

## **Effects of Motivation on Workers Performance in Ebonyi State Civil Service: A Study of Selected Ministries (2010-2021)**

**Nwazufu, Michael Ikechukwu and Ndukwe, Chinyere**

*Department of Public Administration, Faculty of Management Sciences,  
Ebonyi State University, Abakaliki.*

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### **Abstract**

*Motivation of Workers is essential and required for successful and effective service delivery in Ebonyi State civil service. The paper seeks to examine the effects of motivation on workers performance in Ebonyi State civil service. Two-factor theory of motivation propounded by Fredrick Herzberg (1959) was used as the theoretical framework of analysis. A descriptive survey design was adopted for the study. Simple random and stratified sampling was employed to draw target respondents for the study. The target population of seven hundred and ninety eight workers (798) drawn from the ten (10) selected ministries of the Ebonyi State civil service with sample size of 266 was employed. Data was generated from primary source and collaborated with secondary source, while self-structured questionnaire was used in data collection. Findings revealed that, financial incentives/rewards have a positive effect on workers' performance; that employee recognition has a positive effect on workers' performance in Ebonyi State civil service; that regular promotions are not effective in enhancing workers performance in Ebonyi State Civil Service. The study concluded that workers motivation either intrinsic or extrinsic in nature has a significant positive effect and is a stimulant of performance levels in an organization. The study recommends that the management of the Ebonyi State civil service should establish a sustainable incentives/rewards system; that workers accomplishments, contributions and outstanding performance should be recognized, re-evaluated and rewarded accordingly by Ebonyi State civil service; that promotion of workers should be done annually or as at when due by the Ebonyi State Civil Service to enhance their performance in service delivery.*

**Keywords:** *Motivation, Performance, Civil Service, Civil Service Performance.*

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### **I. Introduction**

Motivation of workers seems to serve as crucial factor in determining the general performance of workers in any organization. In other words, motivation is an essential factor that enhances general well-being of workers in any organization. According to Chaudhary and Sharma (2012), motivation is derived from the word "Motive" which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the set goals of organizations.

Motivation is one of the most important factors for any organizational growth. The success or failure of public or private organization depends largely on how well its workers are motivated to enhance performance and productivity. To Bawa (2017), motivation is one of the five factors that determine the existence of any organization, as he put it on an equal footing with men, money, machines, and morale. Determining and understanding the factors that motivate workers are essential need of organization, since the performance of an organization depends on the availability of satisfied and motivated workforce.

It is worthy of note that the motivation of an individual worker or workforce would be ensured in organization through some factors such as good salary, attractive pay policy, transparent and realistic reward system and recognition programs, regular and standardized promotions and advancement on the job, training and development for enhancement of skills and offering of incentives for good performance. Motivation not only affects other cognitive factors like learning and perception but also affects total performance of an individual in organization setting. The performance indicators in organization setting which formed the prove of the nature of motivation in organizations include public satisfaction of services delivered, employee satisfaction, technical ability, employees skills, the quality employees work, employees engagement, high energy level individuals/workers, amount of influence employee has over his peers and a result driven workforce among others.

Motivation could be intrinsic or extrinsic. Intrinsic motivation consists of those in-built factors of an individual worker that energize him or her to carry out a given task in an organization. These include; positive recognition, personal skills and experiences, higher degrees acquired to enhance effective service delivery, among others. Extrinsic motivation are those factors or facilities provided by the employer that enable workers in the organization to exert their energy in performance of a given task. These include, job security, training and

career development, job status, job enrichment, fair treatment, reasonable salaries and wages, conducive work environment, good leadership style, good working condition, among others (Yaya, 2018).

Intrinsic motivation is related to psychological rewards or incentives such as opportunity to use one's ability, a sense of challenge and achievement, appreciation, positive recognition and being treated in a caring and considerable manner. Extrinsic motivation on the other hands is related to tangible rewards or incentives such as salary and fringe benefits, job security, promotion, contract of service, work environment and condition of work (Mullins, 2005). Intrinsic motivation derives from internal factors that drives performance and addresses individual needs such as growth, social approval, security, recognition, learning opportunity, challenging work, responsibility, and career advancement and work itself. Extrinsic motivation, on the other hand, refers to outside factor/source of influence that tends to control the performance of work. They include basic pay, performance pay, other allowances, awards, supervision, among others (Amaeshi, 2019).

Intrinsic is derived from the word "Internal" which means motivation that comes from inside of a person. Intrinsic motivation is generated within an individual. Extrinsic motivation denotes motivation that comes from outside of a person in return for external compensation/reward not derived from the work itself. It can take the form of tangible financial or non-financial incentives like pay increase, bonuses, allowances, profit sharing, overtime pay, stock option, wall plaques and gift certificate among others (Ayandele & Etim, 2020).

Incentives /rewards are compensation that is put in place to recognize and encourage specific achievement by workers in an organization. The bottom line of any incentive package is to motivate, stimulate and sustain desired goal directed behavior in employees (Abah & Nwokwu, 2016). An incentive is any resources or means that seek to persuade, stimulate or drive workers to work harder, improve and sustain high levels of performance on the job. Incentive as a motivator is categorized into financial and non-financial. Financial incentives are payments in cash or money form to a worker and take a variety of forms such as wages, salaries, allowances, commissions, bonuses and other cash rewards among others (Chintallou & Mahadeo, 2013). Non-financial incentives are non-cash benefits or compensation offered to workers in organizations to motivate them to improve their performance. These include; continuing professional development, performance feedback, employee empowerment, participation in decision making, task autonomy, recognition, praise, appreciation, advancement on the job, promotion, responsibility, merit awards, annual awards, goal setting, among others (Owolabi & Abdul-Hameed, 2011).

Current notion of workers motivation started to take roots in the 1960s and sought to tailor the work environment and incentive structures to harness as much as possible workers untapped reserve of skills, ideas and other potential benefits to public organizations (Cerasoli, Nicklin& Ford, 2014). In Nigeria, the civil service seems to harbour the largest size of unmotivated staff of all the public sector agencies. This is as a result of issues ranging from poor and irregular salaries to lack of empowerment by not providing opportunities for capacity building and skills development. All these culminated in inefficiency, poor performance, redundancy and low productivity of the workers (Lawal & Oluwatoyin, 2011).

Civil service denotes a group of people who are employed to perform the functions of government (Nwizu, 2012). It is described as government officials who are employed on professional expertise and whose appointment is permanent and not based on the tenure of office of political leader (Laximikanth, 2006). Civil service represents the entire organization of employees of various ranks, talents and training in the services of government on permanent basis in all government Ministries, Departments and Agencies (MDAs) employed to handle civil matters in a non-political capacity (Ayandele & Etim, 2020). To Nwoba and Nwokwu (2018), civil service is conceived as an administrative institution composed of career staff who is employed in civil capacity to assist government in formulation and implementation of approved public policies and programmes to meet the needs of the people. It is a body of men and women employed to ensure that policies and programmes of any government at any particular time are carried out (Abah, 2011).

The core functions of civil service include; advising the government, formulation and implementation of policies, programme planning, providing continuity, serving as store of knowledge of past government decisions and procedures, intermediary role between the government and the general public, and source of stability of government in the day-to-day life of the people (Abah, 2011). It is imperative to state that it is the responsibility of the government of federal or state to ensure adequate incentives or rewards are provided for the civil servants or workers to motivate them and enhance their performance.

Ebonyi State civil service is made up of various ministries grouped in a manner consistent with specific mandates with the Permanent Secretaries as the administrative heads. The Ebonyi State civil service is managed by the state civil service commission. All the workers in various ministries are directly under the control of the office of the Head of civil service of the state. The importance of civil service in the life of any government cannot be undermined. The service can make or mar government in the pursuit of its mandates (Nwoba & Nwokwu, 2018). This is why adequate attention should be given to the administrative mechanism to enable it in performing its essential functions to drive socio-economic development.

Taking cognizance of the above, the administration of Sam Egwu 1999 to 2007 in Ebonyi State, motivated workers through its policies by investing much in human capacity building of workers through regular seminars, workshops and conferences, approved and implemented minimum wage, regular payment of salaries, gratuity and pension, appointed permanent secretaries, provided employment opportunities, regular promotion, introduction of scholarship scheme (HIPACK) in partnership with foreign universities, approved and implemented monetization policy for all categories of civil/public servants in the state in May, 2007 (Eke, 2007).

Similarly, the regime of Martin Elechi 2007 to 2015, believed that a motivated workforce performs efficiently and effectively in the job. Capacity building and public service professionalism constitute policy touchstones of this administration (Elechi, 2014). This led to the initiation of the construction and equipping of the Staff Development Centre to serve the training needs of various levels of workforce. It is the same conviction that informed the development of an ultra-modern state secretariat complex to afford the workforce the requisite environment and facilities for improve service delivery to the people (Elechi, 2014). The administration approved and implemented capacity building and career development schemes, provided employment opportunities, regular payment of salaries, regular promotion, regular payment of gratuity and pension, payment of earned allowances and other fringe benefits (Kalu, 2015).

According to Nwofia (2021), the two previous regimes in Ebonyi State initiated and promoted policies and activities that allowed civil service in Ebonyi State to operate on civil service ethics/principles which motivated workers to perform their duties effectively and efficiently. They allowed civil servants to perform their duties professionally, capacity building and career development through seminars, workshops and conferences, appointment of career civil servants as permanent secretaries, pension and gratuity, conducive work environment were given adequate attention. Other areas include; provision of incentives package, workers recognition, regular promotion, merit awards and advancement on the job, received proper attention (Nwofia, 2021).

However, the present administration in Ebonyi State seems to have deviated from the practice of civil service ethics or principles, where ministries were administered for more than four years without permanent secretaries. It appears that emphasis is on infrastructure development rather than human capacity building. Payment of adequate salaries, pension and gratuity, promotion and earned increments, various forms of allowances, incentives and overheads, in-service training, workshops, seminars, conferences, workers recognition, good working conditions, conducive work environment, employment into the service seem not being given adequate attention by the administration (Nwofia, 2021).

### **Statement of the Problem**

It is widely held that getting workers' cooperation requires a lot of motivation; and motivating workers nowadays can be very demanding, because workers are animate beings that perceive and react to issues based on socio-emotional as well as physiological needs connections, which could spur them to carry out a task, be lazy or be hardworking to either make or mar effective service delivery depending on their motivation.

Some scholars argue that one of the major problems confronting personnel managers is how to motivate workers to perform assigned tasks to meet the challenges of the organizations with the view of attaining predetermined objectives. Others reason that the more motivated a worker is, the better his performance in the work place. No wonder the rationale of employing professionals and experienced personnel to work in public organizations has been applied in Ebonyi State Civil Service, but workers' performance still seems to be lacking. This study perceives that workers' motivation in Ebonyi State Civil Service is related to organizational commitment, effectiveness and increased performance.

The argument is that workers attain the next level of needs after the first one has been achieved, and this study perceives that workers are motivated extrinsically by cash/money and other physiological needs but are also motivated intrinsically through non-financial incentives/rewards and promotion benefits that meet their self-esteem and actualization needs. It is rather disheartening and worrisome that presently in Ebonyi state civil service, there appears to be no planned motivational scheme except the distribution of 5kg bags of rice to civil servants during Christmas periods, while it appears that financial incentives or rewards, recognition of workers, promotions, training workshops, seminars, conferences, capacity building and development to civil servants are not being given adequate attention.

This study perceives the problem that there is lack of interest and enthusiasm for work based on our perception that workers are not motivated adequately to perform to enhance service delivery in the state. In this regard, it looks like the cause of poor job performance in Ebonyi State Civil Service is not unconnected with issues of financial incentives/rewards, employees' recognition, promotions, lack of capacity building and career development among others which are hindered by the worsening economic meltdown and motivation techniques deployed by the civil service managers in various ministries.

It appears that the common factors of work de-motivation or lack of enthusiasm to work in Ebonyi State Civil Service include insufficient pay/poor salaries, lack of recognition and financial incentives/rewards, poor working environment, lack of promotion and promotion without financial effect, and lack of career advancement/development. In fact, when workers experience low levels of motivation, they are often stressed, aggressive, and reluctant to engage in any type of communication. De-motivation seems a real obstacle to building efficient and effective work relationship that are productive and constructive in civil service organization.

Thus, in spite of the application of supervisory and monitoring measures by the present administration in attempt to improve workers performance in various ministries of Ebonyi State Civil Service, the situation seems to have not improved. It seems in the popular opinion regarding inefficiency in service delivery by workers in the Ebonyi State Civil Service presently could be attributed to lack of clear policy on promotion and career development, lack of recognition and incentives/rewards programmes among workers. It is in view of the foregoing that this study examined the effects of motivation on workers' performance in Ebonyi State Civil Service with particular focus on some selected ministries.

### **Objectives of the Study**

The study which seeks to examine the effects of motivation on workers performance in Ebonyi State civil service has the following specific objectives:

1. To determine the extent to which financial incentives/rewards affect workers performance in Ebonyi State civil service.
2. To ascertain the effect of employee recognition on workers performance in Ebonyi State civil service.
3. To examine the effect of regular promotions on workers performance in Ebonyi State civil service.

## **II. Conceptual Review**

### **Motivation**

The term 'motivation' refers to the complexity of forces that inspires a person at work to intensify his desires and willingness to use his potential to perform in order to achieve organizational objectives. To Mile (as cited in Oluwayomi, 2018) motivation is a condition which influences the action, direction and maintenance of behaviour. The word motivation is derived from the Latin word "Movere" meaning to move. A motive is a reason for doing something. Motivation has come to be subscribed to mean in the words of Mitchel (1982), those psychological processes that cause the arousal, direction, and persistence of voluntary action that are goal directed.

Motivating people entails directing people to move in the direction you want them to move; it can be described as a goal-directed behaviour (Armstrong, 2005). Human needs must be satisfied, and this can cause the aroused of motivational forces. To Koontz, O'Donnell and Wehrich (1990) opined that motivation of employees is an important inner control tool and should be satisfied in order to attain advantages such as increased employee commitment, increased productivity and efficiency. Motivation emphasizes result-oriented management through the setting of smart goals and effective communication systems in an organization (Oluwayomi, 2018).

Ugwuzor (2018) and Kemeh (2016) states that the word motivation is derived from a Latin word "Movere" which means to move. They defined motivation as the individual's desire to demonstrate the behaviour and reflect willingness to expand effort. Motivation can be divided into two: intrinsic and extrinsic motivation.

Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop ones skills and abilities, challenging work and opportunities for development. Intrinsic motivations which are concerned with the quality of working life are likely to have a deeper and longer term effect on the workers performance. Extrinsic motivation refers to external factors, which can be measured in monetary values or terms, such as salary and fringe benefits, promotion and disciplinary action. Extrinsic motivators can be an immediate and powerful effect, but they will not necessarily last long. These two different forms of motivation are connected to each other and cannot be seen or treated in isolation. Motivation in the words of Olaniyi (2013) refers to the degree of readiness of an organization to pursue some designated goals and implies the determination of the nature and locus of the forces inducing the degree of readiness.

As one of the three components of the directing functions of management (others are leading and communication), motivation is a process that arouses, channels, sustains and gives people's behaviour purpose and direction (Kreitner & Kinieki, 2004). It is concerned with the 'why' of human action or behaviour. Along with perception, personality, attitudes and learning, motivation is a very important part of understanding behaviour. Luthan (2018) asserts that motivation should not be thought of as the only explanation of behaviour, since it interacts with an act in conjunction with other mediating processes and with the environment. He

stressed that, like the other cognitive process, motivation cannot be seen. All that can be equated with causes of behaviour, while recognizing the central role of motivation. Evans (2018) opined that, many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Motivation around one thing these definitions have in common in the inclusion of words such as “desire”, “want”, “wishes”, “aim”, “goals”, “needs” and “incentives”.

Luthan (2018) define motivation as “a process that starts” with a physiological deficiency or need that activates a behaviour or drive that is arrived at a goal incentive. Therefore, the key to understanding the process of motivation lies in needs, drives and incentives. Muner, Ebrahimi and Watchel (2005), stated that a system sense, motivation consists of these three interacting and interdependent elements that is, needs, drives and incentives. Managers and management researchers believed that organizational goals are unattainable without the enduring commitment of members of the organization. Motivation is a human psychological characteristic that contributes to a person’s degree of commitment (Adeyemo, 2009). It includes the factors that cause, channel and sustain human behaviour in a particular committed direction.

Stoke (2012) opines that, there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing, one cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person’s performance. Factors such as ability, resources and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people “tick”. Motivation can also be conceived of whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2012), motivation is goal-directed and therefore cannot be outside the goals of any organization whether public, private or non-profit.

### **Performance**

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Mostly, researchers used the term performance to express the range of measurements of transactional efficiency and input and output efficiency (Stannack , 1996).

According to Barney (1991), performance is a continuous process to controversial issue between organizational researchers and scholars. To Kruase (2005), performance refers to the degree of the achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization for the relevant stakeholders. Tatjana (2012) posited that the term “performance” is the level/degree of goal achievement of an organization/department rather than of individuals. Organizational performance does not only mean to define problem but it is also for solution of problem (Heffernan & Flood, 2000).

Performance is also described as the outcome of assigned tasks carried out by an employee. Job performance involves the willingness of employees to achieve new aspects of their job. Akanbi (2011) noted that performance means how well an employee or worker carries out his or her duties, which can be assessed quantitatively or qualitatively. Performance can equally be captioned from the behaviour of an employee, which aligns with the norms and values of the organization. Said, Ahmad, Zahari and Salelleh (2015), explained performance from the contextual performance. They stated that employees with higher contextual performance are more committed and satisfied with their job compared to those with low contextual performance. This indicates that commitment and job satisfaction are orchestrators of contextual performance. Performance of workers will improve when workers are dedicated and satisfied.

The performance of a worker cannot be assessed arbitrarily. There are indicators for assessing job performance. These indicators vary based on the perception of scholars. The most common indicators are quantity of work (volume of work done within predetermine period); quality of work; creativity (use of initiatives to resolve problems); co-operation (readiness to co-operate with co-workers); dependability (attendance, task completion and commitment) and personal quality (integrity, leadership, hospitality and personality).

## **Civil Service**

The word “civil service” described a group of people who are employed to perform the function of government (Nwizu, 2012). Civil Service can also be described as government officials who are employed on professional excellence and whose appointment are not based on the tenure of office of a political leader (Laximikanth, 2006). According to civil service Handbook (as cited in Ayeni, 1987), described civil service as the members of the executive (which applies the law, excluding the armed forces, the judiciary and police) in government ministries and departments constitute the civilian established of government of the day.

The civil service is the administrative structure employed in civil capacity to fulfill government policies and programmes (Abah, 2011). This can be viewed in terms of structures - ministries, department etc or the human occupants in public offices- permanent secretaries, ministers and higher administrative staff (section 206 of the 1999 constitution of Federal Republic of Nigeria). The civil service is distinguished from the military service and police service in that while the latter two are principally covered with the safeguard of the country from external and internal dangers, the former is concerned with purely civil and non-technical affairs of the state (Abah, 2011).

The civil service is one of the great political inventions of the nineteenth century in England. The first generation of civil servants was called “Court Servant” or “Court Clerks”. Before the era of court clerks, the work of government was done by persons of the royal household Olaopa (cited in Murana, Salahu& Ibrahim, 2016). Hence, civil service could be conceived as: the management of public programmes; the translation of politics into reality that is of benefit to the people; the study of government decisions making; and analysis of the policies (Murana, et al., 2016). The origin of Nigerian Civil Service is traceable to the British Colonial administration and the Amalgamation in 1914. The civil service in Nigeria is supposed to be a vehicle by which government initiates, formulates and implements policies. In other words, it is the bureaucracy which regulates all aspects of the society (Eke, 2016). According to Eke (2016) civil services are so strategically located in roles, functions, activities, resources that their performance determines the state pace and level of development. For sometimes now, the civil service has been riddle with inefficiency, corruption, ineffectiveness, mismanagement, shoddiness, inertia, routine, poor responsiveness, conflicts, sectionalism, incompetence and low productivity, Ikelegbe (cited in Eke, 2016).

To Adamolekun (2002), civil service is commonly used as the synonym of the government machinery; this is so in Britain and most common wealth countries of Sub-Saharan Africa. In Britain, civil service is used to refer to the body of permanent officials appointed to assist the decision markers. According to the 1999 Constitution of the Federal Republic of Nigeria, section 318 (1), civil service refers to service of the federation (state) in a civil capacity, staff of the office of the President, (Governor), the Vice President, (Deputy Governor), a ministry or department of the federation (State), assigned with the responsibility for any business of the government of the federation (state), (CFRN, 1999).

In the view of Anazodo, Okoye and Chukwuemeka (2012), civil service in Nigeria comprises workers in the various ministries or departments apart from those who hold political appointments. Ipinlaiye (2001), defined civil service as the body of men and women employed in a civil capacity and non political career by the Federal and State governments primarily to render and faithfully give effect to their decisions and implementation.

The civil service has become part and parcel of the modern government. It’s functions are numerous and varied. The civil servant is expected to collect facts and figures, undertake research, advice the minister or commissioner who is a novice to his new appointment, and make plans to satisfy the needs and requirements of the people (Abah, 2011). What the civil service really does is to maintain the government as a “going concern”. It “oils the machinery of politics” by relating it to detached, disinterested and practicable experiences. Due to the increment of state activities, the elected executives were no long in a position of handling effectively the various aspects of public affairs. They depend greatly upon the information, analysis and judgment of the civil servants (Abah, 2011).

The civil service constitutes the machinery through which the government of a modern state realizes its objectives or fulfils its obligations towards its citizens. The role of higher civil servants is no longer restricted to the giving of policy advice to the political officials, they are more and more assuming the managerial role of running effectively the administrative machinery under them. Moreso, the administrator is no longer anonymous. He is sometimes expected to defend publicly the decisions taken by the minister or commissioner, because the public official today also participates in the policy making process (Abah, 2011). Today the civil servant plays a crucial role of canvassing support for a governmental policies and programmes. He has to seek public participation in the implementation of such policies and programmes.

## **Civil Service Performance**

Performance management is central to workers’ performance and organizational efficiency and effectiveness. This statement is based on the understanding that performance management has the potency of

engendering higher levels of performance in organizations through the stimulation and direction of workers along the path of goal accomplishment (Ejumudo, 2011). As a matter of fact, workers are the most critical of all organizational resources and their capacity to function and meet the expected standards is of their inward, potentials and the outward environment in which they operate. This nature-nurture perspective of explaining the indicators of workers performance underscores the indispensability of performance management as an integral part of organizational environment (Ejumudo & Efebeh, 2015).

Akerele (1991) blamed the low performance level of Nigerian workers on several factors, particularly the failure of employers to provide adequate compensation for hard work, while Markova and Ford (2011) emphasized that the real success of organizations originate from workers willingness to use their creativity, abilities and know-how in the direction of their organizations' growth and development path in response to the favourably stimulating and encouraging performance management practices. The responsibility of civil service is to deliver services that the private sector may not deliver at all, or to deliver services to those who cannot afford the market price of the service. For decades, the civil service has mainly served the interests of bureaucrats and those engaged in the accumulation of public resources for private gain (Adejuwon, 2016).

The Nigerian Civil Service has been characterized by poor performance and inability to translate government policies and programmes to reality (Arowolo, 2012). The perennial problem with Civil Service is the difficulty in measuring efficiency and improving productivity. Since most of the outputs have no independently measurable value, tracking changes in the cost per unit value of output is complex. As a result, the performance of civil service has been a major concern to policy makers and researchers as well (Mohammed & Sirajo, 2015). This is because despite all measures put in place to arrest the performance failure in the civil service, it seems, has defied all approaches towards tackling the problem of inefficiency and capacity collapse (Olaopa, 2010). As a result, the performance of civil service or public bureaucrat tends to be sluggish, their coffee breaks prolonged, and their need for supervision constant. Available evidence such as infrastructural decay, mismanagement, poor service delivery (electricity supply, water supply, petroleum distribution, etc) shows that the performance of the civil service in virtually all tiers of government and in extra-ministerial departments in Nigeria has remained very abysmal, hence, the present state of underdevelopment (Okafor, 2005; Jike, 2003 & Adebayo, 2001).

Several factors influence civil service performance which include, physical environment, workers competency, employee empowerment, participation in decision making, employee recognition, appreciation, advancement on the job, promotions, responsibility and incentives/rewards for outstanding performance, and civil service managers should ensure they manage the variables to enhance high level performance in the sector.

Jennifer and George (2006) described workers performance as the level of effort put forth by workforce of an organization towards achieving organizational goals and objectives. They stated that the performance of workers contributes directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. For the purpose of this study, civil service performance is conceptualized as the rate at which workers effectively and efficiently carry out their assigned duties in order to attain the predetermined goals of the organization. It is the capacity and competencies exhibited by workers in effective and efficient discharge of their duties in order to achieve the overall goals of the organization.

### III. Methodology

This paper adopted a descriptive survey design to gain insight into the effects of motivation on workers performance in civil service in Ebonyi State. It used descriptive analysis and the administration of questionnaire to examine how financial incentives/rewards, employees recognition and regular promotions enhance performance in Ebonyi State civil service. The respondents were drawn from the total population of 798 from ten selected ministries in Ebonyi State civil service. Two hundred and sixty six (266) workers formed the sample size of the study. The questionnaire was structured on a 5-point Likert rating scale. The analysis and interpretation are stated as follows:

#### Questionnaire Items to Guide the Study

**Table 1: Questions**

S/N	QUESTIONS	SA	A	SD	D	U
1.	I am Satisfied with the Level of Pay I Receive in our Ministry					
2.	Pay Policy for our Ministry is Reasonable and Competitive					
3.	Our Ministry Recognizes Workers and Enables Participation in Decision Making					
4.	My Work Provides Promotion Opportunities					
5.	I'm Promoted as at When Due in Our Ministry					

**Source: Nwazufu's Fieldwork, 2022**

**Responses by Respondents and Interpretation of Questionnaire**

**Table 2: I am Satisfied with the Level of Pay I Receive in our Ministry**

Options	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	94	37.75	37.75
Disagree	104	41.77	79.52
Neither Agree/Disagree	35	14.05	93.57
Agree	11	4.42	97.99
Strongly Agree	5	2.01	100.00
Total	249	100.00	

Source: *Nwazufu's Fieldwork, 2022.*

**Table 3: Pay Policy for our Ministry is Reasonable and Competitive**

Options	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	79	31.73	31.73
Disagree	102	40.96	72.69
Neither Agree/Disagree	42	16.87	89.56
Agree	18	7.23	96.79
Strongly Agree	8	3.21	100.00
Total	249	100.00	

Source: *Nwazufu's Fieldwork, 2022.*

**Table 4: Our Ministry Recognizes Workers and Enables Participation in Decision Making**

Options	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	83	33.33	33.33
Disagree	104	41.77	75.10
Neither Agree/Disagree	37	14.86	89.96
Agree	16	6.43	96.39
Strongly Agree	9	3.61	100.00
Total	249	100.00	

Source: *Nwazufu's Fieldwork, 2022.*

**Table 5: My Work Provides Promotion Opportunities**

Options	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	25	10.04	3.61
Disagree	46	18.47	28.51
Neither Agree/Disagree	49	19.67	48.18
Agree	85	34.14	82.32
Strongly Agree	44	17.68	100.00
Total	249	100.00	

Source: *Nwazufu's Fieldwork, 2022.*

**Table 6: I'm Promoted as at When Due in Our Ministry**

Options	Frequency	Percent %	Cumulative Percent %
Strongly Disagree	66	26.51	26.51
Disagree	102	40.96	67.47
Neither Agree/Disagree	29	11.65	79.12
Agree	38	15.26	94.38
Strongly Agree	14	5.62	100.00
Total	249	100.00	

Source: *Nwazufu's Fieldwork, 2022.*

**Theoretical Framework**

The study anchored its theoretical base on the Herzberg's two-factor theory of motivation propounded in 1959, as an important theory in organizational behaviour that identifies and examines factors contributing towards motivating workers at the work place. According to Fredrick Herzberg (1959), there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. These he classified to include hygiene factors and motivators. The theory as one of the content theories, established that factors which made workers feel exceptionally good or satisfied were connected to the job itself or job content and he



referred to this as motivators; while factor which made worker feel exceptionally bad or dissatisfied which are connected to them job context, and referred to them as hygiene factors.

Herzberg's two-factor theory is relevant in terms of identifying and understanding basic factors or elements that drive motivation among workers at work environment and help them to feel connected with the organization and its goals or objectives.

The basic assumptions of the Herzberg two-factor theory include:

1. That most factors which contribute to job satisfaction are motivators such as achievement, recognition, the work itself, responsibility, opportunities for advancement, growth and promotion opportunities. These factors he described as job content. These motivate workers to work harder.
2. That most factors which contribute to job dissatisfaction are hygiene factors or elements such as company policy and administration, supervision, working relationships, job status, job security, working conditions and salary/pay. These factors he described as job context. These prevent job dissatisfaction from workers.

The theory is therefore relevant to this study because it shows that the hygiene factors which include: supervision, salary, fringe benefits, company policies, work environment, job security among others are very vital to eliminate job dissatisfaction and motivators which include: advancement, recognition, promotion opportunities, financial incentives/rewards, responsibility, achievement, opportunities for personal development are important for higher levels of performance and these factors should be provided by the civil service in Ebonyi State to motivate workers in various ministries and achieve higher performance. The theory argues that there are two factors which civil service in Ebonyi State must consider, intrinsic (motivators) and extrinsic (hygiene) factors and their applications determine the level of satisfaction and dissatisfaction of workers in the various ministries in achieving optimal performance or not. The theory also implies that with the provision of motivational elements/factors and elimination of hygiene elements of job satisfaction will be achieved and performance will be higher in the civil service in Ebonyi State.

### **Empirical Review**

Ayandele and Etim (2020) carried out a study on Non-financial incentive and staff motivation in Akwa Ibom State Civil Service, Nigeria. The study examined the relationship between non-financial incentives and workers' motivation in Akwa Ibom State Civil Service. It adopted survey research design and sample size was 392. Questionnaire was used to generate data which were analyzed using descriptive and inferential statistics. Findings revealed that non-financial incentives play vital roles in the motivation of workers in the Akwa Ibom State Civil Service; and concluded that since workers' motivation is a vital tool to organizational effectiveness and growth, employers should explore more of non-financial incentives in formulating and implementing employee benefits related policies. The study made frantic effort in studying non-financial incentives and staff motivation in Akwa Ibom State Civil Service. This is because it was able to explicitly point out that non-financial incentives such as continuing professional development, participation in decision making, recognition, praise, advancement on the job, merit awards, among others, play vital roles in worker's motivation. But the researcher observed that the study failed to state the period the study covered, the implications of the study and clear recommendations of the study. Moreso, the study differs from the present study in the areas of study which was Akwa Ibom civil service and not Ebonyi State civil service, focused on non-financial incentives and staff motivation while the present study focused on both financial and non-financial incentives of motivation. Mustapha (2020) carried out a study on the impact of motivation on employee's performance in some public and private schools in Talata Mafara, Zamfara State, Nigeria. The main objective of the study was to investigate impact of employee motivation on employee performance in some public and private school in Talata Mafara. The study adopted a descriptive survey design. The instruments for data collection were self-administered questionnaire and a structural interview while the sample size was 200. The study revealed that there is positive and significant relationship between employee motivation and employee performance; it also showed that promotion and intrinsic reward has positive impact on employee performance, and that employer of some selected public and private schools motivate their workers using these key elements such as promotion, training, welfare services, good relationship between employees and employers but, majority of them are not happy with their jobs because the basic things that motivate Nigerian workers is inadequate, that is the financial incentives and as a result has serious effect on the employee performance. The study recommends that the government and managements of the schools should place more emphasis on the salary and wages, conducive working environment, promotion backup with financial incentives. However, Mustapha's study focused mainly on selected public and private schools and financial incentives as motivator but failed to state the implications

of the study, and the theory which the study was anchored. The study was conducted in public and private schools in Talata Mafara, Zamfara State, while the present study was conducted in Ebonyi State Civil Service; the target population of the study was the teachers while the target population of the present study was the civil servants in Ebonyi State civil service.

Musa (2021) conducted a study on effect of motivation on employee's commitment to work in the Federal Civil Service of Nigeria. The main objective of the study was to examine the effect of motivation on employees' commitment in Federal Civil Service. The study adopted survey research design. The population of the study was 578 and sample size of 236. The study used questionnaire as instrument for data collection and data was analyzed using regression with the aid SPSS statistical software 25.00. The study was anchored on expectancy theory as theoretical framework. The study was conducted in Federal Ministry of Science and Technology, Abuja. The result indicates that there is positive and significant relationship between motivation and employees' commitment in the Federal Ministry of Science and Technology, Abuja; and that there is positive and significant relationship between intrinsic motivation and employees' commitment. The study recommends that the Federal Ministry of Science and Technology, Abuja should increase pay for the employees, give adequate bonuses, give employees responsibility as well as recognize and praise the employees for being committed to work. Musa's study relates to the present study because it deals on motivation of employees in the civil service. The two studies used survey research design, questionnaire, and regression with the aid of SPSS statistical software. However, Musa's study differs from the present study in population of study, sample size, theory and the area of study. Finally, the reviewed study did not state the implications of the study.

Discussions on the responses from the target respondents of 266 respondents selected as a sample size and issued questionnaire to file on the topic of study.

1. When the respondents were examined to find out how satisfied they are with their monetary emoluments, there was a near unanimous opinion as 79.52% of the respondents refuted the questionnaire item that they are satisfied with the level of pay they receive in their ministry. Table 2 above reveals that 94 (37.75%) strongly disagreed, more of them 104 (41.77%) disagreed, only 11 (4.42%) and 5 (2.01%) agreed and strongly agreed respectively, while 35 (14.05%) respondents neither agreed nor disagreed. while the vast majority of them 163 (46.7%) strongly agreed and another 120 (34.4%) agreed.

2. A clear majority of the respondents disavowed that pay policy for their ministry is reasonable and competitive. This can be seen in the nature of responses in table 3 where 79 respondents representing 31.73% strongly disagreed to the questionnaire item, 102 of them i.e. 40.96% disagreed, 42 (16.87%) neither agreed nor disagreed, while only 18 (7.23) of them agreed and 8 (3.21) strongly agreed. It therefore goes to show that the pay policy offered by civil service is not reasonable and competitive compared to other public sector organizations.

3. Table 4 above revealed that majority of the respondents 83 (33.33%) and 104 (41.77%) strongly disagreed and disagreed respectively to the questionnaire item that their ministry recognizes workers and enable them to participate in decision making. Only 9 (3.61%) strongly agreed and 16 (6.43%) agreed; while 37 (14.86%) neither agreed nor disagreed; indicating lack of workers recognition and participation in decision making.

4. Table 5 above is an indication that promotion is exercised in Ebonyi state ministries, but they are significant number of people who did not affirm this, as well as those who did not take a stance. Thus, 25 (10.04%) and 46 (18.47%) strongly disagreed and disagreed, while 49 (19.67%) neither agreed nor disagreed. Then 85 (34.14%) and 44 (17.68%) agreed and strongly agreed respectively that their work provide promotion opportunities. This goes to show that promotions do happen but faulty in certain aspects.

5. A direct probe into the situation regarding promotions in Ebonyi state ministries revealed that majority of the respondents (67.47%) rejected that they are promoted as at when due in the ministry. 102 (40.96%) disagreed, 66 (26.51%) strongly disagreed, 29 (11.65%) neither agreed nor disagreed; while 14 (5.62%) strongly agreed and 38 (15.26%) agreed as can be seen in table 6. This shows that promotions are done but not as at when due and benefits thereto are not accruing to workers.

#### **IV. Dimensions of workers motivation**

Motivating workers for better performance comprises of several critical factors; Such as: employee engagement, organizational vision and values, management recognition and appreciation of the work well done, overall authenticity of leadership, financial reward, and career advancement amongst others. Workers are expected to come to the organization with the intrinsic motivation and burning desire to be successful, be value-

added and contribute to the attainment of an employer's vision. Ideally, it is the responsibility of the employer to provide resources, opportunities, recognition and a conducive work environment for workers to be successful (Akinyele, 2010).

According to Yaya (2018), intrinsic and extrinsic motivating factors below enhance job performance in organizations. These constitute different dimensions of workers motivation as considered in the discussion below:

#### **Financial/monetary incentives.**

According to Ude and Coker (2012), financial incentives are payments for performance that meets established criteria. Workers are paid certain sum of money or savings bond. Successful suggestions, for example, are recognized with sum money equal to the fraction of the cost of the savings attributed to the suggestion. Incentives are the means under which gratification, or are a set of circumstances that are available in the work environment and satisfy the desires of individuals they seek to satisfy them by working in the organization (Bilal, Ahmad, Nizar and Mohammed, 2017). They disclosed that incentives are factors that drive productive workers in the unit to work with all their strengths to achieve the set objectives. A monetary incentive act as a stimulant for greater action and indicates zeal and enthusiasm towards work, it helps an employee in recognition of achievement. In similar vein, Nnubia (2020) discloses that monetary incentives provides employee with the means to enhance the well-being of their families, as well as pay for leisure activities with friends and colleagues, thereby helping satisfy the higher-level need to belong in groups. Monetary incentives or rewards can improve workers motivation and performance because they can satisfy a wide range of low-level and high-level needs (Long & Shields, 2010). Incentive schemes are special package designed specifically for the purpose of encouraging high performance. It tries to bring an aspect of pay to job performance to encourage optimum performance (Ude& Cooker, 2012). The bottom line of any incentive package is to stimulate and sustain desired goal directed behaviour in employees (Ude& Coker, 2012).

#### **Employee recognition**

According to Ude and Coker (2012), employee recognition as an incentive, offer relatively low cost but high-impact means of reward to employees. This recognition could be done by holding annual dinners, luncheons, banquets etc, at which high achievers or performers are celebrated. To Daniel and Metcalf (2009), recognition is a return on an employee's effort and dedication at work, as well as his or her results. An employee recognition programme can be a great morale-building tool for any organization, whether large or small. An effective recognition programme can lead to innovation, higher productivity and greater job satisfaction for the workers (Beer & Walton, 2014). Employee recognition programmes could involve several levels of recognition, ranging from a simple Certificate of Appreciation to Employee of the month to awards given on the division and company-wide level, recognition should be accorded to those who exceed expectations and earn the award (Steers & Porter, 2011). In the words of Armstrong (2007), recognition is one of the strong motivation factors; employees feel comfortable when they are praised and recognized. Employees do not only want a good salary and benefit package, they also want to be valued and appreciated for their work (Wiese & Coetzee, 2013).

#### **Promotion**

Garcia, Moscoco and Ramos (2012) identified that perception of promotion systems affects organizational justice and job satisfaction. Similarly, promotions are desirable for most workers, only because they work harder to compensate for their incompetence. As a result, promotion at regular interval of time has no optimistic approach behind and they are generally given to satisfy the psychological requirements of workers in the organization. Worker's attitude towards upward mobility is very influential in a worker's attitude toward his or her job. A consistent struggle for an organization is to provide workers upward mobility when no promotional path is obvious. Promotion is always employees' ultimate wish for the service rendered by him in the organization and this is the only way for an employee career development. Promotion is the ultimate motivating factor for any employee because it moves employee forward in hierarchy of concern organization added with other responsibility, higher respect, honours, with increase in grade pay and allowances (Maimuna & Rashad, 2013).

#### **Good working conditions**

Adeniji (2011) stated that working conditions are created by the interaction of employees with their organizational climate. The author categorized the working conditions to include; psychological work conditions and the physical layout of the job. Working conditions are the internal relationships between workers and their colleagues in the workplace. This is a fairly significant consideration; research has confirmed that, while positive working conditions rarely serve as a primary motivator to stay with single employer, bad

interpersonal relationships are a powerful factor to dissatisfaction and possibly departure from the organization. The physical working conditions include the availability of facilities such as working tools, modern information technology equipment and appliances to facilitate easy information retrieval and dissemination. Failure to provide these facilities makes it impossible for workers to carry out their jobs and hence promote job dissatisfaction. While physical layout of the job refers to the neatness, provisions of protective clothing, organization facilities, convenience and attractiveness of the work environment.

Luthans (2002) revealed that if working conditions are good, for instance – clean and attractive surroundings, workers will find it easier to carryout their jobs. On the other hand, Ali, Ali and Adan (2013) noted that poor working condition would lead ultimately to decrease in employee productivity or performance. This implies that if the working conditions are poor like inhabitable office accommodation, dirty, unhealthy and noisy environment, workers will find it difficult to get their work done and thereby experience dissatisfaction and low performance of the workforce.

#### **Payment of reasonable salaries or wages**

Generally, people engage in different categories or kinds of jobs so as to earn a living, this should be reasonable enough in order to enable them cater for their families and as well attend to other financial commitments (Yaya, 2018). To support this view, Akintoye (2000) revealed that money remains the most significant motivational strategy. As far back as 1911 Fredrick Taylor and his scientific management associates, described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage system as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Sinclair, Tucker, Cullen, and Wright (2005 as cited in Yaya, 2018) in their studies, demonstrated the motivational power of money through the process of job choice. They explained further that money has the power to attract, retain and motivate individuals towards higher performance. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige and a feeling of accomplishment and success. Therefore, civil servants should be reasonably remunerated in order to enhance their maximum job performance in Ebonyi state civil service.

#### **Link between worker's motivation and performance**

Motivation and job performance are inextricably connected because every worker has to have some degree of motivation just to go to work in the first place. Many people believed that the most highly motivated employees are the employees who will reach the highest level of job performance (Amaeshi, 2019).

Consequently, many large organizations train supervisors and manage to motivate their workers or develop methods that will enable them to understand the factors that motivate individual workers. To some extent, most workers are motivated by money because people generally work in order to earn money to cover the day-to-day living expenses. Many people work harder if they are offered financial rewards, such as commission checks, and bonuses for reaching performance levels beyond the basic level that their bosses required (Amaeshi, 2019).

Some workers or individuals are motivated by the opportunity to gain promotions or move into more prestigious roles, while other workers are motivated by a fear of failure. In some instances, workers are motivated to work hard if they believe that failure to do so will result in them losing their jobs. Most organizations expect department managers to motivate workers, and managers sometimes set about trying to achieve this by offering financial incentives to workers as well as promotion or additional paid-time off. Many organizations use approaches that are based upon research by psychologists, such as Abraham Maslow who developed the Hierarchy of Needs in the 1950s (Amaeshi, 2019). Applying Maslow's list of motivators, managers attempt to match the person abilities or needs of their clients with the needs identified by psychologists, and motivate workers by linking with their needs with job performances. Workers with low self-esteem may be motivated by the chance to earn recognition, while a worker experiencing financial problems may be motivated by the need to earn the money needed to have a sense of security. Modern psychologists and behavioural analysts have argued that a leader cannot motivate an unmotivated worker, and that motivation must begin with the worker. Using this rationale, some workers perform poorly at work because they lack motivation, No matter what is tried, managers or bosses cannot raise their level of performance by attempting to use rewards or punitive action as motivators.

According to Banjoko (2006), most organizations through the use of incentives seek out ways to motivate their workforce. These incentives could be in form of good working conditions, work environment, compensation, wages, salaries, allowances, commission, bonuses and promotions and others. Incentives are regarded as any resources or means that seek to persuade, stimulates or drives workers to work harder, improve and sustain high levels of performance on the job (Ayandele & Etim, 2020).

Incentives can also be referred to as any compensation with the exception of basic salary or wages that varies based on the capacity of the workers to attain certain set standards, such as predetermined procedures and stated organizational goals and objectives (Martocchio, 2006). Based on this fact, one can conclude that there is a link between worker motivation and performance and vice versa. In Conclusion, for workers to perform at higher levels, the organization has a crucial role to play in ensuring that it adequately motivates the members of its workforce in order to attract, retrain, and improve productivity levels of both workers and the organizations as a whole (Reilly, 2003).

## **V. Results**

The results on examination of motivation and variables of motivation such as financial incentive/rewards, employee recognition and promotions show the following:

1. Result of objective one establishes that financial incentives/rewards have a positive effect on workers performance in Ebonyi State Civil Service. This means that increment in financial incentives/rewards will result to a corresponding increase in workers' performance in Ebonyi State Civil Service.
2. Result of objective two revealed that employee recognition has a positive effect on workers performance in Ebonyi State Civil Service. This means that increase in employee recognition programmes will result to a corresponding increase in workers performance in Ebonyi State Civil Service.
3. Result of objective three indicates that regular promotions are not effective in enhancing workers performance in Ebonyi State Civil Service. However, there is strong and significant correlation, which indicates that when/if workers are promoted as at when due with accruing benefits, promotions strongly and significantly are effective in enhancing worker performance.

## **VI. Conclusion**

This study examines the effects of motivation on workers performance in Ebonyi State Civil Service with particular focus on selected ministries. Motivation was examined under financial incentives/rewards, employee recognition and promotions. The findings of the study revealed the commonly held belief that well motivated workers feel committed to the organization goals and perform their duties better. This specifically found or revealed that the key elements that motivate workers to perform their jobs effectively and efficiently were extrinsic factors/elements than intrinsic factors which include financial incentives/rewards, promotions and recognition.

The result also revealed that not all motivation techniques are significant in motivating workers rather some techniques like financial incentives, employee recognition provide much more powerful drive than promotion. This study therefore, concludes that workers motivation either intrinsic or extrinsic in nature has a significant effect and is a stimulant of performance levels in an organization. It also concludes that both intrinsic and extrinsic elements/factors of motivation stimulate workers and a right combination of both is essential bringing out the best performance from workers.

## **VII. Recommendations**

Based on the result of the study, the following recommendations are made:

1. The study recommends establishment of sustainable incentive/rewards system by the Ebonyi State Civil Service. A good incentives/rewards system should be adopted through improvement in financial incentives with a view of promoting performance of workers in various ministries for effective service delivery.
2. The study recommends that, workers accomplishments, contributions and outstanding performance should be recognized by the Ebonyi State Civil Service during annual appraisal exercise. It is therefore, the duty of management to identify exceptional performance and reward accordingly. In similar vein, the Ebonyi State Civil Service should ensure that its benefits are fairly and objectively organized and managed based on set standards such as qualification, year of service, merit as well as the competence of workers so that it can eliminate workers' frustration or high turnover.
3. The study recommends that, promotion of workers by Ebonyi State Civil Service should be done annually. Promotion from one grade level to another should be conducted as at when due while the accruing financial benefits should be implemented immediately the promotion result is released. This will spur workers to put more efforts in discharging their duties thereby increasing their performance levels for effective and efficient delivery.

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