



**NEW DIMENSIONS FOR THE MOTIVATION OF NIGERIAN WORKERS IN THE
21ST CENTURY AND POSSIBLE WAYS OF PROMOTING DEVELOPMENT.**

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Abstract

Nigerian workers have been discovered to be contributory to development and growth of the Nigeria. One fact that must be mentioned is the fact that as a country Nigeria as a country cannot boast of any form of development without the civil servants. Though one may be asking what benefit the civil servants are to the nation, states or local governments. This paper is of the opinion that civil servants are not mainly set up for monetary gains, rather their services are so crucial that we cannot do without them. But one other thing that must be said is that Nigerian workers have been discovered to lack motivation and this has made the civil service to lose its taste and vigour. The civil service have been considered by many as a place for the never do well kind of people, or sometimes a place for women to work. This is purely because the motivation and drive is no longer there. The government should ask themselves where actually they have gotten it all wrong. What must be mentioned remains that if things continue the way it is, a time will come when people turn down the offer of working in the civil service and governmental agencies no matter how much they are promised to do it. This foreseen embarrassing situation for the purpose or reason for this study. Instruments of data collection as oral interview, journal, periodicals and text books were used to gather data for analysis. The Expectancy theory and Goal theory were adopted as theoretical foundation, thereafter, conclusion was drawn.

KEYWORDS: *Dimension, Motivation, Nigeria, Century, Possible, Promotion, Development.*

INTRODUCTION

Nigeria like many other nations in the world uses workers in her civil service. One fact has simply been associated with Nigerian civil service and that has been strike or industrial action. Most a times certain people posit that strike actions has ruined the system, while some others believe it has hampered growth and development. In whatever angle that we view it, the Nigerian economy has been dwindled and passing through ups and downs and suffering in every sense. Among the things that must be mentioned remains the fact that in the offices where services are being provided ny the workers in most cases, tables, chairs, and other important furniture needed to make service delivery certainty is not made available due to the insensitivity of the governments at various levels. Another aspect of this problem which needs to be mentioned with all sense of seriousness is lack of promotion of the Nigerian workers. Who will not feel let down if relegated to the back ground. There are various other problems hampering the performance of Nigerian workers in the civil service and in real fact, no matter how we try to shy away from the problem they stare us at the face begging for possible solutions.

DEFINITION OF TERMS

There are various concepts enshrined in our topic of discussion that needs to be explained no matter how brief to our understanding. Such words include but are not limited to:

Dimension: A measurable extent of a particular kind such as length, breadth, depth or height or an aspect or feature of a situation, motivation. A reason or reasons or behaving in a particular way or a set of facts and arguments used in support of a proposal.

Nigeria: An African country on the gulf of Guinea , has many many natural landmarks and wildlife reserve . Protected areas such as Cross River National Park and Yankari National Park have waterfalls, dense rain forest Savanna and rare primate habitats.

One of the most recognizable sites is Zuma Rock, a 725 m tall monolith outside the capital of Abuja thats pictured on the national currency.

Worker : Staff, employee or staff member means executive, administrative or professional worker.

Century : A period of one hundred years or a score of a hundred on a sporting event especially batmans score of a hundred runs in a cricket.

Possible ways : According to Collins English Dictionary , it is a way of doing things or something.

Promoting Development: Possible ways of engendering the development of a nation.

FACTORS RESPONSIBLE FOR POOR PERFORMANCES OF NIGERIAN WORKERS IN RECENT TIMES.

Before we examine the known ways through which Nigerian workers can be motivated to perform effectively to engender growth and development, we need to equally take a look at factors responsible for their poor output.

1) NON PAYMENT OF STAFF SALARIES

Nigeria has been known now a days for constant owing of her work force. Even people in the private sector have also borrowed a leaf from the Governments of the day. I have wondered so deeply on what can make a reasonable Government or employer of labour to owe her workers even for months orb years per se. This is really disheartening and in fact agonizing. The question becomes, how do we expect our workers to fend for their homes, private needs and other things without salaries?

2) NEGLECT OF WORKERS

One major factor that have ruined the civil / public service in recent time is the perceived neglect of workers by the government of the day. It is a known factor that when you are working for a boss who does not have confidence in you or your abilities, you are simply taking a gamble. You rarely impress him/her. Even when you think you have done your best, your best doesn't seem good to him or her.

3) POOR CERTIFICATION

In as much as we are out to discuss why Nigerian workers are performing below par, we need to also understand without bias that some if not most of them did not come in through the front door rather they came in through the back door as a result of poor certification or no certification at all. Many secure jobs in the civil/ public service because their relatives or friends are in charge. Most often, jobs and responsibilities are left unattended with little or nothing happening. What an insolence, tell me how a boss will feel indebted to punish his/her immediate younger brother/sister or infact bed mate. Because of this singular act, the job suffers. The general vision, mission and interest of the organization suffers.

4) GOVERNMENT'S FRAILITIES

The government that we knew before is no longer the one we know now. Especially as elections have become a legitimate and statutory means of enthroning and dethroning leaders. Therefore, when a leader who has keen interest in the workers come on board, all will seem well, but when a leader who does not care about the workers is enthroned, the system suffers a huge setback. Not only are to talk about passion for workers here, we are also to talk about the certification of the leaders too. Certain leaders too are poorly certificated, so when that happens, the leader will be ignorant of how the public service should run are this is even worse than the poor certification of the workers. This is because, a blind man cannot lead a blind man.

THEORETICAL FRAMEWORK

There are several theories that have been developed to explain employee motivation / behaviour and how these behaviour impact the performance of the employees. Motivation varies over the time span and occurs in different circumstances . The motivational theories can be categorized into process theories and content theories(Osabiya 2015). Content theories are those frameworks that explain the specific factors which motivate the individuals within the organization . The Osabiya (2015) argued that process theories are extrinsic in nature and they seek to identify the dynamic nature of tyhe relationship between the variables of interest that make up motivation and the actions required to influence behaviour and action. For the purpose of this work, a two process theory will be considered.

The Expectancy theory:

One of the commonest process theories of motivation is that developed by Victor Vroom expectancy, the goal theory is because it is believed that employees have the ability and should be able to set achievable goal and objectives (Osabiya 2015: Hemakura 2020). The basic premise of this theory is that people's goals or objectives play an important role in determining behaviour because goals guide people's response and action by directing work behaviour and performance and lead to certain feedback. One of the assumptions of goals motivational theory is that goal setting is more of motivation on its own rather than just a process. As also noted by Stanley (2012) individuals with specific and difficult goal/objectives have proven to be more contributory toward achieving

organizational goal and objectives and in the process have higher performance ratings.

The effects of goal theory have practical implications for motivation and performance, the stipulation is that specific performance goal/objectives should be identified, set and staff encouraged to buy into such goal to achieve high performance levels. Another implication is that the feedback process should be timely in the organization. Goal theory has also been criticized on various points but most importantly, Lin (2007) asserted that there are instances when goal is only part of the many variables that influence performance. However, the focus on goals most often leads to neglect of other variables. In the words of Scholtz et al (2016) the expectancy theory defined the diversities of within the work place as it relates to thought, concerns and opinions of workers and how it impacts their attitudes and behaviour on the job. Vroom's expectancy theory is built around employees definitive aspirations and hopes. Employees within an organizational setting are mostly intentional about their actions and inaction based on the available information to them and motivational factors as such, they are committed to efforts they believe will promote their ultimate interest (El-Achi and Slellatti: 2016) The theory believes that efforts or work are positively induced in the work force if members of the workforce prefer achieving that outcome than not as such workers prefer to evade negatively valent outcomes. Valence in this sense is the function of the various sources of inspiration guiding employees and their common aspirations.

The crux of Vroom's expectancy theory is that the decision of what outcome should be in the work place should have a correlational relationship with the specific behaviours, attitudes and performance that encourages the management in the work place. The theory has been castigated on two major grounds which are its simplicity and its misleading assumptions. For instance, Guest (2012) argued that the assumption is often misleading and has generated the creation of disincentives for employees.

Goal Theory.

Goal theory originated from the work of Locke and Latham and it is an offshoot of the once popular management by objectives approach. The idea behind Elvina and Chao. Other studies that employed descriptive survey and found a strong positive impact or linkage with employee performance includes Gift and Obida and Abu (2010) in Yenagoa and Hemakumara (2020). Both studies agree that

employee motivation plays a positive relationship on employee performance in various industries.

On which is more effective between intrinsic and extrinsic motivational tools, Elvina and Chao (2019) using cross-sectional survey research design revealed that both intrinsic and extrinsic motivation had a significant impact on the performance of the employees but argued that extrinsic motivation had a significant impact on the performance of the employees but argued that extrinsic motivation like competitive salary is more effective compared to others

Empirical Review

It is important to mention that several studies have been conducted particularly as it relates to motivation and employee performance. For instance, George (2018) conducted an extensive literature review on the influence of employee motivation on employee performance using an exploratory research approach. The researcher agrees that motivated employees perform better than unmotivated employees in the organization. The researcher concludes that a stressed and depressed heart is negative to the working environment and organization performance. A similar study was conducted by Elvina and Chao (2019) on the nexus between employee motivation and work performance using the employees of VTB Bank of Russia as a case study. The study used a quantitative research design to collect relevant data and Pearson product moment correlation coefficient was used to test the two hypotheses. Findings revealed that the employees of VTB Bank valued both intrinsic and extrinsic motivation for their industrial performance. However, extrinsic motivation had stronger positive relationship with employees performance. Following this, the study strongly challenged the employers to improve the payment policies and procedures capable of drawing attention, encouraging, retaining and satisfying workers in the work place. The study argued that motivation either extrinsic or intrinsic impacts employee performance but one would wonder how the author came about that conclusion since they used correlation is establishing a relationship which is not an impact. Analysis

Their finding is not consistent with the findings of Dereje (2020) who examined the impact of motivation on employee performance of Fiche General hospital in Pakistan. For instance while Elvina and Chan (2019) identified extrinsic motivational factors to be more effective in motivating the employee, Dereje (2020) argued that intrinsic factors like employee empowerment exert greater

influence on the employee performance within the period under study. Also like Elvina and Chao (2010) Dereje (2020) employed descriptive survey research design where questionnaire was employed to sample 179 employee which is consistent with 202 questionnaire completed, findings showed response rate of 98%. From the look of things, the productivity of Nigerian civil service have dropped tremendously, there has been various factors as been responsible for the drop. Nigeria seem not interested even in the drop. Interviews conducted has it that the workers are only hanging on the job to ensure they feed their families and carter for their families, invariably the passion is no longer burning in them.

CONCLUSION/ RECOMMENDATIONS.

It is no longer news that the high performance for which we know the Nigerian workers has dropped tremendously. The question becomes what can we actually do to remedy the ugly trend.

Below are possible ways we can bring back glory to the Nigerian public service.

1) Prompt payment of workers salaries

One of the possible ways of bringing back lost glory of the public service is by ensuring the workers salaries are paid and in good time too. One of the things that must be the civil service is that it has been known to have become the battle field between the workers and the government.

The best possible ways to bring back vigor and passion for the work is by ensuring workers salaries are promptly paid.

2) Retraining of the Nigerian workers.

The Nigerian civil/public service is not suppose to be relegated to the background. That is to say that other segments or parts of the country should not be considered to be important while the civil/public service is neglected with impunity. On the job training, retraining and efforts at keeping the workers in top gear to know what is required of them must be taken seriously. It has been discovered that backlog of salary arrears have hampered the performance of the Nigerian workers. As if that is not enough, they are neglected and remain redundant with little or no training or retraining over time.

3) Provision of Incentives

While senators, house Representatives members and house of Assembly members are given various incentives, the civil/ public servants watch with interest salivating, as if that is not enough, they cannot have ordinary chairs, tables and air condition in their offices to keep them comfortable while

discharging their duties. The importance of the civil/ public servants needs to be recognised. They are key to the growth and development of any nation, no matter where.

4) Motivation

The study revealed that motivation is a great tool employed in spurring the employee to higher performance. Specifically, it was revealed in the study that monetary and non monetary tools are employed to motivate employee to higher performance. That monetary incentive tends to motivate the male employee more than it motivates the female employee, but in any case, they needs to be motivated.

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