# A RE-EVALUATION OF FACTORS AFFECTING EMPLOYEE PERFORMANCE AND RETENTION

# CHAPTER ONE

* 1. **BACKGROUND OF THE STUDY**

A significant challenge faced by management today is the issue of motivating individuals to effectively complete their assigned tasks and exceed established standards. Motivation is the driving force that stimulates and sustains behaviours. Human behaviour is driven by goals and motivations. Motivating individuals can be a challenging task, as the success of any motivational effort hinges on how well the motivator addresses the needs of the employees it is aimed at. Motivation is a process that can be inferred from observed performance, as it is influenced by internal psychological factors. Driven individuals demonstrate a proactive approach, determination, enthusiasm, and unwavering commitment to achieving their objectives. They take decisive action and do whatever it takes to reach their goals. Having a clear vision and a strong desire to achieve it is crucial for building strong motivation. In such a situation, motivation becomes a driving force that propels individuals towards their goals, transforming their vision into a tangible reality. Consequently, reconsidering the concept of public service motivation can significantly enhance the performance and retention of employees.

Regarding Nigeria, motivation was implemented to enhance performance and productivity. The success of any organisation relies heavily on the effectiveness of employee motivation. Motivation is crucial for several reasons, one of which is the powerful impact of rewards as a motivator. It is worth noting that a significant portion of our actions in life are driven by the desire for a reward, be it internal or external. Motivation plays a crucial role in boosting confidence and job satisfaction within an organisation. For individuals who may be out of shape or overweight, embarking on an exercise routine can require a significant amount of courage. Without motivation, an organisation may struggle to effectively achieve its goals. However, when motivation is present, it can lead to successful goal achievement. If exercise hasn't been enjoyable for you, it may be time to explore ways to make it more enjoyable and fun. People generally find pleasure in engaging in various activities. It's interesting how different activities like swimming or biking can bring enjoyment, even if you're used to running. Similarly, motivation has a powerful impact on an employee's performance and commitment. It not only boosts group dynamics but also fosters a positive relationship between the job and the employee.

Despite the various reasons mentioned, there are several issues that impact public service. One of the factors contributing to these problems in Nigeria today is the lack of adequate managerial knowledge. Additionally, the prevailing economic depression and high rate of unemployment have resulted in many workers becoming susceptible to

The working conditions in many organisations are deplorable, leading to low performance among workers. Managers are well aware of the situation in the labour market and have taken advantage of it to subject workers to these unfavourable conditions. Optimal performance is achieved when an individual experiences satisfaction on both physical and psychological levels. Intimidating workers or resorting to threats will only exacerbate the situation. In Nigeria, it is often the case that the compensation provided to workers does not align with the level of work performed. The cause of conflict between organisations and workers often stems from low performance resulting from job dissatisfaction. One issue that affects public service motivation is the presence of ineffective leadership styles. Additionally, negative factors can also impact public service motivation. Strengthening a job and expanding its scope.

To effectively address the issues mentioned above, it is crucial for public service motivation to focus on its core activities of effectiveness and skill development. Additionally, creating ample employment opportunities can help ensure high employee performance and retention. Furthermore, fostering a positive relationship between employees and their job is essential in eliminating worker intimidation. It is crucial to consider the performance of employees when determining their compensation in order to minimise employee turnover and promote a positive relationship between the organisation and its workers.

The public service should consider adopting a democratic leadership style in order to maximise employee motivation.

Based on the information provided, it is evident that the focus of the discussion is on reconsidering public service motivation in order to enhance employee performance and retention.

# STATEMENT OF RESEARCH PROBLEMS

Motivation is concerned with the various factors that influence individuals' performance within an organisation. The lack of effective management in various public sector organisations poses a significant obstacle to employee motivation. This challenge not only impacts individuals, but also hampers organisational productivity and leads to low employee performance. Consequently, it becomes the root cause of numerous organisational problems. Inadequate managerial knowledge resulted in the hiring of inappropriate employees, leading to a detrimental impact on the organization's planning, controlling, and directing processes, which are crucial for its success. The motivation of employees in public service is often influenced by the behaviour of their superiors. This can create a sense of intimidation between superiors and subordinates, resulting in a loss of confidence among the subordinates in the public service. The level of intimidation that exists between public servants poses a significant challenge to employee performance and retention, ultimately impacting the overall functioning of the organisation.

Efficiency and success in managing tasks and operations. Employees benefit from non-monetary incentives as they foster the generation of new ideas and initiatives for organisational development.

Conflicts in public organisations continue to pose challenges, but the ability of an organisation to effectively manage these conflicts is a testament to its effectiveness and efficiency. When examining the structure and performance of public servants in the public service, it becomes clear that employees are not sufficiently motivated. This lack of motivation stems from the gap that exists between their current position and their desired future. The current presence of conflicts greatly impacts employee performance and retention. In general, the ineffective performance of many employees today can be attributed to the conflicts plaguing the public sector in Nigeria. Effective leadership plays a crucial role in driving organisational efficiency. The performance of an organisation is determined by the combination of its structure, goals, and leadership. The current style of leadership in public service is ineffective and lacks a democratic nature, resulting in low productivity and insignificant performance. The ineffective leadership style negatively impacts employee motivation as it fails to identify and implement a suitable and effective motivational package in the public service, in comparison to what is available elsewhere.

The private sector. The difference in performance between the public and private sectors is readily apparent. The leadership style in many public sector organisations is ineffective and inefficient in setting organisational goals and ensuring high employee performance and retention. This has led to the development of new public sector management approaches to address the issues of ineffectiveness, inefficiency, and lack of accountability in Nigeria's public sector.

# RESEARCH QUESTIONS

The study is meant to answer the following research questions

* + 1. To what extent could poor managerial knowledge on public service motivation affect increased in employee performance and retention?
    2. How detrimental is intimidation between employees and organization in public service motivation affect employee performance and retention?
    3. What is the effect of conflict on motivation and increased employee performance and retention?
    4. What is the relationship between poor leadership style on public service motivation to increased employee performance and retention?
    5. What is the effect of negative reinforcement on public service motivation to increased employee performance and retention?

# OBJECTIVES OF THE STUDY

The study is designed to achieve the following objectives

* + 1. To examine the extent to which poor managerial knowledge on public service motivation affects employee performance and retention.
    2. To explored the impact of intimidation on public service motivation for employee performance and retention.
    3. To investigate the effect of conflict on motivation for employee performance and retention.
    4. To identify the relationship between poor leadership style for employee performance and retention.
    5. To investigate the effect of negative reinforcement on motivation employee performance and retention.

# RESEARCH HYPOTHESIS

The study meant to test the following hypothesis

* + 1. If managerial knowledge is not observed on public service motivation then there will be poor employee performance and retention
    2. If there is intimidation on public service motivation then the employee performance and retention will be low
    3. If conflicts are not carefully observed in the public service motivation then there will be problem on employee performance and retention.
    4. If there is weak or poor leadership style on the public service then there will be poor employee performance and retention.
    5. If there is negative reinforcement on the public service, motivation then there will be decrease for employee performance and retention.

# SIGNIFICANCE OF THE STUDY

This research project is of two benefits; theoretical and practical. The research project will add up to the existing body of literature on the topic of the study and this will be beneficial to educational, researchers, academicians, as well as students and leisure readers. So also the research which serves as a way through which an organization can prosper. Job dissatisfaction is always basis for conflict between organization and workers. Manages always blame the workers for not putting in their best, and on side of the workers they blame management for not providing an enabling environment as motivation. Whoever may be guilty, the bottom line is satisfying the objective of the organization.

Intimidation usually arise between workers and organization as a result of poor motivational package, usually intimidation and threatening of employees have a serious effect on both employees an organizational

productivity, the style of leadership adopted by any organization determined to a larger extent the motivational technique to be applied there in, most of the public service agency today in Nigeria possessed poor and unsuitable leadership style in which the concerned for both human capital and productivity as very low (1.1); poor job enlargement and negative reinforcement serve as important techniques for motivation; in today’s public service motivation there is no encouragement of desired behaviour which turned the re-inforcement to a very negative point, there is absence of removal of dullness in a job which affect the expansion of a job thereby led to poor job-encouragement in the public service today. These show that rethinking public service motivation recorded a number of challenges which affects employee performance and retention.

# SCOPE AND LIMITATIONS

The scope of this study “Rethinking public service motivation for increased employee performance and retention” is the contribution of the office of accountant general Sokoto state. While its limitation is the time allotted for the study is not enough, likewise the needed financial resources is not at the disposal of the researcher, also there was difficulty of methodology in terms of administration of questionnaire, this was because the respondents were so

much occupied with their daily work which made it a little bit difficult to get responses as due.

Not withstanding, in the highlighted limitation above, it is hoped that this research will be useful to the organization studies and other similar organization that may want to achieve high performance through motivation of the employees.

# SCHEME OF CHAPTERS

This research work rethinking public service motivation for increased employee performance and retention consist of five basic chapters.

Chapter one of the research project is general introduction which comprise of background to the study, statement of research problems, research questions, objectives of the study, hypothesis, significance of the study, scope and limitations and scheme of chapters.

Chapter two of the research project is literature review, it is in this chapter that all the related literature would be review through the use of some secondary source of data such as text books, magazines, journals, and other source of data. Three basic parameters need to be observed which prove the literature to be meaningful which are methodology, conclusion and environmental variation.

Chapter three is the research methodology, this has to do with the method that the researcher observed in course of conducting this research. The chapter consist of the following research design, sample and sampling techniques, population of the study, method of data collection, instrument of data analysis and method of testing hypothesis respectively.

Chapter four is data presentation and analysis, this is the section where data would be presented and analyze in a tabular form for proper understanding of the responses of the respondents.

Chapter five is the final chapter of the research which comprise of summary, conclusion, and recommendation.

**CHAPTER TWO LITERATURE REVIEW**

# INTRODUCTION

This is chapter two of the research which is literature review. In this chapter issues would be raise in the reviewing the related literature. In reviewing the literature certain instrument such as methodology, conclusion and environmental variation would be inevitable in order to measure the strength or weaknesses of all the issues raise in the course of reviewing. Reviewing by raising some issues assists in achieving the objectives of the research and also addressing the challenges need to be addressed. Two basics parameters also would determined the review; acknowledgement of authority and chronological evidence respectively.

# MANAGERIAL KNOWLEDGE, MOTIVATION AND EMPLOYEE PERFORMANCE

This is one of the issue raised in form of literature review, in this section discussion would be made on motivation, managerial knowledge and employee performance respectively.

# MOTIVATION

No organization can succeed without a certain level of commitment and effort from its members. For that reason, managers and management scholars have always formed theories about motivation. Those factors that

cause, channel and sustain behavior. Theories, in turn affect the ways managers treat employees (Stroner and Freeman, 1992).

Organizations invest a lot of money and time to ensure that the right caliber of personnel is employed. Similarly, they spend a lot of money on training and development in a bid to equip their employees with adequate knowledge needed skills and the right attitude to work. But the question remain.

* + - 1. How can they ensure that employees apply themselves their knowledge and skill-maximally for the benefit of their organization?
      2. Why do men and women work really?
      3. Why do some people perform better than others?
      4. Why are some workers more satisfied and more cooperative than others? (Stroner and Freeman, 1992).

The answers to these questions point to motivation an internal psychological state of being induced or impelled to act to do so, in a specified direction. This chapter is devoted to exploring the very important subject of motivation.

# THE MEANING OF MOTIVATION

In Nigeria today, many entrepreneurs especially in medium and small- scale business, invest a lot of money on machines and buildings with the hope of maximizing profit without taking the welfare of their employees into consideration. In their pursuit of puffin they tend to forget that their workers should be happy at work and must have the right attitude to work. This state of mind can only be guaranteed through adequate motivation. But what does motivation mean?

Stoner et al, (1992) saw motivation as those factors that cause, channel, and sustain behavior. French (1990) also defined motivation as the desire and willingness of a person to expend effort in order to reach a particular goal or outcome. Vroom (1964) defined motivation as “a process governing choices made by persons or lower or organisms among alternative forms of voluntary activity”. Motivation may be viewed as an inner impulse that induces a person to act in a certain way. ] technically, the term motivation can be traced to the latin word movere, which means “to move” a motive is an inner state that energizes, activate, or moves (hence motivation), and that directs or channels behavior towards goals. A motive has also been described by Vroom (1964) as a restlessness, a lack, a yearning, a ferce. Once in the grip of a motive, the organism does something. It most generally does something to reduce the restlessness, to

remedy the lack, to alleviate the yearning, to mitigate the force (Sanferd and Wriggsman; 1988).

Motivation could vary with environment and conditions of life. In some environments, a congenial work group, freedom for decision making, security of tenure, fairness and equal opportunity for advancement in the organization as well as quality of supervision contribute enormously to motivating staff for higher productivity than attractive salary scales. In some environments, high salaries could serve as a major motivating factor to productivity. Other factor that may induce workers towards motivation to productivity may include a prestigious title, a name on the office door, affiliation with others among other things. In totality, motivation could therefore be viewed as anything done y an organization or management to a rouse, induce, stimulate, tickle and energize the enthusiasm of a worker or group of workers to perform a give task or achieve a given goal with intimidation or use of force.

# CONTEMPORARY THEORIES OF MOTIVATION

As already suggested at the introductory sector of this chapter, the concept of motivation is related to the basic concepts of needs and goals.

The key to understanding motivation, therefore, lies in the meaning of the relationship between needs and goals. A need is an internally felt urge craving for satisfaction. Need may be innate or acquired. Innate needs are

also called biogenic or physiological needs. They are also so called because they have to be satisfied to sustain human life. Examples are the need for air, food, water, sex, shelter and clothing. These needs like all innate needs, are common to all humans acquired needs are the specify was in which we have learned to respond to our environment. They are to be psychological or psychogenic. Example is the need for money, power, material possession, esteem, prestige, education and social relationships. These needs vary from place to place and from person to person. Goals, on the other hand are the end-results that we seek. They are achieved through engagement in some behavior that is capable of achieving the goals. A man may have a goal of buying a car, getting promotion or becoming the managing director of a company. It should be clear that the achievement of such goals is related to the satisfaction of some innate or acquired needs.

Figure 1 depicts the motivational process. A deficiency or need (such as hunger) creates tension in the individual. This drives him or her to engage in some calculated behavior aimed at satisfying the need. He or she then evaluates the extent of need satisfaction. The outcome of the evaluation then determines his future needs and behavioral choices.

## Fig 1: The motivation process

Need Deficiency

Determination of future need and search/choice

for satisfaction

Search for ways to satisfy needs

Evaluation of need satisfaction

Choice of behaviour to satisfy needs

Source: Rickylal.ariffith(1990), Management, 3rd Ed, Houghton Mifflin company, Boston, P. 438.

Motivation, need and goals can be better understood by examining Abraham Maslow’s (1943) hierarchy of needs, Frederick Herzberg’s two-factor theory, Douglass manager’s theories X and theories Y1 victor vroom’s expectancy theory, Alderfer, ERG theory of needs and poter and lawler model.

# MASLOWS’S THEORY OF HUMAN NATURE

One of the most influential theories of motivation has been the hierarchy of needs theory of Abraham Maslow (1943). Maslow saw human needs in the farm of a hierarchy, starting in an ascending order, from the lowest to the highest needs. According to this theory, once one level of needs has been satisfied, it will decline in importance and another level of need will become dominant in order for the individual to be motivated (Hodgetts, 1994).

Maslow divided human needs in to five classes, namely:

1. ***Physiological needs:-*** The need for food, water, sex, sleep, activity, clothing and shelter. These needs can be satisfied with money.
2. ***Safety needs:-*** The need for protection against bodily harm and threat, the need for job security and economic security
3. ***Social needs:-*** The need for affiliation, affection and sense of belonging (giving and receiving)
4. ***Esteem needs***: The need for feelings of strength, achievement, adequately, confidence, independence, masterin, recognition, power, prestige and accomplishment, and
5. ***Self-actualization needs:-*** The need for total self-fulfillment, the need to achieve the maximum that one is capable of the need to

realize one’s full potentialities figure 2 presents a diagrammatic summary of the hierarchy of needs. The figure shows that there are more people seeking to satisfy the basic physiological and security needs than those who are at the threshold of satisfying higher order needs such as esteem and self actualization needs.

## Fig 2: Maslow’s hierarchy of needs.

Self actualization Needs

Esteem Needs

Belonginess Needs

Security Needs

Psychological Needs

Source: Abraham H. Maslow (1943),

“A theory of Human motivation” Psychological review, vol.50,

pp.370-396

Maslow’s theory is not intended to be a static, rigid portrayal of the individual, in which each class of needs is unchanging and unrelated to the others. Rather, he views human behavior in dynamic and holistic terms, that is the individuals personality may be conceived of as a dynamic system in which any given aspect of behavioural tendencies can be understood only in the light of his whole personality structure and needs requirement.

Contrary to maslow’s explicit distinction of the hierarchy of needs, critics have been able to prove that to a great extent, all levels of needs may operate at that same time, of some varying degrees.

A central tenet of maslow’s theory of motivation is that if a need is largely satisfied at any given point in time, it cease to sence as an important motivation until, based on developments, it re-emerges. This charesteristics of needs is of considerable importance to managerial decision making. Organizations may be in a position to provide opportunities for the satisfaction of all five basic classes of employee needs, although the satisfaction of some of the needs is often difficult in a work situation. If management places emphasis on meeting needs which are not largely satisfied, rather than those already highly satisfied, it’s employees are likely to be more highly motivated to direct their efforts the goals of the organization.

Maslow’s hierarchy of needs has the following implication for managers (cenrepsecei 1990):

1. The theory suggests that managers should recorgnize that different categories of employees may be at different levels of need satisfaction.
2. As a result of (i) above, different factors may motivate different employees and different categories of employees. (ii) it is important to findout what needs are current in each employee so as to know how best to motivate him/her.
3. A motivational package, if it is to be realistic, should consist of financial and non-financial incentives.
4. Managers need to recognize that money is not everything.

FREDERICH HERZBERG’s TWO FACTOR THEORY IN MOTIVATION

Herzberg developed a theory of work motivation commonly known as the two factor theory of motivation.

The main proposition of herzberg’s two facto theory, is that the determinants of job satisfaction are qualitatively different from the detrminanats of job dis-satisfaction. These propositions have made considerable contribution to the analysis of the motivational effect of work. In a series of experiments beginning in the late 1950s, Herzberg and his associates drew a distinction between tow sets of motivational influences which seemed to have markedly different effects on behavior and performance. The first set was called hygiene factors. Based on the medical analogy, the idea is that while without them, we are unhealthy, increasing

them does not make us relatively man healthy. Herzberg included among hygiene factors most of the elements traditionally emphasized by managers. Pay, social benefits, supervisory style and policies and physical working condition. These are essentially aspects of the working environment which, when ineffectively administered, result in resentful attitudes and diminishsed effort or even hostile acts against the organization; but which when effectively administered, result in a more or less neutral reaction, without any marked or lasting enthusiasm for the work or increase in productivity.

The other motivational set of factors was called motivators. These seemed to produce lasting satisfaction and commitment of the individual’s energies to the job. These were identified as achievement, advancement, recognition, responsibility and the work itself.

Herzberg’s work has attracted so much attention for two basic reasons. First, it call in to question the efficiency of most of the traditional practices of personnel management with respect to motivation. Second, Herzberg concludes that satisfaction and dissatisfaction are not opposite, but entirely distinct and independent feelings.

Some of the managerial implication of Herzberg’s theory are as follows.

* 1. The job should be enriched and interesting. Good job design and job rotation can make a job more challenging and less boring. This can motivate a job more challenging and less boring. This can motivate staff.
  2. People should be given an opportunity to achieve, to prove themselves, to make a worthwhile contribution.
  3. Recognition and acknowledgement are necessary for a job well done.

This may be in the ferm of an award, a bonus, praise, acclaim, a pat on the back, e.t.c

* 1. People are motivated when there are opportunities to grow, to develop and to advance in the organization.
  2. An interesting job is a source of motivation.
  3. Organization should not ignore the dissatisfactiers since dissatisfaction at work is inimical to productivity.(Center Piece 1990)

**DOUGLAS MCGREGOR’S MAN**AGERIAL ASSUMPTIONS (THEORY X AND THEORY Y)

Douglass Mc Gregor provided some important insights in the area of managerial assumptions about human nature. His thesis holds that a certain

set of assumptions underline most of management thinking. By this, he meant that every organization has a philosophy or a set of assumption it uses in handling its workers. He then divided these assumptions into two groups which he tagged theory X assumption And Theory Y assumption (Koontz O’ Donnel and Weinhrich, 1990).

Theory X assumption

Koonz et al (1990) has summarized these assumption’s as follows:

1. That the average person has an inherent dislike for work and will avoid it if possible.
2. Because of this dislike for work, the average person must be coerced, controlled, directed or threatened with punishment to motivate him to put in adequate effort toward achieving organizational objectives.
3. The average person prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security.

Mc Gregor’s theory X resembles the philosophy of the early business managers who had wrong assumptions about workers regarding their attitudes towards work. Theory X emphasizes coersion and threat of punishment as the means to motivate workers to produce. In today’s circumstances, it is likely that managers who

hold these theory X assumptions will experience difficulties motivating their workers to work steadily and satisfactorily because of the increasing need to make the use of employees initiatives and the raise of knowledge workers.

Theory Y assumption

Theory Y represents a different set of assumptions which some managers hold about workers. According to McGregor (1960), these assumptions are follows:

* 1. The average person does not dislike work as assumed by theory Y.
  2. External control and the threat of punishment are not only means for bringing about effort towards organizational objectives.
  3. Commitment to objectives is a function of the rewards associated with their achievement.
  4. The average person learns under proper conditions, not only to accept, but also to seek responsibility.
  5. The capacity for creativity in solving organizational problems is widely distributed in the population and the intellectual potentialities of the average human being are only partially utilized.

Based on the assumption of theory Y in contrast to theory X, the individual worker is presented as a dynamic person, having the potential for growth and development. The manager is therefore challenged to assess theory Y assumptions and work out some modalities for motivating workers to increase productivity. It has been abserve by Mc Gregor that theory Y is not free from pit falls either. For instance, some of the assumptions are merely idealistic, not every worker is self-directed, self controlled, has creative ability, intelligence and the willingness to accept responsibilities joyfully. Many worker still have to be coerced, controlled and threatened with punishment before they can be persuaded to put up their optimum. In this regard, many Nigerian workers, particularly those in government establishments, do not prefer their risks as expected except when some authoritarian style of management is adopted in dealing with them.

VICTOR VROOM’S EXPECTANCY THEORY

The expectancy theory, is the principal process theory of motivation (Hampton and Webber, 1992).

Following stoner et al, (1992) the expectancy theory of motivation specifies that the effort to achieve high performance is a function of the perceived likelihood that high performance can be achieved, and will be rewarded if achieved and that the reward will be worth the effort expended.

Basically, the expectancy approach (also called the expectancy/valence approach) tries to overcome the criticisms directed at certain assumptions of other motivational theories – namely, that all employees are alike that all situations are alike, and that there is one best way of motivating employees. Instead, the expectancy approach tries to account for difference among individual and situations.

David and lawler (1977) indicate that the expectancy approach is based on four assumptions about behavior in organization. These are that:-

1. Behavior is determined by a combination of factors in the individual and in the environment.
2. Individuals make conscious about their behavior in the organization.
3. Individuals have different needs, desires, and goals
4. Individual decide between alternative behaviours on the basis of their expectations that a given behavior our will lead to a desired outcome.

These assumption are the basis for the expectancy model, which has three major components.

1. Performance – outcome expectancy: individuals expect certain consequences of their behavior. These expectations in turn, affect

their decisions on how to behave. For example, a worker who is thinking about exceeding a sales quota, may expect praise, a bonus, no reaction; or even hostility from colleaques.

1. Valence: the outcome of a particular behavior has a specific valence, or power to motivate, which varies from individual to individual. For example, a transfer to a higher – paying position in another city may have high valence to a manager who values money and achievement. On the other hand, the same transfer would have low valence to a manager who values affiliation with colleagues and friends.
2. Effort – performance expectancy: people’s expectation of how difficult it will be perform successfully, will affect their decision about behavior. Given a choice, individuals tend to select the level of performance that seems to have the best chance of achieving an outcome they value.

The above assumption of the expectancy model also suggest some questions that can be asked about how individuals can be rewarded on the basis of their efforts on their expectation from such efforts.

The expected rewards from efforts put into the work can be addressed through intrinsic and extrinsic rewards.

The intrinsic rewards are psychological rewards that can be experienced directly by an individual. Example are feelings of accomplishment, increased self-esteem, and the satisfaction of developing new skills.

The implication of the expectancy theory for motivational practices are several and can be examined at two interrelated levels: that of individual managers and the organization as a whole. The implications of the expectancy theory for managers are as follows:- (David and Lawler 1977)

1. Determine the rewards valued by each subordinate: if rewards are to be motivators, they must be suitable for the individuals. Managers can determine what rewards their suborodinate seek by observing their reactions in different situations and by asking them what rewards they desire.
2. Determine the performance you desire: managers must identify what performance level ofr behavior they want so that they can tell subordinates what they must do to be rewarded.
3. Make the performance level attainable: if subordinates fell the goal they are being asked to pursue is too difficult or impossible, their motivation will be low.
4. Link rewards to performance: to maintain motivation, the appropriate reward must be clearly associated within a short period of time with successful performance.
5. Make sure the reward is adequate, minor reward will be minor motivators.

The implications at the organizational level are that:

1. Organization usually get what they reward, not what they want: the organisation’s rewad system most be designed to motivate, the behaviors desired. Seniority benefits, for example reward the duration of one’s employment in the organization, not the quality of one’s performance.
2. The job itself can be made intrinsically rewarding. If jobs are designed to fulfil some of the higher needs of employees (such as independence or creativity), they can be motivating in themselves. This implication is obviously the basis of many Job – enreichment programs; however those individuals who do not desire enriched jobs should not be made to take them (Hackman, Oldham, Jonson and Purdy; 1985).
3. The Immediate supervisor has an important role in the motivation process. The supervisor is in the best position to define clear goals and to provide appropriate rewads for his or her various subordinate; the supervisor should therefore be trained in the motivation process and given enough authority to administer reward (Neylor and Illge; 1984).

# ALDERFER’S ERG THEORY OF NEEDS

A variation of Maslow’s hieracry of needs theory of motivation has been suggested by clayton P. Alderfer, which he refers to as the ERG theory of needs. Alderfer’s theory and his supporting research find that there are three basic human needs: existance needs, relatidness needs, and growth needs – Existence needs include all the various forms of material and physiological desires such as food, water, pay and good working condition. Relatedness needs are those involving relationships with people, whether, family, supervisors, subordinates, friends or enemies. Growth needs are those that drive a person to have creatives or productive influences on himself or herself or on the environment.

It will, of course, be noted that the name ERG comes from the first letters of the classes of needs. Alderfer has thus reduced maslow’s five classes of needs to three.

The difference between Aldefer and maslow’s needs is much morethan ust a hierarchy as maslows did. He suggest, instead that one class of needs migh remain strong, whether or not another class has been satisfies. Likewise, Alderfer’s findings do not always agree with Maslow’s. for example, the following are among his findings:

* The less the existence needs are satisfied, the more they will be desired. This view is similar to Maslow’s
* The less the relatedness need are satisfied, the more existence needs will be desired. This is th reverse of maslow’s ideas.
* The less the relatedness needs are satisfied, the more they will be desired. The less the growth needs are satisfied the more the relatedness needs will be desired.

Thus Alderfer’s theory is different in many respect from maslow’s theory. By simplifying the classes of needs, Alderfer is subject to less misunderstanding. Alderfer’s finding tend to be some what different from the ideas in Maslow’s hierarchy of needs. However, neither maslow nor

Alderfer’s theory has been tested by enough research to be accepted without some reservations by other management theorists.

Lawler and Peter (1974) developed a theoretical model that linkds job attitudes efforts and performance they addressed themselves to two basic question:

* what factors determine the efforts a person puts in to his job?
* What factors affect the relationship between effort and performance?

In answer to the first question, two variables were considered, value of rewards and probability that rewards depends on performance. Based on the two variables concerned, Lawler and Peter (1974). hypothesized that “the greater the value of a set of rewards and the higher the probability that receiving each of these rewards depends on effort, the greater the effort that will be put forth in a given situation”.

In the answer to the second question, Lawler et al, (1974) also considered two variables, which are abilities and role perceptions. Abilities are regarded as the individual’s developed power to perform, while role perception refer to the kind of activities and behaviours in which the individual feels he should engage so aas to perrom his job successfully. Based on these two variable, they hypothesized that higher effort will lead to

higher performance, the greater the extent to which his role the individual possesses task-relevant abilities, and greater to which his role perceptions are congrevent with those who will be evaluating his performance. More specifically they hypothesized that both abilities and role perceptions interact multiplicatively with effort to produce performance. Lawler et al (1974) and porter further state that the important point to keep in mind in their theory is that attitudes are involved in affecting performance primarily through only two of the three antecedent variables, namely, effort and role perceptions.

* + 1. MANAGEMENT AND ORGANIZATIONAL PRODUCTION

Management concerned with the organization and coordination of the activities of a business in order to achieve defined objectives. Management is often included as a factor of production a long with? Machines, materials, and money. according to the management guru Peter Drucker (1909 – 20050, the basic task of management includes both marketing and innovation. Practice of modern management originates from the 16th century study of low efficiency and failures of certain enterprises, conducted by the English statement sir Thomas more (1478 – 1535). Management consists of the interlocking functions of creating corporate policy and organizing,

planning, controlling, and directing an organisation’s resources in order to achieve the objectives of that policy. Peter Drucker (1909 – 20050,

* The directors and management who have the power and responsibility to make decisions and oversee an enterprise. The size of management can range from one person in a small organization to hundred or thousands of managers in companies.
* According to Henri Fayol “To manage is to forecast and to plan, to organize, to command, to coordinate and to control”.
* Fredmund Malik defines it as “the transformation of resources in to Utility”.
* Management included as one of the factors of production a long with machines, materials and money,.
* Peter Drucke (1909 – 2005) saw the basis task of a management as twofold: marketing and innovation. Nervertheless, innovation is also linked to marketing (product innovation is also linked to marketing issue). Peter Drucker (1909) identifies marketing as a key essence for business success, but management and marketing are generally understood as two different branches of business administration knowledge.
* Management as a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing a firm’s resources to achieve a policy’s objectives.

# NATURE OF MANAGERIAL WORK

In profitable organization, management’s function is the satisfaction of a range of stake holders.

This typically involves making a profit (for the stake holders), creating value products at a reasonable cost (for customers), and providing great employment opportunities for employees. In non profit what organization or management, add the importance of keeping the faith of donors. In most models of management and governance, shareholders vote for the board of directors and the board then hires senior management. Some organization have experimented with other methods (such as employee- voting models) of selecting or reviewing managers, but this is rare. In the public sector of countries constitute as representative democracies, voters elect politicians to public office. Such politicians hire many managers and administrators, and in some countries like the unite states political appointees lose their jobs on the election of a new President/Governor/Mayor.

# ROLE & IMPORTANCE OF MANAGEMENT IMPORTANCE OF MANAGEMENT

Managers influence all the phases of modern organizations. Sale managers maintain a sales force that markets goods. Personal manager provide organization with a competent and productive workforce. Plan managers run manufacturing operations that produce the clothes we wear, the food we eat, and the automobiles we drive.

Our society could never exist as we know it today nor improve without a steady stream of managers to guide its organizations. The well known management author Peter Drucker (1909) highlighted this point when he said that effective management is probably the main resources of developed countires and the most needed resource of developing ones.

In short, all societies, whether developed or developing, need a huge lot of good managers.

# THE ROLE OF MANAGEMENT

Essentially, the role of manager is to guide the organization toward goal accomplishment. All organization exist for certain purposes or goals, and managers are responsible for combining and using organistational resources to ensure that their organizations achieve their purposes.

The role of the management is to move an organization towards its purposes or goals by assigning activities that organization members perform. If management ensures that all the activities are designed effectively, the production of each individual worker will contribute to the attainment of the organizational goals.

Management strives to encourage individual activity that will lead to reaching organizational goasl and to discourage individual activity that will hinder the accomplishment of the organization objectives.

There is no idea more important than managing the fulfillment of the organizational goals and objective. The meaning of the management is given by its goals and objectives.

All managers, must have a single minded focus and fulfillment of the organizational goals.

WHAT IS THE ROLE OF MANAGEMENT IN AN ORGANISATION?

The manager is an important member of an organization. The managers will normally be responsible to the board of the company and all tasks place upon the manager will be their responsibility. The tasks will be delegated to the staff below the manager. The manager will then review the progress of the staff and present the finished work to their superiors. (Iris Phillips)

The manager will also be in charge of resources and the amount of money and time required to complete specific tasks. Tannembaum and Schmidt stated that there are a number of different management sytels they suggested that the styles of leadership is dependent upon the circumstances that prevail. An autocratic manager will make decision across the board and will not consider the view point of the employees, meaning that the employees will have to produce exactly what is asked of them in a specific timescale. A paternatilistic manager is also one who is most interests will also be addressed. Both of these have styles a disadvantages, that being the employees becoming dependant upon the leader of tasks. A democratic manager is a manager who will allow the employee to have a say in the decision making process this is thought to improve quality of work and job satisfaction. Laissez-fire managers will leave the employees to make their own decision and while this style could be successful in a creative business it is generally thought that this is a poor style of management.

MBWA (management by walking around) is the final style of management. That is exactly what this style involves. The manager will see first hand how well the employee are doing and become aware of any problems quicker than managers with other styles.

# EMPLOYEES PERFORMANCE

The concept “employee performance” is a relative term an has been defined by different writers and institution in different perspective. According to Wikipedia the free, employee performance also called employee engagement is a management concept. An engaged employee is “one who is involved in an enthusiastic about their work, and thus will act in a way that furthers their organizations interest”. Scarlet (2011) describes an employee performance “as a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues, and organization that profoundly influences their willingness to learn and perform at work”. Employee’s performances are standards for employee behaviour at work. This career certain much more than how an employee does the work. Employees are rated on how well they do their jobs compared with the set of standards determined by the employee. Encyclopedia (2012)

It is a well known conception that rewards and incentives contribute to the improvement of the performance of organization (lawler, 1971, 1977). There is no doubt that well designed incentive package system can be used to motivate employees and direct their performance toward the organizations goals.

With reference to Nigeria, the public sector organizations are in most cases constrained by wage pattern and the other conditions of service in the public sector. This tends to leave the management of public sector organizations with discretion in terms of rewards and motivation of workers. Often the public sector organizations tend to lose staff to their private sector counterparts where the management has considerable free will to determined wages and terms of rewards without constraint of a national public service wages system. This factor, the participants argued has been one of the underlying determinants of the comparatively performance of employees of the public sector in Nigeria. Public sector in Nigeria uses mainly the conventional time based reward system, even promotions depend often times on length of service, which does not induce much motivation for employees. As Allen Blinder (1990) put it “we now pay workers not for output produced, nor even for labour input provided, but simply for time spent on the Job”.

# EMPLOYEES RETENTION IN PUBLIC SERVICE

Retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee

retention as relating to the efforts by which employers attempt to retain employees in their work force. In this sense, retention becomes the strategies rather than the outcome. (Allen 1990)

A distinction should be drawn between low-performing employees and top performances, and efforts to retain employees should be targeted at valuable, contributing employees. Employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employer – manager relationships or many other issues. A lack or satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. Pay does not always play as large a role in inducing turnover as is typically believed.

In a business setting, the goal of employers is usually to decrease employee turnover, there by decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from the key organizational behavior concepts, employers can improve retention rates and decrease the associated costs of high turnover. However, this isn’t always the case. Employers can seek “Positive turn over” whereby they aim to maintain only those employees whom they consider to be high performers.

# RETENTION PROGRAMS

It is important to first pinpoint the root cause of the retention issue before implementing a programmed to address it. Once identified, a program can be tailored to meet the unique needs of the organization. A variety of programs exist to help increase employee retention.

Career Development:- it is important for employees to understand their career path within an organization to motivate then to remain in the organization to achieve their personal career goals. Through surveys, discussion and classroom instruction, employees can better understand their goals for personal development with these development goals in mind, organizations can and should offer tailored career development opportunities to their employees.

Executive coaching- executive coaching can be used to build competencies in leaders within a organization. Coaching can be useful in times of organizational change, to increase a leaders effectiveness or to encourage managers to implement coaching techniques with peers and direct repents. The coaching process begins with an assessment of the individual’s strengths and opportunities for improvement. The issues are then prioritized and interventions are delivered to target key weaknesses. Assistance is then provided to encourage repeated use of newly acquired skills.

Motivating across generations- today’s workforce, includes a diverse population of employees from multiple generations. As each generation holds different expectations for the workplace, it is important to understand the differences between these generations regarding motivation an engagement, managers, especially, must understand how to handle the differences among their direct reports.

Orientation and boarding - an employees perception of an organization takes shape during the fist several days on the job. It is in the best interest of both the employee and the organization to import knowledge about the company quickly and effectively to integrate the new employee into the workforce. By implementing an effective on boarding process, short-term turnover rates will decrease and productivity will increase.

Women’s retention program – programs such as mentoring leadership development and networking that are geared specifically toward women can help retain top talent and decrease turnover costs. By implementing programs to improve work/life balance, employees can be more engaged and productive while at work

# STRATEGIES FOR EMPLOYEE RETENTION

Here are 7 vital employee retention strategies:

1. Track retention:- if you don’t measure it, it won’t improve. If you don’t know which line managers are doing well and which are not, you’ll not know who needs coaching. And if you don’t know where you stand relative to your industry, then you’re probably one of the worst.
2. Hire right in the first place: Too many employment interviews are about personality: whether the job candidate matches the manager’s personality. Focus more on Job skills and you’ll get better fit, which is more likely to lead to a long employment tenure.
3. Offer employees a path to greater pay, recognition and responsibility. Not everyone can rise to CEO, but every employee can build skills. Find a way to recognized those skill ad challenge employees to gain even more skills. Feels a sense of accomplishment and success.
4. Look for way to increase flexibility in work conditions: can you accommodate non-work responsibilities and degrees of your employees? Overly rigid work rules can drive good workers away.
5. Look for stressors, and train leaders or how to help employees In stressful positions.
6. Re-evaluate your benefit package:- this isn’t to say that benefits need to be increased, but that the package should meet the needs of those employees most likely to leave the company. All too often, very senior managers think about what is important to them, not the 30 somethings who are considering changing jobs.

# PUBLIC SERVICE

Public service every where in the world sent is the most importance instrument which government uses to achieve it policies and programs. Consequently, if public service is not vibrant, but weak, corrupt and none performing, the activities of government will be adversely affected. This explains why every administration would want to ensure that the public goods to the people therefore public service is the heat of development and service delivery in any country Nigeria inclusive (soleye, 1989; Palmer, 1988).

Public service is the totality of service that are organized under pubic (government) authority. It fundamentally refers to the idea or ideal of rendering service to the public. It comes close to machinery of

government which is the totality of the administrative structures within which the work of government is carried out. In other words, all those who work for the government are members of the public service. Public service therefore encompasses those in, the police force, armed forces, the civil service, the local government the executive and the legislatures, the parastatals, boards, commissions, academic and research institutions owned by government, commercial enterprises owned by government among others

# OVERVIW OF PUBLIC SERVICE IN NIGERIA

The Nigerian public service was created by British colonial administration. As a result, the Nigerian public service from 1914 – 1960 served the interest of colonial administration in which British officials played a dominant role. The public service is part of the executive arm of government responsibilities to oits citizenry (Adu, 1969, Faseke, 1998, Adebayo, 2001).

Features of Nigeria’s public service

The public service in Nigeria has the following features (Allen, 1985; Adoyemo, 2001).

1. Anonymity:- Civil servants are expected to be seen but not to be heard. In order words a public servant cannot make public

announcement unless he/she is permitted by relevant authorities in his/her department/ministry accept credit or blame for the good or bad performance in his/her parastatal/department/ministry.

1. Security of employment: Public servants, weather at the federal and state levels, enjoy security of employment. When a civil servant leaves office for whatever reason, his place is take (or occupied) by another person who similarly enjoys security of employment:
2. Continuity of service: civil servant enjoy continuity of service. Unlike political appointees, public servants are not limited to short term in office. They are in office to ensure continuity of government policies and programs.
3. Pool of experience: Civil servant command a pool of experience and technical knowhow (professionalism) for implementing the policies and programs of government of the day.

# EFFECTS OF POOR LEADERSHIP IN PUBLIC ORGANISATION

Poor leadership has a number of effects on organizations, as it can affect their output both directly by mismanaging resources and indirectly by not taking the best out of organization members. According to British researchers Kelloway, Sivanathan, Francis and Barlinghe, the issue of poor

quality leadership has been the center of various studies since the early 1960s, proving its influence an employee’s performances as well as on their mental and physical health.

1. Morale Drop: leaders who do not inspire the members of the organization nor prove their abilities through rational and accurate administration can be the reason of low morale between individuals. Low morale can subsequently lead to a lack of discipline and will for employees to give their best. A survey between employees of the Arizona Department of public society, published in the east valley tribune in may 2011, shows how leadership can have such an effect, as from the employees who reported their morale was low, 67 percent identified the director as the main factor and just 17 percent blamed outside factors, such as budget cuts.
2. Physical effects: in their study “sources of work stress”, researchers

E. Kevinkelloway, Niro sivanathan, Lori francis and Julian Barling motion the 2003 report by Wager, field man and Hussey on the physical effects of poor leadership. The report focused on the increase of systolic and diastolic blood pressure of nurses when they worked with supervisors they did not like, amplifying the risk of

stroke. In the same study, the researchers alos associate poor leadership and the subsequent work stress with cardioxascular disease.

1. Resources mismanagement: poor leadership skills not only have an effect on employee’s performance, but also on the administration’s own task, managing resources, keeping a record of the organisation’s income and expenses, as well as the management of human resources – such as how shifts are scheduled – are good leadership society without these the organization can face problems such as financial deficit, lack of raw materials and even low productivity because of employee fatigue.
2. Lack of motivation: according to the integrity training institute, one basic type of leader is the so called “buddy” who focus on being nice to employees. Such leaders aboid confrontations and disregard negative issues, such as behavioural and performance problems. This can lead to lack of motivation on the employee’s behalf to try their best, since there is not penalty for below average results and no rewards for top performance.

# CAUSES CONFLICT BETWEEN EMPLOYEES IN AN ORGANISATION

When people work together, conflict becomes a part of doing business it’s a normal occurrence in any work place. Notably, managers spend a minimum of 25 percent of their time settling conflict in the workplace, according to the university of Colorado faculty and staff assistance program. Work place conflict often stems from issues between employees within the company.

The following are some of the causes of conflicts.

1. Differing values: the workplace consists of individuals who all have their own perspective of the world. Some employees have strong beliefs, which they are not willing to compromise. The beliefs can conflict with coworkers creating conflicts. For example, if one individual strongly opposes workplace diversity, he may have trouble accepting other workers different from him. To avoid conflict with these workers he must try to avoid conflict with these workers, of those with differing values.
2. Opposing interest: when an employee decides to pursue her own care goals, without regard for the organizational goals and its well being, it results in strife among her coworkers. This occurs when the

employee becomes so focused on achieving her own objectives, she disregards how it affects others within the company and the company itself.

1. Personality conflicts: no two people are exactly alike. Therefore, personality clashes in the work place are unavoidable one employee may have a reserved personality while another may be more outgoing and forward problems arise when the tow do not understand or respect each others inner nature. For instance, the more extraverted worker does it talk to him much. He may perceive it as a slight, rather then it simply being the employee’s personality. Furthermore, his approach to handling projects may be analytical while hers is intuitive. When two do not understand an respect each other’s approach conflict occurs.
2. Poor communication: poor communication leads to misunderstanding and strife among employees. For instance, misunderstandings can occur if he manager asks one employee to relay important instruction to the other employees, but the employee fails to do so appropriately. Conveying wrong information

can lead to projects being incorrectly done and to employees blaming each other for the end result.

1. Personal problems; if the employee has a problems outside of the workplace, such as marital or parental issues, she may take then to work with her. Consequently if she is short and withdrawn from hr coworkers, and if they are ignorant about the cause of her behavior, they will assume that she has an issue with her. Therefore, if she is not willing to divulge her problems to her coworkers, she should leave them at home.

# WAYS OF MANAGING CONFLICT IN AN ORGANISATION

Conflict is inevitable in an organization. Conflict can arise from a variety of sources, and between supervisors and subordinates, between employees and customers managers and organization can choos to see conflict as inherently negative, acting to suppress it at every opportunity, or as inherently positive, liveranging conflict to affect positive change.

1. Positive perspective: accept conflict as a natural growth process and influence your company culture to view constructive conflict positively. Conflict can e an asset toyour small organization if it is handled properly. It can help your organization to learn from its

mistakes and identify areas of needed improvement. Innovation can be inspired from creative solutions to internal or external conflicts, and new ways of thinking can emerge.

1. Grievance procedure for all employees; let employees at all level of your organization know that their voices will always be heard and respond promptly and reasonably to employees. This can prevent bad feelings from festering and growing into recently and openly. If your company culture is sufficiently friendly toward constructive conflict, yours staff should see the value of letting their complaints, ideas and issues be heard.
2. Get to the cause: focus on deep rooted causes rather than superficial effect when assessing conflicts. Parties to a conflict often claim to have issues with the behavior of co-workers or the outcome of company policies and work procedures, but these issues are likely being caused by something deeper. Attempting to resolve the conflict by addressing surface issues will ready create meaningful change or lasting solutions. Look deeper to address the research that incidents occur.
3. Equal voices: give all parties to a conflict an equal voice, regardless of their position, length of service or political influence. Conflict participants can become defensive if they feel they are being marginalized or are going through a process leading to a predetermined outcome. It can be tempting to take the word of managers over front-line employees or to take the word of a loyal employee over a new employee, but remember that your most trusted associates are not necessarily infallible. Go beyond simply giving everyone an equal chance to speak, give their arguments an equal weight in your mind when mediating a conflict.
4. Resolution participation: involve all parties, if possible, when drafting conflict resolutions. The theory of management by objective (MBO) states that employees are generally more committed to goals that they have helped to create the same holds true for conflict resolutions. There is more than one side to every conflict, and all sides should benefit from conflict resolution. Seek resolution that will prevent the conflict from occurring again, rather than simply delaying a repeat occurrence.

# CHAPTER THREE: RESEARCH METHODOLOGY

* 1. **INTRODCTION**

This section of the study is research methodology, in this section an attempt was made to highlight the various methodologies used in making this research project, these include research design, research population, sample and sampling techniques, sources of data collection, administration of questionnaire and interview, method of data analysis and finally the method used in testing hypothesis.

# RESEARCH DESIGN

Designing the method to be use for a research study is an important part of the study. Therefore, this study is a descriptive and non-experimental design, involving these of survey.

This research is concerned with the cross sectional survey which is a research used in gathering information from area of study over a short period of time usually not exceeding one year.

# RESEARCH POPULATION

For the propose of this research project “Rethinking public service motivation for increase employee performance and retention. And a case study of the office of Accountant General Sokoto State.” The research population of this study consists of two aspects namely;

the senior and junior staffs respectively each of which were randomly selected to represent the entire population.

The number of senior staff is 734 while the number of junior staff is 53 Total of 787 staffs in the accountant general office

# SAMPLE AND SAMPLING TECHNIQUE

The sample area of this study is office of Accountant General Sokoto to state, it consists of both senior and junior staffs with several departments. Taking into consideration the nature and scope of the study, the researcher decide to select all the centers across the as it affects the both the junior and senior staffs of the area. The staffs of the office of Accountant General were selected using simple random sampling technique at all respective departments. Thus was done to ensure an all inclusive representative of the staff of the office of accountant general Sokoto state.

# SOURCES OF DATA COLLECTION

In the course of this study, data were collected from both primary and secondary sources. The primary sources include information gathered from the field, in order words views of respondents obtained through interview and questionnaire.

Secondary sources were collected from the internet search engine like Google and also both published and unpublished materials from the library such as text books, journals, seminars, theses, bulletins, newspapers and documented materials that can be found in the library which are already refined; all in the course of my study, rethinking public service motivation and increase employee performance and retention.”

# ADMINISTRATION OF QUESTIONNAIRE

Questionnaire in the course of this study were administered using close ended style was used because of its simplicity in gathering data and also considering the fight schedules of the staffs, a close ended questionnaire will be easier for them to give responses considering their daily schedules. The questionnaire administered was close ended for my study “rethinking public service motivation for increase employee performance and retention.

# METHODD OF DATA ANLYSIS

In the course of this study “Rethinking public service motivation for increase employee performance and retention.” The information gathered from the respondents through the use of questionnaire formed the basis for data analysis of the study. The

descriptive statistics, simple frequency counts and pie charts were used to described and analyse the data from the research.

# METHOD OF TESTING HYPOTHESIS

For the purpose of this study “Rethinking public service motivation for release employee performance and retention” we applied chi-square measures to test the major hypothesis of this research project.

The hypothesis were tested through the following steps which include among others; stating the null hypothesis [ H0] and the alternative hypothesis [H1], the second step is stating the degree of freedom and level of significance for each hypothesis, the third is test statistics through the use of related question to test the hypothesis. The hypothesis will be accepted or rejected by the decision rule which states that is reject null hypothesis [H0] If the chi-square [x2] calculated is greater than chi-square [X2] table value

* + 1. Chi-square Formula and its Interpretation

The formula to be used is stated below:

X2  fo  fe2



*fe*

Where

X2= Chi-square

∑= (Sigma) summation Fo=frequency observed Fe= frequency expected

The degree of fraction is 5% level of significance that is 0.05% and degree of freedom of hypothesis is determined as thus, DF= n-1

Where; d f = degree of freedom n-1

where n= number of options

# CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

* 1. **INTRODUCTION**

In this chapter, the data collected during the course of the study is presented and analyzed. The hypothesis that were earlier postulated are rested for either acceptance of recognition. A total number of one hundred questionnaires were administered only seventy (70) were correctly and duly completed and returned for the purpose of this analysis only the seventy questionnaires will be used.

# PRESENTATION AND ANALYSIS

Under this research work out of the seventy questionnaires that were correctly completed and returned, fifty junior staff and the remaining twenty were senior staff. In addition, fifty were male and the remaining twenty were female. See the table below:

## Table 4.2.1 Sex of the respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Male | 50 | 71.4% |
| 2. | Female | 20 | 28.6% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015.

The table above shows that respondents were of both sex while male constitute 50 which represent 71.4% the female counterpart constitute 20 or 28.6% respectively.

## Table 4.2.2 Category of the staff

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Senior Staff | 15 | 21.4% |
| 2. | Intermediate | 20 | 28.6% |
| 3. | Junior | 35 | 50% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015.

The above table shows the category of the staff, out of the seventy questionnaire administered 15 of which are senior staff which constitute 21.4% whereby 20 which are

intermediate which represent 28.6% while 35 represent junior staff which constitute 50% respectively.

## Table 4.2.3 Age Distribution

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | 18-27 Years | 15 | 21.4% |
| 2. | 28-37 Years | 20 | 28.6% |
| 3. | 38-47 Years | 30 | 42.8% |
| 4. | 48 and above | 5 | 7.2% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

The table above shows age distribution of respondents which represents the following 18-27 years are 15 which represent 21.4% 28-37 years are 20 which constitute 28.6%

and 48 above are 5 which represent 7.2% respectively.

## Table 4.2.4 Marital status

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Single | 40 | 57.2% |
| 2. | Married | 30 | 42.8% |
| 3. | Others specify |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

The table shows marital status of the respondents out of the seventy (70) questionnaire returned 40 out of which are 40 are single which constitute 57.2% whereby 30 of which are married which constitute 42.8% respectively.

## Table 4.2.5: Do poor managerial knowledge on public service affect employee performance and retention.

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Yes | 55 | 78.6% |
| 2. | No | 15 | 21.4% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

Table 4.2.5 above shows whether poor managerial knowledge on public service affects employee performance and retention? From the responses received, 55 said yes which represent 78.6% while 15 answered no which represents 21.4% respectively. This shows that poor managerial knowledge on public service affect employees performance and retention.

## Table 4.2.6: In what easy does managerial knowledge improved employee retention?

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Highly negative | 15 | 21.4% |
| 2. | Negative | 20 | 28.6% |
| 3. | Less negative | 25 | 35.7% |
| 4. | No response | 10 | 14.3% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

Table 2.4.6 above is a question which asking of in what ways does managerial knowledge improved employee retention. 15 of the improved employee said highly negative whereby 25 said negative 20 responded that less negative while 10 respondents no response. Respectively this shows that managerial knowledge improved employee performance and retention.

## Table 4.2.7: Intimidation between employee and organization affect employee performance and retention?

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Yes | 60 | 85.7% |
| 2. | No | 10 | 14.3% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

The above table shows whether intimidation between employees and organization affect employee performance and retention. From the table above 60 which represent 85.75% said yes whereby 10 which represent 14.3% said no respectively. This shows that intimidation between employees and organization affect employee performance and retention.

## Table 4.2.8: If yes, to what extent does intimidation between employee and organization affect employee performance and retention?

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Highly negative | 45 | 64.3% |
| 2. | Negative | 5 | 7.2% |

|  |  |  |  |
| --- | --- | --- | --- |
| 3. | Less negative | 10 | 14.3% |
| 4. | No response | 10 | 14.3% |
|  | Total |  | 100% |

Source: Questionnaire Administered 2015

Table 4.2.8 is a question which asked to what extent does intimidation between employee and organization affect employee performance and retention from the above table 45 said highly negative, 5 said negative, 10 said less negative and 10 out of which said no response respectively.

## Table 4.2.9: Does conflict affect employee motivation and retention?

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Yes | 65 | 92.8% |
| 2. | No | 15 | 7.2% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

Table 4.2.9: Is a question on whether conflict affects employee motivation and retention. The seventy (70) respondents out of which 65 said yes while 5 said no respectively. This shows that conflict affects employee motivation and retention.

## Table 4.2.10: If yes, to what extent does conflict employees motivation and retention?

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Highly negative | 25 | 35.7% |
| 2. | Negative | 15 | 21.4% |
| 3. | Less negative | 20 | 28.6% |
| 4. | No response | 10 | 14.3% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

Table 4.2.10 is a question on the extent to which conflict affect employee motivation and retention. Out of the 70 questionnaires returned 25 said highly negative, 15 said negative, 20 also said less negative whereby 10 said no response respectively.

## 4.2.11: Is there any relationship between poor leadership style and public service motivation?

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **DESCRIPTION** | **NUMBER** | **PERCENTAGE** |
| 1. | Yes | 60 | 85.7% |
| 2. | No | 10 | 14.3% |
|  | Total | 70 | 100% |

Source: Questionnaire Administered 2015

Table 4.2.11 is a question on whether there is any relationship between poor leadership style and public service motivation and 60 of the respondents said yes whereby 10 said no respectively determined in the public sector through favoritism more then qualification and experiences.

## Table 4.11 whether monetary policy adopted- is appropriate

|  |  |  |  |
| --- | --- | --- | --- |
| **S/No** | **Description** | **Number** | **Percentage** |
| 1 | Yes | 20 | 28.6% |
| 2 | No | 50 | 71.4% |
|  | **Total** | **70** | **100%** |

Source Questionnaire administered 2012.

From the above table out of the seventy respondents 20 or 28.6% were of the view that, the policy was appropriate while 50 or 71.4% it is not appropriate. So we can easily infer that it was appropriate since majority of the respondents constitute greater percentage.

# TEST OF HYPOTHESIS

The most important step in a research study is the test of hypothesis that was earlier postulated. For the purpose of this research four hypothesis were postulated but only two will be tested, which on the basis of data collected is either reaccepted as true or rejected as false

The hypotheses to be tested are:

Ho: Managerial knowledge improved employee performance and retention

HI: conflict affects employee motivation in public

The test of the above hypothesis will be approached by the chi square at 0.05 level of significance.

# COMPUTATION

**Table 4.3.1**

# OBSERVED FREQUENCY

|  |  |  |
| --- | --- | --- |
| **Responses** | **Frequency**  **(FO)** | **Percentage** |
| Yes | 62 | 88.6% |
| No | 8 | 11.4% |
| **Total** | **70** | **100%** |

**OBSERVED FREQUENCY**

|  |  |
| --- | --- |
| **Responses** | **Frequency**  **(FO)** |
| Yes | 54.93 |
| No | 0.91 |
| **70** | **100%** |

Expected = (Fe) = 62 x 88.61= 54.93

100

= (Fe) = 8x11.4 = 0.91 X2 = E (Fo - Fe)2

X2 = E (62 - 54.93)2 + (8 0.91)2

X2 X2

|  |  |
| --- | --- |
| = | (7.07)2 + (7.09)2 |
| = | 49.9 + 50.26 |
| = | 100.2 |

X2

Degree of Freedom DF =(C-I) (r- 1)

DF = (2 - 1) (2 - 1)

DF = 1

Level of significance Critical value = 34.29

Comparism between X2 = CTV

X2 = 1002

CTV = 3429

**DECISION -** since the computing X2v which is 100.2 is higher than the CTV which is 34.29 (X2 V < CTV). We therefore reject the null hypothesis (Ho) and then accept the alternative hypothesis (Hi). So we now conclude that conflict does affect employee performance and retention respectively.

# SECOND HYPOTHESIS

**Table 4**

# OBSERVED FREQUENCY

|  |  |  |
| --- | --- | --- |
| Responses | Frequency  (FO) | Percentage |
| Yes | 30 | 42.9% |
| No | 40 | 57.1% |
| Total | 70 | 100% |

**EXPECTED FREQUENCY**

|  |  |
| --- | --- |
| RESPONSES | Frequency  (FO) |
| Yes | 12.87 |
| No | 22.84 |
| 70 | 100% |

Expected = (Fe) = 30X42 = 12.87 100

= (Fe) = 40X57 = 22.84

100

X2 – E (Fo -Fe)2

X2 = E (62 - 12.87)2 + (40 -22.84)2

X2 = (17.13)2 + (17 16)2

X2 = 293 4+ 294 4

X2 =5878

Degree of Freedom DF= (2- 1) (2- 1) DF=1

Level of significance Critical value = 34.29

Comparism between X2 =CTV X2 = 100.2

CTV = 34.29

Level of significance Critical value = 886.2

Comparism between X2 = CTV X2 = 5878

CTV = 8862

In conclusion, since the calculated table value is greater than the critical table value (X < CTV). The X2 v value is =

587.8 is less than the calculated table value CTV which is

886.2 we therefore have to accept the null (Ho) which states that managerial knowledge improved employee performance and retention.

# CHAPTER FIVE

**SUMMARY, CONCLUSTIONS AND RECOMMENDATIONS**

## Introduction

This chapter intends to make a brief summary of what was done from the beginning of the research work, to the end. A conclusion about the rethinking public service motivation for increase employee performance and retention would be drawn. This is followed by the recommendations that could help to improve the public service motivation and increase employee performance and retention.

## Summary

This research project consist of five chapters which include introduction as chapter one, literature review as chapter two, research methodology makes chapter three, data analysis and presentation as chapter four, and the last but not the least summary, conclusion and recommendations as chapter five.

In chapter one, an introduction was based on background to the study, these consist of four paragraphs, paragraph one explains the topic in brief, paragraph two

explains importance making research on the topic, paragraph three state the problem associated with the topic in brief, paragraph four gives suggestions on how these problems will be addressed which backed is by a closing statement. Statement of research problem was examined which was rooted from third paragraph of background to the study and explained vividly, research questions were formed from statement of research problems out of which objectives of the study were stated, and hypothesis were formulated. The significance of the study was examined and finally the scope which the study intends to cover was identified and its limitations were noticed.

The second chapter of the study is literature review, this section of the study touches various issues related to the topic of the study. These issue include managerial knowledge, motivation and employee performance, contemporary theories of motivation, the motivation process, Maslow’s theory of human nature, Frederich Herzberg’s two factor theory of motivation, Douglas manager’s managerial assumptions, Victor Vroom’s expectancy theory, Alderefer’s ERG theory of

needs, management and organizational production, nature of managerial work, importance of management, role of management, Role of management in an organization, employee performance, employees retention in public service, retention programs, strategic for employee retention, pubic service, causes of conflict between employees in an organization and ways of managing conflict in an organization many others.

The third chapter of the study is research methodology, this aspect of the study highlights the various methodologies used in making this research project, this include research design, research population, sample and sampling technique, sources of data collection, administration of questionnaire and interview, method of data analysis, and finally the method used in testing hypothesis.

The forth chapter is data analysis and presentation, under this chapter, the demographic information of both sets of despondence MTN staffs and customers were analyzed and interpreted, fifteen questions which forms the questionnaire were all analyzed and interpreted, five hypothesis of the

research project were tested, and the last but not the least a summary of major findings was made.

The last chapter of the study is summary, conclusion and recommendation. Under this chapter, a summary of the whole research project was made, conclusion were made based on the findings obtained, and recommendations were given on solve the problems concluded.

## Conclusion

From the major findings obtained, some conclusion can be made as follows:

* + 1. Public service motivation values are not observed in the Nigeria’s public sector which breeds nepotism, favoritism, tribalism and so on. These hampers the quality of service delivery because work is not done based on ethical standards and regulations governing it.
    2. The research makes conclusion that there is a cordial relationship between efficient performance of public sector and transparency in public service. This was ascertained by analysis the views of respondents staff of

the office of account general on the relationship between the two variables.

* + 1. The research also makes conclusion that motivational package in terms financial sector is very poor. There motivational packages in term financial incentives such as remuneration, bonuses, allowances, in the public sector is inadequate, likewise capacity building of employees is very poor.
    2. The research concludes that the Nigeria’s public service suffers from excessive centralization of administrative power in term of decision making process, high concentration of institutional resources such as personnel, finance, and discretionary authority at the centre or head quarters neglecting the lower levels of the sector by not decentralizing powers and resources to them.
    3. Finally the research concludes that the institutional structure of the Nigeria’s public service motivation is weak; this can be attributed to lack of adequate

resources [both material and human] in these institutions.

## Recommendation

The following recommendations are given to solve the problems identified by the research finding they include among others;

* + 1. Recruitment promotions, retention and payment of financial entitlement of employees in public sector organizations should be done based on merit. However, where federal character principle is applied, it is suggested that a state-based competitive examination that does not necessarily sacrifice standards be administered on prospective employees. These will help so much in reducing corruption and ethical problems.
    2. The area of coverage of the Nigeria’s public sector should be reduced so as to make it more efficient in delivering their services; this can be done through breaking large bureaus and organizations into units, branches, and departments.
    3. The motivational package of the public sector should be improved through massive programmed of staff training and development in the sector. The training should be a continuous process for as long as the employees are in the service. Likewise the morale of the employees should be improved by restructuring their salaries, allowances and benefits to be in line with what obtains in the private sector for an equivalent job and accountability in public sector.
    4. On the issue of excessive centralization of power, public sector institutions should be structured in a way to reduce the number of authorities under which they operate to avoid conflict and make for easy consultations at all levels. The aim is to secure involvement and commitment.
    5. In order to enhance a vibrant institution, ability, experience and integrity should be employed in the sector. It would be better if Nigeria’s public sector enterprise has have executive board instead of policy

board which they currently operate. Financial resources should be adequately supplied so as to make the institutions more efficient and effective in term of execution of projects and policies.

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APPENDIX:A

Department of Public Administration, Faculty of Management Science, Usmanu Danfodiyo University Sokoto,

P. M.B. 2346, SOKOTO

Dear Respondents,

QUESTIONNAIRE FORM

I am a final year student of the above institution undertaking a research project on the topic “Rethinking public service motivation for increase employees performance and retention” (A case study of office of accountant general sokoto state)

You are required to kindly answer the questions attached by ticking the right option.

Your view on this topic will be treated with utmost confidentiality and shall be solely used for academic purpose.

Yours Faithfully, Research student Usman Abdullahi Umar.

SECTION

Please you are required to fill in the spaces provided in the bracket by simply ticking.

1. Education status
   1. O/level certificate ( ) (b), diploma ( ) ( C) B sc/HN0 ( ) (D) Other specify ( )
2. Sex
   1. male ( ) (b) female ( )
3. Age
   1. 18-27years ( ) (b) 28-37years ( )

© 38-47years ( ) (d) 48 and above ( )

1. Marital status

(A) Single ( ) (b) married ( ) other specify ( )

1. Occupation
   1. Computer operating staff ( )
   2. Administrative staff ( )
2. Accounting staff ( )
3. miscellaneous staffs

# STRUCTURE OF QUESTIONNAIRE ADMINISTRATED TO THE OFFICE OF THE ACCOUNTING GENERAL,SOKOTO STATE

1. Do poor managerial knowledge on public service affect employee performance and retention
   1. YES ( ) (b) NO ( )
2. In what ways does managerial knowledge improved employees retention?

(A) Highly negative ( ) (B) Negative ( ) (C)Less negative ( ) (d) no response

1. Do intimidation between employees and organization affect employee performance and retention?

(A) YES ( ) (B) NO ( )

1. If yes to what extent does intimidation between employee and organization affect employee retention?

(A) Highly negative ( ) (B) Negative ( )

(C) Less negative ( ) ( D)No response ( )

1. Does conflict affect employee motivation and retention

(A) YES ( ) (B) NO ( )

1. If yes to what extent does conflict affect employees motivation and retention?

(A) Highly negative ( ) (B) Negative ( )

(C) Less negative ( ) (D) No response ( )

1. Is then any relationship between poor leadership style and public service motivation?

(A) YES ( ) (B) NO ( )

1. If yes what is the relationship between poor leadership style and public service motivation?

(A) Highly negative ( ) (B) Negative ( ) (C) Less negative ( ) (D) No response ( )