

The Relevance of Motivation in Public Service in Nigeria

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ABSTRACT

Motivation is one of the key elements in employee productivity and its importance is such that even when workers, in this context public servants, have other factors which include clear work objectives and right skills, without sufficient motivation, they would still not get the job done in line with the work objectives. This paper, thus, examines the concept of motivation as the fulcrum of productive public service. This is interrogated with the aim of ascertaining whether this spurring agent is ideally prioritized and sustained or cyclically attenuated in the Nigeria's public service environment. This work is apt in the face of the current pathetic and recurring incidences of delayed payments and outright non-payment of salaries and other entitlements to public servants by their government employers. It comes at a time when few top bureaucrats are being arrested, prosecuted and even imprisoned for corrupt enrichments as well as the time when the current minimum wage and any other benefits can barely sustain the workers owing to the current inflation and recession. Prioritizing motivation, undoubtedly, engenders and enhances zeal and commitment and is a guarantor of high productivity and attainment of organizational set-goals on consistent basis. Consequently, this paper seeks to investigate if public servants in Nigeria are motivated, on one hand, and why service delivery in the public service appears so poor, on the other hand. To undertake the discourse, the paper examines the concept and theoretical perspectives of motivation. It then proceeds with a review of Nigeria's public service, particularly ascertaining whether the public servants are motivated or not. It also sets an agenda for the country's public service in the 21st century. The work concludes with a case for a refocus on workers' motivation as a decisive strategy for crafting a productive workforce and attaining goals in Nigeria's public service sector.

Keywords: Motivation, Reward, Satisfaction, Productivity, Service Delivery.

INTRODUCTION

Certain questions persist regarding Nigeria's public service. These questions are: Why are public servants unenthusiastic about their work? Why do they trudge to work? Why do they lack drive and willingness to attend to tasks right on their tables and rush back home before time? Why has the public service remained productively low despite successive reforms? Finding answers to these questions entails rational probe into the motivation factor in the sector. This represents the driving force, the very stimulant that propels productive input into the overall organizational goal. To get entrenched and drenched in the mainstream of any organization's core goals, the workers must have to develop willingness to work, far above the happiness of having been hired to work in the first instance. The general circumstances of the work need to be appealing. Workers must find their work capable of satisfying some of their need. Certainly, some of the things that bother the workers are if the work environment offers opportunity to use their individual abilities, if they receive positive recognition and appreciation, and if they develop a sense of achievement and pride doing the work. In the same vein, the workers look out to see whether tangible rewards follow their activities and deliveries. All of these, if present, form the nucleus of motivation. It is a single factor that makes the difference and absence of it lowers productivity and turns work into a burden. The question then is, what is motivation?

Concept of Motivation

Motivation is a concept which can be viewed from two perspectives - intrinsic and extrinsic. It is located within an individual but can be externally induced. The basic notion of motivation is situated in some driving force, the propellant, stimulant, promoter and energizer by which individuals find urge to work to meet

personal needs and achieve some goals, especially those set (by corporate hierarchy. It is the willingness to do what is statutorily required, while meeting own needs). But before delving into the conceptual clarifications, it is pertinent to state that the term motivation is derived from a Latin word, “movere” which means “to move.” With that, it then follows that when top hierarchy succeeds in getting workers to do what they are expected to do in relation to the organizational goals, especially when that is executed in such a manner that the workers satisfy their own needs, even to an appreciable extent, while working to actualize those set-goals by their organization, that is referred to as motivation. According to [1], the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. Motivation is, thus, seen as the need or drive within an individual that drives him or her towards goal-oriented action. [2], describe motivation as the act of directing an individual’s behaviour towards a particular end through the manipulation of incentives. They observed that individuals are influenced by certain needs or desires and that once such are identified, its provision or otherwise can affect their behaviour in a predictable way. However, broader perspective on motivation has been identified. This perspective suggests wider approach to motivation. For instance, in his definition of the term, [3], saw motivation as what impels or inhibits behaviour. According to him, motivation is concerned with why people do or refrain from doing things. Supporting this perspective, [4], noted that people have different needs, established different goals to satisfy those needs and take different actions to achieve those goals. To that end, he argues that it is wrong to assume that one approach to motivation fits all. In all of these perspectives, one thing that is clear is that motivation has elements and these are discussed below under the process of motivation.

Process of Motivation

Motivation, as observed earlier, has three elements or components that are interdependent. They actually interact. And these elements are needs, drives and incentives. These also constitute the basic process of motivation. In the process, needs set up drives aimed at incentives [5]. Needs, as the first stage in the process, are created whenever there is psychological or physiological imbalance. They refer to anything an individual requires. These needs are classified under two, even though individuals have large number of them. These classifications are primary and secondary needs in which case the primary needs (instinctive and physiologically based) are those things required for basic sustenance by the individual. These can include shelter, food and water. Secondary needs, on its own, stem from environmental and cultural realities and are more psychological in nature. They are more prevalent in organizational settings and include such urges as achievement and power. Generally speaking, needs change with time. It follows that organizations need to ensure that the inducement which they offer to workers are in tandem with their individual needs if the workers are to be satisfied with the psychological contracts they have with their organization. Obviously, a need satisfied at a particular time may require a different package at another. Drives, on its own, are at the centre of the process of motivation. They are pathway to alleviating needs and provide thrust toward reaching for an incentive. Drives trigger urge to alleviate needs. Incentives are at the last stage of the motivation process. Incentives answer to the drive, together with needs. Getting incentives restores physiological and psychological balance. They are the actual restoration of normal situation of the first stage. Be that as it may, it has been observed that what managers perceive as motivation depends, to a large extent, on their assumptions about human nature and this shapes their attitude towards motivation. This now takes us to the next crucial treatise which is theories of motivation.

Theoretical Perspectives

The theoretical perspectives to motivation which are to be undertaken in this study place ^f emphasis on the particular needs that motivate a person’s actions, why individuals choose certain alternatives in satisfying their needs as well as why certain behaviours persist for long while others change. The theories are examined under three basic types. These are content, process and reinforcement theories.

Content Theories of Motivation

Content theories place emphasis on particular needs that motivate an individual into particular actions. They pinpoint the internal needs that propel people’s certain actions. Maslow’s Hierarchy of Needs, Herzberg’s Two-Factor/Dual Structure Theory, ERG Theory and McClelland’s Need Theory fall under Content Theories. Each of these are examined below.

Maslow’s Hierarchy of Needs

The Hierarchy of Needs Theory was developed in 1940s by an American Psychologist, Abraham Maslow. In the theory, he argued that man has given set of five needs arranged in hierarchy of importance and with an innate desire to satisfy them. Maslow noted that satisfaction of one need leads to urge for satisfaction of others, stating that those needs that have not been satisfied are those that influence the behaviour of the person. He placed the set of needs in hierarchy with the most basic ones at the bottom. In the arrangement, the last three sets of needs from the base up are deficiency needs which are needs that must be satisfied for the individual’s comfort. The top two (growth needs) focus on personal growth and development.

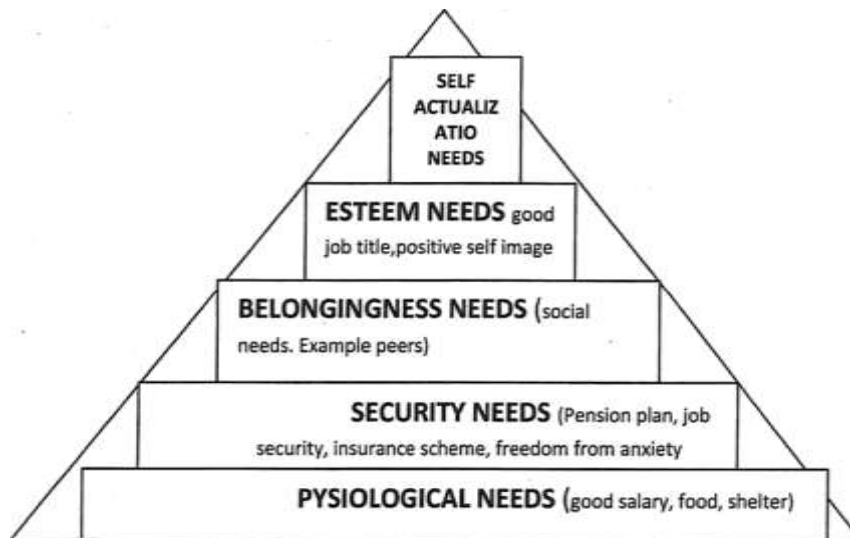


Figure 1: A Theory of Human Motivation

Going by the hierarchy and starting from the bottom, Maslow noted that each need level must have to be satisfied before the individual can see the next one above as important. But if a previously satisfied lower level set of needs becomes deficient again like when one loses one's job, the urge for the next diminishes and the individual reverts to the previous level, like looking for another job.

Criticisms: Maslow's Theory has been criticized for certain shortcomings. Its arrangement of the needs has been criticized for being rigid. It does not support that some of the needs may occur simultaneously and de-emphasized preferences that individuals hold as per which need they consider more important. Also, the theory fails to consider the influence of culture, religion, education, background and environment on the need of people. However, the theory is relevant in motivating workers to higher productivity by managers.

Herzberg's Two-Factor Theory

This theory was developed by Frederick Herzberg and two of his associates - Bernard Mansner and Barbara Synderman in late 1950s and early 1960s after interviewing about 200 accountants and engineers in Pittsburgh. The interviewees were asked to recall times when they felt especially satisfied and motivated by their jobs and times they felt otherwise. They were also asked to describe what caused good and bad feelings.

The findings revealed that entirely different set of factors were associated with the two kinds of feelings about work. The absence of what made a worker satisfied about his job does not necessarily make him unsatisfied. Same way, providing the condition that makes a worker feel unsatisfied about his job may not necessarily make him feel satisfied. To that end, a worker who identified poor salary as causing dissatisfaction may not see an increased pay as a cause of satisfaction. Thus, Herzberg found that intrinsic factors like achievement, recognition and praise (motivators) led to job satisfaction and are job-content related. On the other hand, the extrinsic factors like company policy, good salary, job security, status, general working environment and inter-personal relation with supervisor (hygienic factors) cause job dissatisfaction. These do not relate to actual work but to job environment. Herzberg further explained the theory with two concepts of job enlargement and job enrichment in which he refers to job enlargement as relating to hygienic factors (job environment) desired by workers so as to make their jobs less monotonous and more challenging. Job enrichment (motivators) refers to the amount of responsibility given to a worker in his work place.

Criticisms: The two-factor theory has been criticized for not taking care of individual differences. It also used a limited sample that is not representative and other samples used in other studies found it difficult to arrive at the same conclusion with Herzberg. However, a manager can effectively use the theory to motivate his workers by not only improving their job environment but enriching their job content.

The ERG Theory

The ERG Theory was developed by Clayton Alderfer in response to criticisms against other content theories of motivation and as a modification of Maslow's hierarchy of needs theory. ERG stands for existence, Relatedness and Growth and the theory divides man's needs into three: existence needs, relatedness needs and growth needs. Existence needs correspond to Maslow's Physiological and Security needs. Relatedness needs correspond to Belongingness and Esteem needs whereas Growth needs correspond to the self-actualization needs. There are, however, major differences between ERG Theory and Maslow's Theory. One, whereas Maslow assumes that needs are in hierarchy and must be satisfied from bottom up, ERG Theory states that an individual can be motivated by more than one need at the same time. Second, unlike Maslow's belief that an individual will remain at a particular level of need until it is satisfied before moving to a higher order need, the

ERG theory states that if an individual's need remains unsatisfied for a long time, he gets frustrated and represses to a lower order need. If a worker is unable to achieve relatedness needs because he is being resented by other workers, he may become frustrated and regress to existence needs that is being motivated by money. This is called frustration regression.

McClelland's Need Theory

This was developed by a Psychologist, David McClelland. He used Thematic Appreciation Test (TAT) consisting of series of pictures where people were shown the pictures and asked to write stories about the characters in the pictures. McClelland who believed that the story would help reveal the writer's motives and needs identified three most important needs of individuals - need for achievements, need for affiliation and need for power. The degree to which an individual is motivated by these needs, however, differs from person to person.

Need for Achievement: The need arises from an individual's desire to achieve a task more effectively. This need is the drive to excel and the individuals with high need for achievement are interested in taking up personal responsibility with high sense of initiative. They want immediate feedback on their performance and have the characteristics of being pre-occupied with their work. These individuals think about their work on their way to work, during lunch, at home and possibly even dream about their works. However, they do not attain top management positions. Their traits contrast with requirements of high-level management positions which tend to delegate tasks.

The Need for Affiliation: This need is similar to Maslow's Belongingness and is the need for human companionship, need to be liked and accepted by others. Individuals with this need strive for friendship and are good organizational materials since they can fit into the team. They do well in jobs that encourage social interactions among workers.

The Need for Power: This need is the desire to be influential and have control over others. It includes desire to control one's environment, financial, information and material resources.

By and large, all the content theories focused and agreed on the motivational need of individuals and recognized the importance of achievement and belongingness as necessary motivational factors.

Process Theories of Motivation

Process theories view motivation, not from the prism of need pyramid but from the angle of why individuals decide to choose certain alternatives in satisfying their needs. The theories hold that choice is rational and depends on individual worker's perception as per the best way of attracting adequate rewards for his efforts. The two major process theories are: equity theory and expectancy theory.

Equity Theory

Equity Theory was developed by Stacey Adams and looks at the worker's perception of equity of the organizational reward system. Adams contended that people form perceptions of equity or inequity by comparing what they give to the organization (inputs) to what they get back (outcomes) and how this ratio compares with those of others who do practically the same work. He can compare it with that of a co-worker, friends, neighbours, colleagues in other organizations or past jobs they themselves have had. The result of the comparison may result in any of the three things:

1. The worker may feel equitably rewarded
2. He may feel under rewarded
3. He may feel over rewarded

The ratio of a comparison of a person's input to outcome is called a reference ratio. Meanwhile, if the worker feels under-rewarded, he normally tries to reduce the inequity in two main ways: he may reduce his efforts (input) or he may try to get a pay rise so as to make two ratios equal. The worker who feels over-rewarded may increase his inputs to match the output or increase the output of the referents.

Criticisms: The comparisons are highly subjective and depend on (workers') perception. This subjectivity is higher when the person doing the comparison is an interested party or participant. The theory is, however, helpful in organizational reward systems since workers can never feel satisfied no matter the reward unless they are convinced that the reward system is equitable.

The Expectancy Theory of Motivation

This theory was developed by Victor Vroom and stands as one of the most widely accepted explanations of the process of motivation. It is also referred to as VIE Theory and based on three factors of Expectancy, Valence and Instrumentality. According to the theory, the strength of a tendency to act in a certain way depends on the strength of an expect in that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. It notes that an employee will be motivated for further effort when he believes that the effort will lead to a good performance appraisal, that a good appraisal will lead to organizational rewards such as a bonus, a promotion and that the rewards will satisfy the employee's personal goals. The theory focuses on three relationships: Effort-performance relationship Performance-reward relationship and Rewards-personal goals relationship

Reinforcement Theory

The reinforcement theory of motivation concerns itself with why certain behaviours persist for long periods and why others change. It is a behaviouristic approach which argues that reinforcement conditions behaviour. The theory sees behaviour as being environmentally caused. The basis of the theory is that any behaviour that attracts favourable consequences in terms of organizational rewards is most likely going to be repeated while that which attracts negative consequences in terms of punishment is not likely going to be repeated. According to [6], reinforcement is the process of using contingent rewards to increase future occurrences of a specific behaviour. Contingent rewards in this regard refer to rewards that are based on a specific preceding behaviour. Consequently, four basic kinds of behaviour can result from reinforcements in organizational settings. They are positive reinforcement, avoidance, punishment and extinction.

Positive Reinforcement: This is a method of strengthening behaviour when the performance of a desired behaviour attracts a positive reward. When workers are paid bonuses or promoted for working hard, chances are that they will keep working hard so as to keep attracting positive rewards.

Avoidance: This is when a worker performs desirable behaviour in order to avoid unpleasant consequences of exhibiting undesired behaviour. Example is when a worker is motivated to meet his daily production quota to avoid unpleasant consequences that follow indolence.

Punishment: This is administration of an undesirable consequence for an undesirable behaviour that weakens the behaviour.

Extinction: This is the process of weakening behaviour through non-reinforcement. It is built on the premise that once a behaviour remains increasingly unrewarded, the frequency of its occurrence will diminish over time.

Goal-Setting Theory

This theory advanced by Edwin Locke states that it is the goal that a person is aiming for which actually motivates him. The desire to attain the set goals becomes a major driving force which propels people to greater achievement. However, the goals must be set in specific and measurable terms while the goal-setting should be a joint effort by the manager and his subordinates. Having dealt with the concept and theories of motivation, it would suffice at this point to now take a journey into Nigeria's public service and then to determine whether it is motivated or not.

The Public Service

Public service means the totality of services that are organized under government authority and includes the staff of the Parliament, Judiciary, Public Corporations, Commissions, Educational Institutions, Government Companies, Local Governments, Armed Forces, Police and other Government Security Agencies [7]. Thus, public servants are recruited, promoted and controlled by different bodies such as Judicial Service Commission for judicial staff, Police Service Commission for Police Force, among others. According to [8], public service has to do with all officials in government establishments including civil servants who are under the civil service. Public service, therefore, encapsulates civil service. Public service could as well be described as the ideal of rendering service to the public. It refers to the totality of services that are organized under public authority [9].

Phases of Post-Colonial Nigeria's Public Service

The Nigerian Public Service has gone through phases and changing circumstances since independence with each regime attempting to superimpose its perspectives on what it perceives as the form the service should take. These phases and changing circumstances, to a large extent, also affected the character and fortunes of the service which we shall explore next under the heading: Nigerian Public Service: Past and Present. But it will suffice to first assess the apparent phases before taking a look at the kind of effect they produced. The first phase was in early 1960s when efforts tried not only to take control of the service from the British colonialists and create a purely Nigerian service but one that was an embodiment of efficiency. This phase saw the redirection of service focus from maintenance of law and order to a management system that was development-driven. Through this, the leadership of the service that emerged took ownership of the new vision and tried to preserve the tradition it inherited. The next phase came with the advent of military administration in 1966 up to 1975. With the military incursion, the public service leadership resorted to the role of assisting the junta in ensuring smooth administration. Thus, technical advice was given and the top civil servants were persuasive in decision-making process. In fact, the permanent secretaries became de facto heads of ministries as they initiated, formulated and supervised implementation of policies. They literally made themselves indispensable in their assistance to the Armed Forces. It was clear that despite perception, the permanent secretaries did not arrogate to themselves superiority over the military officers in power. But their role and influence were later misconstrued in 1975. The then junta feared that the secretaries had become lords. It was disturbed by the perception that it was being manipulated by civil servants. An action, therefore, followed. The advice that was being given by the permanent secretaries and other professional experts during the Federal Executive Council (FEC) meetings was abruptly terminated equally in a manner characteristic of the military. However, it was later reintroduced. The third phase saw the Murtala/Obasanjo regime try to adapt the service to its own style of leadership. It initially believed that the civil servants deviated from their

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advisory role and so took steps to consult the civil service for advice as it was previously. It resented role of top civil servants in decision-making. The consequent actions by the regime ended up producing unfortunate consequences for the morale of the service. Following the coming of the presidential system, the role of civil servants is clearly centered not to influence the political direction of governments or to become partial. It is in the traditional capacity of advisory. This is evident with the presence of the Head of Service of the Federation during the weekly FEC meetings. This persists even under the current administration of President Muhammadu Buhari.

Nigerian Public Service: Past and Present

The Nigerian public service used to have track-record of dedication, efficiency and invaluable service. It arguably had experienced result-oriented, best-trained and above all highly-motivated and highly-professional technocrats and servicemen. This fact was mentioned in the preceding topic. The service stood tall when particularly compared with their African counterparts. Then was the good old days when it was a thing of pride to be identified as a public servant and the son of a public servant was proud of his father. Then services were prompt and delivered with joy and commitment. Those were prior to the decade of the 1980s. It was after the 1980s that reckless misrule under the military created a spiral decline and systemic decomposition [10]. As he noted, the past glory is virtually gone and the service now has acquired a terrible record of lack of commitment to meeting the basic needs and aspirations of the Nigerian citizens. The reality is that the authoritarian mindsets worsened by the misrule of the military produced demoralized public service enmeshed in corruption and general erosion of the once high spirit and essence of serving the public. A careful observation leaves one with no option than to agree with Jega that the service came to be characterized by slowness, inefficiency, crass selfishness and greed. It became a matter of self-service, eye-service, somewhat private as against the rule and expectation of public service. This, of course, does not erode the fact that diligent role models form exceptions and continued to put in commendable efforts despite the obvious systemic decomposition. The fact is that the exceptional fraction constitutes minutest percentage and the gap between them and the bad eggs is so wide that the latter has virtually swallowed-up.

Causes of Inefficiency in Nigeria Public Service and Exposition on Civil Service Reforms

According to [11], the top bureaucratic and other levels of workers in the public service stress among other things that efficiency is impaired in the public service because there are no career prospects. He stresses that prospect for career advancement in the public service is low and hardly motivating, and remunerations are not competitive with what obtains in the private sector for an equivalent job and skill. Instructively, [12], identified unmotivated and dispirited workforce as one of the five major factors constituting the main problems of public enterprises in Nigeria. It is in line with that the Alison Ayida Panel of 1994 on civil service reform constituted by Sani Abacha administration recommended that in order to improve morale, salaries and allowances of civil servants should be substantially reviewed upwards. This is after it recognized that productivity was affected by inadequate motivation of the human resources component [13]. The panel was charged with the task of discovering factors inhibiting civil service effectiveness and efficiency and the various factors that have led to low morale in the services. In fact, the panel in its introductory remarks as noted by [14], found that the Nigeria civil service as an effective and dependable institution had virtually collapsed. Consequently, in its White Paper published in June 1997, the then Federal military government approved the recommendation that job security should be restored in the civil service, merit awards should be instituted for long-serving and outstanding civil servants, that the suspension placed on promotion be lifted and that adequate measures will be taken to redress the fact that the public officer is the least-paid worker in the economy. The panel had recommended that education allowance should be re-introduced as an item in the pay package of civil servants. The government accepted the recommendation that the housing loan entitlement of civil servants should be increased substantially and the fund allocated to the staff housing scheme should be increased. It is imperative to note that prior to the Ayida Panel, Udoji ' Commission and Dotun Phillips Commission had been set up on same public service reform. However, another reform that deserves mention is the Olusegun Obasanjo administration's Service Delivery Reform of 2003. With recognition of poor service delivery of the public service in Nigeria, then President Obasanjo decided to strengthen the accountability and responsiveness of government through the service delivery initiative in June 2003. The reform committee was commissioned to examine status of service delivery in Nigeria and constraints of service delivery, and draw a roadmap for a service delivery programme among other terms of reference. The survey of the report in February 2004 indicated poor motivational packages and called for improved public service function through a service delivery programme that would provide the enabling environment for a responsive government. But besides the public reform efforts, it is obvious that the sector carries out consistent internal reforms. The tempo heightens with each new head of service of the federation's appointment and with the aim to ensure continuous service delivery in the most effective and efficient manner.

Class Inequity in Nigerian Public Service

As we posited under theoretical perspectives, it was Stacey Adams who contended in his equity theory of motivation that workers form perceptions of equity or inequity by comparing what they give to the organizations (inputs) to what they get back (outcomes) and compare the ratio with those of others who do. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited

practically the same work with them. He noted that the workers can compare it with that of a co-worker or with colleagues in other organizations and that the outcome determines their behaviour at work. That links to the case of class inequality in the Nigerian public service. By class inequality, we refer to the inequality that emanate directly from the productive system and in context inequality in income, provision for retirement and opportunities for social mobility. In the case of Nigeria, colonialism laid the foundation for income inequality between the various categories of the employed. [15], observed that the high salaries, allowances and privileges which the expatriates had paid themselves were inherited at independence and were further sustained and expanded in subsequent salary reviews, especially during the oil boom era, 1973-77. But with the dwindling oil revenues of the late 70s and early 80s, government expenditure on social services, cost reduced while cost of food items, retrenchment of workers, poverty and decline of real wages escalated. In addition to this, inflation soared and the currency was devalued. This condition led to the deterioration of living conditions of the workers, especially those with low earning. Meanwhile income distribution was skewed in favour of profit-income earners while the lower classes experienced restricted access to social services. [15], noted that the compensation of employees in the public sector has been declining except when there is upward review of salaries. He went further to argue that when and where the distribution of wealth, income, power and services is perceived to be inequitable or unjust, those who see themselves as unjustly or unfairly treated are not likely to subordinate themselves to the authority of the regime or the interest of the nation.

AGENDA FOR NIGERIAN PUBLIC SERVICE IN THE 21ST CENTURY

The Nigerian public service in the 21st century requires operational ideology unencumbered by the political system for it to maintain its efficiency and effectiveness. It requires a management that has the capacity to deploy result-oriented approach that is in tandem with the very reason why the public service was created in the first place to serve the public. It requires the will to deploy appropriate resources in this regard. In line with this and in the context of this paper, the 21th century civil service in Nigeria needs to manage its human resources laced with latent potentials in such a manner that will motivate them to unleash the capacities, skills, expertise and commitment that will achieve the defined goals in a more efficient manner. It is our position that the entire goal of the civil service leadership should be to inspire the workforce which is the critical segment in realizing the national growth and development plan to give their uttermost best by making the service system a motivating place to work in. It is this initiative that will attract for the service the kind of specialized personnel and know-how needed to attain its goals. Training and retraining, improved welfare package, personal growth plan, prompt salary payment and introduction of other stimulants remain key in effectively confronting the challenges facing the 21st century civil service in Nigeria.

Motivation Strategies

Under this, we highlight helpline that could be of assistance to organizations in their task of ensuring motivation for their workers and present in a tabular form factor that affect motivational strategies. Also, contributions that human resource management can make to achieve higher levels of motivation are presented in a summary format below.

TABLE 1: MOTIVATIONAL STRATEGY

Factors Affecting Motivation Strategies	The HR Contribution
.The complexity of the process of motivation means that simplistic approaches based on instrumentality theory are unlikely to be successful	Avoid the trap of developing or supporting strategies that offer prescription for motivation based on simplistic view of the process or fail to recognize individual differences
•People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition	.Encourage the development of performance management process which provide opportunities to agreed expectations and give positive feedback on accomplishments •Develop reward systems which provide opportunities for both financial and non-financial rewards to recognize achievements. Bear in mind, however, that financial reward systems are not necessarily appropriate and the lessons of expectancy, goal and equity theories need to be taken into account in designing and operating them.
.The need for work which provides people with the means to achieve their goals, a reasonable degree of autonomy and scope for the use of skills and competences should be recognized	•Advise on processes for the design of jobs which take account of the factors affecting the motivation to work, providing for job enrichment in the shape of variety, decision-making responsibilities and as much control as applicable in carrying out the work
.The need for the opportunity to grow by developing abilities to careers	.Provide facilities and opportunities for learning through such means as personal development planning process as well as more formal training. •Develop career planning processes
.The cultural environment of the organization in the shape of its values and norms will influence the impact of any attempts to motivate people by direct or indirect means	.Advise on the development of a culture which supports processes of valuing and rewarding employees

Source: [16].

SUMMARY

The basic fact remains that lack of adequate motivation accounts as one of the major factors causing inefficiency in Nigeria's public service. This malaise is identified by the various service reform committees instituted by previous federal administrations to examine the constraints of service delivery in the country. What has remained appalling, however, is that despite all the resources sunk into the public service and its reform efforts, it is yet to live up to expectations as the engine of growth and development as the public servants are yet lowly motivated to improve on service delivery. It is in line with this that this paper recommends that major focus is shifted towards shoring up motivation in the public service sector as a means of achieving effective and sustainable service delivery. It is recommended that management develops reward systems in the form of financial and non-financial rewards as a way to recognize and appreciate achievements. This is predicated on the finding that workers are more likely to be motivated if they work in an environment where they are valued not just for what they do but also for what they are. Thus it behooves on management to encourage and stimulate the work environment of the public servants and provide relevant support for them which will spur them to improve on their performance and achieve set goals.

CONCLUSION

Far and above the tactical initiative at boosting motivation in the public service, it is also recommended that other areas be looked into and properly addressed. These include carefully- planned reorientation and restructuring in the sector. It is this measure that can re-orientate the mindset that had entrenched corruption in the sector. But this would provide effective result when the public servants have evidence that their efforts are being recognized and incentivized and their needs significantly met while delivering the organizational goals. Through the reorientation, they can be made to appreciate their role as a major contributor to the stable growth of the political economy of the country. By that, their faith in the development of the state could be renewed. Certainly, policies that would meet the fundamental and basic needs of public servants need to be enacted and judiciously implemented. With these accomplished, the public servants can begin to render services in such a manner that the aspirations of the Nigerian public which they serve can be met. With that also, the current narrative of inefficiency in the public sector must have changed for good.

RECOMMENDATION

The paper recommended among others that to improve civil service in Nigeria, apart from properly motivating workers and ensuring that their welfare packages are given to them as at when due. Other recommendations are;

1. Refresher courses and training programmes; the public service can be improved by introducing fresh courses and providing training programmes that will enable them acquire the various skills needed to improve in their jobs
2. Teaching Political Education in Schools; government should ensure through the ministry of education that political education is introduced and taught at all levels of education. This way, the young people in the public service can gain knowledge of political education that will enable them know their rights and duties to the government and vice versa.
3. Use of code of conduct bureau; the establishment of certain disciplinary code of conducts in workplace like government agencies, parastatals, ministries etc, will enable public servants to perform their duties well.

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