

Promoting Motivation For Employee Performance: A Case Of Nigeria Public Sector

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Abstract - *The aim of promoting employee motivation is to enhance the level of commitment, increase the level of display of skills, and intelligence of the employees for competitive performances. Therefore motivation is an indispensable arsenal that can be used to unleash the best out of employees of an organization. Based on this, the study was carried out to critically analyze the effect of promoting motivation on the performance level of employees in the Nigerian public sector. Having linked the research work to several theories, the research work was anchored on the two broad theories of process theory and content theory of motivation. The essence of this anchor was because there are peculiarities between the postulations of the theories and the assertion of this study. The research work was given quantitative analysis with the help of data got through primary sources. The primary source of data was via questionnaire instrumentation. The data obtained from these respondents were analyzed descriptively and sub-divided into two sections. The results of the findings revealed that the financial rewards in the Nigerian public sector do not significantly motivate or improve employee performances; it was also revealed that satisfaction of physical needs does not significantly lead to improved performance and lastly it was revealed that public relation does not significantly have an impact on employee performance in the public sector. Therefore it was recommended that the government of Nigeria should make financial rewards in the public sector substantial to be able to motivate employees to greater performances. Also, the government should continue to opt for sophisticated public relations channels to continue to evolve and improve the performance level of employees in the public sector.*

Keywords: *motivation, employee performance, rewards*

I. Introduction

The current dynamic business environments which demand constant improvement in the performance of organizations (whether public or private), has occasioned various policy measures channeled to addressing the organizational needs. Okeke-Ezeanyanyu (2017) noted that the need for improved performance at least-cost to the organization had led organizations into adopting measures such as downsizing of the workforce, employing non-permanent workers through outsourcing, among others.

The government needs to engage in the motivation of its employees who are faced with the challenges of the reduction in the value of their pay because of the impact of inflation and recession, the reduction in the government commitment to financing public services, and the general increase in the demand for public service as a result of the state of the economy (Varma (2017). According to Okeke-Ezeanyanyu (2017), these conditions have demoralizing effects on the performance of the employees, who are of the view that their organization can dismiss them at will.

The above situation has led to the need for promoting employee motivation. Njoroge, Ongeti, Kinuu & Kasomi (2016) noted the need for changes that will tackle the dynamic external environmental pressures on organizations which demands that organizations adopt the best strategy that will motivate the employees into competitive performance. The aim of promoting employee motivation is to enhance the level of commitment, increase the level of display of skills, and intelligence of the employees for competitive performance. Adedeji & Ugwumadu (2018) argued that modern organizations are faced with the challenges of keeping their loyal and performing employees; therefore, they plan to achieve employee retention through adopting motivation as a business strategy that improves employee performance.

II. Literature Review

Arief, Tatang & Zarah (2018) conceptualized motivation as a positive emotional condition emanating from the evaluation of one's service experience in his organization. Blaskova, *et al.* (2018) argued that motivation is a cognitive decision making targeted at ensuring that employees' behaviors are channeled towards achieving an identified objective through initiation and monitoring. Badubi (2017), identified that motivation can be applied in different ways but the driving force is the target to achieve an identified objective. From the above viewpoints, it is observed that these authors are drawing attention to the psychological condition of the employee(s) at the workplace and deliberate need for evaluating the employees' performance by the employer to ascertain the factors which hinder improved performance.

The role employees play in achieving the objectives of the organization, and the complex nature of human beings has made motivation a challenging task to the managers, directors, and heads of agencies and also demands that all managers should promote motivation which will make the employees perform optimally. It is noteworthy that the employee performance in the organization determines the success or failure of the organization. According to Pradhan and Jena (2016), employee job performance entails the quality and quantity expected of every employee or the employees from their service to the organization. Siddiqi & Qureshi (2016) submitted that high performance of the employees is necessary because the innovative ability and creative intelligence of the organization reside with the employees; therefore, employee performance is the physical manifestation of the willingness, openness, and commitment to achieve new aspects of the job leading to higher productivity of the organization.

The importance of motivation on the performance of public sector organizations has necessitated the need to pay attention to both the intrinsic and extrinsic factors that drive employees' performance. Almas (2017) submitted that motivation can be carried out through the following ways: performance recognition, ensuring employees' job satisfaction, listening to the complaints of the employees and attending to the needs, having a team of skilled managers, maintaining good communication flow, and giving the employees opportunity for career advancement.

III. Results

According to the author, the motivational factors aim to create a conducive environment that will boost the enthusiasm, inspire the initiative of the employees with the group and individual satisfaction, and enhance their commitments targeted at achieving the organizational and individual goals. Ashveen (2018) warned that because of the unique perception of individuals, which varies from person to person, there is no motivational factor that is considered as the best.

However, Kjeldsen & Hansen (2016), on his analysis of the public sector motivation theory, submitted that the behavior and motivation of the public employees defer from that of the private sector because they are driven more by intrinsic than extrinsic motivation such as a financial reward. The diversity in individual perceptions and different reactions of the employees of the public and private sector to the concept of motivation as noted by Kjeldsen and Hansen has called for the need to examine the various ways through which motivation can be promoted in a public sector organization to ensure that the needed impact is made in the performance of the employees.

According to Okeke, Nwele & Achilike (2017), the state of Nigerian civil service operation, characterized by a lack of goal setting and measurability, coupled with poor salary, incentives, and lack of due promotion, has impacted negatively on the performance of the Nigeria public sector workers. The negative effects have manifested in lack of commitment to service, individual participation, increasing level of corruption, a feeling of inequity, and lack of motivation among the employees. Obasa (2015) noted that the cost of running the bureaucratic government offices in Nigeria plunges the government in huge expenditure such that the money that would have been used in the motivation of employees by increasing their salary and implementing effective reward system is wasted on programs that only serve a political purpose without any significant impact that leads to higher productivity.

The author noted that the practice of politics in Nigeria by both the military juntas and the political class have demotivated the employees of the public sector because of the level of poverty they bring on the employees, the level of mediocrity, fraud, and the corruption they practice. The inefficient reward system in Nigeria public which manifests in the salary and wages that cannot sustain the livelihood of the employees serves as the major driver of lack of commitment to service and low productivity in the sector because of the poor motivation of the employees associated with these practices. On the other hand, a research carried out by Orumwense, & Mwakipsile, (2017); Abah & Nwoku (2016) revealed a high-level of a positive relationship between employee motivation and organizational performance in public offices in Nigeria.

Nigeria's public sector employees are often faced with lots of physical needs challenges that often hamper their performance level hence effective public service delivery. As was rightly pointed out by Nwokorie (2017), the Nigerian public sector is devoid of enticing physical needs packages to their employees. It is a common experience that the costs of foods, clothing, and shelter in Nigeria are unevenly distributed and unnecessarily high. This situation makes the stipends of public sector employees too meager and insufficient to take care of their ever-increasing needs. No employee will be happy working without getting a commensurate reward to take care of their needs and still puts all his or her best to practice hence, resulting in gross demoralization and discouragement. This in essence is one of the problems and prospects discovered that need to be addressed and this study will aim to do justice to this ugly trend in the Nigerian public sector.

In the same vein, the importance of public relations to the performance of the Nigerian public sector cannot be overemphasized. Due to the inherent usefulness of public relations made the colonial administration to opt for it as one of the channels of achieving their targets. Being a weapon of journalism, public relations emerged to be crucial instruments of public communication from the days of the colonial masters down to the present day Nigeria (Abiola, 2019). Based on this glance into the importance of public relations, it is of interest to this study to evaluate its impacts on the performance level of the Nigerian public sector. On a more summative note, this research aims at establishing the impact of promoting motivation on the performance of employees of the public sector, using the office of the accountant general of the federation as a case study.

IV. Conclusion

The research work is centered on promoting motivation for employee performance in the Nigerian public sector. During the course of the research work, lots of scholarly opinions were resorted to in a bid to give enthralling justification to the topic under consideration. Among the scholars is Varma (2017), who asserted that government needs to engage in the motivation of its employees who are faced with the challenges of the reduction in the value of their pay because of the impact of inflation and recession, the reduction in the government commitment to financing public services and the general increase in the demand for public service as a result of the state of the economy. In the same vein, Adedeji & Ugwumadu (2018) argued that modern

organizations are faced with the challenges of keeping their loyal and performing employees; therefore, they plan to achieve employee retention through adopting motivation as a business strategy that improves employee performance. Therefore, Arief, Tatang & Zarah (2018) conceptualized motivation as a positive emotional condition emanating from the evaluation of one's service experience in his organization. Blaskova et al. (2018) argued that motivation is a cognitive decision making targeted at ensuring that employees' behaviors are channeled towards achieving an identified objective through initiation and monitoring.

The study further identified that the motivation theories that deal with employee satisfaction are categorized under process theory which includes Porter-Law's model and the Vroom expectancy theory, while content theory stresses the importance of the determinants of the factors of motivation. In other words, the content theory tries to identify the needs and relates to fulfilling the needs with motivation. The theories under content theory classification are Maslow's Hierarchy of Needs, Theory X and Theory Y (otherwise called management assumption), ERG Theory, McClellands Need for Achievement, Affiliation, and Power, Herzberg's Two Factor Theory. Zafarullah & Pertti (2017) argued that the theories of employee's motivation at their duty post include the theories under the content and process categories.

Under the empirical jurisprudence, some scholarly journals were reviewed. Ali and Akram (2012) studied the impact of financial rewards on the motivation and satisfaction of employees in the pharmaceutical industry in Pakistan where it was revealed that employees are more motivated and satisfied when induced through handsome financial rewards and they tend to improve their performance level. Also, Nzewi et al (2018) investigated the relationship between physical work environment and employee performance in some selected breweries in Anambra state where it was revealed that there was a correlation between ergonomic and employee job satisfaction.

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