

An Evaluation of Motivational Factors and Performance in Akwa Ibom State Civil Service, Nigeria

Ukaidi, Chris U. A^{1*}, Maina Enock Muchama¹, Ukaidi, Evelyn Ugonna², Aleke Jude Uchechukwu³

¹Department of Business Management, College of Economics and Management, Kampala International University, Main Campus, Uganda.

²Department of Business Management University of Calabar, Calabar Nigeria.

³Department of Publications and Extensions, Kampala International University, Main Campus, Uganda.

Corresponding Author's Email: ukaidchris2021@gmail.com

ABSTRACT

The paper focused on the evaluation of motivational factors and performance in the Akwa Ibom State civil service. We conducted the research to identify the various motivational strategies used in Akwa Ibom State civil service and their impact on the job performance of employees. A survey research design was used, and a questionnaire was administered to 550 respondents randomly selected from five (5) ministers in the state and six (6) local government councils. The data collected from these respondents was analyzed using multivariate regression models. From the analysis, the results showed that in Akwa Ibom State Civil Service, financial motivation is predominantly used without an appropriate mix of non-financial factors. These have resulted in low motivation and low performance. Also, it was ascertained that there was a significant relationship between performance and financial and non-financial motivation, which includes leadership style, job satisfaction, and employees's participation in decision-making. The study recommended that the government should adopt an integrated approach to motivation and work out how to implement new motivational policies with a major focus on non-financial strategies.

Keywords: Motivation, performance, civil service, employees.

INTRODUCTION

Motivation is one of the most crucial functions of management in any organization. It has to do with the manipulation and management of employees' behavior. Organizations rely on people to produce and make their products and services available for satisfaction of human wants, members of the organization, public or customers at a particular point in time [1]. When an organization is established, there must be some particular goals or objectives which it exists to achieve. The achievement of such goals or objectives depends on employees' attitude to work, behavior, and the quality of the available workforce. Management at all times expects cooperative or positive attitudes from the employees. Thus, employees should be motivated to induce their desired behavior toward job responsibilities and organizational culture, organizational goals, and objectives [2]. The most important resource of any organization, be it private or public is personnel. Personnel or human resources plays an important role to the extent that modern management views it

as paramount. Employees are responsible for the manipulation and operation of machines and ideas as well as innovative knowledge to make things work in line with management expectations. According to Yegoh [3], people are the greatest asset available to an organization. An organization is a people. Unfortunately, however, people are the only asset that can actively work against the organization's goals. It is therefore, only by collaborative efforts that people can release their talent, knowledge, energy and creativity for the service of their organizations/employers. Faced with rapid change, growing competition and mounting pressures on organizations, many entities are being forced to research the basis which human resources manager can successfully manage their workforce. In particular, they have been searching for new and more effective systems of motivation. Reasons for seeking a more effective system of motivating workers are not hard to find. Arising from the increasing challenge and competitive environments

at the local, state, national and international organizations and to survive in today's environment, employees must be motivated to show a high level of commitment to organizational goals and objectives. Bytanga [4], looks at motivation as a process in which people choose between alternative forms of behavior to achieve personal goals. The goals brought by individuals can be relatively tangible, such as monetary rewards, or intangible, such as self-esteem or job satisfaction. The rewards available to an individual are generally classified under two heading – intrinsic and extrinsic rewards. Briefly, intrinsic rewards are those that are derived from the individual's own experience. On the other hand, extrinsic rewards are those that are conferred on a person from outside. An intrinsic reward would be a sense of achievement or a feeling of self-esteem; an extrinsic reward may be wages/salaries or promotion, while motivation as such is essentially a personal experience. Managers, in particular, are keen to find reliable links between individual motivation and increased job performance. In a nutshell, the main aim of motivation is to enhance the effective and efficient attainment of organization goals and objectives by making workers more productive [5]. In this sense, motivation is regarded as one of the tools or strategies of improving performance. Goals and objectives differ from one organization to another. In the same vein, job positions, functions, responsibilities, duties, and task also differ. Equally, the qualities of employees in terms of qualification, experience, sex, age, training, and interpersonal and work relationships among others are different for each job position, functional and responsibility, duty, and task. Given these variations both in job description and specifications, management adopts different approaches to motivate their staff [6]. As stated above, the essence of motivation is to elicit cooperative behaviours from the employees so that they can accept organizational goals and objectives as their personal goals and work towards the effective and efficient realization of such goals. Generally,

Statement of the Problems

The poor state of the Nigerian economy coupled with its increasing level of inflation and low standard of living have forced people, mostly, civil servants to be more money-centered. The average worker in the employ of the federal, state, or local governments are mainly concerned about how much he/she can take home each day. This behavior is more evident when any additional responsibility or job function is assigned to a worker outside his/her regular schedule. The worker will be asking, how much will be given to me? If there is no incentive, in most cases the workers turn down the request and will ignore such responsibility. Another way of showing the money centered attitude by workers is their inclination to fraud, forgery, bribery and corruption.

while the universal nature of motivation in terms of objectives and focus is appreciated, there are some variations as a result of economic conditions and values.

Motivation is a perennial organizational problem. The context in which this problem arises, however, changes with economic conditions and social values. The organizational context of employees' motivation changed dramatically during the 1990s with increasing job insecurity, rapid developments in new technology affecting job skills with pressures of constant changes and unpredictability, and the work intensification that followed the introduction of new organizational approaches such as lean manufacturing and downsizing [7]. Whether in the private or public sector organizations, the use of motivation as a means of improving productivity is not controversial.

However, the objects, approaches, strategies, and the extent to which the employees are being motivated vis-à-vis, the level of performance differ significantly in the private organizations from what is obtainable in the civil service or public sector organizations [8]. This research was conducted to study employees motivation and performance in the civil service of Akwa Ibom State. The activating interest in this research has been induced by the fact that of all efforts made by the present democratic government in Nigeria and Akwa Ibom State in particular since its inception on May 29, 1999, to motivate its workers and increase their performance, very little or no result has been recorded in terms of job performance improvement. The researcher assumes that some fundamental elements are lacking in strategies or approaches adopted to motivate employees in Akwa Ibom State civil service. One of the lapses is the absence (inadequacy) of supplementary or complimentary motivation. This includes non-financial in nature. Therefore, the researcher emphasized financial and non-financial employees' motivational variables and their impacts on job performance in Akwa Ibom State civil service.

Others resort to engaging themselves in small-scale business and give more attention to it at the expense of their official responsibilities. Because of their involvement in these private businesses, high rate of absenteeism, disloyalty, lateness, and insubordination are recorded in the civil service organizations such as government-owned hospitals, schools, and ministries. These negative tendencies impact negatively on job performance in those organizations.

In response to money-centered attitude, administrators in these establishments (or the governments) give more attention to the use of money as the most useful tool of motivation. To some extent, the object of motivation through salary increments, payment of leave grants, prompt

payment of salaries and allowances, granting loans, salary and special advances to workers, payment of overtime, refund of medical bills, and out-of-pocket

expenses with other financial incentives yield some fruits.

LITERATURE REVIEW

People are the major elements and the most important factor of production in any organization. They constitute the workforce, manpower, or human resources of these organizations. According to Andi et al. [9], various notable figures, scholars, organizations and several events have underscored the importance of human resources. It is now generally accepted that the availability of skilled manpower is a sine qua for modernization and economic growth in particular. Managers of human resource owe their employees the duty of care with regards to their formal and informal needs. As observed by the Late United States President – John F. Kennedy in the first manpower report of the United States in 1963; “Manpower is the basic resource [10]. It is the indispensable means of converting other resources (factors of production) from unwanted places and forms to the most needed places and forms to satisfy human wants and benefits. How well we develop and employ skills is fundamental in deciding how much we will accomplish as a nation”. The import of the above observation is the overwhelming role of the human

element in organizations and the life of a nation. As noted by Lencho [11], performance results from the interactions of three types of resources, namely: physical, financial and human. This expert regrets that the physical and financial resources themselves do not result in work improvement. Job performance happens only when the human element is introduced. The human element even though the most important behavior is most complex and unpredictable, over which management has very limited control [12-14]. The level of performance of an employee is a function of his ability and his motivation.

Motivation is one of the ways managers used to manipulate the behavior of employees by identifying their needs and making efforts to satisfy them. According to Sabitu [15] each person has certain needs. When stimulated, they give rise to behavior directed towards goals, which are perceived as likely to satisfy [14]. If people’s needs (motives) are effectively satisfied, they will exhibit favourable behavior and put in their best efforts toward the attainment of organizational goals.

Data Presentation

The methodology adopted for this study has been the survey research method. Using this approach, questionnaire forms were sent out to respondents selected from five (5) ministries (namely: the ministries of Agriculture, Education, Finance, health, and Works) and six (6) Local Government Councils in Akwa Ibom State. The council includes Etinan, Ikono, Ikot Ekpene, Oron, and Uyo. A total of 550 (i.e.

8.84%) respondents were drawn as samples from the population of 6220 workers spread across the ministries and Local Government Councils selected for the study. The respondents were asked to supply information/data on variations of issues relating to the variables contained in the research objectives, research questions, and the hypotheses formulated.

Data Analysis

The focus of this work has been on motivational factors and job performance in Akwa Ibom State civil service. The survey research methods have been adopted and questionnaires used in collecting data. The data collected were those related to the variable incorporated into the study. The variables include the approaches with reference to financial and non-financial factors. The financial factors include salaries, wages, allowances, leave grants, overtime, gratuity, pension, among others. On the other hand, non-financial factors include promotion, work environment, working tools, training, and development, working relationship, recognition, appreciation, status and position, organization structure. Culture/ beliefs and job design. The level of performance based on motivation also formed one of the core variables in this study. It was the expectation of the researcher that with an appropriate mixed of motivational factors the level of job performance should increase. This distribution conformed the practical numerical component of

employees in the civil service having the largest number of staff.

The respondents’ distributions were junior and senior staff categories of which 266 (62%) were junior staff while 163 (38%) were senior staff. From the demographic data collected, 121 (28.2%) of the respondents were under (age) 18-30, 223 (52%) were under (age) 31-40 and 85 (20%) respondents were from 41 and above. In terms of educational qualification 129 (30.1%) were holders of Senior School Certificate/ West African School Certificates and Ordinary National diploma. Two hundred and fifteen (215) (i.e. 50.1%) were holders of HND, first degree, and PGD the remaining 85 (19.81) were holders of master's degree and above. In the Area of job experience 56 (13.1%) respondents were those having between 1-10 years of experience on the job, 244 (56.87%) had between 10-20 years of working experience 129 (30.1%) had 21 years of working experience and above. These respondents were grouped as shown below:

GL. 01-06 266 (62%)

GL. 07-10 113 (26.34%)

GL. 11-16 50 (11.66%)

Out of these respondents, 177 (41.23%) were single, 215 (50.11%) were married and only 37 (8.62%) were either divorced or separated through death. The assessment of these demographic indices was to establish a stable ground for orientation, exposure, experience, and pre-disposition of the respondents to be able to provide reliable information (data) needed for this study. One of the issues in the study was the evaluation of approaches to motivation used in Akwa Ibom State civil service (62.46%) respondents listed monetary/ financial approaches such as salaries, wages, pension, leave grants, and allowances. Ninety-nine respondents (99) 23.10% mentioned non-financial factors such as promoting, training, increasing responsibility, and authority while 32 (7.45%) highlighted employees' development career advancement, and other factors. With this strategy, 392 (91.37%) respondents stated that improved and very high levels of motivation and job performance were recorded. This implies that employees need both

SUMMARY OF FINDINGS

The findings made in this work are summarized as shown below:

It is realized that in Akwa Ibom State civil service, financial and non-financial motivational approaches have been adopted to induce motivation and a high level of performance. However, financial approaches have been predominantly used. This approach involves prompt payment of salaries, wages, pensions, leave grants, and allowances. The predominant use of financial motivation strategy in the state civil service as reported in (i) above was found to be in response to the predominance of lower-level workers (junior staff) and middle-level employees in the employ of the state civil service. These categories of staff have physiological, safety, and security needs as their key motivators. Specifically, their needs are those relating to the necessities of life such as food, shelter, and clothing. These basic needs are satisfied through the use of money. The inclination of the employees to financial motivation in the state civil service is also discovered to be influenced by a present high level of inflation coupled with the state of the Nigerian economy. Also, it was discovered that when financial and non-financial motivational strategies are separated from each other, neither of these factors alone could adequately motivate employees. Rather a combination of both financial and non-financial factors can lead to proper motivation and potency of

financial and non-financial forms of motivation for them to exhibit maximum level of co-operation and hard work. These financial and non-financial factors of motivation and their influences on employees' performance were assessed independently. Some statements were made about each financial and non-financial factor. The statements were focused on some specific factors such as salary, wages, monetization, retirement benefits and promotion, training/development, career advancement, good working conditions, work environments, employee-employer relationship, job positions, and responsibilities for financial and non-financial factors respectively. 90% (386) of the respondents agreed strongly that when these factors are provided at the right time, to the right people, and in the right direction (i.e. quality, volume, and quantity) motivation and performance among employees increase. This is an indication that equity and expectancy theories of motivation should be adhered to in designing and adopting motivational strategies.

the motivational factors to induce high performance depend mainly in the financial approach. The appropriate combination of both financial and non-financial factors notwithstanding, timing, equity and fairness have been discovered to have significant influences on motivation and performance in the state civil service. When analysed through hypothesis testing, it was discovered there is a positive and significant relationship between performance, and financial and non-financial motivation in Akwa Ibom State civil service. The non-financial discovered to have significant influences on performance in the state civil service include job satisfaction, leadership style, official position, and rank, employee's participation in decision-making and management/employee relationships. Above all, retirement benefits such as pensions and gratuities have been found to have a significant influence on motivation and performance. This shows that employees repeat their cycle of needs with emphasis on financial needs at entry and financial needs at exit. Finally, the bureaucratic problems, poor leadership, inconsistent policies, inadequate mixed of motivational factors, poor communication, and working tools and environments have been identified to induce low motivation and performance in Akwa Ibom State civil service.

CONCLUSION

Motivation as discussed in this work is very crucial in employees' performance management efficiency and effectiveness in achievement of organizational goals and objectives. Generally, civil service in Nigeria is associated with low performance. Akwa Ibom State

civil service is not different. However, it appears the problem is more outstanding in the state when compared with other States of the Federation. From its creation in 1987, with her available rich human/natural resources and high potentials for growth, yet

performance in the State civil service keeps on declining. One of the outstanding factors identified is the poor level of employee' motivation. This has been quite surprising when considering the efforts of the governments both at the state and local levels to motivate their employees through prompt payment of salaries, wages, leave grants and allowances, among other financial incentive and benefits. Equally, efforts have been made to improve working conditions and environment, training and promotion of employees as well as promoting good working relationships among staff. A reflection on the various theories of motivation and researchers reveals a good number of things. These include the fact that: Motivation is

Recommendations

In light of the findings made above, the following recommendations were made to facilitate job performance efficiency and effectiveness in civil service.

- 1) Governments as employers of civil servants should carefully study and identify civil servants' level of needs and work out to implement motivational policies and strategies capable of producing more meaningful results. Such policies and strategies should focus on an adequate mix of both the financial and non-financial elements of approaches.
- 2) The government should provide adequate facilities for civil service jobs with more challenging and employees so responsible that they are motivated and satisfied for more exciting jobs. It should be noted that civil servants will be willing to work harder at tasks they find enjoyable and rewarding.
- 3) The government should spell out performance rewards for good-performing employees. Having known that the government had done its best to induce job performance through prompt payment of salaries and allowances but job performance and working habit of civil servant yield little or no positive effect, this study recommends that the government should adequately assess staff performance and implement reward base on such performance.
- 4) In developing and implementing new motivational policies and strategies as recommended above, the immediate past, present, and future employees' level of needs for different categories of workers should be taken into consideration.
- 5) The government should work out a reliable and progressive salary/ wage structure with

intrinsic and occurs covertly; it is intangible, though it may require tangible variables such as gifts, salaries, wages, and others; the result (or outcome) of motivation is both instant and futuristic; the results are in the forms of overt behavior (or attributes) and physical output of goods and services. The level of motivation varies from one employee to another and from one situation to another. That means motivation is dynamic. Thus, for effective motivation and enhanced performance, managers need adequate knowledge of their employees in terms of what they need, the group they belong, their exposure as well as general orientations.

- incentive systems for the civil servants' employees' statutory entitlement: salaries, wages, leave grants, allowances, retirement benefits, and other incentives should be promptly paid.
- 6) Non-financial motivation strategies such as regular promotion, increasing opportunities for career advancements, good leadership, working conditions, management by objectives, two ways communications, and good human/ working relationships, among others, should be stepped up in the civil service to reduce the present high rate of strike actions in civil service nation-wide.
- 7) The government should endeavor to train administrators, heads of departments, and unit leaders on principles of public administration. Leaders should empower employees to produce positively. This may not involve monetary incentives but an exhibition of appreciative character and words of encouragement to those under their span of control.
- 8) The bureaucratic tendencies in the civil service should be reduced. Most successful or productive modern organizations operate flexible organizational structures with high levels of initiative and creativity.
- 9) The federal, state, and local governments nationwides should understand and effectively discharge their respective obligatory functions/ responsibilities on caring, protection, and provision of employees' statutory and non-statutory welfare with adequate and enabling working conditions to enhance employees' effectiveness and efficiency in job performance

REFERENCES

1. Abdullahi, A.A. (2019). Staff training and employee performance in Bosaso Local Government, Somalia. Master Degree

Thesis, College of Humanities and Social Sciences, Kampala International University. Accessed 12/04/2024 at

- <https://ir.kiu.ac.ug/items/ba3af8f1-14f2-4438-a77c-e972a03f5611>
2. Alase, G.A., & Akinbo, T.M. (2021). Employee Motivation and Job Performance: Empirical Evidence from Nigeria. *Applied Journal of Economics, Management, and Social Sciences*, 2021, 16–23
 3. Yegoh, P. (2018). Teacher motivation and performance of teachers in secondary schools in Kween Sub-County, Kween District. Bachelors' Degree research report, College of Education, Long Distance and e-learning, Kampala International University. Accessed 12/04/2024 at <https://ir.kiu.ac.ug/items/6a760083-4563-498c-8a3c-48fbda076d64>
 4. Bytanga, M. (2019). Motivation and performance of public servants in Kampala central. Bachelors' Degree Research Report, College of Humanities and Social Sciences, Kampala International University. Accessed 12/04/2024 at <https://ir.kiu.ac.ug/items/2bc6a466-e852-449f-b231-0794a7687e5c>
 5. Umutoni, Y.S. (2018). Employee welfare services and job performance in airtel Kampala Uganda. An MBA thesis, College of Higher Degrees and Research, Kampala International University. Accessed 12/04/2024 at <https://ir.kiu.ac.ug/items/e5fe9128-7b70-4675-93c9-274d4e763fbb>
 6. Asiimwe, L. (2020). Resource management and employee performance of Kampala Capital City Authority (KCCA): K. The effect of working environment on employee performance: a case study of Mukwano group Of Companies Kampala, Uganda. Accessed 12/04/2024 at <https://ir.kiu.ac.ug/items/b605d2b8-84fc-4561-8eb6-70251dac0264>
 7. Buhamba, E. (2018). Employee compensation and organizational performance in the selected conservational areas in western Uganda. Accessed 12/04/2024 at <https://ir.kiu.ac.ug/items/e4ae8a78-5084-43c7-b223-3b463cb12e78>
 8. Nantalo, L. (2018). Effects of motivation of employee productivity in private sector, a case study of Century Bottling Company, Namanve - Uganda. Award of Bachelor Degree of Public Administration of Kampala International University Accessed 12/04/2024 at <https://ir.kiu.ac.ug/items/85fb0155-85fa-4efd-9af1-aa736369403b>
 9. Andi, S.M, Aminah, A.I., Erika, S., Andi, A., & Suhenrik, P. (2023). The effect of work motivation on employee performance at the Makassar City Regional Representative Council Secretariat Office. *East African Scholars Journal of Economics, Business and Management*, Vol. 6, Issue 7, pp. 183-191.
 10. Olusadum, N.J., & Anulika, N. J. (2018). Impact of Motivation on Employee Performance: A Study of AlvanIkoku Federal College of Eduaction. *Journal of Management and Strategy*, 9(1), 53.
 11. Lencho, D. M. (2020). Effect of employee motivation on job performance: in case of fiche general hospital. *International Journal of Commerce and Finance*, 6(1) 81-101
 12. Albulena, M. (2021). Impact of motivation and job satisfaction on employee performance. *International journal of business finance*, 2(9) 35-67.
 13. Ekundayo, O. A. (2018). The Impact of Motivation on Employee Performance in Selected Insurance Companies in Nigeria. *International Journal of African Development*, 5(1), 5.
 14. Kumari, K., Barkat Ali, S., & Abbas, J. (2021). Examining the role of motivation and rewardin employees' job performance through mediating effect of job satisfaction: empirical evidence. *International Journal of Organizational Leadership*, 10(4), 401-420.
 15. Sabitu, O. O. (2020). "Effect of Motivation on Employee Performance in Unilever Nigeria PLC, Agbara Ogun State" Published in *International Journal of Trend in Scientific Research and Development*, 4(2) 981-989.

CITE AS: Ukaidi, Chris U. A, Maina Enock Muchama, Ukaidi, Evelyn Ugonna and Aleke Jude Uchechukwu (2024).An Evaluation of Motivational Factors and Performance in Akwa Ibom State Civil Service, Nigeria. IDOSR JOURNAL OF HUMANITIES AND SOCIAL SCIENCES 9(1):16-22. <https://doi.org/10.59298/IDOSRJHSS/2024/91.16220000>