

**EMPLOYEE WELFARE SCHEME AND JOB PERFORMANCE IN  
NIGERIAN PUBLIC SERVICE: A CASE STUDY OF EDO STATE  
MINISTRY WORKS**

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FACULTY OF SOCIAL SCIENCES  
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BENIN CITY**

**OCTOBER, 2024.**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT  
OF PUBLIC ADMINISTRATION, FACULTY OF SOCIAL SCIENCES,  
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SCIENCE(B.Sc.) IN PUBLIC ADMINISTRATION FROM THE  
UNIVERSITY OF BENIN, BENIN CITY**

**OCTOBER, 2024**

## **CERTIFICATION**

We the undersigned certify that this project “employee welfare scheme and job performance in Nigerian public service: a case study of Edo State ministry of works” was carried out and completed by Azaka Eloghosa .M., with Matriculation Number SSC2004008, in the Department of Public Administration, University of Benin, Benin City.

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## **DEDICATION**

This project is dedicated to God Almighty for His unwavering love and Protection throughout my life. Furthermore, I dedicate this study to my Late Mother, Deaconess Justina .I. Azaka. I love and miss you mommy. Thank you for everything you've done for me. I will make you proud.

## ACKNOWLEDGEMENTS

I would like to extend my sincere gratitude to God Almighty. Without him I am nothing, I am filled with joy and happiness for the good things he has done for me.

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## ABSTRACT

*This study examines employee welfare scheme and job performance in Nigerian public service: A case study of Edo State ministry of works. And the need for this study lies on the facts that the provision of staff welfare scheme will motivate the workers for greater performance toward efficiency and effectiveness. This study examines employee motivation and its resulting effects on the organization's productivity levels. This study examines employee motivation and its resulting effects on the organization's productivity levels. The multi stage and simple random sampling technique was adopted in selecting the ministerial departments since it was not possible for the researcher to use the entire ministries/extra ministerial departments. Simple random sampling technique will be used to select 250 respondents in the area under survey. Employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Findings from the study also showed that both intrinsic and extrinsic motivational factors were statistically significant and can independently affect the level of productivity of the workers. The findings from the study revealed that training and career development is a significant predictor of worker efficiency. It was recommended that Managers must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees. Management should encourage interpersonal relations amongst co-workers and their managers to promote a sense of belonging and unity amongst staff. Also managers should ensure employees are involved in decision making processes and given a chance to air their views. Also management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The need for welfare scheme as a motivation tool on workers in public services cannot be over emphasized. Public as well as private enterprise tends to increase productivity in their work place and welfare scheme and packages, have a great influence as it can be used as one of the measure to motivate workers in public services. Government provides services or facilities to their workers not only on humanitarian bases, but also because of pecuniary gain derivable from such services or facilities. However it is good for government to be genuinely interested in the welfare of it's workers anxiety, worries, family and financial crisis suffered by workers, also adversely affect their performances. It is therefore in government's interest to assist in removing or reducing these problems and making the workers comfortable while at work. Welfare scheme to be provided by government, must as much as possible reflect it's good intension towards it's workers rather than workers perceiving such services as a right or entitlement.

The human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and

maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). This study however is centered on the aspect of motivation and focuses on the effects of employee motivation on organizational productivity.

Aluko (2014) stated that an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances are that their morale would be high as such performance and productivity levels would increase thereby to a large extent boosting overall organizational performance level. In order to achieve high levels of productivity as such boost organizational performance or productivity, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee motivation leads to reduced productivity which is harmful to organizational performance and continuous success.

Jennifer and George (2006) defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones (2012) states that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an

employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharge their duties leading to low performance and productivity levels (Nwachukwu, 2004). This study therefore focuses on showing the effects of motivation on organizational productivity.

## **1.2 Statement of the Problem**

In early days of cooperation activities, government sees no need for welfare scheme. They do not tend to motivate their workers as there was no measurement on workers performance and motivation was far from serving as a means of increasing productivity. Hence workers were responsible for the provision of all welfare they needed at this stage workers were not well remunerated and their welfare was not at the organization diary. Government went home with all the profits pretending to offer essential services while the workers bears agony alone in case of loose and work condition at the work place. James (2014) cited three warning signs of a demotivated workforce these include poor workplace atmosphere, slipping job standards and decreased productivity. He further stated that if any of these factors is observed to be trending

downwards then there is a great chance that the organization is dealing with a demotivated workforce. Most businesses and organizations especially manufacturing industries have failed to recognize the importance of motivation as a concept be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies etc. or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance or improve employee performance as well as organizational productivity levels.

Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with coworkers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together (Jibowo, 2007).Therefore an organization's best strategy is to provide suitable work environs that allow their workforce to meet or exceed expectations as well as

offer a range of motivators to improve enthusiasm, performance and productivity levels.

### **1.3 Objectives of the Study**

The primary objective of this study is to acquire a deeper comprehension of how employee motivation affects performance of workers in public organizations as well as recognize the effects on organizational productivity. This research therefore seeks to:

- i. determine the effect of employee relationship with supervisors on the level of efficiency of the workers.
- ii. examine the effect of compensation on the level of effectiveness of the workers.
- iii. examine the effect of training and career development on the level of efficiency of the workers in Edo State ministry of works.
- v. determine the influence of employee motivation on public service performance.

### **1.4 Research Questions**

- i. How does employee relationship with managers affect the level of efficiency of the workers?
- ii. What effect does compensation have on the level of effectiveness of the worker?

iii. How does training and career development affect the level of efficiency of a worker in Edo State ministry of works?

iv. What influence does employee motivation have on public service performance?

### **1.5 Research Hypotheses**

i. Employee relationship with managers have no significant effect on the level of efficiency of the worker

ii. Compensation has no significant effect on the level of effectiveness of the worker

iii. Training and career development has no significant effect on the level of efficiency of the worker in Edo State ministry of works.

iv. Employee motivation does not influence on public service performance

### **1.6 Significance of the Study**

The administrators, government agencies machineries and academic have not helped on laying solid foundation for the formulation of adequate measures in implementation of welfare scheme as its measure tends not to motivate workers. However, these studies have failed to established or addressed the problems associated with the provision as well as implementing welfare scheme towards motivation, all these tends to have created problems of choice in administration of

different strategies in achieving the desired goals. This study is therefore set to use empirical data on Nigeria to model as well as predict possible measures for easy implementation. This study will be significant in this ways.

The findings will be of use in extending the body of existing knowledge. This would be of great benefit to different individuals, groups, policy makers, researchers, government and its agencies. Moreso, future or further researchers would in no small measure find this a useful spring board from which they can launch themselves into the field for more investigation. For this study not to be an effort in futility, it has to be useful to a number of people and institutions among which are;

i. **Organizations:** The aim of this study is that the outcomes, results or findings should be beneficial to business owners, managers and organizations especially in the locality where this study is being conducted. This is to enable them understand the concept of motivation and its effect on productivity. It also gives an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations.

**Research Institutions:** This study is also relevant to research bodies and institutions in the nation as a whole because findings would also be relevant to students and users of information in conducting further research in areas similar to this study.

**Government Agencies:** This research is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the region in matters concerning organizational productivity by seeking ways ensure that employees are adequately motivated in their various organizations thereby increasing overall productivity and performance levels.

### **1.7 Scope of the Study**

The scope of this study is limited to a selected organization, Public Service: A Case Study of Ministry of Works, Edo State, Nigeria where the study is being conducted. This study examines employee motivation and its resulting effects on the organization's productivity levels. The organisation is being considered because research has not been done on this area prior to now. Edo State Ministry of work was selected for this study.

### **1.8 Definition of Terms**

**Motivation:** refers to what stimulates and guides human behaviors and how these behaviors are sustained to attain a specific goal.

**Organizational Productivity:** A measure of how efficiently and effectively managers use resources to achieve organizational goals.

**Effectiveness:** refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.

**Employee Effectiveness:** is a qualitative characteristic that indicates the extent to which job related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

This chapter shall extensively examine literatures that are associated and significant to the subject of this study. The review covers the concepts, empirical and theoretical explanations required to facilitate a complete examination and comprehension of the research. It provides an insight of other people's thoughts and opinions on the effects of motivation on employees and how it affects their productivity levels.

#### **2.1. Motivation**

What is Motivation? James and Stoner (2009) Suggested that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises of several elements that causes, directs, and sustains an individual's behavior in a specific way. They went further to say that motivation is one of a number of elements that affect an organization's productivity and performance levels respectively.

Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels. Young (2000)

also suggested that motivation could be defined in relation to forces within employees that justifies the levels, directions, and resolution as regards efforts they expend in the workplace. George and Jones (2012) termed work motivation as self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals.

Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as direct and channel behavior towards a goal. Guay, Chanal, Ratelle, Marsh, Larose & Boivin (2010) argued that motivation deals with “the motives underlying behaviors”. In addition, (Broussard & Garrison, 2004) defined motivation simply as “those elements that pushes an individual to act or not to act”. Beach (2005) described motivation as the individual’s readiness to expend energy so as to accomplish set goals. He is of the opinion that motivation relates to a person’s enthusiasm for specific patterns or behaviors. Also he further stated that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work.

### **2.1.2 Types of Motivation**

Lin (2007) proposed that motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic (Martocchio, 2006). Lin, 2007; Ryan & Deci (2000) also identified several classes of motivation namely; extrinsic and intrinsic motivation. Intrinsic motivation: can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Ryan & Deci, 2000). In the workplace, it springs from impulses that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such Intrinsically motivated rewards comprises the chance to showcase expertise and abilities, receive gratitude, good recognition, freedom, responsibility and mutual respect.

Motivation that is considered extrinsic stems from outside of the performer. Money can be said to be the greatest example, nevertheless coercion and the fear of punishment are also common extrinsic motivations. In various organizations, Competition is seen as extrinsic since it encourages the performers to win and outwit their rivals, rather than appreciate the intrinsic rewards associated with the activity. However it is also imperative to note that extrinsic rewards may result in over justification and a later a decrease in intrinsic motivation. The universal difference between intrinsic and extrinsic motivation is

that whereas intrinsic motivation is triggered by internal forces or those within oneself, extrinsic motivation is determined by external forces (Giancola, 2014).

### **2.1.3 Intrinsic Motivational Factors**

Although there are various forms of intrinsic motivation, this study focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization. Intrinsic motivation, derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity (Ryan & Deci, 2000). These factors are discussed below;

## **2.2 Employee Well-being**

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards delivery of goods and services. Consequently this has adversely affected the health, safety and general wellbeing of the workforce. Therefore the well-being of a workforce cannot be underestimated as workers also have similar needs be it physical or emotional. These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life. Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy

workforce as they are crucial in enhancing an organization's productivity levels and fiscal performance. As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that is aimed at promoting the well-being of their workforce. Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Lu, Cooper & Lin, 2013).

Finally, for health and well-being programs to be successful an organization must be able to relate effectively with their workforce and ensure that matters of great concern that may be termed personal to staff and their relations are catered for. Some of these matters may include their welfare packages, health-related behaviors, present and eventual monetary state of affairs as well as their experiences in the place of work. It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best returns on health and productivity investments. Baase (2009) stated that there are proofs showing that the health and wellbeing of an organization's labor force is inseparably associated with their levels of productivity as well as the health of the nation's economy. As such employers of labour are also very much aware of the importance of wellbeing programs and are concerned with seeking out better

ways to improve employee wellbeing through various health protection and promotion benefit programs. Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their work force for not taking sick leave by giving them additional pay (Mathis, 2003).

### **2.2.1 Relationship with Co-workers**

An employee's relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. This means that a co-worker's support is very essential in minimizing stress. Mayo, Sanchez, Pastor and Rodriguez (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his performance and productivity levels (Schaubroeck, Cotton & Jennings, 2005).

### **2.2.2 Relationship with Managers**

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore managers are to ensure that a deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013).

### **2.3 Extrinsic Motivational Factors**

Also there are various forms of extrinsic motivation, this study focuses on an employee's work environment, compensation as well as training and career development as factors that may influence an employee's productivity levels in an organization. Extrinsic motivation, derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity (Ryan & Deci, 2000). The above mentioned factors are discussed below;

#### **2.3.1 Work Environment**

Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations. A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007).

Businesses are prone to risks and uncertainties as such the capacity of an organization to react effectively to the challenges posed by present-day dynamic nature of economic conditions will to a large extent be determined by how well an organization can effectively and efficiently use the human capital at its disposal. Brenner (2004) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as productivity level of workforces. This is because the productivity levels of the workforce would not be optimal, if the state of their work environments are not conducive. Better work environments augments worker's productivity.

### **2.3.2 Compensation**

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, Saberi & Safari, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, Cakiroglu & Cop, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et.al, 2011).

Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words you can say that compensation motivates employee for better performance and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Matthias and Jackson, 2003).

### **2.3.3 Training and Career Development**

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success (Bassanini, 2004). Mathis (2003) implied clearly that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm.

Finally, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction (Altinoz et.al, 2012; Hamidi et.al, 2014; Lumley et.al, 2011; Spector, 1997).

## **2.4 Theoretical Framework**

Several theories on the concept of motivation has been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job itself as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce. Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study.

#### **2.4.1 Abraham Maslow's Hierarchy of Needs Theory**

In the book titled *Motivation and Personality*, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the

opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs.

The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work. In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner,

every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization. In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2001).

This theory presents businesses particularly in the area of management, an understanding of those elements that arouse or affect a worker's behavior and work performance levels within a corporation. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behavior (Obikeze, 2005). Therefore, in order to adequately motivate employees at their place of work, managers are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end such as physiological and security requirements must be fulfilled before the pursuit of those top level motivators

such as esteem and self-fulfillment. The diagram below illustrates the hierarchy of needs;

**Physiological Needs:** represents those needs at the lower end of the pyramid which is also referred to as basic human needs. They involve the necessity to ensure satisfaction of the basic natural drives like food, air, water and shelter. Maslow is of the notion that organizations must provide The need for self-actualization Experience purpose, meaning and realizing all inner potentials Esteem Need (The need to be a unique individual with self-respect and to enjoy general esteem from others) Love and belonging needs (the need for belonging, to receive and give love, appreciation, friendship) Security Need (The basic need for social security in a family and a society that protects against hunger and violence). The Physiological Needs (the need for food, water, shelter and clothing) workers with salaries or payments that assists them in meeting expenses associated with suitable living standards. James and Stoner (2009) also suggested that managers can aid in satisfying these needs by ensuring that workers pay are enough to assist them in catering for their needs sufficiently.

**Safety Needs:** this is the need for security constituting the need for safety, freedom from any form of injury be it physical, mental or fiscal terms. Such needs are stimulated after basic survival needs have been achieved. They refer to a worker's desire for safer and favorable work settings without any prospective fears or injuries. Businesses try to gratify such desires by providing their

workforce with safety kits like helmets, health and well-being initiatives, safety equipment, safety wears and boots etc. The logic is to make sure workers are inspired to perform well and discharge their duties successfully devoid of tension or injury in a setting they assume to be secure. Executives can aid in catering for these needs by providing adequate job security, health aids and safer work surroundings.

**Belongingness Needs:** describes the desire of the workforce for a sense of belonging, approval, rapport and love. They are initiated after security requirements are fulfilled. These needs create room for members of a workforce to be associated and bond with themselves. Workers are moved to perform well in their jobs when there is a feeling of acceptance. By stimulating interactive relations among workers, organizing collective gatherings like holiday get-togethers' management can aid in satisfying those needs.

**Esteem Needs:** focuses on the needs of workers to be cherished and appreciated. It involves a worker's longing to be acknowledged and to have self-respect. When workers are elevated and recognized in their numerous work achievements, these kind of needs are fulfilled. Maslow stated that this type of needs are triggered after belongingness needs are gratified. Workers for example are moved to perform well if they are given awards for notable attainments in their jobs.

**Self-actualization Needs:** is a worker's desire to attain self-satisfaction and individual growth. It is the desire of workers to evolve and make the most of their

potentials. The idea is for workers to be driven to put in their best performances for the organization as long it provides room for them to attain self-satisfaction in their areas of expertise giving them the chance to be all they can be. Self-actualized workers represent prized resources to an organization and management can aid in satisfying this need by providing prospects for workers to utilize their skillset and talents to the maximum. The aforementioned needs comprises Abraham Maslow's hierarchy of needs from the lower levels to the higher levels. He stated that people would attempt to placate those needs that are of utmost priority to them first. Employers in a bid to maximize workers performance have to seek ways to gratify their needs. This is because workers are only interested in performing well if their wants are well catered for.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter is designed to focus on the progress and procedures that will be involved in this research such sub-topics as research design, research population, Area of study, sample and sampling techniques, sources of data, method of data collection and: method of data analysis shall be treated in this chapter.

#### **3.2 Research Design**

The survey research design method will be used to carry out this study. It helped to obtain information about variables and afforded the researcher the opportunity to obtain general assessment of opinions, attitudes or feelings of the respondents about a particular problem. The research design that will be used in this study is the survey research method. The researcher used this method because it will allow the researcher to collect and analyze data from workers who are considered to be staff of the parastatal and conclusions reached will be generalized to the large population. It also allowed the researcher to study a large population at a relatively low cost.

#### **3.3 Population of the Study**

The design will adopt survey design in which questionnaire will be taken to the staff, management and clientele of Ministry of Works, Edo State, for the

collection of information needed to investigate the position of leadership in Ministry of Works, Edo State. Survey measures what is without asking why it exist thus this survey want to establishing and concretize and existing fact Best (1970) says what is, it is concerned with conductions or relationship that exist, practice that prevail, belief or point of view or attributes that are had, process that are going on, effects that being felt and trends that are developing. This work intended to link the relationship between the impact of Welfare scheme on motivation of workers in Ministry of Works, Edo State, has been chosen as our case study. The population for this research includes all staff of Ministry of Works, Edo State, in Edo State. There are about 320 workers in the organization, categorized into senior management, middle workers and junior workers. On the whole 250 persons make up the population for the study (Source: [opendata.edostate.gov.ng](https://opendata.edostate.gov.ng), 2024).

### **3.4 Sample Size and Sampling Technique**

The multi stage and simple random sampling technique was adopted in selecting the ministerial departments since it was not possible for the researcher to use the entire ministries/extra ministerial departments. Staff of Ministry of Works, Edo State, in Edo State was selected. Simple random sampling technique will be used to select 250 respondents in the area under survey. The convenient sampling technique will adopted because it's a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to

hand. Thus, this sampling technique will be chosen purely on the basis of convenience.

### **3.5 Instrument for Data Collection**

Those data collected first hand by the researcher and had not passed some processes of interpretation before getting to the present researcher. These sources included personal interviews conduct by the researcher and questionnaires which the research constructed and distributed to the respondents. Some person observation will be also carried out by the researcher. And also sources as text books, journals, magazines, Newspapers and in short libraries sources will be used to review what previous researchers have been done in the field.

### **3.6 Validation of the Research Instrument**

A questionnaire will be constructed by the researcher and approved by the research supervisor as being relevant and valid for the collection of data. The questionnaire will be framed to decipher information from the respondent. Information pertaining to the impact of welfare scheme on the motivation of workers performance ways of improving the leadership has helped it to achieve will be contained in the questionnaire. The research constructed the questionnaire in such a way that answers to question contained in the questionnaire items.

### **3.7 Method of Data Analysis**

The data for the study was analyzed using simple percentage with the aid of the Statistical Package for Social Sciences (SPSS).

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

As stated in chapter three, the sample size of this research is 250. consequently, 250 questionnaires were administered but 200 were retrieved from respondents.

#### 4.2 Data Presentation and Analysis

The data collected from the questionnaires has been presented in table for easy understanding and percentage score were given to both the positive negative responses with an explanation of the tables. This is followed by the testing of the stated hypothesis.

#### Bio Data of Respondent

##### Tables 4.1

##### Question 1: Sex distribution of respondents

SEX RESPONDENT	NUMBER OF RESPONDENTS	PERCENTAGE
Male	120	70%
Female	80	30%
Total	200	100

Source: field survey (2024)

From table 4.1 above it is evident that the population of male workers that responded to questionnaire constituted a greater part of the responses in this

research work. The total number of male respondent were 120 representing 70% of respondent while female were 80 representing only 30% respondent.

**Table 4.2:**

**Question 2: Showing the Distribution of Respondents by Age.**

Age	Frequency	Percentage
18-27	36	18
28-38	50	25
39-48	46	23
49 and above	68	34
Total	200	100

Source: field survey (2024)

The above tables 4.2 shows that 18 (18%) of the total population were between the age of 18 – 27 years, 25 (25%) were in the age bracket of 28-38 years, while 23 (23%) were between the age of 39-48, 34(34%) were 49 years and above. This shows that those at the age of 49 and above has the highest representation in the study,

**Table 4.3:**

**Question 2: Distribution of Respondent according to their present status in the organization**

SEX RESPONDENT	NUMBER OF RESPONDENTS	PERCENTAGE
Junior staff	140	58.3%
Senior staff	35	31.7%
Auxiliary staff	25	10%
Total	200	100

Source: field survey (2024)

From table 4.3 above, it is evident that a greater number of respondent in this study are in the junior category. In fact -this group represent 58.3% of total respondent. This is followed by the senior category which represents 31.7% of total respondent, while Auxiliary staff represents only 10% of total respondent. The implication of this is that a large percentage of workers in Ministry Of Works, Edo State, while very few of them are Auxiliary staff. This is in line with the population of study as presented in chapter three (3). It showed that the' highest number of staff in the organization belong to the junior category with a population of 140 staff representing 58.3% of the total staff in Ministry Of Works, Edo State, Followed by senior staff with a population of 35 staff representing 31.7% of total staff while Auxiliary staff have the lowest with a total of 25 staff representing only 10% of staff in Ministry Of Works, Edo State.

**Table 4.4: Distribution of Respondent according to their length of service in Ministry Of Works, Edo State**

Length of service (Years)	Number of respondents	Percentage
1-5 years	40	15.5%
6-10 years	25	20.5%
11-15years	80	34.5%
16-above	35	29.5%
TOTAL	200	100

Source: field survey (2024)

Table 4.4 above show the distribution of respondent according to their years of work in the organization, Ministry Of Works, Edo State, From the table, it will be

observed that there is no significant difference between the different years of work experience of respondents and their response to the research question. The largest is 11-15 years representing 34.5%, the next was 16-above years representing 29.5%, followed by 6-10 years representing 20.5%. While 1-5 years represent 15.5%.

**Table 4.5: Distribution of Respondent according to Education Background**

Level of Education	Number of respondents	Percentage
Secondary	40	20%
OND	50	25%
HND, B.sc	80	43.3%
Masters	20	7.5%
Others	10	4.2%
TOTAL	200	100

Source: field survey (2024)

Table 4.5: above shows the distribution of respondents according to their level of Education. As show in the table, majority of respondent are HND or B.Sc. holders. This represents 43.3%. Respondent with OND constitute 25%. Secondary school certificate holders constitute 20% of respondent. Master’s degree holders constitute 7.5% of respondent, while only 4.2% of respondent hold certificate that is above Master’s Degree.

**Table 4.6: Distribution of Respondent according to Marital Status**

Married Status	Number of respondents	Percentage
Single	50	26.7%
Married	120	62.5%
Divorced	20	7.5%
Widowed	10	3.3%
TOTAL	200	100

Source: field survey (2024)

Table 4.6: above shows that majority of worker in this organization are married. Married people represent 62.5% of respondents. This is followed by singles they represent 26.7% of respondents. Those who are divorced represent 7.5% while those who are widowed constitute only 3.3% of respondent.

### 4.3 Data Analysis

**Table 4.7:**

**Question 1:** Which factor do you think will be the best means of encouraging workers in exercising their duties in your work places?

	Frequency	Percentage
STRONGLY AGREE	135	67.5
STRONGLY DISAGREE	13	6.5
AGREE	44	22
DISAGREE	8	4
TOTAL	200	100

Source: field survey (2024)

The table above shows that if the total respondents of 200, 67.5% strongly agree that the best means of encouraging workers in exercising their duties in your work places, while 22% agreed. Also, 6.5% strongly disagree, only 4% disagreed. This

distribution of responds by the respondents shows that According to public service rules, is there any regular promotion of workers in your work

**Table 4.8:**

**Question 2:** Are there adequate provisions of office equipment in your work place.

	Frequency	Percentage
STRONGLY AGREES	133	56.5
STRONGLY DISAGREE	25	12.5
AGREE	47	23.5
DISAGREE	15	7.5
TOTAL	200	100

Source: field survey (2024)

The above table shows that of the total respondents, 56.5% strongly agreed that there adequate provisions of office equipment in your work place. 23% agreed to that effect, while 12% strongly disagreed, just 7.5% disagreed. The above analysis shows that there are adequate provisions of office equipment in your work place.

**Table 4.9:**

**Question 3:** Do you think that the available equipment have enhanced worker's morale in Civil Service?

	Frequency	Percentage
STRONGLY AGREE	88	44
STRONGLY DISAGREE	32	16
AGREE	42	21
DISAGREE	38	19
TOTAL	200	

Source: field survey (2024)

From the above table, we can see that 44% of the total respondents strongly agree to the available equipment have enhanced worker's morale in civil service, 21% agreed to that effect. While 19% disagreed to that, 16% strongly disagreed to that. This analysis shows vividly that the available equipment have enhanced worker's morale in civil service.

**Table 4.10:**

**Question 4:** Do you think that adequate office facilities or equipment can motivate workers towards increasing their performance in your work place?

	Frequency	Percentage
STRONGLY AGREE	115	57.5
STRONGLY DISAGREE	35	17.5
AGREE	44	22
DISAGREE	6	3
TOTAL	200	100

Source: field survey (2024)

The above table representing the view of respondents shows that adequate office facilities or equipment can motivate workers towards increasing their performance in your work place show that of the total 200 respondents, 57.5% strongly agreed to that effect while 22% agreed. On the other hand, 17% of the respondents strongly disagreed while just 3% disagreed. The above analysis shows that adequate office facilities or equipment can motivate workers towards increasing their performance in your work place.

**Table 4.11:**

**Question 5:** Do you think that the present promotion exercise has effectively enhanced workers morale in the civil service?

	Frequency	Percentage
STRONGLY AGREE	91	45.5
STRONGLY DISAGREE	28	14
AGREE	69	34.5
DISAGREE	12	6
TOTAL	200	100

Source: field survey (2024)

The above table showing the responds of 200 respondents on whether the present promotion exercise has effectively enhanced workers morale in the civil service shows that 45.5% of the total respondents strongly agreed to that effect, and 34.5% agreed. On the contrary, while 14% strongly disagreed, 6% just disagreed. The above analysis shows the present promotion exercise has effectively enhanced workers morale in the civil service.

**Table 4.12:**

**Question 6:** Do you think that regular promotion can encourage workers to work hard in your work place?

	Frequency	Percentage
STRONGLY AGREE	81	40.5
STRONGLY DISAGREE	53	26.5
AGREE	44	22
DISAGREE	22	11
TOTAL	200	100

Source: field survey (2024)

The above table shows that regular promotion can encourage workers to work hard in your work place of the total respondents, 40.5% strongly agreed to that effect while 22% just agreed. On the other hand, while 26.5% of the total respondents strongly disagreed, just 11% disagree. This analysis shows that regular promotion can encourage workers to work hard in your work place.

**Table 4.13:**

**Question 7:** Which techniques do you prefer as the best to enhance your performance and morale?

	Frequency	Percentage
STRONGLY AGREE	62	31
STRONGLY DISAGREE	49	24.5
AGREE	69	34.5
DISAGREE	20	10
TOTAL	200	100

Source: field survey (2024)

The result of the above table showing the that Improved office equipment, Better facilities in canteen, Cash rewards/money, Worker involvement also enhance performance and morale, shows that of the total 200 respondents, 34.5% agreed to that effect while 31% strongly agreed to that. On the other side, while 31% strongly disagrees, only 10% disagreed. The above analysis shows that improved office equipment, better facilities in canteen, Cash rewards/money, Worker involvement also enhance performance and morale

**Table 4.14:**

**Question 8:** Apart from cash reward do you think there are other incentives that can encourage workers to work hard?

	Frequency	Percentage
STRONGLY AGREE	85	42.5
STRONGLY DISAGREE	43	21.5
AGREE	47	23.5
DISAGREE	25	12.5
TOTAL	200	100

Source: field survey (2024)

The above table shows the responds of the 200 respondents on whether cash reward do you think there are other incentives that can encourage workers to work hard. 42.5% of the respondents strongly agreed while 23.5% agreed. On the other hand, while 21.5% strongly disagreed to that, just 12.5% disagreed. This analysis so far shows clearly that cash reward and other incentives encourage workers to work hard.

**Table 4.15:**

**Question 9:** How often are you given the opportunity to use your ideas towards performing your duties in your place?

	Frequency	Percentage
STRONGLY AGREE	35	17.5
STRONGLY DISAGREE	60	30
AGREE	50	25
DISAGREE	55	27.5
TOTAL	200	100

Source: field survey (2024)

The table above shows that of the total 200 respondents, 30% strongly disagree that how often are you given the opportunity to use your ideas towards performing your duties in your place, 27% disagreed. On the other side, while 17.5% strongly agrees to that effect, 25% agreed. This analysis so far shows often workers given the opportunity to use your ideas towards performing your duties in your place.

**Table 4.16:**

**Question 10:** How often are workers allowed to use their initiatives or ideas in your work place?

	Frequency	Percentage
STRONGLY AGREE	45	22.5
STRONGLY DISAGREE	70	35
AGREE	35	17.5
DISAGREE	50	25
TOTAL	200	100

Source: filed survey (2024)

The table above shows that of the total 200 respondents, 35% strongly disagree that workers allowed using their initiatives or ideas in your work place. 25% disagreed. While 22.5% strongly agreed to that effect, 25% disagreed. The analysis above shows workers allowed using their initiatives or ideas in your work place.

**Table 4.17:**

**Question 11:** Are there existences of regular training programmes for workers in your work place?

	Frequency	Percentage
STRONGLY AGREE	20	10
STRONGLY DISAGRE	90	45
AGREE	34	17
DISAGREE	56	28
TOTAL	200	100

Source: filed survey (2024)

The above table shows that of the total 200 respondents, 45% strongly agreed the existences of regular training programmes for workers in your work place. 17% agreed to that effect. On the other side, while 28% strongly disagreed, just 10% strongly disagreed to that. This analysis shows that the existences of regular training programmes for workers in your work place.

**Table 4.18:**

**Question 12:** Are the present training programmes capable enough to encourage workers to work hard?

	Frequency	Percentage
STRONGLY AGREE	62	31
STRONGLY DISAGREE	100	50
AGREE	18	9
DISAGREE	20	10
TOTAL	200	100

Source field survey (2024)

The table above shows the distribution of respondents that the present training programmes capable enough to encourage workers to work hard. 50% of the

respondents strongly disagree to this and 10% disagreed. On the other hand, 31% strongly agreed while 9% agreed. The distributions above show that the present training programmes capable enough to encourage workers to work hard.

**Table 4.19:**

**Question 13:** Some people believe that consulting workers is not necessary, while to some it is necessary. Are the workers regularly consulted by the management/government concerning the activities in your work place?

	Frequency	Percentage
STRONGLY AGREE	121	60.5
STRONGLY DISAGREE	33	16.5
AGREE	16	8
DISAGREE	30	15
TOTAL	200	100

Source: field survey (2024)

The table above shows that of the total the total 200 respondents, Some people believe that consulting workers is not necessary, while to some it is necessary. Are the workers regularly consulted by the management/government concerning the activities in your work place 60.5% strongly agreed to that effect, while 8% agreed. On the contrary, while 16.5% strongly agreed, 15% agreed. The above table shows that some people believe that consulting workers is not necessary, while to some it is necessary. Are the workers regularly consulted by the management/government concerning the activities in your work place.

**Table 4.20:**

**Question 14:** Are workers regularly allowed by the management to participate in making decisions that concerns them in your work place?

	Frequency	Percentage
STRONGLY AGREE	141	70.5
STRONGLY DISAGREE	16	8
AGREE	30	15
DISAGREE	13	6.5
TOTAL	200	100

Source: field survey (2024)

The table above shows that of the total 200 respondents, 70.5% strongly agreed that workers are regularly allowed by the management to participate in making decisions that concerns them in your work place, while 6.5% disagreed. On the other side, while 8% strongly agreed to this, 15% disagreed. This analysis above shows that workers are regularly allowed by the management to participate in making decisions that concerns them in your work place.

#### **4.4 Discussion of Findings**

After taking time to present and analyze the data collected (including the test of hypotheses), we would have to engage in a critical discussion as follows: Research finding shows that workers participation in decision making is very essential for motivation of workers. Therefore it means that there is a significant relationship between workers participation or involvement and motivation towards achieving high performance.

According to this research work, it was observed that the achievement of high performance is basically a function of non-financial incentive but not necessarily financial motivation. This implies that in this research findings, money or monetary incentives is not the only means of motivation rather non-monetary incentives have been seen as the better incentives which workers needs to achieve high performance in contemporary Edo State Civil Service. It revealed that the presence of opportunity for advancement or promotion is the most important non-financial incentives that can stimulate the workers to work hard.

The findings also shows that workers or employees prefer promotion to other incentives (even monetary incentives) not because of the higher pay attach to it per say but because of the increase in self-esteem, autonomy, power, authority and responsibilities they will achieve in their work place. No civil servant or employee of any organization like stagnation. Therefore findings show that money is not the main thing for their desire for regular promotion as the best a source of worker's performance.

The findings of this work also revealed that there is no existence of regular promotion or opportunity for advancement for workers in the Edo State Civil Service. It shows that there is a wide spread perception of irregular promotion of workers (according to public service rules). It further reveals that periods of promotion of civil servants involves grade 1-6 = 2yrs, 7-13 = 3yrs, and 14-17 =

4years. However the workers in Imo state civil servants will stay up to 4-6 years before they can get their promotion and which contributed to low morale and negative performance of workers in Edo state civil service. This means that, despite the rules in maturity of promotion it is difficult for the management/government to execute or implement the rules at when due which makes the civil servants (most especially junior staff) to stay for long years to get promotion apart from those that are close to government in power. It further shows that regular promotion of workers or opportunity for advancement play a crucial role in motivating workers towards high performance and productivity in Edo state civil service.

Furthermore, it was discovered that the type of leadership style exhibited by the management/government has not contributed towards achieving the morale and performance of workers in Edo state civil service. It indicated that the leadership style of the management/government towards civil servants is authoritarian because there is discouragement of workers consultation, workers joint decision with government/management, delegation of authority to subordinate officials, opportunity for new ideas, initiatives for workers etc. And this shows that democratic leadership style that give a large degree of workers consultation, delegates authority, considers the needs and interest of workers before implementation, gives room for joint decision of worker and government etc, plays great role in motivating workers to work harder because it will give

workers a sense of belonging and give them the willingness to work effectively with any leadership in organization (in Edo state civil service).

This research further revealed that there is no regular training of workers in Edo State Civil Service. Based on the responses on questionnaire, interview and observation. It indicated that workers are not regularly engaged in training programmes and which has really affected the morale and performance of workers. It also shows that the major known training programme is the induction course normally conducted for new civil servants that entered into the organization and the induction course is not enough to impact knowledge and skills to workers. It shows that if the organization trained the workers to acquire new skills, knowledge, abilities and capabilities, it will invariably increase workers morale because they will feel that the organization care for them by contributing for their training programmes compare to when they spend their own resources in order to acquire knowledge and skills.

Finally, it shows that financial motivation/incentives also play a crucial role in activating workers performance. However, non-financial incentive/motivation is more necessary and crucial in energizing workers towards performing positively to achieve organizational goal in contemporary Edo state civil service and Nigeria civil service at large. The non-financial incentives enable workers to achieve their self-esteem, love or belongingness or social needs and

self-actualization (if possible). However, Lake (2004) posits that motivational factors regardless of the nature i.e. intrinsic or extrinsic cannot be underestimated when productivity is concerned. Baase (2009) and Nwachukwu (2004) also suggested that for an organization to be profitable, relevant and remain competitive in a rapidly changing and constantly evolving business environment, it must be ready to cater for the needs of its workforce. This is because workers are regarded as an asset to any organization as such ensuring high productivity levels amongst them requires adequate motivation.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter comprises discussions associated with findings of the entire research. This includes summary of the work, findings both theoretical and empirical findings, conclusions, policy implication of the findings, recommendations, limitation of the research, suggestions for further study and contribution to knowledge.

#### **5.2 Summary**

The major aim of this research is to identify The Impact of Welfare Scheme on the Motivation of Workers in Nigerian Public Service as a study.

Specifically, the study sought to achieve the following objectives:

- i. To determine the effect of employee well-being on the level of effectiveness of the worker
- ii. To determine the effect of employee relationship with managers on the level of efficiency of the worker
- iii. To examine the effect of compensation on the level of effectiveness of the worker
- iv. To examine the effect of training and career development on the level of efficiency of the worker

- v. To determine the effect of employee motivation on organizational productivity

### **5.3 Conclusions**

Employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Also it is important to note that a lack of adequate motivation results in low productivity and vice versa.

Furthermore the advent of Globalization has resulted in the ability of different organizations to source for employees across several countries and the previously existing barriers have been reduced, this has resulted in higher competition for personnel with the right skills and experience. As such it is important for employers and their managers who value their staff to recognize those factors that affect employee performance and productivity levels on the job or in the workplace and ensure they are fulfilled accordingly. (Brown & Yashioka, 2003; and Sinha & Sinha, 2012). The concept of motivation may be complex particularly in the workplace and may pose a serious

challenge to managers as it is relative to individuals. This is because people differ in what they need and want as such what may be seen as a source of motivation to an individual may not seem so to another. As such managers tend to find it extremely difficult in coping with such a dilemma in trying to figure out how to keep members of the workforce motivated. Although, several factors may affect worker productivity levels in an organization such as organizational culture, leadership style, organizational strategy and structure etc. The aspect of Motivation however plays a major role in improving worker productivity levels and therefore should not be underestimated.

This project concludes that employee motivation be it intrinsic or extrinsic in nature has a significant effect and is a predictor of productivity levels in an organization. It also concludes that both intrinsic and extrinsic factors of motivation appeal to employees and a right mix of both are essential in bringing out best performances from a workforce. These findings validate the Herzberg two factor theory, Maslow's hierarchy of needs theory and Vroom's expectancy Theory. From the findings of the study one can deduce that most workers perceive extrinsic motivation as generally having a larger influence on the psychological aspects of employee productivity. We also found that intrinsic motivation is of importance to employee productivity, albeit to a lesser extent psychologically but rather as a part of the total package that is offered to the employee by an organization.

## **5.4 Recommendations**

The following recommendations are made based on the findings of the study;

1. Managers must ensure employees are adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees.
2. Management should encourage interpersonal relations amongst co-workers and their managers to promote a sense of belonging and unity amongst staff.
3. Also managers should ensure employees are involved in decision making processes and given a chance to air their views.
4. Also management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
5. Furthermore proper scheduling of job activities is key to achieving efficiency in the workplace. Adequate compensation packages in form of monetary or non-monetary rewards are essential in order to ensure that employees stay productive.
6. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.

7. Management must also strive to ensure that all employees engage in training programs to acquire new skills and also have equal opportunity to utilize their skills and competencies. Management should make sure that career development opportunities are clearly communicated to employees.
8. An established career path and an adequate development plan should be put in place for employees, development programs should be linked to each employees career needs and not just the organization's needs. Employees should be selected for sponsored training programs fairly and justly.
9. Organizations should ensure that performance management provides adequate information about strength and weaknesses of employees in form of feedback from employee evaluations.
10. Employees who offer the same level of inputs with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement. Additional inputs and outstanding performance should entitle an employee to additional rewards.
11. Finally, this study recommends that management should make policies that aids in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job. This will in turn enhance or boost employee morale resulting in a competitive edge through higher commitment

levels, employee engagement, lower turnover and improved performance and productivity levels.

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## APPENDIX

**DEPARTMENT OF PUBLIC ADMINISTRATION,  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF BENIN  
BENIN CITY**

Dear Respondent,

I am a final year student in the Department of Public Administration University of Benin, Benin City, Nigeria. I solicit your opinion through questionnaire attach on the topic **Employees' Welfare Scheme and Job Performance in Nigerian Public Service: A Case Study Of Edo State Ministry Of Works.**

Your response to this questionnaire shall be treated with utmost confidentiality will be used strictly for the project work.

Thank you for your anticipated corporation.

Yours faithfully,

**AZAKA ELOGHOSA .M.**  
Research Student

**SECTION A:**

Please, tick (√) in the appropriate boxes provided here under:

**BIO-DATA**

- 1) Sex: Male ( ) Female ( )
- 2) Age: 18-27 ( ) 28-38 ( ) 39-48 ( ) 49 and above ( )
- 3) Position: Junior Staff ( ) Senior Staff ( ) Auxiliary ( )
- 4) Length of Service Year: 1-5 ( ) 6-10 ( ) 11-15 ( ) 16-Above ( )
- 5) Educational Background: Secondary ( ) OND ( ) HND/B.Sc ( ) Master ( ) Others ( )
- 6) Marital Status: Single ( ) Married ( ) Divorced ( ) Widowed ( )

**SECTION B**

**Instruction: please tick (√) in the item that best represent you or your opinion.**

**SA: strongly Agreed, A-Agreed, D-Disagree and SD-Strongly Disagree.**

Instruction: Please tick (√) in appropriate boxes

1. Which factor do you think will be the best means of encouraging workers in exercising their duties in your work places?  
a. Increase salary/money   b. Good leadership   c. Training   d. Promotion   e. Workers involvement   f. Available good equipment   g. Sanctions/punishment

According to public service rules, is there any regular promotion of workers in your work place? SA( ) A ( ), D ( ) SD ( )

2. Are there adequate provisions of office equipment in your work place? SA( ) A ( ), D ( ) SD ( )

3. Do you think that the available equipment have enhanced worker's morale in civil service? SA( ) A ( ), D ( ) SD ( )

4. Do you think that adequate office facilities or equipment can motivate workers towards increasing their performance in your work place? SA( ) A ( ), D ( ) SD ( )
5. Do you think that the present promotion exercise has effectively enhanced workers morale in the civil service? SA( ) A ( ), D ( ) SD ( )
6. Do you think that regular promotion can encourage workers to work hard in your work place? SA( ) A ( ), D ( ) SD ( )
7. Which techniques do you prefer as the best to enhance your performance and morale?
  - a. Improved office equipment    b. Better facilities in canteen    c. Cash rewards/money
  - d. Worker involvement    Good leadership SA( ) A ( ), D ( ) SD ( )
8. Apart from cash reward do you think there are other incentives that can encourage workers to work hard? SA( ) A ( ), D ( ) SD ( )
9. How often are you given the opportunity to use your ideas towards performing your duties in your place? SA( ) A ( ), D ( ) SD ( )
10. How often are workers allowed to use their initiatives or ideas in your work place? SA( ) A ( ), D ( ) SD ( )
11. Are there existences of regular training programmes for workers in your work place? SA( ) A ( ), D ( ) SD ( )
12. Are the present training programmes capable enough to encourage workers to work hard? SA( ) A ( ), D ( ) SD ( )
13. Some people believe that consulting workers is not necessary, while to some it is necessary. Are the workers regularly consulted by the management/government concerning the activities in your work place? SA( ) A ( ), D ( ) SD ( )
14. Are workers regularly allowed by the management to participate in making decisions that concerns them in your work place? SA( ) A ( ), D ( ) SD ( )

15. Do you think that allowing worker's participation or involvement in taking decisions would increase their performance in Imo Civil Service? SA( ) A ( ), D ( ) SD ( )
16. Do you think the interest, views and needs of the subordinate workers are taken into consideration by the management/government in Imo State Civil Service? SA( ) A ( ), D ( ) SD ( )
17. In this present time, how often do workers take joint decisions with the government about critical issues that concern them? SA( ) A ( ), D ( ) SD ( )
18. Does the management/government regards money (cash rewards) as the most impotent factor toward encouraging workers to achieve results in the civil service? SA( ) A ( ), D ( ) SD ( )
19. Which strategy does the management emphasize most often to enhance workers morale and performance in the civil service?
- a. Good leadership b. Money/cash reward c. Freedom to workers d. Workers involvement f. Good communication g. Promotion h. Discipline SA( ) A ( ), D ( ) SD ( )
20. Do you think that the workers are regularly informed by the government on any policies concerning the activities of the civil service before implementation? SA( ) A ( ), D ( ) SD ( )