

## Do Motivation Drive Employee'S Performance in Public Sector Organization?

Dr. Jerome Nyameh, Helen Douglas, Susan Teru & Agnes Titus.  
Department of Economics, Taraba State University, Jalingo, Taraba State, Nigeria,

### Abstract

Every organizations whether private or public, have a principal goal of achieving the objectives set for the organization, this cannot be achieve without gingering the employees performance, scholars have advanced reason why motivational packages can work in any sector and the employees can performance, without x-raying the system approach to the motivation, this review suggest that the system approach has a adverse effect on the motivation of the employee, hence there is a need to treat motivation with the system approach, that will lead to better motivation and better output of the performance.

**Keywords:** Motivation, employee's performance and public sector

### Introduction

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a strategic role in the success of an organization. Organizations that do not place emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resource (storey, 1992)

Human resource whether public or private sector constitute one of the essential elements that determine the success of any organization. Therefore, they must be handle with care. The organization must there for motivate its employees so they can put in their best in their various areas of responsibilities which will bring about the achievement of the planned goals and objectives of the organization. In an organization the management are continually with the fact that vast differences exist in the performance of a group of employees, some employees always perform at high levels, and the need little or no supervision and seems to enjoy the work on the other hand, some employees perform at low levels and the need constant or frequent supervision and are often absent from work. The reason for this difference in performance is varied and complex one could attribute some of this difference to certain individual characteristics such as personality, intelligence, or ability. One could also focus on organizational influence such as job supervision style or the regard system used by the organization as contributing to the differences in performance.

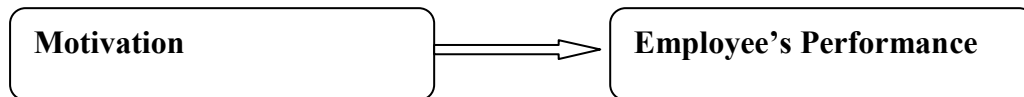
The core concept associated with each of these characteristics is motivation. "Motivation" is a crucial function as a life line of any organization. Many theories exist about motivation and most differs in what they implicitly suggest an organization should do to obtain the most effective performance from their employees. Most successful organization however have learn by experience that people are very responsive to praise and encouragement, express not only on words but also in action to give their best effort to the organization (Dubnick, 2005). Every organization either public or private is goal oriented and all efforts are gear towards the successful attainment of those of those goals and objectives. Therefore, for any organization to record any degree of meaningful success in the pursuit of its goals and aspiration, its most have the ability to create values (motivation) enough to compensate for the burden imposed upon employees. Such values or motivation can come in any form of good training policies, facilities or incentives such as fringe benefits, promotion etc. so as to satisfy the need of the employees for enhanced performance (Dodlova, and Yudkevich, 2009). For an employee to be motivated, he/she perceive that their want are being met. Thus, the satisfactions of the employees represent an indispensable dimension of the motivational process. A satisfied individual would certainly contribute positively to the realization of organizational goals and objectives while a dissatisfy employee may not only contribute but can even act in such a way that the realization of such goals and objectives could be completely destroyed. These underline the importance of employees' satisfaction in the organization (Houston, 2011).

The study is brought forward to determine the extent to which Jalingo Local Government secretariat is motivating its employees toward goals congruency. It will give recommendation for improved motivation and thereby enhancing performance which will contribute to the effectiveness and efficiency of the secretariat. (Perry, Hondeghem, and Wise, . 2010.) suggested that motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behavior. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual behavior towards performance. An over whelming amount of energy is extended in trying to get people to do what we want them to do. We all have a task to motivate ourselves to do what we think we should do. It is widely believe that when an employee is highly motivated, this goes a long way in improving organizational productivity,

effectiveness and efficiency.

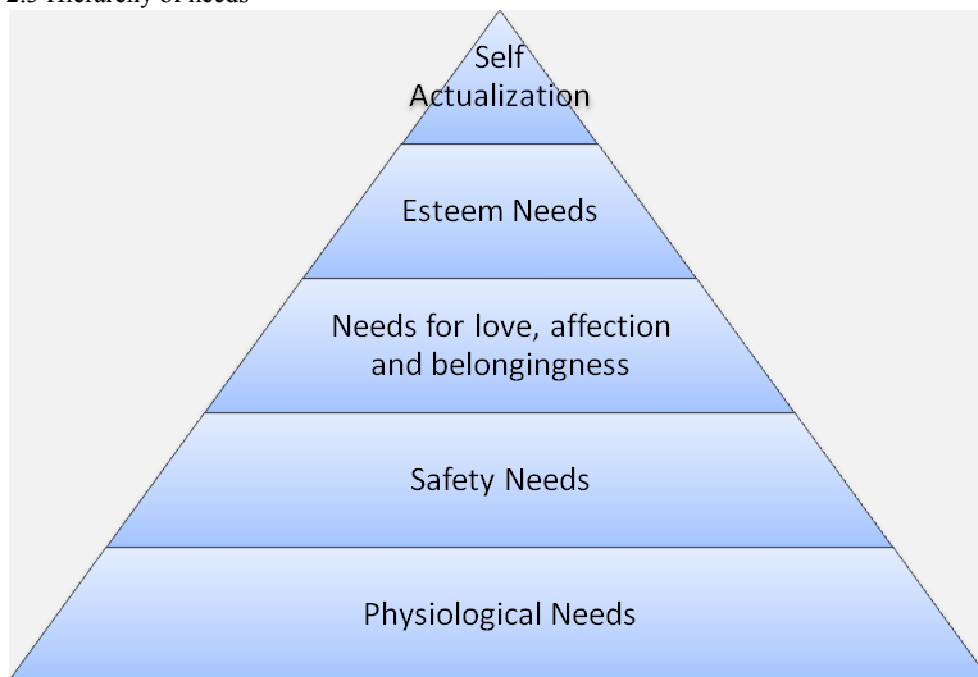
### Theoretical Framework

Figure Theoretical framework of research



Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance (Gordon, 1965). According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on. Figure 2.1 illustrates Maslow's hierarchy of needs.

Figure 2.3 Hierarchy of needs



Source: Maslow (1954)

The different levels of needs on Maslow's hierarchy are discussed as follows:

**(i) Physiological needs**

These are biological needs which consist of the need for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction.

**(ii) Safety needs**

When all physiological needs are met and are no longer controlling thoughts and behaviors, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe.

**(iii) Needs for love, affection and belongingness**

When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.

**(iv) Needs for esteem**

When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

### **(v) Needs for self-actualization**

When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization. The aforementioned theory may be applied to the roles of organizational cultural and human resource management in improving employee's performance despite some criticism or limitations of the theory. While some research has shown support for Maslow's theory, others have not been able to substantiate the idea of a needs hierarchy that is considered to be influenced by Western culture, and thus cannot apply to all scenarios (Richard, 2000).

### **Motivation**

Greenberg and Baron (2000) their definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behavior takes. The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals. Kreitner (1995), Buford, Bedeian & Linder (1995), Higgins (1994) all cited in Linder (1998) defined motivation as "the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively. Young (2000) suggest that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like "it's what drives us" or it's what make us do the things we do." Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work."

Halepota (2005) defines motivation as "a person's active participation and commitment to achieve the prescribed results." Halepota further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times." Antonioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become demotivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore the definitions suggest that there need to be an "invisible force" to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today's management. This challenge may emanate from the simple fact that motivation is not a fixed trait—as it could change with changes in personal, psychological, financial or social factors. For this thesis, the definition of motivation by Greenberg & Baron (2003) is adopted, as it is more realistic and simple as it considers the individual and his performance. Greenberg & Baron defines motivation as: "The set of processes that arouse, direct, and maintain human behavior towards attaining some goal". (Greenberg & Baron, 2003). Bassett-Jones & Lloyd (2005,) presents that two views of human nature underlay early research into employee motivation. The first view focuses on Taylorism, which viewed people as basically lazy and work-shy", and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for "its own sake" as well as for the social and monetary benefits this type of motivation according to this school was internally motivated.

### **Theories Of Motivation**

Several scholars have proposed theories on the concept of financial motivation, and its role in enhancing employee's performance in every organization some of these models have been widely used and accepted by today's organizations leaders. In this thesis discussion on some of the motivational theories will include Alders (ERG theory), Maslow (Need theory),

Vroom's (Expectancy theory), Taylor (productivity theory), Herzberg (Two factor theory), Mac Gregory (theory X and Y), Geogopalaus (path goal theory) and skinner (Reward theory). To better understand this discussion a summary of the theories is presented and an indebt discussion on Maslow and ERG theories on which I base my thesis overlooked. Alder asserts in his Existence relatedness and growth theory commonly known as the ERG theory that there are three basic human needs: Existence, relatedness and growth, which must be meet by an

employee to enable him, increase performance. Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay’s resulting to performance. This performance interns leads to various outcomes, each of which has an associated value called Valence. Adams (1965) on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes; pay, recognition, promotion, social relationship and intrinsic reward .to get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. Perry, and Wise (1990). observed the soldering by employees, which is a situation whereby workers work less than full capacity. He argued that soldering occurs due to the fact employee’s fear that performing high will lead to increasing productivity, which might cause them to lose their jobs. This slow paces of work where promoted by faulty systems however this situation is not what prevails with contemporary employees who organizations evaluate them through their performance.

Herzberg suggested that there are factors in a job, which causes satisfaction. These he called Intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors). According to him if the motivational factors are met, the employee becomes motivated and Hence performs higher. Mac Gregory suggested that there exist two sets of employees (lazy and ambitious employees) With lazy employees representing theory X, hard and ambitious workers representing Y. According to him the lazy employee should be motivated to increase performance in an organization Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

This discussion on the above motivational theories explains the fact that the concept of employee’s motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position.

Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view. The term motivation has been used in numerous and often contradictory ways. Presently there appears to be some agreements that the crucial thread that distinguishes employee’s motivated behaviors from other behavior is that it is goal directed behavior, Bindra (2000 ) argues that the core of motivating individuals lays in the goal-directed aspect of Behavior. Jones suggested “motivation is concern with how behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective re-action is present in the organization while this is going on. The Jones statement can be converted into a diagram which shows the employee motivational process as it influences performance.

Bassett-Jones & Lloyd (2005,p 932) suggests that the “content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where victor Vroom was the first exponent considers how factors internal to the person result in different behaviors.

From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how a certain behavior starts, developed and sustained over time. It is true that human behavior in general is dynamic and could affect the individual’s personal altitude as well as factors surrounding that individual. These exogenous factors eminent from the environment in which the individual operates generate stimuli to employees. It is my belief that employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence it could only be of benefit if organizations could provide these rewards and factors. Though I have discussed earlier in this thesis that employees are financially motivated, motivation could be seen as a moving target, as what motivates differs among different people. And may even change for the same person over a given period of time, developments within the modern organization has probably made motivating employees ever more difficult due to the nature of every individual, behavior increasing the complexity of what can really motivate employees.

According to Bassette-jones & Lloyd (2005,p.932) “expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggest that once needs of employees are identified, and organizational objectives and also satisfy employee needs .If poorly aligned, then low motivation will be the outcome. Wiley, (1997) “modern approaches to motivation may be organized into three related clusters: (1) personality-based views (2) cognitive choice or decision approaches and (3) goal or self-regulation perspective; where personality-based views emphasize the influence of enduring personal characteristics as they affect goal choice and striving. Workplace behavior is posited to be determined by persons current need state in certain universal need category. Cognitive choice approaches to work motivation emphasize two determinant of choice and action; expectations, and subjective valuation of the consequences associated with each alternative. These expectancy value theories are intended to predict an individual choice or decision. Goal framework to work motivation emphasize the factors that influence goal striving which focuses on the relationship between goals and work behavior.

The assumption is that an employee’s conscious intentions (goals) are primary determines of Task-related motivations since goals direct their thoughts and action”.

It is worth noting that an in-depth review of all the different theories mentioned above, is beyond the scope of this thesis. However, the personality-based perspective of work motivation within which Maslow need theory of motivation and Alders ERG theory falls will provide the main support and serve as a foundation for the research reported in this thesis. Specifically, as organizational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs. This thesis intend to use Maslow’s hierarchy of need theory of motivation as a foundation to identify the factors that motivate today’s employees, and in the process determine a ranking order of factors that motivates these employees, the original Maslow theory will be looked at more detail hereof

### **Employees’ Performance**

As mentioned in the previous chapter, employee’s performance refers to the observable behaviors and actions which explain *how* the job is to be done, plus the results that are expected for satisfactory job performance (Alder, 2001). Performance is the extent to which an individual is carrying out his or her assignment or task, i.e. the degree of the accomplishment of the task that makes up an employee’s job (Ojo, 2009). It indicates to the employee what a good job looks like (Alder, 2001). This implies that employees must know what they need to do to perform their jobs successfully (Ojo, 2009).

Gruman and Saks (2010) argue that performance management is a critical aspect of organizational effectiveness, therefore it needs close monitoring. Alder (2001) believes that organizations are naturally interested in monitoring their employees’ performance, and thus employee’s performance monitoring permits organizations to assess whether or not the organization is getting what it is paying for. Measures for performance can be conducted through the following indicators: profit; revenues; accounting measures return on capital employed, profit margin; shareholder value the share price multiply by the number of shares issued also known as the company value; growth in sales, size, market share and share price.

Employees usually feel that profit sharing and gain sharing are good for personal effort, company growth and productivity, and for the workplace atmosphere (Blinder, 1990). Under certain conditions, it has been observed that improved corporate performance can enhance job satisfaction and employee performance, nevertheless, there is no automatic and invariant relationship between the two (Katzell, 1975).Employee commitment is no longer something that an employer can take for granted, but have to put in great effort to achieve (Senyucel, 2009). By increasing employee participation, the firm will benefit from increased employee productivity and performance due to increased employee commitment (William et al., 1994). This explains the fact that employee’s performance is a dependent variable that must be motivated by the organizational culture and HRM in order to produce the desired outcomes.

### **Motivation and the Public Sector**

I have so much dwell on the on the issue of motivation, as it relate to different organizations, for the purpose of clarity , there is a need to look at it on the perceptive of the public sector. Public **sector** is the part of the economy that dealt with providing basic government services. The composition of the public sector varies from one country to the other, but in most countries the public sector includes such services as the police, military, public roads, public transit, primary education and healthcare for the poor. The public sector might provide services that non-payer cannot be excluded from such as street lighting, services which benefit all of society rather than just the individual who uses the service such as public education, and services that encourage equal opportunity, to motivate an employee in the public sector, a lot more must be put it place because of the system structure which is generally regarded as welferism, by this it means government absolute support hence the reward system that can built on the basis of performance appraisal is unobtainable, because the system lack

control mechanism, that can regulate the activities in reality, in principle it exists a rule to practice but no one cares for implementation of the rule, people are motivated by financial aggrandizement not for performance but attainment of years and working experience as it is the most basis for promotion, in the real sense of service, an employee should be promoted based on his output to service as it affects the organization, positively. The role of motivation in the public sector does not in any way propel performance hence the productive sector of the public service or the employee productive is nothing to write home about

### Conclusion

Whether public sector employees are truly motivated or not, the principal issue is the aim and objectives of the public sector economic succeeding? Is there motivation package for the employees? government has longer outstanding record of motivation for her employee ranging from car, housing, loan facilities, worth rope allowances, hazard allowance and so many of the them, yet despite these packages the output is very low, as against the private organizations that have less of such motivational packages, this cannot still be unconnected to the fact that, employees in the system, assumed motivation as a right and not what people can work for. The public sector should redesign the system, for proper implementation of the of the good motivation package, this has to do with the reviewing of the values system, where promotion and discipline, must be based on the performance basis and not years of experience.

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