

PERCEIVED EFFECTS OF MOTIVATION ON THE PERFORMANCE OF WORKERS IN SOME SELECTED MINISTRIES IN OYO STATE, NIGERIA

Ayandiji A.

Department of Agricultural Economics and Extension, Bowen University, Iwo, Nigeria

Adeleru G.F.

Department of Business Administration, Bowen University, Iwo, Osun State, Nigeria

Abstract

Motivation is an essential factor that propels employees to perform better at their job. Lack of motivation is evident among Nigerian workers. The study was carried out in Oyo State, South-west, Nigeria. 100 respondents were drawn from 10 government ministries in Oyo state. The data obtained were analyzed through the use of simple percentage. T-Test statistical method was also used to test the hypothesis of the study. The study revealed that 46% of workers fall within the higher or middle class of the society. Majority of the respondents claimed that they were satisfied with their present position in their organization. The study further shows that majority of the respondents claimed that the way rewards for good performances were applied could be unfair especially when it excludes some workers who are on part-time basis. The study also revealed that majority of the workers could be highly motivated and performed at their highest level if they are involve in the decision making, especially on issues concerning them. Further, the study revealed that responsibilities and healthy, safe and comfortable work environment could motivate most workers to perform better at their work. However, it was concluded that motivation is very essential for both organization and employees. It is recommended that government should put in place series of motivational provisions for all categories of workers.

Key words: Employee, Ministries, Motivation, Recognition, Rewards

1. Introduction

Motivation is one of the mechanisms organizations use to achieve their goals and objectives. When employees are encouraged and motivated, they are able to perform their duties and responsibilities at their maximum level. This means that as organization meet their goals on one hand; the employees are also meeting their need on the other hand. When employees are

satisfied with their work, there will be no need for them to move from one organization to another. This in turn will help organization to retain their employees for a long time. Employee performance recognition is important so that they will know how they are helping the organization to achieve its set goals. Here rewards come to play in which best performance is recognized and rewarded with awards and where there are weaknesses corrections are taken so that the deviation from goals are corrected.

Motivation can also be viewed as an activity of a manager in an organization. It is a stimulus that quickens the reaction of workers to the assigned work. Performance is different from effectiveness, which generally involves making judgments about the adequacy of behaviour with respect to certain criteria such as work-group or organizational goals. In essence, performance is a combination of mental and physical capability of individual to complete a task which could depend on the requirements of the job.

Motivation according to (1) represents the forces acting on or within a person that cause the person to behave in a specific, goal-directed manner. (2) defines motivation as the term used to describe those processes, both instinctive and rational, by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger human behavior. The two definitions above describe motivation as something that encourages human to behave in a certain way in order to achieve a specific purpose.

In any business organization throughout the world, the role and importance of employees cannot be over emphasized. Employees constitute the human factor of production without which no production of either goods or services can be achieved. Over the years, it has been found that human beings that constitute the workforce have personal needs, goals and objectives, which they tend to, satisfy and for which reason they work. The extent to which they are able to have their goals met, determines the extent in which they put in their best efforts at work. In essence, motivation can be described as means that can be used to encourage employees to perform at their highest level. For any organization to achieve its goals, it must have ways of meeting needs, motivating and encouraging its employees. Employee motivation affects productivity and a part of a manager's job is to channel motivation toward the accomplishment of the organizational goals (3).

Needs is described as a condition of lack or deficit of something required, which the organism finds necessary to satisfy in order to maintain its existing balance (4). With the

definition above, it implies that needs is a condition of lack. This also shows that employees' needs are conditions of lack that they must meet in order for them to be able to function as they should. (4), further explained goal as something you think will contribute to the satisfaction of a need or motive. This means that both needs and goals work together and aid in satisfying a condition of lack. Employees have needs that must be met. Their goals are to meet their needs. Therefore, it is left to the management or the organization to recognize their employees' needs and find means of satisfying those needs. In doing this, organization will be able (through the satisfied and happy employees) to achieve its goals and objectives as well.

There is a clear fact that both organization and employees normally have conflicting set of goals and objectives. The goals and objectives of the organization could be met as employees try to meet their own needs as well. Therefore to meet organization goals and objectives, organization must try to satisfy its employees' needs. Conflicting goals and objectives of the organization and that of employees could result in problem that demands for lasting solution. To provide lasting solution to the problem, management should put in place some motivation techniques that will make employees feel satisfied and stimulate them to work towards the goals of the organization. Organizations should realize that today's employees are better educated and expect a higher quality of work life from their jobs. Failure to meet these expectations can lead to low motivation, dissatisfaction, low performance, high absenteeism and high turnover (5). When this happened, it means that the organization will not be able to meet and achieve its goals and objectives.

The importance of motivation is that it can lead to behaviors that reflect high performance within organization. Motivation of employees therefore, goes hand-in-hand with the organization performance in terms of its productivity (which can either be on the increase or decrease depending on the level of employees' satisfaction)

This study is:

1. To determine the level of job satisfaction of employees in the government ministries in Oyo state.
2. To ascertain the effect of performance pay on employees motivation.
3. To determine recognition programme being used as use motivation technique.

1.1 Hypothesis of the study

Ho: There is no significant difference between motivation and employee performance in government ministries in Oyo State.

Hi: There is a significant difference between motivation and employee performance in government ministries in Oyo State.

2. Methodology

Population of this study consist all the government ministries in Oyo State (Ministries, Parastatals and Agencies). The ministries are 30 in number. A two stages sampling procedure was employed. One third of the ministries were randomly selected. Ten ministries and parastatals were sampled and ten employees from each ministry were selected. The ministries selected were as follows:

- Ministry of Health
- Ministry of Commerce and Cooperative
- Ministry of Agricultural, Natural Resource and Rural Development.
- Ministry of Education
- Ministry of Water and Environment Resources
- Women Affairs, Community Development and Social Welfare
- Ministry of Youth and Sport
- Ministry of Special Duties
- Ministry of Establishment and Training
- Simeon Adebo Staff Development Centre

100 questionnaires were personally administered and 77 of the administered questionnaire were collected back by the researcher for analysis. The data collected was analyzed using frequency table, simple percentage and descriptive analysis. T-test was also used to test the hypothesis.

3. Data Presentation, Analysis And Interpretation

3.1 Socio-economic distribution of the respondents.

The study revealed that 48% of the respondents were male, while 52% of the respondents were female. This shows that the majority of the workers in the government ministries are female. The study also reveal that 36% of the respondents fall within the age range of 26-35 years, 34% of the respondents fall within the age range of 36-45years, 24% of the respondents falls within 46-55years and 6% of the respondents are within 56years and above. This implies that majority of workers in the ministries were young, 23% of the respondents were singles. This also implies that majority of the respondents would have many needs (such as career advancement, physical, social and psychological needs) that they would want to satisfy as they help achieve organizations goals and objectives.

The study further revealed that government ministries staff qualifications are based on their job designation and description. The respondent's grade levels depend on their job description and how long the staff has been working with the government ministry. This means that education qualification, experience, skill and year of service with the government ministry could easily determine the socio economic status of an employee.

Table 1: Socio—economic distribution of the respondents

Sex	Frequency	Percentage
Male	48	48.0
Female	52	52.0
Total	100	100.0
Age	Frequency	Percentage
26-35	36	36.0
36-45	34	34.0
46-55	24	24.0
56 and above	6	6.0
Total	100	100.0
Marital Status	Frequency	Percentage
Single	23	23.0
Married	75	75.0
Widow	2	2.0
Total	100	100.0
Religion	Frequency	Percentage
Christianity	55	55.0
Islamic	44	44.0
Others	1	1.0

Total	100	100.0
Educational qualification	Frequency	Percentage
WAEC	18	18.0
GCE	5	5.0
OND	26	26.0
NCE	5	5.0
HND	23	23.0
M.SC PHD	6	6.0
OTHERS(B.sc)	17	17.0
Total	100	100.0

The table 2 above shows that 25% of the respondents have one time or another received performance pay award, while 75% of the respondents have not received any award. This implies that majority of the workers are not motivated through performance pay award and this might adversely affect the performance of the employees. 67% of the respondents were satisfied with their position in their department, 10% of the respondents were dissatisfied with their present position while 23% of the respondents had minimal satisfaction. This might be due to the fact majority of the workers are senior staff. 48% of the respondents also received recognition for outstanding performance, 7% of the respondents have never been recognized and 45% of the respondents sometimes received recognition for their good performances. This shows that some workers were recognized most time by the management in order to boost their performance at work. 49% of the respondents perceived that job hazard is a serious factors for their dissatisfaction on job, 41% of the respondents claimed that there were no motivation to encourage them do the job. Few of the respondents (8%) perceived that excessive work load and lack of equipment responsible for their dissatisfaction with their job. This implies that the reasons why employees are dissatisfied with their work vary. Meaning that management needs to seriously look at these complaints and proffer solutions to these problems so that employees and organization may be increase for the better.

Table 2 further revealed that a significant 93% of the respondents agreed that they were motivated either regularly or intermittently. Motivation, if used properly could have positive effects on the performance of workers in the ministries. There were different forms of motivation used by the ministries in order to improve their employees' performance. 16% of the respondents have challenging job assignment, 41% of the respondents says salary/benefit

stability/security are some of the things that the ministries used to motivate them. 17% of the respondents say that over-time pay could be a form of motivation, 1% of the respondents say vacation/leave, 17% of the respondents say location is convenient, 16% of the respondents say work assignment with various training opportunities could motivate them to higher performance. Some of the respondents agreed that they are still in service because of the fear of tomorrow. 51% of the respondents said they were encouraged to pursue professional courses, 25% disagreed that they were encouraged to pursue professional courses and 24% of the respondents said they were allowed to pursue professional courses but not all the time. This implies that the ministry is interested in their employees' professional progress in order to help them grow, develop and perform their duties at higher levels. 60% of the respondents (employers) continually make efforts to retain qualified employee, 20% of the respondents said effort were sometimes made by the employers to retain qualified employees while the remaining 20% of the respondents said no effort has ever been made to retain qualified and efficient employees. This may be due to the fact most qualified staff in the ministries have been in the service for a long time. 58% of the respondent's believes that conducive environment could be used to attract employees to stay with the ministry, 35% believes motivation can be used to encourage them improve their performance while 7% believes regular payment of salary is enough motivation for them to remain with their employer. Any forms of motivation adopted by employers are to be used to encourage employees for better performance and to retain well qualified, hardworking and very efficient staff to stay with their ministry.

Table 2: Distributions of the Respondents responses based on their job performance, satisfaction and rewards

Performance pay award	Frequency	Percentage
Yes	25	25.0
No	75	75.0
Total	100	100.0
Job satisfaction		
Satisfied	67	67.0
Dissatisfied	10	10.0
Minimal satisfaction	23	23.0
Total	100	100.0
Receiving sufficient recognition		
Always	48	48.0
Never	7	7.0
Sometimes	45	45.0

Total	100	100.0
Reasons for job dissatisfaction		
Job hazard	49	49.0
No motivation	41	41.0
Excessive work hours	8	8.0
Lack of equipment	2	2.0
Total	100	100.0
How motivated in the department		
Motivated	42	42.0
Not motivated	7	7.0
sometimes motivated	51	51.0
Total	100	100.0
Reason for being on the job		
Job assignment vacation	16	16.0
Salary/benefits stability/security	41	41.0
Interesting work hours	17	17.0
Good job vacation leave	1	1.0
Location is convenient retirement benefits	17	17.0
Work assignment vary training opportunity	6	6.0
Promotional opportunities	2	2.0
Total	100	100.0
Level of empowerment by department to pursue professional courses		
Yes	51	51.0
No	25	25.0
Sometimes	24	24.0
Total	100	100.0
Department make effort to retain qualified employees		
Yes	60	60.0
No	20	20.0
Sometimes	20	20.0
Total	100	100.0
Employers do to improve employee retention		
Conducive working environment	58	58.0
Motivation	35	35.0
Regular payment of salary	7	7.0
Total	100	100.0

Source: Field survey, 2013

The table 3 above shows that 61% of the respondents claimed that they were applauded and encouraged by their supervisor when they perform a good job, 10% does not agree while 29% were sometimes encourage by their supervisor to perform a good job. This shown that most workers are being encouraged, 52% of the respondents claimed that the management style of supervisor in their ministries is good 12 claimed that it is average while 36% claimed that it is poor. This implies that most workers believed that the management styles of their current supervisor are good 54% of the respondents, agree that department communicate their job performance expectation to them 6% of the respondents said no while 40% of the respondents, the department do not always communicate their job performance expectation to them effectively their staff about their performance and this can also encourage the workers to perform well and be satisfied.

Table 2 further reveals that 63% of the respondents agree that supervisor take time to listen to their concern and support their reasonable suggestions 09% do not believes that supervisor take time to listen to their concern while 28% said sometime their supervisor do listen to their concern. This shows that most supervisors adopt human relation strategy which is capable of boosting the morale of their workers when they were listened to and their suggestions were taken. The study also shows that contributions of employees are important to management for their organization growth. Majority (89%) of the respondents agreed that their supervisor have knowledge regarding all aspects of the job responsibilities while 11% said no. This reveals that majority of workers could be motivated by their supervisors especially when the supervisor have the knowledge of their job responsibilities. The study further shows that 79% of the respondents feel that they were provided with an accurate job description of current responsibilities while 21% said no. This implies that most of the respondents were properly informed and educated concerning their job responsibilities. They also know what is expected of them and find it easier to accomplish their duties which results in increase in organization productivity and higher employee performance.

Table 3: Workers are encouraged by their supervisors whenever they perform well.

Encourage by their supervisors	Frequency	Percentage
Encourage	61	61.0
Not encourage	10	10.0
Sometimes	29	29.0
Total	100	100.0
The management style of		

current supervisor		
Good	52	52.0
Average	12	12.0
Poor	36	36.0
Total	100	100.0
Job performance expectation communication		
Yes	54	54.0
No	6	6.0
Sometimes	40	40.0
Total	100	100.0

Source: Field survey, 2013

The Table 4 shows that 79% of the respondent's works in a safe and comfortable environment while 21% said no. This implies that working in a safe, comfortable and contusive environment could motivate employees to higher performance and increase in productivity. Table 3 further shows that 56% of the respondents agreed on having discussion on ways to improve their workplace. 21% of the respondents said no while 23% of them responded that sometimes they discuss ways to improve their work environment. This shows that the ministries are not only concern about productivity, but also concern about their staff working environment. This also shows that well-being of employee is also important to the management.

Table 4: Respondents distribution on their work environment

Respondents based on safety , Healthy and Comfortable Environment	Frequency	Percentage
Yes	79	79.0
No	21	21.0
Total	100	100.0
Respondents based on ways to improve workplace environment		
Yes	56	56.0
No	21	21.0
Sometimes	23	23.0
Total	100	100.0
Appropriate equipment to perform duties effectively		
Yes	63	63.0
No	36	36.0
Sometimes	1	1.0
Total	100	100.0

Source: Field survey, 2013

The Table 5 above shows that majority (70%) of the respondents agreed that the principle of pay to performance is good, while 30% of the respondents disagreed. This implies that if the pay performance is applied in government ministries, it could motivate workers and also encourage them to perform better at their work. 52% of the respondents agreed that the ideal of performance pay is unfair while 48% disagree. This shows that even though majority of workers believed that performance pay is a good policy. 70% of the respondents agreed that performance pay has improved the communication between staff and management while only 30% could not see any correlation between the performance pay and improved communication between the staff and management.

Table 4 above further reveals that 49% agreed that performance pay has made staff less willing to assist colleague while 51% of the respondents believed that performance pay will not prevent staff from assisting their colleague with difficult work. This might be due to the fact that workers do not see themselves as rivals but rather as partners in progress. 54% of the respondents agreed that the problem of performance pay is that appraisal of the reporting officer is frequent, while 46% of the respondents did not see the constant appraisal as a problem.

Also, 48% of the respondents agreed that part time staff did not get benefit from the performance pay while 52% did not see part time staff losing out on performance pay. This implies that part time staff might not be seriously affected by performance pay. Most of the part-time staffs are not entitle to any benefits and promotion. 56% of the respondents agreed that performance pay is mostly a device to improve the quality of service been provided by the employees, while 45% of the respondents disagreed with this statement. This shows that sizeable member of staff in the state ministries might be motivated to increase the quality of their work if performance pay is applied. (66%) of the respondents agreed that performance pay has made supervisors set work target more clearly while 34% disagree.

\Those who claimed that their salary commensurate with their work might belong to senior/management level who have access to series of fringe benefits while other who claimed otherwise might be junior staff who only depend on their salary.

Table 5: Distribution of Respondents based on their Attitude to performance pay

Attitudes	Strongly Agreed	Agreed	Strongly Disagreed	Disagreed
The principle of relating pay to performance in the ministry is a good one	23	47	20	10
The idea of performance pay is fundamentally unfair	21	31	25	23
Communication between staff and management has been improved as a result of performance pay	25	45	15	15
Performance pay has made staff less willing to assist colleague experiencing work difficulties	12	37	15	36
The trouble with performance pay is that a good appraisal by the reporting officer is too often	23	31	18	28
Part time staff loose out performance pay	22	26	22	30
For all that is said about quality, performance pay is mostly a device to get more cleared	23	33	22	22
Performance pay has made supervisors set work target more clearly	23	43	17	18
Performance pay has caused jealousies between staff	22	39	21	21
Performance pay has helped to undermine staff morale	15	42	22	25
I am satisfied with my current salary	16	21	38	26
My salary does not worth my work	24	19	26	

Source: Field survey, 2013

Table 6 above shows that 53% of the respondents believe that timely payment of salary could exchange staff morale, 37% of the respondents believed that on the job training would do while 10% subscribed to commendation as a factor that could be used to increase staff morale.

Table 6: Distribution of the respondents based on greatest benefits employer could implement to assist in morale enhancement.

Variables	Frequency	Percentage
Timely received of salary	53	53.0
Training on the job	37	37.0
Commendation	10	10.0
Total	100	100.0

Source: Field survey, 2013

Table7 shows that 66% of the respondents agreed that there is ongoing recognition programme in the ministries while 34% of the respondents said no. This shows recognition activities could be used to motivate workers to work harder and perform at their maximum level. 25% of the respondents claimed that they have been nominated or received employees of the year award while 75% claimed otherwise. It implies that the majority of the employees are yet to be nominated for the annual award. This might however be due to the fact that the award is limited to the best and most hardworking staff of the ministry. 41% of the respondents think that the current administration recognition programme is effective, 12 % think otherwise while 47% are not sure.

Majority (46%) of the respondents preferred recognition at the ministry level while 54% referred recognition at the departmental level. This might be due to the believe that every staff contribution could be easily recognized at the departmental level rather than the entire ministry, 22% of the respondents will like to receive the standard crystal award, 50% will like to receive functional award, 8% will like to receive novelty items, while 20% will like to receive certificates. This implies that most workers prefer functional award which could earn them progress in their career.

Table 7: Distribution of the respondents on recognition programme

Ongoing recognition programme	Frequen cy	Perce ntage
Yes	66	66.0
Nov	34	34.0
How often is the ongoing recognition programme	100	100.0
Monthly		
Quarterly	32	32
Annually	54	54
	14	14
Total	100	100
Distribution of the respondents based on nominated employee of the year award		
Yes	25	25.0
No	75	75.0
Total	100	100.0
The effectiveness of current administration of the public service week recognition		
Yes	41	41.0
No	12	12.0
Not sure	47	47.0
Total	100	100.0

Distribution of the respondents based on change level implemented		
Recognition at the ministry	46	46.0
Recognition at the department	54	54.0
Total	100	100.0
Award receive from employee recognition		
Standard crystal awards	22	22.0
Functional awards	50	50.0
Novelty items	8	8.0
Certificates	20	20.0
Total	100	100.0

Source: Field survey, 2013

3.2 Hypothesis testing

H₀: There is no significant difference between Job motivation and employee performance in Oyo state ministries.

H₁: There is significant difference between Job motivation and performance of workers in Oyo state ministry

The table 8 above shows that there is no significant difference between job motivation and employee performance in Oyo state ministries. This implies that when a worker is motivated, they tend to perform credibly well than when they were not motivated. Motivation plays a significant role on the employee performance. It also means that motivation has positive impact on employee job performance and organization productivity.

Table 8: T-TEST STATISTICAL ANALYSIS

	Test Value = 0					
	T	DF	Sig. (2-tailed)	Mean difference	95% Confidence Interval of the Difference	
					Lower	Upper
H-motivation	21.658	99	.000	2.09000	1.8985	2.2815
PERFORM	37.405	99	.000	2.69385	2.5509	2.8367

Source: Field survey, 2013

4. Conclusion

Motivation is an important tool that management uses to encourage their employees to perform at their highest level. When employees are motivated, they tend to be satisfied with

their work. They perform their duties with diligence and are very efficient. Happy and satisfied employee then translates to higher productivity for the organization. Oyo state ministries have many motivational tools being used to encourage their employees which in turn will increase their employee's performances. Thus, for an organization to be effective, it must tackle the motivational challenges involved in arousing people's desires to be productive member of the organization (1).

4. Recommendations

As the largest employer of workforce, government should put in place series of motivational mechanisms for all its employees. Supervisors should let their administration have human face where they would first see their subordinate as human beings who have their own separate needs that must be satisfied in order for the organization to achieve its goals and objectives. When needs of employees are recognized and even satisfied, this will boost employees' morale and increase their performance. Employees are advised to continue to improve themselves academically and through in-service training to acquire adequate skills that will enable them to be efficient and effective in performing their duties and responsibilities. Employee motivation is a very unique topic that helps us to understand how and what organizations can do to be efficient, improve employees' performances, increase profits and be more competitive in the global market. It is therefore, recommended that further studies should be done on employee motivation so that we can continue to understand the effects of motivation in achieving both organization and employees goals.

References

Books:

- (1) Slocum, J. W. and Helriegel, D. (2009). Principles of Organizational Behavior. 12th. Ed. South-Western Cengage Learning, China
- (2) Cole, G. A. (2004). Management Theory and Practice. 6th. Ed. Thomson Learning, London.
- (3) Daft, R. L. (2010). New Era of Management. 9th. Ed. South-Western Cengage Learning, Canada
- (4) Oni, A. (2009). Management Theory and Practice. El-Toda ventures Limited, Lagos, Nigeria.

- (5) Anthony, W. P.; Kacmar, K. M. and Perrewe, P. L. (2002). Human Resource Management: A Strategic Approach. 4th. Ed. South-Western, Thomson Learning, Ohio, U.S.A.