Motivational Strategies and Workers Efficiency in Wamba LGA, Nasarawa State, Nigeria

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Abstract
The Nigerian civil Service as a government institution is expected to design, formulate, and implement public policies. These functions if efficiently discharged should result into tangible services for the populace. Nonetheless, this is not the case, which has resulted to the ineffectiveness and inefficiency of the civil service. In order to checkmate these problems, successive government in Nigerian embarked on different reforms. However, these reform efforts did not focus on talking these problems buton the symptomsrather than the cause. It also did not explore motivational strategies which remain critical to efficiency. The study was a survey and data was collected through the use of a 5 point Likert scale questionnaire with 244 civil servants of Wamba LGA of Nasarawa State. The study found a relationship between recognition (p=0.001), pay increase (p=0.001) and efficiency. However, recognition had a beta value of β=.337, which shows that it had the most impact on the explanatory variables, followed by pay increase at β=.271. This research will help public enterprises to understand the impact of recognition and pay increase on efficiency and will help them to improve their compensation strategy and further help them strike a balance between extrinsicand intrinsic rewards.
Keywords: Motivation, Recognition, Pay, Increase, Efficiency.

I. Introduction

The emergence of the civil service in Africa was to ensure that national governments function effectively and efficiently. It was also to ensure that government policies result into tangible services for the populace. As a result, the civil service was saddle with the responsibility of designing, formulating and implementing public policy, and discharging government functions and development programmes (Kings, 2019).However, these policies and functions of the civil service are threatened by the incompetence and infectiveness (Gberevbie&Ibietan, 2013). In order to improve on the efficiency and effectiveness of the civil service, successive governments in Nigeria have embarked on several reforms. However, these reforms were bedevilled by so many problems (Oladipo, 2007), and almost all focused on addressing the symptoms rather than the cause of the rot (Abdullah, 2007). In addition, most of these reforms did not explore motivational strategies which remain critical to efficiency in organisation growth and development

The definition of the concept motivation remains problematic and as a result many definitions of the concept are evident in the literature. Moreover, salient features abound in all the definitions of motivation, which are the reflection of commitment, level of energy and creativity that employees bring to their job (Ting, 2018). Similarly, Ting further held that motivation is present in every function of life and is connected to the desire for a particular thing. Likewise, several factors or variables interact to bring about efficiency, though, no direct causal relationship between these variables have been identified. There, it can be said that motivation is to a large extent influenced by individual skills, behaviour, knowledge, abilities and management.

Giving the successes so far recorded by organisations through the use of different strategies to motivate their employees, focus is now shifting to government employees and the goal is to ensure that they also become efficient in the discharge of the duties. This goal if achieved is expected to positively impact on effective service delivery to the populace. This research therefore seeks to ascertain the impact of motivation with particular focus on recognition and pay increase on efficiency of civil servants in Wamba LGA, Nasarawa State, Nigeria.

Research Questions

The study will answer the following research question.
- i.   to what extent does employee recognition enhance efficiency?
- ii.   to what extent does pay increase enhance efficiency?

Hypotheses

The following statement of hypotheses guided the study:

H_01:   There is no significant relationship between recognition and efficiency.

H_02:   There is no significant relationship between pay increase and efficiency.

II.   Methodology

The study was a survey design and the population were civil servants in Wamba Local Government Area of Nasarawa State, Nigeria. The contentiousness of sample size have remained in social research, however, Salant and Dillman(1994) are of the view that in heterogeneous population of less than three (3) million people, one could draw a sample size of 246 for less varied population or 384 for relatively varied population. The total population of civil servants in Wamba LGA as at 2019 was 4,734. Hence, the use of 244 as the sampled size is justified.Data was collected through the use of a questionnaire instrument, which consisted of socio-demographic characteristics of respondents, impact of recognition on employee efficiency and the impact of pay increase on employee efficiency. The instrument used a 5 point Likert type rating scale with response options of strongly agree (SA), agree (A), disagree (D), strongly disagree (SD) and don't know (DK). The Statistical Package for Social Sciences (SPSS) version 21 was employed in the quantitative analysis of data obtained while logistic regression was used to find the relationship between recognition, pay increase and efficiency. This is connected to finding out whether there is a relationship between independent variables (recognition and pay increase - regressors) and the dependent variable(efficiency - by observing the p-values). In addition, a confidence level of 95%, and *P-value*<0.05 was considered.

Presentation of Results

The results of this study are discussed here. In this study, two hundred and forty four (244) respondents from Wamba LGA of Nasarawa State, Nigeria were administered with a questionnaire and the distribution of respondents was as shown in table 1.

Table 1 Demographic distribution of respondents

Study variables	No. of Cases	Percentages %
Sex		
Male	176	72.1
Female	68	27.9
Age		
20-25 years	16	6.6
26 – 30 years	38	15.6
31 – 35 years	45	18.4
36 – 40 years	69	28.3
41 years an above	76	31.1
Educational Background		
No formal education	21	8.6
Primary education	11	4.5
Secondary education	164	67.2
Tertiary education	48	19.7
Years of service		
Less than a year	33	13.5
1-5 years	42	17.2
6-10 years	18	7.4
11 years and above	151	61.9

Demographic data in table 1 shows that respondents were drawn from both sexes. Nevertheless, the study was composed of more males (72.1%, n=176) than female respondents (27.9%, n=68). The age distribution revealed that all the respondents were in their economically productive ages and also had some form of education, while only 8.6% (n=21) had no formal education. Table 1 further revealed that majority (61.9%, n=151) of the respondents had worked with the civil service in Wamba LGA for more than 11 years. It was therefore assumed that this category of respondents were within an economically productive agesand their years of experiences further give them leverage to discern whether or not if given recognition and pay increasesas motivational strategies, their efficiency at work will be enhanced.

In addition, the study was based on theoretical assumptions thatmotivational strategies such as recognition and increase in the pay of employees go a long way in building a more resilientand efficient workforce. Likewise, it is assumed that organizations with highly effective recognition strategies, which also aligns its pay increases on the basis of performance have higher turnover than those without and that having a fully developed process of these motivations strategies in place ensures efficiency. As a result, respondents were asked on the impact of these motivation strategies on civil servants efficiency in Wamba LGA and the responses received were shown in Table 2 and 3 respectively.

Table 2. Impact of recognition on employee efficiency

Impact of recognition on efficiency	Frequency	Percentage
Strongly agree	136	55.7
Agree	61	25.0
Don't know	21	8.6
Disagree	15	6.1
Strongly disagree	11	4.5
Total	**244**	**100**

Data from table 2 shows that majority (55.7%, n=136) of the respondents strongly agree that if workers are recognised as a result of their contribution to the growth of a department, such workers will be willing to do more in order to be further recognised. This view was further supported by a good number (25%, n=61) of the respondents who agree to this position. Nonetheless, 8.6% (n=21) of the respondents said they don't know, while 6.1% (n=15) and 4.5% (n=11) of the respondents disagreed and strongly disagreed respectively. Nevertheless, those who agreed and strongly agreed remained in the majority. Respondents were also asked on the impact of salary increase on civil servantsefficiency and the following responses were received as shown in table 3.

Table 3. Impact of pay increase on employee efficiency

Impact of pay increase on efficiency	Frequency	Percentage
Strongly agree	117	48.0
Agree	89	36.5
Don't know	16	6.6
Disagree	13	5.3
Strongly disagree	9	3.7
Total	**244**	**100**

Data from table 3 shows that a significant number (48%, n=117) of respondents strongly agreed that increase in pay of civil servants will increase efficiency. This position was further supported by a good number of respondents (36.5%, n=89) who indicated that they agreed. However, 6.6% (n=16) of the respondents claimed they do not know whether increase in pay will improve efficiency of civil servants, 5.3% (n=13) disagreed, while 3.7% (n=9) strongly disagreed that increase in pay will increase efficiency of civil servants. Though, those who agreed and strongly agreed when aggregated are in the majority, however, this do not indicate a strongly position on the impact of pay increase on efficiency of civil servants. In order to ascertain the impact of recognition and pay increase on efficiency, a regression analysis was carried. These hypotheses were tested so as to tell whether the relationships are significant or not (by observing the p-values) as follows:

H_01:   There is no significant relationship between employee recognition and efficiency.

H_02:   There is no significant relationship between increase in employee's pay and efficiency.

Table 4.Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	.858	.114		7.506	.000
Employee _Recog.	.337	.036	.391	9.385	.000
Employee_IncPay.	.271	.038	.335	7.145	.000

Dependent Variable: Employee_efficiency.

The p-values are all under the 5% significance level and therefore, employee's recognition and employee's pay promotion are significant in explaining employee's efficiency. This means that recognition and pay increase have a significant impact on efficiency.

$H_0 1$:   There is no significant relationship between recognition and efficiency. **REJECTED**
$H_0 2$:   There is no significant relationship between pay increase and efficiency. **REJECTED**

The results prove that all the null hypotheses have been rejected since all values are showing a significance relationship and all the p-values are below the 95% significance level.

III.   Discussion

The study was composed on male and females and the majority were found to be educated and have over 11 years' experience with Wamba LGA. The study revealed that recognition (p=.001) and pay increase (p=.001) had a significant relationship with efficiency. However, recognition had a beta value of β=.337, which shows that it had the most impact of the explanatory variables, followed by pay increase at β=.271. This may be connected to the fact that salaries for civil servants at the local government level in Nigeria was not significant to motivate the civil servants studied since such pay are fixed and are not usually increased overnight as it is done in the private sector. Moreover, these salaries (pay) in most cases are not regular and not based on specific performance per se and hence may not necessary serve as a strong motivating factor.The empirical evidence in this study is consistent with that ofMuhammad and Nawaz (2017), Nagaraju and Pooja (2017), Akintoye (2000) and former CEO Jack Welch. Welch stated thus:

> I think showering rewards on people for excellence is an important part of the management process. There's nothing I like more than giving big raises... You have to get rewarded in the soul and the wallet. The money isn't enough, but a plaque isn't enough either...you have to give both (Jack Welch, quoted in Hymowitz& Murray, 1999, p.B1).

Since the entire Beta coefficients are positive, these variables are therefore positively related to efficiency. This implies that an increase in these variables will positively impact efficiency.

IV.   Conclusion And Recommendations

It can be conclude from the findings of this study that civil servants valued both extrinsic and intrinsic factors in achieving efficiency**.** Both factors had significant impact on efficiency. Although the level of significance was different and this was connected to individual perception regarding the motivation variable (how much satisfied they were with the pay and recognition). This relationship was proven to be significant using regression analysis. Assessing civil servants' motivation is crucial to evaluating their effectiveness; however, there are still reasons to monitor civil servants behaviour and attitudes as well. In particular, changes in satisfaction are often leading indicators of subsequent changes in behaviour. As such, the survey of civil servants' behaviour and attitude can still be a valuable part of the evaluative arsenal. Likewise, Wamba Local Government Council can focus attention on recognition and pay increase of her civil servants and further create a HR policies that would promote the recognition of civil servants, this may lead to efficiency.

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