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APPROACHES TO MAINTAINING A MOTIVATED AND SATISFIED WORKFORCE IN THE NIGERIA PUBLIC SERVICE

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Abstract

This study examined the approaches to maintaining a motivated and satisfied workforce in the Nigeria public service. Using data generated through secondary sources and subjected to descriptive analysis, the study finds out that most employees need motivation to feel good about their jobs and perform optimally. Some employees are money motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace as confirmed from the study have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. It was further revealed that employee motivation has always been a central problem for leaders and administrators. This is so because, according to the study, unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. Based on the findings, it was recommended that employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. The paper concludes by cautioning that a practitioner that disdains theory puts himself at the risk of becoming rustic and outmoded by those who respect and use theory.

Keywords: Employee, Motivation, Performance, Maintaining, Satisfy and Theory

Introduction

Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (Ekhatior, 2005).

Most employees need motivation to feel good about their jobs and perform optimally. Some employees are money

motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace have a direct impact on employee productivity (Onu, 2018). Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result (Onu, 2018). An incentive is a motivating influence that is designed to drive behavior and motivate employees to be produce quality work. Employers use several types of incentives to increase production numbers. Employee incentives come in a variety of forms including paid time off, bonuses, cash and travel perks. Incentives drive employee motivation because they offer workers more to strive for than a regular paycheck. Many employees need recognition from their employers to produce quality

work. Recognition and employee reward systems identify employees who perform their jobs well. Acknowledging a job well done makes employees feel good and encourages them to do good things. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity.

Some employees are motivated through feeling a sense of accomplishment and achievement for meeting personal and professional goals. Many workers are self-disciplined and self-motivated. Incentive and rewards have little effect on employees who feel motivated only when they are confident in their abilities and personally identify with their role within the organization (Onu, 2018). These individuals perform productively for the sake of the personal challenge their work provides. There are several ways employers can motivate employees and drive worker productivity. Because different factors influence workers in different ways, employers can utilize motivation strategies that encompass several techniques. For example, to influence workers who are money motivated, an employer may implement a daily "spiff" that pays cash instantly to employees who meet short-term production goals. To achieve long-term production goals, an employer could implement a programme that encourages friendly competition between workers to meet production numbers. At the conclusion of the programme, employers can publicly recognize top performers for a job well done (Omale, 2012).

On the basis of this backdrop, the study aimed at assessing the approaches to maintaining a motivated and satisfied workforce in the Nigeria public service.

On account of the need for brevity, we structured this paper into three short sections. The first is the conceptual framework covering the concepts of the variables of the study and the second, the empirical review of literature on three motivation theories of key theorists which should be applicable to the public service while the last section focuses on the theoretical framework in which the study is hang on. This was followed with conclusion and recommendations.

Literature Review and Theoretical Framework

Conceptual Framework

The word motivate is frequently used in the context of management as a transitive verb: motivation is by implication something done by one person or group to another. A further implication of this usage is that the motivated parties need to be induced to perform some action or expend a degree of effort which they would not otherwise wish to do. This is an issue of vital importance to the prosperity of commercial organizations is emphasized by Lawler (1973): "Those individual behaviours that are crucial in determining the effectiveness of organizations are, almost without exception, voluntary motivated behaviours".

On his part, Stoner et al (2000:442) say that "motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction". They add that "motivation is the management process of influencing people's behaviour based on this knowledge of what makes people tick".

The areas in which people misunderstand motivation is not as much in its definition as in what causes, what channels and what sustains human behaviour in a particular committed direction. Therefore, the areas in which people misunderstand motivation is in the area of the knowledge of what makes people "tick".

Quite a number of people over-ascribe importance to especially money as what makes people tick. Akin to it, they ascribe too much importance to working environment and other conditions as motivators. Onu (2018), like Herzberg, believes that however important these elements are they constitute hygiene factors and are extrinsic to the work a man does and are not as critical to motivation as people think.

What motivates people to produce optimally for the benefit of the organization should be the content of the jobs they do, more so than the money they earn and the beauty of the offices they sit in and the cars they ride in.

We are aware as Stahl (1962:199) states that; "Motivation varies with environment and conditions of life" and that according to him- "when the most basic human physical needs - food and water, sexual gratification, protection from bodily harm - are not being met, these become the most important areas in which incentives may operate". He adds: - "similarly, in a poor society where standards of satisfaction of human physical wants are low, the means to purchase a higher scale of satisfaction, namely, income (through pay or in other forms), becomes paramount". What however, should be the motivators for greater productivity of the group that is the audience and readership of this paper are contained in the following statements of Stahl (1995):

In an affluent society with a high minimum standard of 'creative comfort', pay is rarely the number one motivator. Research studies time and again have shown that in public service and industrial environments in the United States pay usually ranks second or third, and sometimes lower, on a scale of morale factors. (p. 224).

Stahl (1995) says further that:

Ahead of it - the order depending on the specific activities and the particular conditions in a work place, in the occupation, in the hierarchy, and so on - are such factors as credit and recognition, challenging work, a congenial work group, freedom for decision-making, security of tenure, fair and equal opportunity for advancement and the quality of supervision. (p. 230).

We believe that a certain group in Nigeria, and that include some of the participants in this conference, has, or should have, scaled over the hurdles of being motivated by mundane things such as salaries, leave bonuses and should have climbed to the level of being motivated by, in the views of Fredrick Herzberg, the job content rather than the job context of what they do.

This is what the Education and World Affairs Committee on Education and Human Resources

Development Nigeria Task Force (1967) must have had in "mind" when it, said:

Utilization of human resources is not just of matter of providing a specific number of jobs but of providing jobs that enable individuals to do what they have become capable of doing. People who are unable to find work that fully employs the development of their capacities must be expected to be resentful, and certainly the investment in the development of their capacities will have been wasted. (P.200).

Ever so often one hears of the NLC, the ASUU, the NUT, the NUGLE etc, go on strike for higher pay and settlement of arrears of leave bonuses and the like. Ever so often, the government and other employers have been cowed into paying higher salaries. When will the workers be motivated, in the real sense of it to go on strike on the grounds of too little work for too much pay? This is the real meaning of motivation i.e. getting married to one's job and achievement of its ends and beyond despite inadequacies of what Herzberg (1966) terms hygiene factors of pay and other incentives extrinsic to the content of the job.

Also worth of note is that inspiring employee motivation requires much more than the old-fashioned carrot-and-stick approach. Today's administrator needs to understand the reasons why employees work and offer the rewards they hope to receive. Motivated employees have a drive to succeed no matter what the project. Managers cannot "motivate" employees, but they can create an environment that inspires and supports strong employee motivation.

Methodology

The study relied on secondary data drawn from an array of published and unpublished materials relevant to the study such as books, journals, magazines, conferences and seminar papers. Other sources of secondary data were reports, handbooks of some of government agencies and other quantitative publications related to the problem of the study were all systematically analyzed. There were qualitative soft publications and entries in recognized and official websites. Others include online version of international dailies, books, journals, reports, seminars

and conference papers, national newspapers etc. Being a non-experimental research, the use of qualitative descriptive analysis was employed for the analysis of the data generated. Empirically, we used a qualitative and historical method that was critical and analytical, providing descriptive details. This was also complemented by descriptive qualitative analysis. The qualitative method provided us with clear perspective into our research problem by giving us the opportunity to understand the details and accurate account of the past and to use the past to discuss the present.

Empirical Review

Akinsanya's (2015) model of job enrichment propose that jobs can be made more motivating by increasing the following: skill variety (the number of different skills required by the job), task identity (the degree to which the job produces something meaningful), task significance (the importance of the work), autonomy (the degree to which the individual has freedom in deciding how to perform the job), and feedback (the degree to which the individual obtains ongoing. One psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level, that people experience some kind of psychological "flow," a sense of merging with the activity they are doing (Csikszentmihalyi, 1975). The major psychological view suggests that extrinsic motivation works in opposition to intrinsic motivation (Deci, 1975; Deci & Ryan, 1985). Extrinsic motivation takes place when individuals feel driven by something outside of the work itself such as promised rewards or incentives. In general, these theorists suggest that, when strong extrinsic motivators are put to work, intrinsic motivation will decline.

An Overview of Motivation Theories and Their Use and Effectiveness in the Nigerian Public Service Environment

Time and space will not allow a comprehensive overview of theories of motivation here because they are numerous. Here we might be considering only one or two. The question we seek to answer here is: if motivation is what makes the worker tick, what are the elements that

organizational thinkers tell organizational managers that they can use to make their workers tick and to what extent are these elements in use in Nigeria and with what results?

1. Frederick Taylor and his Scientific Management Theory

In the words of Omale (2012) "What Taylor saw in the factory that led to his Scientific Management Theory can correctly be described as a "tickless" and dull workforce". Such a situation was what Robbins (2001) talked about which we have paraphrased as follows:

At the time, there were no clear concepts of worker and management responsibilities. Virtually no effective work standards existed. Employees purposely worked at a slow pace. Management decisions were of the "seat-of-the-pants" variety, based on hunch and intuition. Workers were placed on jobs with little or no concern for matching their abilities and aptitudes with the tasks they were required to do. Most important, management and workers considered themselves to be in continual conflict. Rather than cooperating for their mutual benefit, they perceived their relationship as a zero-sum game - any gain by one would be at the total expense of the other. (p. 206).

This situation gave rise to his scientific management theory which according to Robbins, is captured in the following four (4) statements: -

- i. Develop a science for each element of an individual's work, (previously, workers' used the "ruled-of-thumb" method.)
- ii. Scientifically select and then train, teach, and develop the worker, (previously, workers chose their own work and trained themselves as best they could.)
- iii. Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed, (previously, management and workers were in continual conflict.)
- iv. Divide work and responsibility almost equally between management and

workers. Management takes over all work for which it is better suited than the workers, (previously, almost all the work and the greater part of the responsibility were thrown upon the workers.)

No one, wherever and whenever, will deny the efficacy of these four theories in the management of affairs private or public organization.

In addition to the above mentioned (elements): -

- i. Taylor suggested that each worker should be (scientifically) selected and trained for the job for which he or she is best suited.
- ii. He suggested that a careful study should be made of the worker's body movements to discover the one best method for performing an activity in the shortest time possible.
- iii. Workers should be paid according to their individual output.

He performed experiments concerning work tools: One experiment he performed was in connection with shoveling of coal. Before Taylor's intervention, each worker brought his own shovel. Taylor's experiment brought about the factory supplying shovels and the matching of men with appropriate shovel size and length. The end result was, in the words of Albers, "phenomenal". He said as a result of the success of Taylor's experiments: The numbers of yard labourers were reduced from between 400 and 600 to 140. The average number of tons handled by each man per day increased from 16 to 59 handling cost per ton increase in wages from \$1.15 per day to \$1.88.

Another idea of his was the division of "planning" from "doing".

Planning in Scientific Management

Scientific Management did separate the planning function from that of the doing function. The former was made the responsibility of management and the latter that of the worker. The rationale for this, Henry Albers recounts in Taylor's words thus:

All of the planning which under the old system was done by the workman, as a result of his personal experience, must of necessity under the new system be done by the management in accordance with the laws of science; because even if the workman was well suited to the development and use of scientific data, it would be physically impossible for him to work at his machine and at a desk at the same time. It is also clear that in most cases one type of man is needed to plan ahead and an entirely different type to execute the work.

2. Douglas McGregor and Abraham Maslow

An answer given to a question asked by Omale (2012) will be used to introduce and discuss the motivation theory of these two great thinkers - McGregor and Maslow. The question and answer appear below:

What is McGregor's theory X? How did he leave theory X to theory Y?

McGregor's theory X is a management thought which assigns some critical functions in the enterprise to management, e.g. responsibility for putting together money, materials, equipment and people. With respect to people, management or the manager directs their efforts including motivating and controlling their action, modifying their behavior etc., to fit the work of the enterprise.

Without this active intervention by management, people will not work. They will not work as a result of management's beliefs in what is inherent in them i.e.:

- i. That the average human being is by nature indolent and works as little as possible.
- ii. That he lacks ambition, dislikes responsibility, prefers to be led.
- iii. He is inherently self-centered and indifferent to the needs of the organization.
- iv. He is by nature resistant to change.
- v. He is gullible and not very bright.

McGregor changed from theory X to theory Y after coming in contact with the findings of the social sciences especially the works of Abraham Maslow.

Abraham Maslow discovered that the needs of the human being were arranged in a hierarchy and that after a given level of needs has been satisfied, such needs cease to motivate man to work. The hierarchy has at its lowest level, the basic needs for food and drink i.e., physiological needs. If man had no food to eat, he would do virtually any work in order to obtain food to eat. If he has reasonable amount of food to eat, he would begin to choose the type of work he does- he will not do just anything-anymore.

After this level has been satisfied, another level of needs i.e. needs for safety e.g. a house to live in, can push him to do anything that will assist him get his safety needs satisfied. This process continues up to five levels terminating at the need for self -actualization, which hardly ever gets satisfied or fulfilled. Once McGregor got to know this, he changed his assumption about the human being. He still believed that it was management's responsibility to put men, money, materials together to promote an enterprise. However, in respect of men, he now believed that they were not indolent, passive, un-ambitious, etc. by nature but that the work place had made them so. He now believed that if man had his desires synchronized with that of the enterprise, he need not be directed before he worked hard and well for the good of the organization because doing so will be working hard for him as well.

Omale (2012) noted that “most Nigerians and indeed, most humanity do not know what theory is”. Because of the widespread ignorance as to what theory is, we shall say what it is by first of all saying what it is not but what most people think it is. In the first place, theory is not the opposite of practice.

As also rightly observed by Omale (2012) “...to most Nigerians, and indeed, to most humanity, theory is the opposite of practice. Conceived of this way, the pursuit of theory in the opinion of most people, is the pursuit of a thing other than the real and the practical or the existential”. And in a world of stiff competition amongst yawning desires craving for attention (which is the lot of most, if not all developing societies), no individual is prepared to “waste” resources including effort and time,

on the pursuit of the non-practical or non-existential. This is one of the most important explanations for the paucity of theories in administration and indeed in most disciplines in a society like ours.

However, a theory that is worth its name is an output of a practical event. It is either an outcome of an observation of a practical occurrence or an output of an experiment and virtually all experiments are practical events. Therefore, theory is of practice and practice is of theory. They are not and cannot be the opposite one of the other. In the end, a theory is accepted as such, for its practicality. A theory that is not practical is rejected.

In the second place, theory is not the same thing as, or a synonym of philosophy. However, most people, particularly most Nigerians, take theory to be a synonym of philosophy. Both theory and philosophy deal in the explanations of phenomena all right, but there is a fundamental difference between the two as can be seen from how they are made.

The method of making theory hinges on observational, experimental rather than speculative means. And this is where theory differs from philosophy whose own method of seeking explanations to phenomena, in the words of Webster's New Collegiate Dictionary, “is by chiefly speculative rather than observational means”. Because philosophy utilizes speculative means to arrive at explanations of phenomena, its conclusions are of the nature of normative rather than descriptive (explanative) and predictive.

Philosophy deals in how things ought to be and why, whereas theory deals in how things really are and why, and based on this, predicts how things will be and why. Thus, to say theory is synonymous with philosophy is to dissociate theory from practice and to do a great disservice to it. It is this type of misconception that makes many people, particularly practitioners; often dismiss theory with a wave of the hand as being idealistic and impractical. Treated this way and even some academics are guilty of this too, there is no wonder that there is a paucity of theories in a developing country like Nigeria where emphasis is, and ought to be, on immediate

attention to urgently needed "real" development based on practicalness. There is little time and resource to "waste" and in such a situation what receives least attention is the idealistic and impractical. Therefore, theory conceived as idealistic and impractical is treated with levity.

Let us bring these analyses and thoughts to an end by noting the apt statements of sociologist Lan Robertson (1977:16) on them: "We are often prone to poke fun at theorists and to regard more highly the "practical" person but theory and practice cannot be separated, virtually every practical decision you make and every practical opinion you hold has some theory lying behind it".

Theoretical Framework

In this study, Sirota's Three-Factor Theory was adopted as a guiding framework. David Sirota (2005) is the proponent of this theory. The central proposition of the theory is on how to keep employees enthusiastic in the workplace. The central justification of this thesis is that people begin new jobs with lots of enthusiasm, ready to start contributing, but then watched as they've steadily lost that motivation. Unfortunately, this is common. And it can lead to serious problems for managers and/or administrators, as they struggle to "motivate" frustrated, indifferent, uncooperative, and unproductive team members. Close supervision, motivational speeches, reward programmes, progressive discipline, and department transfers – these are all part of the manager's toolbox. However, these strategies are often not effective.

Dr. David Sirota (2005), an organizational researcher and consultant, conducted research into ways of motivating employees. His work was based on surveys from over four million workers around the world – as well as focus groups, interviews, case studies, and informal observations. Most prominently laid out in his current book, "The Enthusiastic Employee", he concluded that the way to enthuse and maintain workers is to give them what they want.

Sirota's Three-Factor Theory of Human Motivation in the Workplace is based on three fundamental principles:

- i. The organisation's goals are not in conflict with the worker's goals.

- ii. Workers have basic needs that organisations should try to meet.
- iii. Staff enthusiasm is a source of competitive advantage.

To understand and appreciate Sirota's theory, it's important to recognize the starting point: that most people start a new job with high levels of motivation and enthusiasm, and that they generally want to enjoy what they do. He argues that this natural state of motivation is then reduced, over time, by bad practices and poor conditions within the organisation.

The three factors, which together build enthusiasm, are as follows:

- i. Equity/Fairness: - People want to be treated fairly at work.
- ii. Achievement: - People want to do important, useful work, and be recognised for this.
- iii. Camaraderie: - People want to enjoy good relationships with their co-workers.

1. Factor One: Equity/Fairness

People are motivated by fair treatment, and they want their company to provide basic conditions that respect their physiological, economic, and psychological needs.

Sirota's surveys included questions about physical working conditions, job security, the amount of work expected, compensation, communication, favoritism, and the consistency of management's actions and words.

The equity factor is very similar to the hygiene factors described by Frederick Herzberg in his "Motivation-Hygiene Theory". According to Sirota (2005), to ensure that your organization demonstrates equity, you need to address all three fairness elements: Physiological Safety, Economic Security, and Provide Fair Compensation and Psychological Health.

Sirota's theory is strong on compensation. He doesn't believe (as some others do) that money is low on the list of motivating factors. His theory says that pay represents respect and achievement, not just the ability to purchase life's necessities.

2. Factor Two: Achievement

People want to be proud of their work, and they want their achievements to be acknowledged. They also want to feel proud of what the organization as a whole achieves.

Sirota asked workers questions about the amount and type of feedback they received, how participative their work environment was, whether adequate resources were provided, and how proud they were of their company.

To help people feel this sense of achievement, an organization needs to do four things.

- i. Provide an Enabling Work Environment;
- ii. Provide Challenging Work;
- iii. Use Feedback, Recognition, and Reward; and
- iv. Be an Organisation of Purpose and Principles

3. Factor Three: Camaraderie

When people go to work, they want to enjoy themselves. That makes interpersonal relationships very important. A culture that supports and encourages cooperation, communication, friendliness, acceptance, and teamwork is critical for maintaining enthusiasm. As such, partnership needs to be an important part of organisation culture.

Workers want to feel a sense of community and teamwork, such as those that:

- i. Make "people skills" a priority. Demonstrate empathy, consideration, and respect – and expect the same from every worker;
- ii. Encourage interactions, and provide social opportunities;
- iii. Reward positive team behaviours;
- iv. Encourage cross-functional interaction and teamwork;
- v. Review department mandates and practices regularly to ensure consistency in the approach and message;
- vi. Use team charters to develop ground rules; and
- vii. Use collaborative conflict resolution and win-win negotiation techniques to resolve differences.

By creating an environment that addresses all these three factors for enthusiasm, you can better ensure high worker satisfaction, motivation, and productivity. However, these factors are not independent of one another: You can't ignore compensation needs and expect to make up for it with increased camaraderie. Likewise, you can't allow a manager to treat her staff poorly, even though you provide high achievement elements.

Conclusion

As readers read these pages, it is instructive to bear one thing in mind concerning theory. That a theory is an "if 'A' is given, then 'B' follows". In Taylor's scientific management theory, the elements of motivation he identified stated in theory form, some of them would read as follows: -

- i. 'If you develop a science for each element of an individual's work 'then' productivity will increase.
- ii. 'If you give an appropriate size and length of shovel to a worker, 'then' his productivity will increase.
- iii. 'If workers are paid according to their individual output 'then' their productivity and their wages will increase.

As can be noted above, Taylor then demonstrated the authenticity of his propositions in several experiments and arrived at increased outputs and wages. In the cases of McGregor, his theory is seriously misunderstood. When told to state McGregor theory X, most people jump into saying things like: - the average man is indolent, is unambitious, dislikes work, works as little as possible, etc. These are not his theory X; they are only assumptions that have given rise to theory Y. His theory X is what is stated in the first paragraph of the answer to the question dealt with above.

Also, Maslow's theory of need hierarchy is similarly seriously misunderstood. His theory is not a recounting of the five needs in a hierarchy. His theory is that 'If a lower level has been satisfied 'then' it ceases to be a motivator. What happens thereafter is that 'If you want to get a worker to tick, 'then' you offer him a higher level need; that done he will work harder (increase productivity)

in order to attain that need.

It is hoped that these understanding of what a theory is and how used that we considered here adds value to how we motivate workers under us henceforth. We have decided to dwell this long in this concluding remark section because of the "conflict" that exists between practitioners in the public service and theorists in the academia. Most practitioners have a wrong notion of theory. It is therefore instructive that they get themselves equip with the proper knowledge of what a theory is and how used in the work environment.

Recommendations

We shall bring this paper to end by cautioning that a practitioner of public administration that disdains theory puts himself at the risk of becoming rustic and outmoded by those who respect and use theory. We end this caution using Odonye's words in a lead paper he delivered at an International Conference on Reinventing Governance, Institutions, and Service Delivery in Nigeria thus:

Theory is like a building plan in the construction industry. There is no way, for example, that the Transcorp Hilton Hotel in Abuja could have been built without a building plan. Certainly, the writer's grandfather's two-room house in his village (Obi, in Obi Local Government Area of Nasarawa State) was built with just using the sole of the foot to draw lines on the ground; to carry out public administration work without recourse to theory in the distant past in Nigeria with the activities were only collection of poll tax and maintenance of law and order in simple societies (Odonye, 2017. p. 12).

Today, the work of public administration has become so complex and complicated that it cannot be done

without adequate application of theory; it therefore behooves one who intends to do it to be adequately equipped with necessary knowledge of theory and the government that wants results to ensure the use of theory in the work of governance.

In addition, administrator's duties in today's corporate world are multi-faceted. Not only do administrators need to be versed in finance, economics, and information systems; it is now essential for them to have a firm grasp on organizational behavior and psychology. They must know how their people think and what makes them do so. Making sure managers are aware of this psychology is the job of the human resource department, but all managers of the public organizations have a responsibility to understand it. A key aspect of organizational psychology is motivation. Administrators must know why their people behave the way they do, so that these buttons can be pushed at the administrator's discretion. A motivator is that which impels or compels an individual to act toward meeting a need. Some major motivational theories should also be explored. Practical ways of applying these theories to real people should also be considered.

When looked upon the first time, the link between employee motivation and performance seems to be quite obvious. That's because every time when we deem a task to be important and valuable to us, we act with a high level of dedication and enthusiasm to its completion. However, the relationship between these two things is in fact a lot more complex. With that in mind, managements need to find creative ways in which to consistently keep their employees motivated as much as possible. Motivation is very important for every organisation to improve the employee performance and productivity of the organization.

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