | Frequency | Percent |
|---|---|---|
| 20-29 | 17 | 11.26 |
| 30-39 | 70 | 46.36 |
| 40-49 | 54 | 35.76 |
| 50-59 | 10 | 6.62 |
| Total | 151 | 100.00 |

Source: Field Survey, July (2009)

### 3.2.3   Marital Status of Respondents

Marital Status findings of the research carried out in the study area revealed most respondents are married with percentage distribution of 71.52% (108). The least group of the marital status in the study area is divorced with percentage distribution of 1.32% (2). The marital status of all respondents are

classified into single, married, divorced and widowed and this is highlighted in Table 1 below.

by MSc/PhD level of education with 33.77% percent while those with NCE has 1.32%.

**Table 3.3    Frequency Distribution of Respondents by Marital Status**

| Marital status | Frequency | Percent |
|---|---|---|
| Married | 108 | 71.52 |
| Single | 29 | 19.21 |
| Divorced | 2 | 1.32 |
| Widowed | 12 | 7.95 |
| Total | 151 | 100.00 |

Source: Field Survey, July (2009)

**Table 3.4    Frequency Distribution of Respondents' Educational Status**

| Education | Frequency | Percent |
|---|---|---|
| Primary School Certificate | 2 | 1.32 |
| SSCE/WASC | 15 | 9.93 |
| HND/B.Sc | 81 | 53.64 |
| M.Sc/Ph.D | 51 | 33.77 |
| NCE | 2 | 1.32 |
| Total | 151 | 100.00 |

Source: Field Survey, July (2009)

## 3.2.4 Educational Distribution of Respondents

The educational status of the respondents indicated that only 1.32% of the populations in the study area have educational experience below secondary school level, 9.93% constitute respondents with secondary school education, 53.64% of the entire study population have higher educational qualification, i.e. HND and B.Sc followed

## 3.3    Assessment of Mechanisms for Motivating Staff in Edo State Civil Service

The staffs of Edo State Civil Service were interviewed on their perceived perception towards mechanisms for

motivating staff in Edo State Civil Service, the investigation revealed the following, from the 151 respondents considered for the study.

There is a strong indication that (rank 8) Job Satisfaction and Development needs addressed are the first and foremost mechanism in enhancing employees' productivity in Edo State Civil Service. They have equal percentage distribution which revealed that 33.11% of the respondents agreed to the fact that they are important mechanisms in enhancing employees' productivity while only 8.61% are undecided.

The provision of working tool to enhance productivity was ranked 3rd and indicated that a sum of 47(31.13%) of the respondents are undecided and those who agree and strongly agree have percentages of 7.95 and 4.64 respectively.

It was also observed that improved remuneration is another factor for employees' motivation in Edo State Civil Service. As perceived by the respondents who fall in the 2nd position, 52.98% of the study population strongly agreed to this statement while 30.46% only agree to it. Respondents who either disagree or undecided about this fact

were 3.31% and 9.27% respectively. The degree to which efficiency and effectiveness are perceived by the respondents is an indication that there is a decline but might not be in its entirety within the state civil service. The result from the conducive work environment is evident as indicated by 7.95% respondents who strongly agree and 23.84% agree to this statement while 25.17% and 42.38% disagree and strongly disagree respectively and only 0.66% was undecided.

Other factors to be identified are the 6th rank which include 'reward for loyalty' and 'availability of opportunity'; there is a strong indication that both factor are also mechanisms for motivating workers in Edo State Civil Service as indicated by 19.87% of the respondents strongly agree, 30.46% agree while 21.85% disagree and 5.96% strongly disagree to this fact.

**Table 3.5      Frequency Distribution of Mechanisms for Motivating Staff in Edo State Civil Service**

|  | Undecided | | Disagree | | Strongly disagree | | Agree | | Strongly agree | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
|  | Freq | % | Freq. | % | Freq | % | Freq. | % | Freq | % | Mean | Rank |
| 1. Provision of working tools to enhance productivity | 47 | 31.13 | 67 | 44.37 | 18 | 11.92 | 12 | 7.95 | 7 | 4.64 | 3.89 | 3rd |
| 2. Improved remuneration | 14 | 9.27 | 5 | 3.31 | 6 | 3.97 | 46 | 30.46 | 80 | 52.98 | 3.89 | 2nd |
| 3. Regular promotion | 37 | 24.50 | 53 | 35.10 | 22 | 14.57 | 24 | 15.89 | 15 | 9.93 | 3.48 | 4th |
| 4. Development needs being addressed | 13 | 8.61 | 47 | 31.13 | 24 | 15.89 | 50 | 33.11 | 17 | 11.26 | 2.93 | 8th |
| 5. Effective communication | 81 | 53.64 | 54 | 35.76 | 7 | 4.64 | 7 | 4.64 | 2 | 1.32 | 4.36 | 1st |
| 6. Conducive work environment | 1 | 0.66 | 38 | 25.17 | 64 | 42.38 | 36 | 23.84 | 12 | 7.95 | 3.48 | 4th |
| 7. reward for loyalty | 33 | 21.85 | 33 | 21.85 | 9 | 5.96 | 46 | 30.46 | 30 | 19.87 | 3.40 | 6th |
| 8. availability of opportunity | 33 | 21.85 | 33 | 21.85 | 9 | 5.96 | 46 | 30.46 | 30 | 19.87 | 3.40 | 6th |
| 9. Job Satisfaction | 13 | 8.61 | 47 | 31.13 | 24 | 15.89 | 50 | 33.11 | 17 | 11.26 | 2.93 | 8th |

Source: Field Survey, July (2009)

## 3.4 Factors that affect staff job satisfaction in Edo State Civil Service

The first factor to be considered is 'wages and salary', of which all the respondents agreed it is a factor. Form table 4.4 below, it can be observed that 32.45% of the respondents believe that 'wages and salary' highly affect joy satisfaction followed by those that averagely believe with percentage distribution of 31.79% (48) while 1.99% and 29.14% belong to 'low' and 'moderate' category respectively. The next factor considered is 'pension and gratuity' of which about 45.70% of the respondents believe it moderately affects job satisfaction. This is followed by those that highly believed that it does with percentage distribution of 26.49% (40) and those that averagely believe

with percentage distribution of 13.25 while only 7.28% disagree by choosing 'not at all'.

Another factor considered is 'promotion' that follows this order: 'low'- 0.66%, 'average'- 10.60%, 'moderate' 31.13, and 29.80% for 'high' and 27.81 disagree by choosing 'not at all'. The work environment is also a crucial factor considered where about 35.76% of the respondents believe it averagely affects job satisfaction. This is followed by those

that moderately believed that it does with percentage distribution of 31.79 (48) while those that chose 'low' and 'high' are 25.17% and 7.28% respectively. The last but not the least of the factors is the working condition that has 'moderate' as the highest percentage distribution of 42.38 (64) and 'low' as the lowest percentage distribution of 0.66% (1).

**Table 3.6    Frequency Distribution of Factors that Affect Job Satisfaction in Edo State Civil Service**

| | Low | | Average | | Moderate | | High | | Not at all | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % |
| Wages & salary | 3 | 1.99 | 48 | 31.79 | 44 | 29.14 | 49 | 32.45 | 7 | 4.64 |
| pension and gratuity | 11 | 7.28 | 20 | 13.25 | 69 | 45.70 | 40 | 26.49 | 11 | 7.28 |
| Promotion | 1 | 0.66 | 16 | 10.60 | 47 | 31.13 | 45 | 29.80 | 42 | 27.81 |
| Work environment | 38 | 25.17 | 54 | 35.76 | 48 | 31.79 | 11 | 7.28 | | |
| Work condition | 1 | 0.66 | 38 | 25.17 | 64 | 42.38 | 36 | 23.84 | 12 | 7.95 |

Source: Field Survey, July (2009)

## 3.5   Staff Views on Motivational Strategies Implementation in Edo State Civil Service

The first strategy to be considered is the prompt payment of workers' salary Edo State Government. It was revealed from the table that prompt payment of workers' salary is poorly implemented as 85.43% of the respondents believed that

their salary is not being promptly paid while only 14.57% agreed to it. However, greater number of the respondents agreed to the receipt of leave bonus at the right time with percentage distribution of 80.79 (122) while 19.21% disagreed.

Moreover, concerning housing loan, 85.43% disagree by picking 'No' while only 14.57% agree by picking 'Yes'. On the other hand, a little more than average of the respondents 58.94% agree they receive car loan whereas 41.06 disagree.

**Table 3.7:   Frequency Distribution of Staff Views on Motivational Strategies Implementation in Edo State Civil Service**

| | Yes | | No | |
|---|---|---|---|---|
| **Category** | **Freq** | **%** | **Freq** | **%** |
| Prompt payment of salary | 22 | 14.57 | 129 | 85.43 |
| Receipt of leave bonus at the right time | 122 | 80.79 | 29 | 19.21 |
| Housing loan from government | 22 | 14.57 | 129 | 85.43 |
| Car loan | 89 | 58.94 | 62 | 41.06 |

Source: Field Survey, July (2009)

## 3.6   Consistent Implementation of Motivational Incentives

From the table below, it can be observed that the implementation of motivational incentives by Edo State Government is irregular as 51.66% of the respondents believed it is rarely being implemented, followed by those that agreed that it is not being implemented at all with percentage distribution of 33.77 (51) while only 14.57% of the respondents agreed it is often being implemented.

**Table 3.8   Frequency Distribution Showing Consistent Implementation of Motivational Incentives**

| | Frequency | Percent |
|---|---|---|

| Not at all | 51 | 33.77 |
|---|---|---|
| Rarely | 78 | 51.66 |
| Often | 22 | 14.57 |
| Total | 151 | 100.00 |

Source: Field Survey, July (2009)

| Good | 36 | 23.84 |
|---|---|---|
| Average | 72 | 47.68 |
| Below average | 29 | 19.21 |
| Poor | 7 | 4.64 |
| Total | 151 | 100.00 |

Source: Field Survey, July (2009)

### 3.7    Work Condition in Edo State Civil Service

Table 4.7 below revealed the state of work condition in Edo State Civil Service. About 72 respondents of the entire population believe that the work condition in Edo State Civil Service seems to be empirically okay with distribution 72 (47.68%) 23.84% of the respondents believed it is good while only 4.64% were of the opinion that it is very good.  On the other hand, 19.21% agreed it is below average while 4.64% believed that the work condition in Edo State Civil Service is poor.

**Table 3.9:    Frequency    Distribution Showing the Level of Work Condition in Edo State Civil Service**

|  | Frequency | Percent |
|---|---|---|
| Very good | 7 | 4.64 |

## CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 4.1        Summary of Findings

The book treated motivation as a management technique of achieving organizational objectives through employees' effectiveness and efficiency.

The book reveals that Job Satisfaction and address of developmental needs represents the foremost mechanisms in enhancing employees' motivation is Edo State Civil Service followed by provision of working tools and improved remuneration.

The staffs' job satisfaction in Edo State Civil Service is affected by the followings in order to importance: wages and salary, pension and gratuity, promotion, work environment and the working condition.

Prompt payment of workers salary as a motivational strategy by the Edo State Civil Service is though poorly implemented, but leave bonuses are promptly paid. Majority of the staffs do not have accessibility to housing loans but a little above average have access to car loans.

The book revealed that despite the importance of good and adequate remuneration system to organization performance, the government as well as some other employers do not attach importance to it.

Finally, the research posits that if staff wages and salary are promptly paid, good pension and gratuity plan is in place, promotion is obtained as at when due, work environment and condition are made conducive and attractive, employees job satisfaction level will increase and this in turn increases the overall organizational performance.

## 4.2   Conclusion

Motivation has been seen as that inner drive, instinct that energizes, activate or move individuals to perform their duties effectively. It is evident from this study that an individual worker has different need at different times. This invariably means that individual worker is motivated differently. Also, it revealed that human needs are interdependent and overlapping, in this regards workers can be motivated in diverse ways not necessarily following Maslow hierarchy of needs. That is what motivates one individual may be different from what motivates others at different stages of their lives.

This book revealed that civil servants are not encouraged to put in best to the services of their employers. It was discovered that where services that are supposed to meet the needs of employees are available, they are either delayed or poorly provided. This research also revealed that staffs in the Civil Service are in the most pitiable condition in terms of condition of service and welfare facilities.

This according to the research made them not to be interested in the job, dampened their morale and also makes them lack initiatives. These finally accounted for the reasons why they are not performing which in turn led to the undeveloped situation of the State today. It shows further that individual worker worked harder to achieve the objectives of their employers in order to get their own needs.

It was also discovered that members of staff are always motivated

by provision of welfare services like provision of car or car loan, staff quarters or housing loan, health care service, children education allowance and so on.

## 4.2    Recommendations

For the Civil Service to achieve its objectives there is the need to have good administrator who understands the policy of the institution and who will be able to utilize these policies to motivate the employees to enable them achieve their need. The administrator should be able to help workers see that the organizational can help them satisfy their own needs and utilize their potentials in a way to contribute to the goal of the organization; the roles assumed by workers should be understood by him and the management.

Government and other employers of labour should endeavour to integrate the goals of the organization with those of its staff and continue to adopt the supportive management technique.

The government should also create job satisfactory motivational strategies, which will enable workers improve on their performance / productivity such as increase in salary. When workers salary is increased with a good work environment, it will boost the morale of the workers. Government should follow its promotion policy to deserving officers based on seniority and merit; this should be void of favouritism.

The need to provide welfare facilities such as conducive work environment, car loan, canteen, free health care system, long-service award and job security can not be over-emphasized. Recognition of hard work and rewarding it accordingly motivates employees to put in their best. There is also the need for government to provide recreational facilities so as to facilitate informal association with the employees; this will go a long way in satisfying their social needs. Regular and prompt payment of entitlement such as leave bonus to serving officer is also necessary.

There is need to encourage team management in order to create understanding between leaders and subordinates so as to achieve the organization's objectives. Adequate motivation facilitates greater performance and efficiency could be achieved. The complexity of need to employees require that, the government should as much as possible create

conducive work environment for employees, within the working environment, there should be availability of all necessary and encouraging factors which lead to job satisfaction.

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