

Promoting Motivation For Employee Performance: A Case Of Nigeria Public Sector

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ABSTRACT

The aim of promoting employee motivation is to enhance the level of commitment, increase the level of display of skills, and intelligence of the employees for competitive performances. Therefore motivation is an indispensable arsenal that can be used to unleash the best out of employees of an organization. Based on this, the study was carried out to critically analyze the effect of promoting motivation on the performance level of employees in the Nigerian public sector. Having linked the research work to several theories, the research work was anchored on the two broad theories of process theory and content theory of motivation. The essence of this anchor was because there are peculiarities between the postulations of the theories and the assertion of this study. The research work was given quantitative analysis with the help of data got through primary sources. The primary source of data was via questionnaire instrumentation. The data obtained from these respondents were analyzed descriptively and sub-divided into two sections. The results of the findings revealed that the financial rewards in the Nigerian public sector do not significantly motivate or improve employee performances; it was also revealed that satisfaction of physical needs does not significantly lead to improved performance and lastly it was revealed that public relation does significantly have an impact on employee performance in the public sector. Therefore it was recommended that the government of Nigeria should make financial rewards in the public sector substantial to be able to motivate employees to greater performances. Also, the government should continue to opt for sophisticated public relations channels to continue to evolve and improve the performance level of employees in the public sector.

Keywords: ...motivation, employee performance ,rewards

INTRODUCTION

1.1 Background of the Study

The current dynamic business environments which demand constant improvement in the performance of organizations (whether public or private), has occasioned various policy measures channeled to addressing the organizational needs. Okeke-Ezeanyanyu (2017) noted that the need for improved performance at least-cost to the organization had led organizations into adopting measures such as downsizing of the workforce, employing non-permanent workers through outsourcing, among others.

The government needs to engage in the motivation of its employees who are faced with the challenges of the reduction in the value of their pay because of the impact of inflation and recession, the reduction in the government commitment to financing public services, and the general increase in the demand for public service as a result of the state of the economy (Varma (2017). According to Okeke-Ezeanyanyu (2017), these conditions have demoralizing effects on the performance of the employees, who are of the view that their organization can dismiss them at will.

The above situation has led to the need for promoting employee motivation. Njoroge, Ongeti, Kinuu & Kasomi (2016) noted the need for changes that will tackle the dynamic external environmental pressures on organizations which demands that organizations adopt the best strategy that will motivate the employees into competitive performance. The aim of promoting employee motivation is to enhance the level of commitment, increase the level of display of skills, and intelligence of the employees for competitive performance. Adedeji & Ugwumadu (2018) argued that modern organizations are faced with the challenges of keeping their loyal and performing employees; therefore, they plan to achieve employee retention through adopting motivation as a business strategy that improves employee performance.

Arief, Tatang & Zarah (2018) conceptualized motivation as a positive emotional condition emanating from the evaluation of one's service experience in his organization. Blaskova, *et al.* (2018) argued that motivation is a cognitive decision making targeted at ensuring that employees' behaviors are channeled towards achieving an identified objective through initiation and monitoring. Badubi (2017), identified that motivation can be applied in different ways but the driving force is the target to achieve an identified objective. From the above viewpoints, it is observed that these authors are drawing attention to the psychological condition of the employee(s) at the workplace and deliberate need for evaluating the employees' performance by the employer to ascertain the factors which hinder improved performance.

The role employees play in achieving the objectives of the organization, and the complex nature of human beings has made motivation a challenging task to the managers, directors, and heads of agencies and also demands that all managers should promote motivation which will make the employees perform optimally. It is noteworthy that the employee performance in the organization determines the success or failure of the organization. According to Pradhan and Jena (2016), employee job performance entails the quality and quantity expected of every employee or the employees from their service to the organization. Siddiqi & Qureshi (2016) submitted that high performance of the employees is necessary because the innovative ability

and creative intelligence of the organization reside with the employees; therefore, employee performance is the physical manifestation of the willingness, openness, and commitment to achieve new aspects of the job leading to higher productivity of the organization.

The importance of motivation on the performance of public sector organizations has necessitated the need to pay attention to both the intrinsic and extrinsic factors that drive employees' performance. Almas (2017) submitted that motivation can be carried out through the following ways: performance recognition, ensuring employees' job satisfaction, listening to the complaints of the employees and attending to the needs, having a team of skilled managers, maintaining good communication flow, and giving the employees opportunity for career advancement.

According to the author, the motivational factors aim to create a conducive environment that will boost the enthusiasm, inspire the initiative of the employees with the group and individual satisfaction, and enhance their commitments targeted at achieving the organizational and individual goals. Ashveen (2018) warned that because of the unique perception of individuals, which varies from person to person, there is no motivational factor that is considered as the best.

However, Kjeldsen & Hansen (2016), on his analysis of the public sector motivation theory, submitted that the behavior and motivation of the public employees defer from that of the private sector because they are driven more by intrinsic than extrinsic motivation such as a financial reward. The diversity in individual perceptions and different reactions of the employees of the public and private sector to the concept of motivation as noted by Kjeldsen and Hansen has called for the need to examine the various ways through which motivation can be promoted in a public sector organization to ensure that the needed impact is made in the performance of the employees.

1.2 Statement of the Problem

According to Okeke, Nwele & Achilike (2017), the state of Nigerian civil service operation, characterized by a lack of goal setting and measurability, coupled with poor salary, incentives, and lack of due promotion, has impacted negatively on the performance of the Nigeria public sector workers. The negative effects have manifested in lack of commitment to service, individual participation, increasing level of corruption, a feeling of inequity, and lack of motivation among the employees. Obasa (2015) noted that the cost of running the bureaucratic government offices in Nigeria plunges the government in huge expenditure such that the money that would have been used in the motivation of employees by increasing their salary and implementing effective reward system is wasted on programs that only serve a political purpose without any significant impact that leads to higher productivity.

The author noted that the practice of politics in Nigeria by both the military juntas and the political class have demotivated the employees of the public sector because of the level of poverty they bring on the employees, the level of mediocrity, fraud, and the corruption they practice. The inefficient reward system in Nigeria public which manifests in the salary and wages that cannot sustain the livelihood of the employees serves as the major driver of lack of commitment to service and low productivity in the sector because of the poor motivation of the employees associated with these practices. On the other hand, a research carried out by Orumwense, & Mwakipsile, (2017); Abah & Nwokwu (2016) revealed a high-level of a positive relationship between employee motivation and organizational performance in public offices in Nigeria.

Nigeria's public sector employees are often faced with lots of physical needs challenges that often hamper their performance level hence effective public service delivery. As was rightly pointed out by Nwokorie (2017), the Nigerian public sector is devoid of enticing physical needs packages to their employees. It is a common experience that the costs of foods, clothing, and shelter in Nigeria are unevenly distributed and unnecessarily high. This situation makes the stipends of public sector employees too meager and insufficient to take care of their ever-increasing needs. No employee will be happy working without getting a commensurate reward to take care of their needs and still puts all his or her best to practice hence, resulting in gross demoralization and discouragement. This in essence is one of the problems and prospects discovered that need to be addressed and this study will aim to do justice to this ugly trend in the Nigerian public sector.

In the same vein, the importance of public relations to the performance of the Nigerian public sector cannot be overemphasized. Due to the inherent usefulness of public relations made the colonial administration to opt for it as one of the channels of achieving their targets. Being a weapon of journalism, public relations emerged to be crucial instruments of public communication from the days of the colonial masters down to the present day Nigeria (Abiola, 2019). Based on this glance into the importance of public relations, it is of interest to this study to evaluate its impacts on the performance level of the Nigerian public sector. On a more summative note, this research aims at establishing the impact of promoting motivation on the performance of employees of the public sector, using the office of the accountant general of the federation as a case study.

1.3 Research Objectives

1.3.1 General Research Objectives

The general objective or aim of this study is to examine ways of promoting motivation for employee performance: A study of Nigeria public sector

1.3.2 Specific Research Objective

The specific objectives that guide this study include:

- i. To critically examine how financial rewards, affect employee's performance in the public sector.
- ii. To critically examine how the satisfaction of physical needs motivate employees into higher performance in the public sector.
- iii. To evaluate the impact of public relations on the performance of the public sector.

1.4. Research Question

1.4.1 The General Research Question

The general research question for this study is "what are the ways of promoting motivation for the performance of employees of the public sector in Nigeria"?

1.4.2 The Specific Research Questions

- i. What are the financial rewards plans being implemented in the public sector as a motivational strategy using the office of the accountant general of the federation as a case?
- ii. How does the satisfaction of the physical needs of the employees lead to motivation in the public sector?
- iii. What is the impact of public relations on the performance of the employees of the

organization?

1.5 The Relevance of the Study

The need for this study was gathered from its wide-ranging implications in both private and public sectors of human endeavors and the critical sectors of the economy. For instance, to secure the commitment of the employees in both the public and private organization such that improved performance will be achieved and sustained, this study will serve as a guide for leaders of organizations on their policy actions and initiatives. The policy-makers in various organizations will use it in determining their human resource needs and policies. On the other hand, the stakeholders of both the public and private sectors will use the findings of this study in ascertaining the cost-reducing effect of motivation in the operations of their organizations and also identify the motivation promotion options available for adoption in order to achieve improved organizational performance.

1.6 The Organization of the Proposal

The remaining part of this study will contain the following:

Chapter two of this study will contain the literature review. This involves the review of previous works done on the topic. Chapter three will contain the methodology, which is all the activities carried out by the researcher and the strategies employed to achieve the research objective. Chapter four will contain the presentation, analysis, and discussion of the results. The research summary, conclusion, and recommendations will be written in chapter 5 of this study.

LITERATURE REVIEW

2.1 Overview

This section of the study will present the literature review of the concepts involved in the research topic. It will discuss the theories that guide the practice of motivation and the empirical finding of previous works done in the field. In this chapter, all the information to be utilized here will dwell solely on secondary data sources.

2.2 Conceptual Definition

As human character changes from person to person and the reaction to issues of similar nature in a workplace situation varies across individuals, the survival of every organization and its ability to constantly achieve its purpose of existence depends on the output of its workforce (Khan et al 2017). This calls for the need to ensure that the morale of the employees is at their best at all times. This can be achieved through the adoption and implementation of the concept of motivation. Singh (2017) submitted that motivation is a process that occasions and controls certain behaviors in an individual or group of persons. In the view of the author, motivation psychologically sets a person ready for achieving a certain goal, and through effective adoption and execution, the employees are made to willingly commit themselves to achieve the goals of the organization.

Nurun et al (2017) noted that though motivation is an internal resolution to achieve a goal. The authors noted that motivation alone cannot be sufficient enough for effective performance when there is no skill and knowledge of the expected task by the employees. Khan et al (2017) on reacting to this submitted that training is part of the motivation to employees, the authors also noted that motivation is enhanced when employees that transfer knowledge and skills are effectively rewarded.

Employee performance, on the other hand, refers to employee's productivity on non-productive behavior in the workplace. It is the expressed ability of an employee on the task that was assigned to him or her (Ashley 2019). The performance of the employee(s) is determined by the target set by the employer as duties. According to Rabindra and Lalatendu (2016) to effectively carry out a task requires a large extent of the cognitive ability of workers which depends on his knowledge of the work assigned to him. Performance depends on an employee's technical competence, and the ability to handle the task in all of its ramifications. According to the author, task performance involves a contractual understanding between the employer, or the manager and the subordinate or the employee with regards to the assigned duties.

2.3 Critical review of Supporting Theories or Theoretical Analysis

The role of motivation in the performance of the employees in the contemporary organization has led to the increasing interest of many theorists on the concept of motivation. According to Badubi (2017), the existing varied theories of motivation in their categories and types lead to employee's job satisfaction. According to the author, the theories of employee motivation include Maslow's hierarchy of needs, Alderfer's Existence, Herzberg's motivator-hygiene (or two-factor) theory, Relatedness, and Growth theory, and McClelland's needs theory. The author further identified that the motivation theories that deal with employee satisfaction are categorized under process theory which includes Porter-Law's model and the Vroom expectancy theory, while content theory stresses the importance of the determinants of the factors of motivation. In other words, the content theory tries to identify the needs and relates to fulfilling the needs with

motivation. The theories under content theory classification are Maslow's Hierarchy of Needs, Theory X and Theory Y (otherwise called management assumption), ERG Theory, McClelland's Need for Achievement, Affiliation, and Power, Herzberg's Two Factor Theory. Zafarullah & Pertti (2017) argued that the theories of employee's motivation at their duty post include the theories under the content and process categories.

According to Abhijeet (2017), content theories are concerned with the intrapersonal factors that cause, sustain, or stop the behavior in person. The theory pays attention to the needs that trigger individual motivation and how those needs should be satisfied to ensure effective performance. On the other hand, the process classification emphasizes how individual behavior is the cause, sustained, and stopped through motivational factors. Though various authors have written works on the theories of motivation and the two major classifications of the theories. The theories and the classification have not been confirmed in practical terms or through a workplace experiment to ascertain their effectiveness (Haekyung 2019).

However, the study carried out by the author revealed that content theories classification is applied more in a workplace situation than the process classification. The textbook applicability of the theories other than a confirmed real-life validation of their usefulness calls for the total review of the classification to make sure that the study and the analysis make a meaningful impact at the workplace as they should. In a bid to give critical analyses of the theories of motivation, debates have been going on concerning the postulations of both content and process theories of motivation. Both the content and process theories of motivation deal with individuals' internal motivation system, hence, the prediction is always difficult to make therefore, there will be difficulties during the designation of training programs. In the same vein, the two theories do not put external factors capable of influencing the need as well as the decision making processes such as culture, organizational system, and nature of the job (McKenna, 2000).

In a further analysis, it is worthy to note that the two theories do not consider factors that are capable of affecting the success or the failure of the process of motivation thereby not accounting for variables such as culture, norms as well as social influences (Freedheim et al., 2003). In a likewise stance, the theories of motivation were found wanting on the note that it failed to discuss the resistance that is likely to take place in practice when the implementation of a planned change is in force. This is especially since the programs for change is mostly dependent on the perception of the manager concerning the needs of the employees.

According to the opinion of Locks & Latham (2004), if these perceived lapses are not carefully addressed can in essence result in a waste of time, money as well as effort. In another critique of the theory of motivation, Lock & Lotham (2004) pointed out that a very big question needs to be availed answer about how the knowledge of different personality traits can fit into the theories of motivation. Having intensively and extensively reviewed the theories of motivation, this study points out that the theories reviewed have some bearings with the content of this research work, hence this study is anchored on the content and process theory of motivation.

2.4 Empirical Literature

Different studies have investigated the relationship between motivation and employee performance. De Juana-Espinosa & Rakowska (2018) researched public sector motivational practices and their effect on job satisfaction: country differences. The main aim of this study is to explore the effects of job satisfaction practices for public sector employees through a cross-

national approach. The research design and methodology is a multi-group analysis carried out with the help of SmartPLS3 among non-teaching employees of public universities in Poland and Spain. The findings of the data analysis revealed that a positive relationship exists between motivational factors and job satisfaction; however, there is no evidence that the variable “country” introduced significant differences. Therefore, it was recommended that public managers should learn and adapt to other PSOs’ practices to increase their performance level.

Nzewi et al (2018) investigated the relationship between physical work environment and employee performance in some selected breweries in Anambra state. The study revealed a correlation between ergonomic and employee job satisfaction. The research recommended that the physical needs of the employees such as equipment and machinery should be provided and put in good working conditions for the employees’ easy use. It was also recommended that health consideration in locating machinery lowers the rate of work hazards and errors thereby improving the performance of the employees.

Njunwa (2017) studied employee’s motivation in rural local government in Tanzania. The research aimed at doing an empirical analysis of employee motivation using the Morogoro District Council as a case. 55 employees of the council were selected as study samples from the lower, middle, and management level of the council area. The collected data was analyzed by the regression techniques using SPSS as a tool. After the analysis, it was found out that employees of the rural local government council are neither motivated financially nor in non-financial terms. According to the study, poor salary, lack of career development, poor training, partiality, political manipulation, poor working condition, and lack of effective communication are the major drivers of a lack of motivation among the staff of the local council. The study recommended that addressing these challenges will effectively improve the commitment of the employees in the rural council.

Abah (2016) investigated the impact of motivation on the performance of employees using South Eastern Federal Radio Corporation of Nigeria. Content analysis was employed on the review of earlier works of authors on the topic. The research revealed that employee productivity is enhanced through motivation and recommended adequate techniques for employee need’s satisfaction. Elifelet and Adam (2016) carried out a comparative study of motivation and performance of teachers of public and private secondary schools in the Kilimanjaro region in Tanzania. The study revealed that the motivation of the teachers can be promoted through improved salary structure, timely promotion, employee training, and provision of transport services.

According to the study, there is no significant difference between how a public-school teacher is motivated and how a private school teacher is motivated. In line with Njunwa (2017), the study recommended that the education ministry should address the shortfall in the identified motivational factors that will act as the driving force in employee’s performance at the duty post. Iman and Behbood (2015) studied the role of public relations practices in improving the performance of employees. The study revealed a positive correlation between public relations activities of the petrochemical firm used for the study and the productivity of the employees. The study also showed that exhibitions, advertising, artistic activities among others have a significant impact on the productivity of the employees.

Ali and Akram (2012) studied the impact of financial reward on the motivation and satisfaction of employees in the pharmaceutical industry in Pakistan, the study revealed that employees are more motivated and satisfied when they are rewarded handsomely by their employers and this improves their performance. Simon, Frederic, David & Adrian (2010) investigated the topic “motivating employees of the public sector: does public service motivation matter?” The study aims to ascertain the extent to which public service motivation (PSM) construct has an added value to explain work motivation in the public sector.

In a bid to attain this aim, the theoretical postulates try to compare PSM with two other explanatory factors: material incentives, such as performance-related pay, and team relations and support, such as recognition by superiors. This theoretical model was put to test with data from a national survey made up of 3,754 civil servants at the Swiss municipal level. The result of the structural equation model revealed the relative importance of the model providing evidence for the pertinence of the socio-relational motivating factors, whereas material incentives play an anecdotal role. Based on this, it was recommended that further comparative research should be made with administrative services that have implemented such approaches, and, as control cases, traditional administrative services might provide further evidence on the debate.

1.5 Research Gap

From the review of the empirical study, theoretical study, and conceptual framework on the topic under study, it was revealed that the motivation of employees is of paramount importance for employee’s improved performance in their workplaces. However, there are few research works on the tools for promoting motivation for employee’s performance and this study aims at contributing to the studies carried out on motivation with the unique feature of showcasing how employees’ financial rewards, the satisfaction of physical needs, and public relation (as identified in the objectives of this study) serves as a tool for promoting motivation for employee performance at the public sector to complement the earlier research made (Ndulue and Ekechukwu 2016).

On a further note, as can be observed from the scholarly works reviewed, it was seen that most of the empirical works earlier done was more focused on specific sectors and varied geographical locations as can be evidenced from the works of Ali & Akram (2012) who studied the impact of financial reward on the motivation and satisfaction of employees in the pharmaceutical industry in Pakistan. Likewise, the works of Nzewi et al. (2018) investigated the relationship between the physical work environment and employee performance in some selected breweries in Anambra state. In the same vein, the works of Njunwa (2017) were focused on employee’s motivation in rural local government in Tanzania. From these few scholars pinpointed it could be seen that all dealt with different sectors in Pakistan, Anambra state Nigeria, and Tanzania respectively. But this study is primarily focused on promoting motivation for employee performances in the public sector of the Nigerian economy in a dynamic framework to unleash the best way through which motivation can be promoted in the Nigerian public sectors. Based on this, the main gap this study wants to fill is hinged on ascertaining the best way motivation can be promoted among employees in the Nigerian public sector instead of focusing on the individual sector as the earlier works did.

2.6 Conceptual Framework

To achieve the purpose of this research in line with the objectives of the study, the conceptual framework of this study will revolve around the variables such as financial rewards, physical needs, and public relation, identifying how they can be used in promoting motivation for employee's performance in Nigeria public sector.

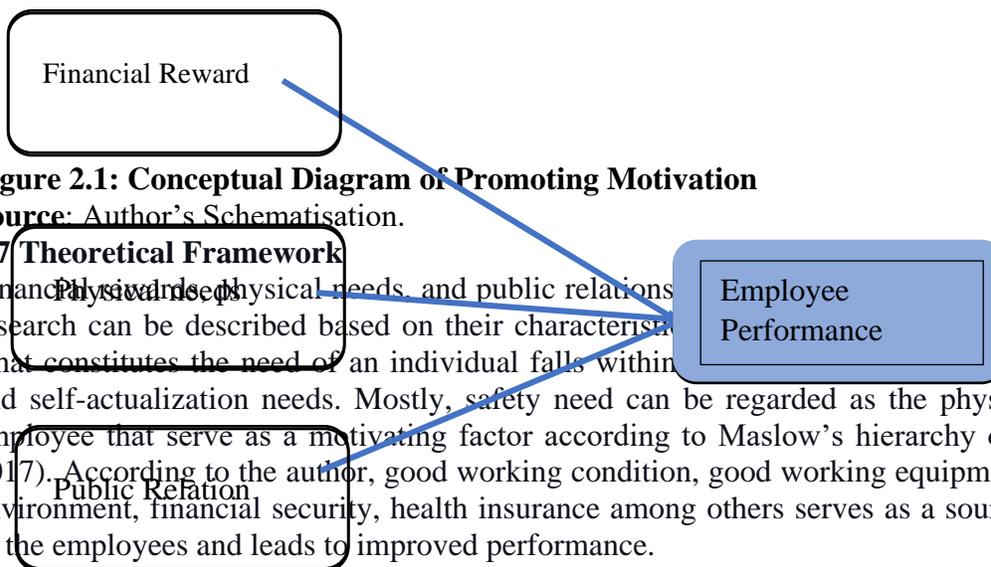


Figure 2.1: Conceptual Diagram of Promoting Motivation

Source: Author's Schematisation.

2.7 Theoretical Framework

Financial rewards, physical needs, and public relations variables of this research can be described based on their characteristics. According to Maslow's theory, what constitutes the need of an individual falls within physical, social, esteem, and self-actualization needs. Mostly, safety need can be regarded as the physical needs of an employee that serve as a motivating factor according to Maslow's hierarchy of needs (Badubi 2017). According to the author, good working condition, good working equipment, accident-free environment, financial security, health insurance among others serves as a source of motivation of the employees and leads to improved performance.

Though the physiological needs of persons are influenced by his/her biological nature, it requires a physical material for its satisfaction. Needs that relate to water, food, shelter, and clothing requires the provision of physical material for their satisfaction. Adnan et al (2016) opined that a need is a requirement that has an internal motive and the internal motive serves as a driver to an action that manifests through an individual's behavior. This means that the satisfaction of these needs influences the employees into positive performance in their organization.

Financial reward is one of the expectations of an employee which when fulfilled motivates the individual into positive performance. According to Aithal and Suresh (2016), the theory X and Y proposed by Douglas McGregor in the 1960s posits that the theory X means that an average employee would not want to work, is selfish, and self-centered, unambitious, and desire to be ordered around or supervised before something could be done. According to the authors, average workers under the theory x are only motivated by external rewards which include financial and non-financial rewards. According to Achie and Kurah (2016), the essence of financial reward is to improve the performance of the employees, and the employers of labor use financial incentives to manipulate the decisions of the workers. Due to the complexity of human nature, it is difficult to assemble the actual financial package that will motivate an employee whose nature is lazy and unambitious as posits by the theory, such that when the incentive is combined with effective supervision the behavior of the employee will change for good.

However, constant communication with the employees will help identify their needs and leads the employer into coming up with the best reward incentive that will affect the required motivation and change the behavior of the employee into higher performance. Randall (1993)

while commenting on exchange theory noted that there are masculine and feminine responses to financial rewards. The author noted that the interests of people in the masculine culture are in acquiring material gains which influence their performance either negatively or positively. On the other hand, female culture emphasizes welfare, care and empathy, relationship, and quality of life. This means that individuals in the feminine culture value nonfinancial rewards such as social recognition and working condition.

The public relation variable that serves as a motivation to the employees can be defined with the acceptance theory propounded by Chester Bernard (1968). The author argued that authority flows from the leaders to the followers but its effect depends on the degree of acceptance by the subordinates. This suggests that strategic plans should be put in place which will enable the understanding of the communications of the superiors by the subordinates. The legitimacy of the leader's directive and the extent of its acceptance determines the level of motivation that would come from the directives of the superior.

2.8 Statement of the Hypotheses

The hypotheses for the study are

Ho1 Financial reward does not motivate or improve employee performance.

Ho2 Satisfaction of physical needs does not lead to improved performance.

Ho3 Public relation does not impact on employee performance in the public sector.

2.9 Summary of Literature

The role of motivation in the performance of the employees has induced the attention of many researchers and theorists who developed the concepts and theories that guide the practice of employee motivation. Though the adoption of one or two of these theories in the real-life situation may be difficult, it serves as a guide to policy makers in drawing the roadmap for manipulating the decisions and changing the behaviors of the employees towards achieving the desired goal of the organization.

RESEARCH METHODOLOGY

3.1 Overview

This chapter discusses all the activities carried out by the researcher to make these study a reality. The section shows the research strategy and study method adopted, the population of the study and the research variable and measurement, the sampling design, method of data collection, and analysis among other activities adopted by the researcher during the study.

3.2 Research Strategies

The descriptive research approach that serves as a driver for the identification of the appropriate themes of the topic, and the inherent issues in their current state will be adopted. The descriptive approach will also give a solution to the identified problems. Based on the research question and the questionnaire intended to be used as a research instrument, this study will adopt a quantitative research method. According to Fekede (2010), quantitative research allows the phenomenon to be explained by utilizing numerical models, mathematics, and statistics in the collection and analysis of research data.

3.2.1 Survey Population

The participant in this study will be selected from the staff of the office of the accountant general of the federation of Nigeria located at Treasury House, Plot 273, Samuel Akintola Boulevard Central Business District Garki-Abuja. The respondents are educated male and female employees working with the federal government of Nigeria.

3.2.2 Area of the Survey

The study will take place across the 16 departments in the Accountant General's office at Garki-Abuja. The choice for this office is because it is an office of the Nigerian public sector and the researcher can assess the offices with ease.

3.3 Sampling Design and Procedure

This study will adopt the purposive sampling technique. This is a non-probability sampling that allows the research to apply her judgment in selecting the respondents to the research question. This sampling technique is adopted because of the characteristics of the workers in the office, the ability of the method to save time and money (Black 2010). Samples of 10 employees will be selected from each of the 16 departments. Each sample will represent the entire members of each department used in the survey.

3.4 Research Variables and Measurement Procedures

This research will use primary data collected from the employees of the office of the accountant general of the federation. The questionnaire will be used as a data collection instrument. The variables that will be used in data collection will include age, level of education, gender, and years of work experience. This will also include the dependent variables in this study namely financial reward, physical needs, public relations, and the independent variable of employee performance. The Likert scale will be used to measure the degree of agreement of the respondents to the research questions. Through this, 1 point will be allocated to strongly disagree and 5 points given to strongly agree. This study will adopt the basic research procedure which includes 1. Identify and develop the research topic, 2. Conduct a preliminary search for information, 3. Search for sources of relevant information, 4. Evaluate the sources of information, 5. Make a draft of the research work, 6. Write the final version, 7. Do the referencing of the sources, 8. Proofread the work.

3.5 Method of Data Collection

The primary data will be collected through the use of a questionnaire administered by hand to the staff of the office of the accountant general of the federation of Nigeria. The secondary data will be collected from journals, textbooks, online articles, and publications. Through the secondary data, existing knowledge on the topic under research will be obtained, and the research gap that needed to be filled through this study will be identified.

3.6 Technique of Data Analysis

The researcher will employ the deductive research approach which will allow the analysis of the variables to be drawn from the general view to a specific view. Through the outcome, the research 'will bridge the research gap identified in the literature review. The chi-square was adopted as the data analytical model in testing the hypothesis for this study. A 5% level of significance was used as a standard to accept or to reject a given hypothesis. On the other hand, the formulated null hypotheses were tested by the use of Chi-square. The decision rule allows the rejection of a hypothesis if the calculated value is less than the critical value and to accept the hypothesis if the calculated value is greater than the critical value.

Chi-square is calculated with the help of the following formula.

$$X^2 = \frac{\sum (O - E)^2}{E}$$

Where O = represents Observed frequency

E = Represents Expected frequency

E = Number of questionnaires

Number of responses

3.7 Expected Result of the Research

This study is expected to establish how the variable of financial rewards, physical needs, and public relations can be used in promoting motivation in an organization for employee performance using the Nigerian public sector as a case.

3.8 Work plan

This work plan was done using MS Excel, it projects the period within which it is assumed all work on this business research could be completed, however, given the current global pandemic, the period could be altered in case of any unforeseen circumstances. (Below is the Gantt chart adapted to the business research using MS Excel



Table 3.1: Work Plan for Research

S/NO	TASKS	START DATE	DAYS TO COMPLETE
1	CHAPTER 1	15-Apr	10
2	CHAPTER 2	26-Apr-20	14
3	CHAPTER 3	20-May-20	13
4	CHAPTER 4	12-Jun-20	9
5	CHAPTER 5	14-Jun-20	15
6	CHAPTER6	27-Jun-20	12

Source: researcher, 2020

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The concentration of this chapter is majorly on the analysis of data and presentation of results. The results of the data analyses are presented with the use of frequency distribution, percentages as well as graphical representations. Data from 92 respondents are used for the analysis of this study. The statistical software package (SPSS Version 21.0) was used in the analysis.

4.2 Presentation of Demographic Characteristics of Respondents

The description of the biographic features and classification of the respondents sampled for the study are given in table 4.1

Table 1.1: Gender Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	51	55.4	55.4	55.4
	FEMALE	41	44.6	44.6	100.0
	Total	92	100.0	100.0	

Source: Online Survey (2020)

Table 1.1 reveals that 51 and 41 respondents are male and female with valid percent of 55.4 and 44.6 respectively. Hence the implication of this is that greater proportions of the respondents are male gender. This is further illustrated with the aid of a diagrammatic bar chart. The longer bar represents the male gender while the shorter one represents the female.

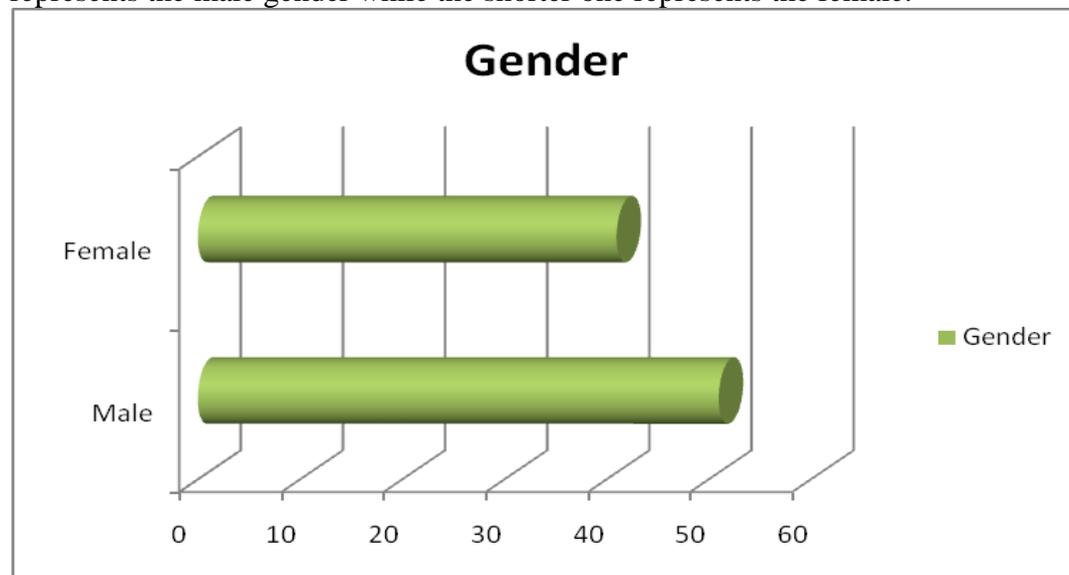


Figure 4.1: Gender Distribution of Respondents

Source: Field Survey (2020)

Table 1.2: Age Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Below 20 Years	1	1	1	1
	20- 29 Years	10	10.9	10.9	11.9
	30 -39 Years	17	18.5	18.5	30.4
	40 – 49 Years	37	40.2	40.2	70.6
	50 years & Above	27	29.4	29.4	100
	Total	92	100.0	100.0	

Source: Field Survey (2020)

From table 4.2 and the bar figure 4.2, it can be seen that respondents with below 20 years of age has a frequency value of 1 (1%), 20-29 years has 10 (10.9%), 30-39 has 17 (18.5%), 40-49 years has 37 (40.2%) and 50 years and above has a frequency value of 27 with 29.3. From both the table and the bar chart it could be seen that age 40-49 years has the highest participatory rate.

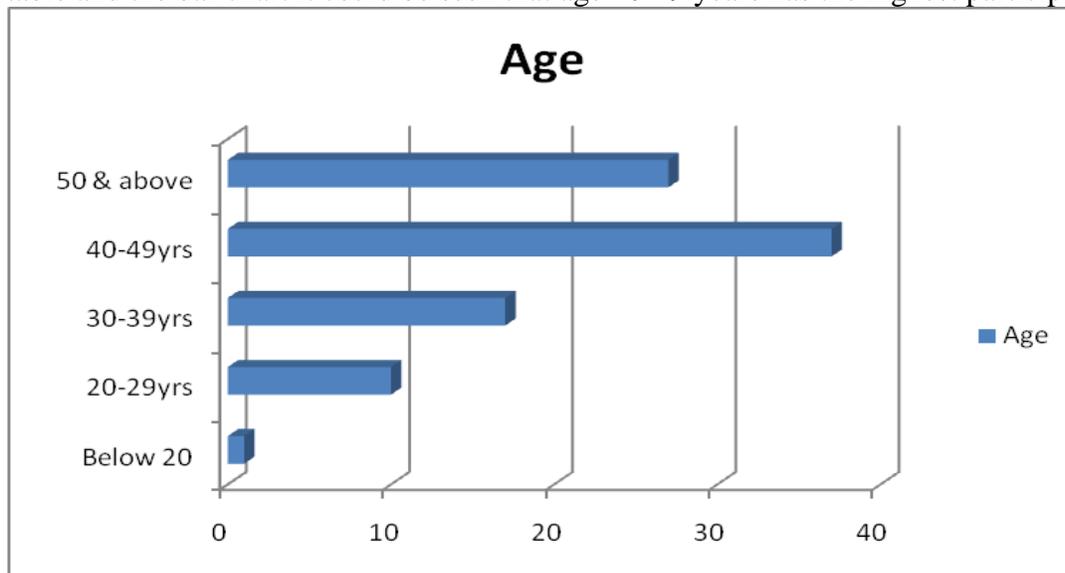


Figure 4.2: Age Distribution of Respondents

Source: SPSS Version 21.0

Table 4.3: Years of Experience Distribution of Respondents

Years		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10 years	17	18.5	18.5	18.5
	10- 20 Years	35	38	38	56.5
	21 Years & above	40	43.5	43.5	100
	Total	92	100	100	

Source: Field Survey (2020)

From the table 4.3 and the cone figure 4.3, it can be observed that respondents with below 10 years experience has a frequency value of 17 (18.5%), 10-20 years has a frequency value of 35 (38%) and 21 years and above has a frequency value of 40 (43.5%). From both the table and the bar chart it could be seen that respondents with the highest level of participation are those between the years' experience bracket of 21 years and above.

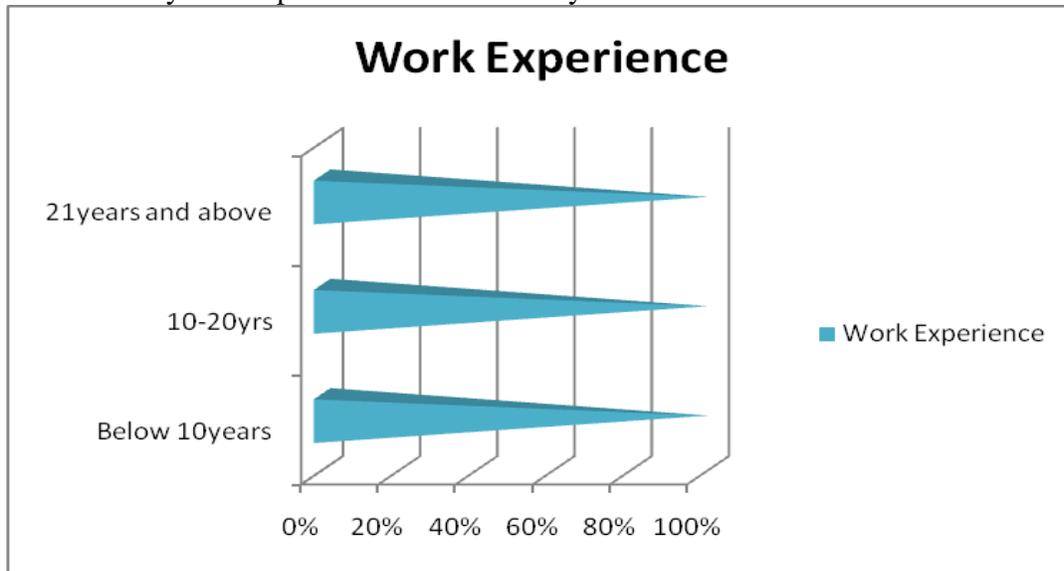


Figure 4.3: Work Experience of Respondents

Source: SPSS Version 21.0

Table 4.3: Educational Qualification of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
valid	FSLC/SSCE	4	4.3	4.3
	OND/NCE	5	5.4	9.7
	B.Sc/B,Ed/HND	39	42.4	52.1
	M.Sc/MBA	42	45.7	97.8
	PhD	2	2.2	2.2
	Total	92	100	100

Source: Field Survey (2020)

From table 4.4 and bar chart presented in figure 4.3 it can be seen that respondents with FSLC/SSCE have a frequency value of 4 (4.3%), OND/NCE has 5 (5.4%), MSC/MBA has 42 (45.7%), B.Sc. /B, Ed/HND has 39 (42%) and Ph.D. has 2 (2.2%). The percent figures in the brackets represent the proportion of individual frequency value to the whole.

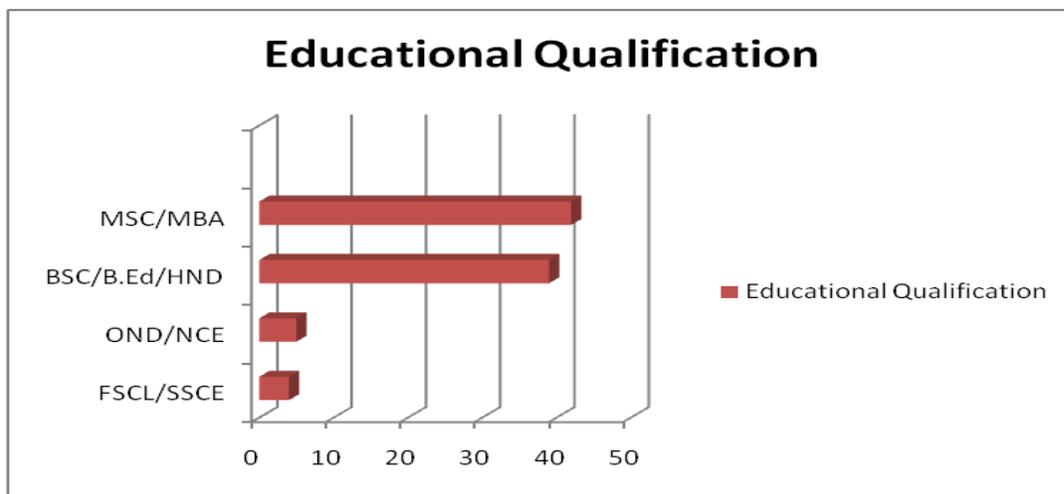


Figure 4.4: Educational Qualification of Respondents

Source: SPSS Version 21.0

4.3 Section B

Table 4.5: Does your Organization reward high Performance as an Incentive to Motivate Employees?

Responses	
Yes	60
No	24
Don't Know	8

Source: Field Survey (2020)

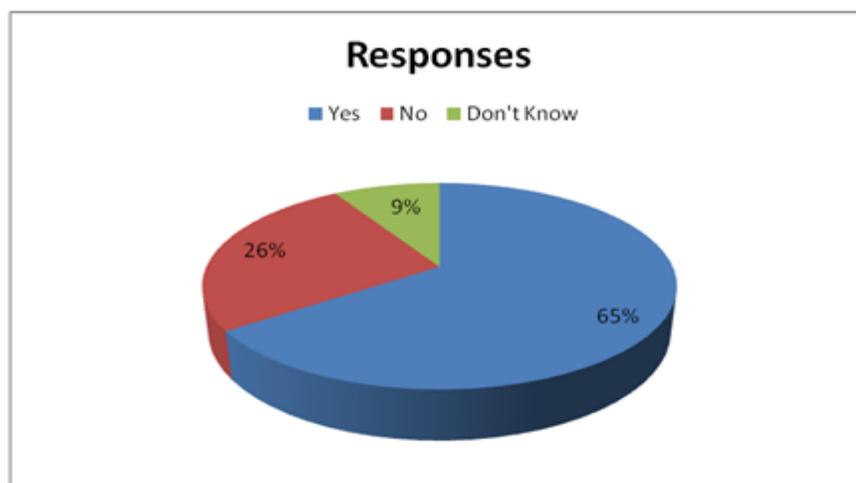


Figure 4.5: Incentive to Motivate Employees

Source: SPSS Version 21.0

Table 4.

5 as well as the pie chart represents the responses with respect to the first question which bothers on incentives due to high performance to motivate employees. The table represents responses while the pie chart represents the responses percent as a proportion of the whole. From the responses got from the question it can be concluded that the organization rewards employees for hard work and high performances.

Table 4.6: Does rewards from your Organization on good Performance satisfy your Physical Needs?

Responses	
Yes	36
No	44
Don't Know	12

Source: Field Survey (2020)

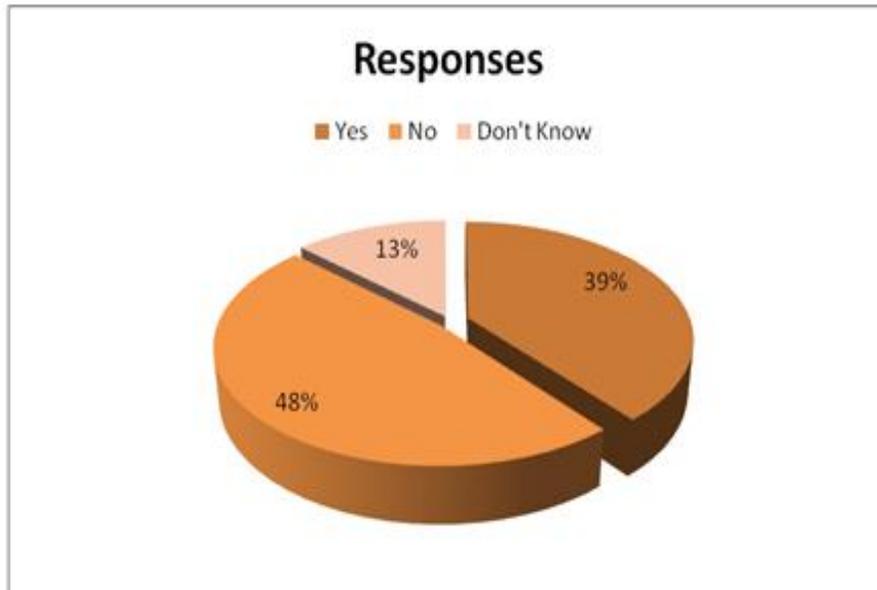


Figure 4.6: Does rewards from your Organization on good Performance Satisfy your Physical Needs?

Source: SPSS Version 21.0

Table 4.6 as well as the pie chart represents the responses with respect to the second question which bothers on whether rewards from the organization on good performance satisfy employees' physical needs. The table represents responses while the pie chart represents the responses percent as a proportion of the whole. From the responses got from the question it can be concluded that close to half of the respondents (48%) responded that the rewards does not satisfy their physical needs.

Table 4.7: Does your Organization Satisfy the Needs at the Workplace as an Incentive to Motivate Employees?

Responses	
Yes	47
No	37
Don't Know	8

Source: Field Survey (2020)

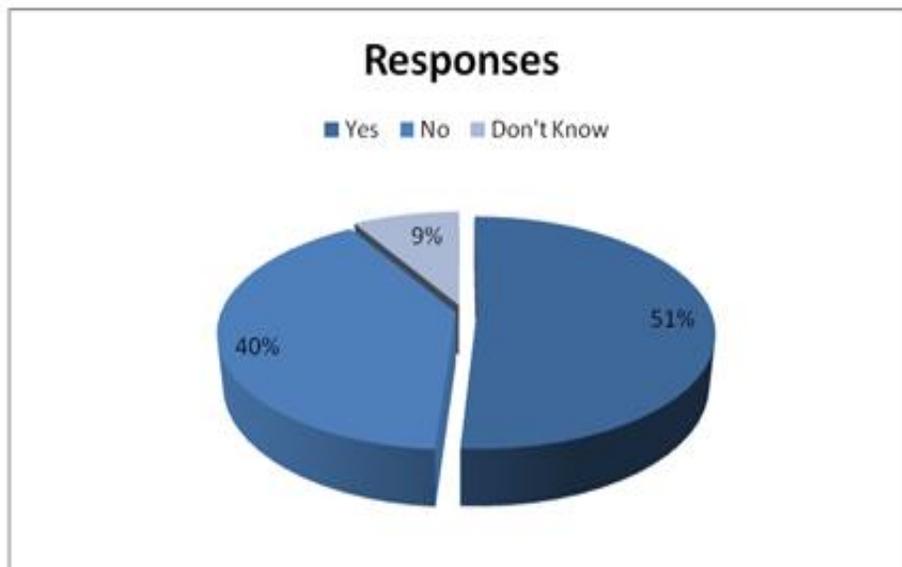


Figure 4.7: Does your Organization Satisfy the Needs at the Workplace as an Incentive to Motivate Employees?

Source: SPSS Version 21.0

Table 4.7 as well as the pie chart represents the responses concerning the third question which bothers on whether the organization satisfies the needs at the workplace as an incentive to motivate employees. The table represents responses while the pie chart represents the responses percent as a proportion of the whole. From the responses got from the question it can be concluded that more than half of the respondents (51%) responded that the organization satisfy the needs at workplace as an incentive to motivate employees.

Table 4.8: Does the Financial reward Motivational measures of your Organization influence your Performance in your Organization?

Responses	
Yes	49
No	31
Don't Know	12

Source: Field Survey (2020)

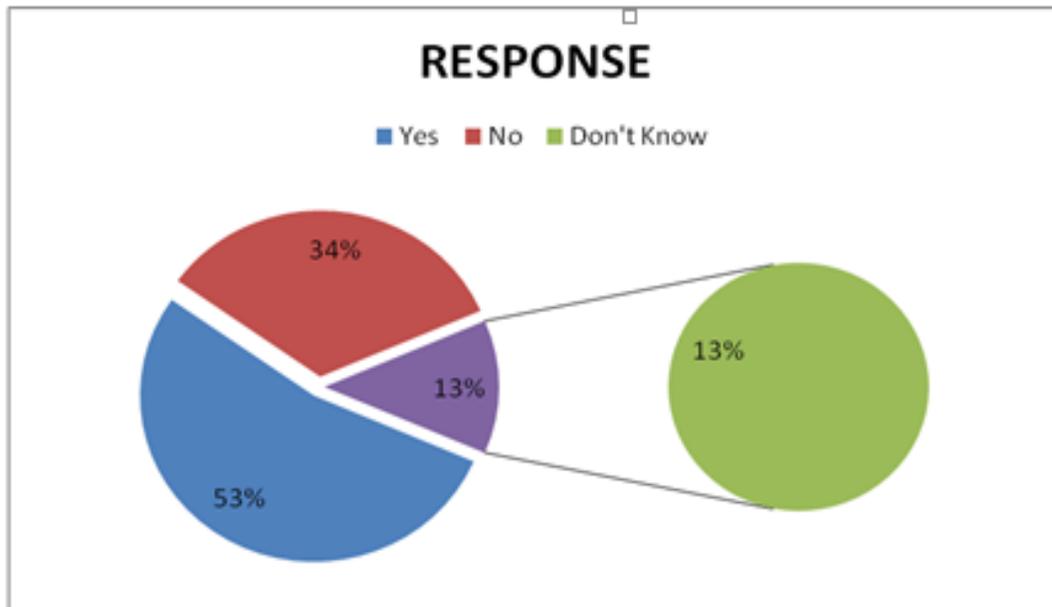


Figure 4.8: Does the Financial reward Motivational measures of your Organization influence your Performance in your Organization?

Source: SPSS Version 21.0

Table 4.8 as well as the pie chart represents the responses concerning the fourth question which bothers on whether the financial reward motivational measures of the organization influences employees performances in the organization. The table represents responses while the pie chart represents the responses percent as a proportion of the whole. From the responses got from the question it can be concluded that more than half of the respondents (53%) responded that the financial reward motivational measures influences employees performance in the organization.

Table 4.9 in your view, has your performance or that of your junior workers improved in the last one year in the areas of quality of service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of these motivational packages?

Table 4.9: Positive Feedback from Clients/Visitors

Responses	
Yes	61
No	20
Don't Know	11

Source: Field Survey (2020)

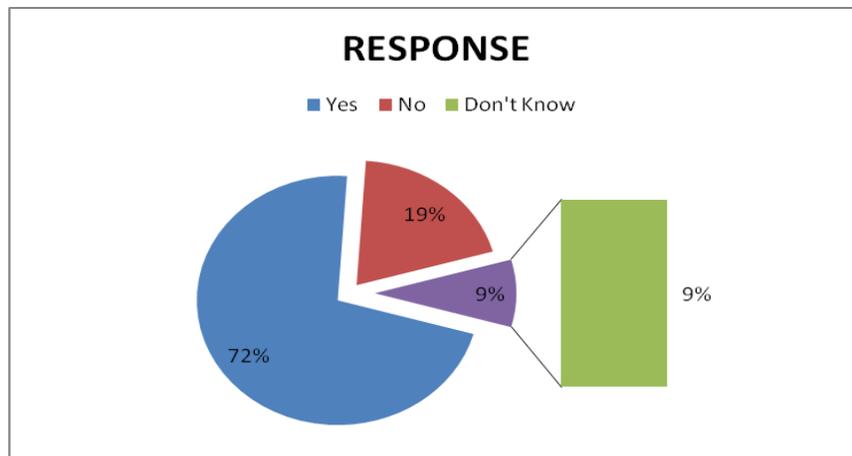


Figure 4.9: Positive Feedback from Clients/Visitors

Source: SPSS Version 21.0

Table 4.9 as well as the pie chart represents the responses concerning the sixth question which bothers on whether the employees performance or that of the junior workers improved in the last one year in the areas of quality of service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of motivational packages. The table represents responses while the pie chart represents the responses percent as a proportion of the whole. From the responses got from the question it can be concluded that more than half of the respondents (66%) responded that the employees performance or that of the junior workers improved in the last one year in the areas of quality of service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of motivational packages of the organization.

Table 4.10: Which of the following needs of the Employee does your Organization offer as a Motivational measure for improving the Performance of the Employees?

S/N	Questionnaire Item	SA	%	A	/%	Don't Know	%	DA	%	SD	%
E1	Provision of the Required Training	21	24.7	39	45.88	6	7.06	15	17.65	4	4.71
E2	Working tools for improved performance	17	23.94	34	47.89	2	2.82	16	22.54	2	2.82
E3	Growth Parts for Career Advancement	30	35.71	32	38.1	3	3.57	15	17.86	4	4.76
E4	Good Working Condition	19	24.36	38	45.24	4	4.76	14	16.67	3	3.57
E5	E5. Participation in decision making	14	19.18	29	39.73	11	15.07	14	19.18	5	6.85
E6	Organizational culture that supports teamwork	14	15.38	41	45.05	15	16.48	17	18.68	4	4.4

Source: Field Survey (2020)

In table 4.10, item 1 (Provision of the Required Training) has total responses of 85 persons. Out of the 85 respondents, 21 (24.7%) strongly agreed that the provision of required training was a motivational measure offered by the organization to improve employees' performance. Other statistics are as follows; Agreed has 39 responses which is 45.88%, Don't know has 6 responses which is 7.06%, Disagreed has 15 responses which are 17.65%, and lastly, Strongly Disagreed has 4 responses which are 4.71%.

Item 2 (Working tools for improved performance) has total responses of 71 persons Out of the 71 respondents, 17 (23.94%) strongly agreed that working tools for improved performance were a motivational measure offered by the organization to improve employees' performance. Other statistics are as follows; Agreed has 34 responses which is 47.89%, Don't know has 2 responses which is 2.82%, Disagreed has 16 responses which is 22.54% and lastly, Strongly Disagreed has 2 responses which is 2.82%.

Item 3, (Growth Parts for Career Advancement) has total responses of 84 persons. Out of the 84 respondents, 30 (35.71%) strongly agreed that growth Parts for Career Advancement was a motivational measure offered by the organization to improve employees' performance. Other statistics are as follows; Agreed has 32 responses which is 38.1%, Don't know has 3 responses which is 3.57%, Disagreed has 15 responses which is 17.86% and lastly, Strongly Disagreed has 4 responses which is 4.76%.

Item 4, (Good Working Condition) has total responses of 78 persons. Out of the 78 respondents, 19 (24.36%) strongly agreed that good working condition was a motivational measure provided by the organization to improve employees performance. Other statistics are as follows; Agreed has 38 responses which is 45.24%, Don't know has 4 responses which is 4.76%, Disagreed has 14 responses which is 16.67% and lastly, Strongly Disagreed has 3 responses which is 3.57%.

Item 5, (Participation in decision making) has total responses of 73 persons. Out of the 73 respondents, 14 (19.18%) strongly agreed that participation in decision making was a motivational measure offered by the organization to improve employees' performance. Other statistics are as follows; Agreed has 29 responses which is 39.73%, Don't know has 11 responses which is 15.07%, Disagreed has 14 responses which is 19.18 % and lastly, Strongly Disagreed has 5 responses which is 6.85%.

Item 6, (Organizational culture that supports teamwork) has total responses of 91 persons. Out of the 91 respondents, 14 (15.38%) strongly agreed that organizational culture that supports teamwork was a motivational measure provided by the organization to improve employees' performance. Other statistics are as follows; Agreed has 41 responses which is 45.05%, Don't know has 15 responses which is 16.48%, Disagreed has 17 responses which is 18.68 % and lastly, Strongly Disagreed has 4 responses which is 4.4%.

Table 4.11 Did the Level of Satisfaction you drive from your Organization's Incentives to Employee needs Motivate you into improved Performance

Responses	
Yes	66
No	18
Don't Know	8

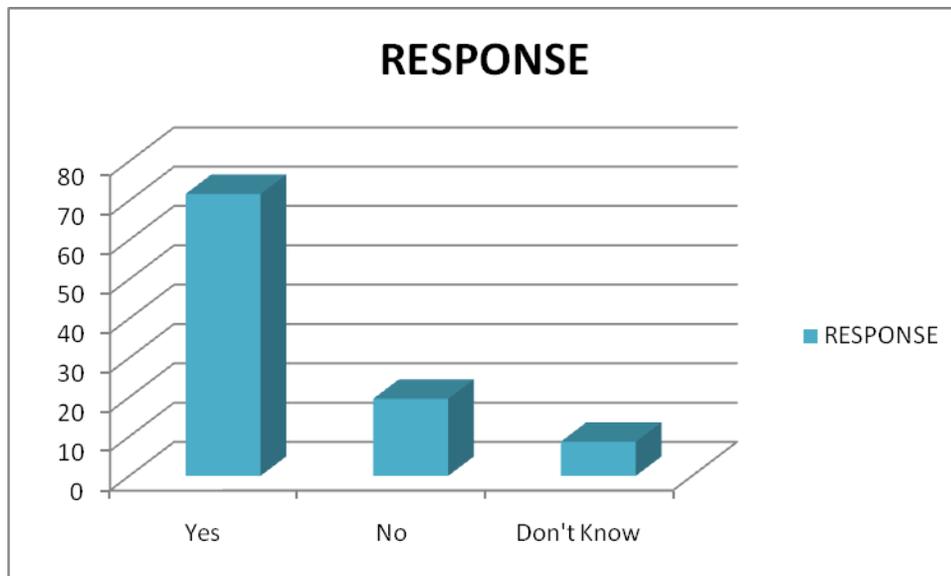


Figure 4.11: Level of Satisfaction

Source: SPSS Version 21.0

Table 4.11 as well as the bar chart represents the responses with respect to the tenth question which bothers on whether the level of satisfaction employees derive from their organization's incentives with respect to their needs motivates them into improved performance. The table represents responses while the bar chart represents the responses percent as a proportion of the whole. From the responses got from the question it can be concluded that more than two-thirds of the respondents (71.7%) responded that the level of satisfaction they derive from their organization's incentives to employee needs motivates them into improved performances.

From table 4.12, Item 1, (Financial Reward) has total responses of 82 persons. Out of the 82 respondents, 28 (34.15%) strongly agreed that financial reward was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. Other statistics are as follows; Agreed has 35 responses which is 42.68%, Don't know has 3 responses which is 3.66%, Disagreed has 14 responses which is 17.07% and lastly, Strongly Disagreed has 2 responses which is 2.44%.

Table 4.12: Which of the under-listed Variables (Financial reward, Physical need Satisfaction, and Public Relation), Motivate you to perform more effectively and efficiently in the last 18 Months?

S/N	Questionnaire Item	SA	%	A	/%	Don't Know	%	DA	%	SD	%
1	Financial Reward	28	34.15	35	42.68	3	3.66	14	17.07	2	2.44
2	Physical Needs satisfaction	13	16.25	43	53.75	9	11.25	13	16.25	2	2.5
3	Public Relation	11	15.07	35	47.95	11	15.07	16	21.92	0	0

Source: Online Survey

Item 2, (physical needs satisfaction) has total responses of 80 persons. Out of the 80 respondents, 13 (16.25%) strongly agreed that physical needs satisfaction was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. Other statistics are as follows; Agreed has 43 responses which is 53.75%, Don't know has 9 responses which is 11.25%, Disagreed has 13 responses which is 16.25% and lastly, Strongly Disagreed has 2 responses which is 2.5%.

Item 3, (public relation) has total responses of 73 persons. Out of the 73 respondents, 11 (15.07%) strongly agreed that public relations was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. Other statistics are as follows; Agreed has 35 responses which is 47.95%, Don't know has 11 responses which is 15.07%, Disagreed has 16 responses which is 21.92% and lastly, Strongly Disagreed has 0 responses and 0 percent.

4.4 Test of Hypothesis

Decision Rule

Reject H_0 if X^2 calculated is greater than X^2 tabulated, otherwise accept it.

Hypothesis One

H_{01} : Financial reward does not significantly motivate or improve employee performance

H_{A1} : Financial reward does significantly motivate or improve employee performance

Code	O	E	O-E	(O-E) ²	{(O-E) ² /E
B1	43	43.6	-0.6	0.36	0.0082569
B2	51	43.6	7.4	54.76	1.2559633
B3	52	43.6	8.4	70.56	1.6183486
B4	43	43.6	-0.6	0.36	0.0082569
B5	29	43.6	-14.6	213.16	4.8889908
B1	7	7.6	-0.6	0.36	0.0473684
B2	5	7.6	-2.6	6.76	0.8894737
B3	6	7.6	-1.6	2.56	0.3368421
B4	7	7.6	-0.6	0.36	0.0473684
B5	13	7.6	5.4	29.16	3.8368421
B1	29	25.6	3.4	11.56	0.4515625
B2	24	25.6	-1.6	2.56	0.1
B3	21	25.6	-4.6	21.16	0.8265625
B4	25	25.6	-0.6	0.36	0.0140625
B5	29	25.6	3.4	11.56	0.4515625
Total					14.781461

The degree of freedom was obtained by subtracting one from the number of rows and columns.

(C-1)(R-1): The number of rows is 5 and number of columns are 3.

$$= (3-1) (5-1)$$

$$= (2) (4)$$

= 8 degrees of freedom.

$$X^2 \text{ tab} = 15.51$$

The calculated value of chi-square was 14.781, and the table value of chi-square at 8 degrees of freedom and a 5% significance level stood at 15.51. Since the calculated chi-square value is lower than its table value, the null hypothesis is accepted. It can be concluded from the result that there is no significant financial reward does not significantly motivate or improve employee performance.

Hypothesis Two

H₀₂: Satisfaction of physical needs does not significantly lead to improved performance

H_{A2}: Satisfaction of physical needs does significantly lead to improved performance

Code	O	E	O-E	(O-E) ²	{(O-E) ² /E}
DI	48	53.875	-5.875	34.51563	0.64066125
D2	51	53.875	-2.875	8.265625	0.15342227
D3	45	53.875	-8.875	78.76563	1.46200696
D4	49	53.875	-4.875	23.76563	0.44112529
D5	61	53.875	7.125	50.76563	0.94228538
D6	49	53.875	-4.875	23.76563	0.44112529
D7	70	53.875	16.125	260.0156	4.8262761
D8	58	53.875	4.125	17.01563	0.31583527
DI	6	6	0	0	0
D2	7	6	1	1	1
D3	8	6	2	4	0.66666667
D4	8	6	2	4	0.66666667
D5	3	6	-3	9	1.5
D6	8	6	2	4	0.66666667
D7	4	6	-2	4	0.66666667
D8	4	6	-2	4	0.66666667
DI	23	17.25	5.75	33.0625	1.91666667
D2	21	17.25	3.75	14.0625	0.81521739
D3	14	17.25	-3.25	10.5625	0.61231884
D4	14	17.25	-3.25	10.5625	0.61231884
D5	20	17.25	2.75	7.5625	0.4384058
D6	17	17.25	-0.25	0.0625	0.00362319
D7	13	17.25	-4.25	18.0625	1.04710145
D8	16	17.25	-1.25	1.5625	0.09057971
TOTAL					20.592303

The degree of freedom was obtained by subtracting one from the number of rows and columns.

(C-1)(R-1): The number of rows 8 and number of columns are 3.

= (3-1) (8-1)

= (2) (7)

= 14 degrees of freedom.

X² tab = 23.68

The calculated value of chi-square was 20.592, and the table value of chi-square at 14 degrees of freedom and 5% significance level stood at 23.68. Since the calculated chi-square value is lower than its table value, the null hypothesis is accepted. It can be concluded from the result that satisfaction of physical needs does not significantly

Hypothesis Three

H₀₃: Public relation does not significantly impact on employee performance in the public sector

H_{A3}: Public relation does significantly impact on employee performance in the public sector

Code	O	E	O-E	(O-E) ²	{(O-E) ² /E
C1	34	39	-5	25	0.641025641
C2	58	39	19	361	9.256410256
C3	28	39	-11	121	3.102564103
C4	37	39	-2	4	0.102564103
C5	38	39	-1	1	0.025641026
C1	18	13.6	4.4	19.36	1.423529412
C2	7	13.6	-6.6	43.56	3.202941176
C3	13	13.6	-0.6	0.36	0.026470588
C4	15	13.6	1.4	1.96	0.144117647
C5	15	13.6	1.4	1.96	0.144117647
C1	24	22	2	4	0.181818182
C2	20	22	-2	4	0.181818182
C3	23	22	1	1	0.045454545
C4	22	22	0	0	0
C5	21	22	-1	1	0.045454545
TOTAL					18.52392705

The degree of freedom was obtained by subtracting one from the number of rows and columns.

(C-1)(R-1): The number of rows is 5 and number of columns are 3.

$$= (3-1) (5-1)$$

$$= (2) (4)$$

= 8 degrees of freedom.

$$X^2 \text{ tab} = 15.51$$

The calculated value of chi-square was 18.524, and the table value of chi-square at 8 degrees of freedom and a 5% significance level stood at 15.51. Since the calculated chi-square value is higher than its table value, the null hypothesis is rejected. It can be concluded from the result that public relations do significantly impact on employee performance in the public sector.

SUMMARY OF FINDINGS, RECOMMENDATIONS, AND CONCLUSION

5.1 Summary of Findings

The focus of the research work centered on promoting motivation for employee performance: a case of Nigeria public sector. During the research work, an online survey exercise was resorted to as a source through which data was got for the analysis of the variables. The data used for the analysis of the variables were limited to the 92 respondents who participated in the online exercise. The statistical software package (SPSS Version 21.0) was used in the analysis.

In the data presentation and analysis, it was revealed in the demographic characteristics of respondents that the male gender who participated in the survey exercise was 51 persons which were 55.4% of the respondents. The remaining 41 respondents were female gender and represent 44.6% of the respondents. The relevance of these statistics is that it has been able to show that male workers of the Nigerian public sector had a higher participatory rate in the survey exercise.

The age distribution of respondents had the following groupings: below 20 years with a frequency of 1 person, 20 to 29 years had a frequency of 10 persons, 30 to 39 years had a frequency of 17 persons, 40 to 49 years had a frequency of 37 persons while 50 years and above had a frequency of 27 persons which totaled 92 persons. From these statistics, it was observed that the age range of 40 to 49 years had the highest participatory rate with a whopping 40.2%. From this analysis, it can be concluded that the respondents that participated in the survey exercise are mid-aged people with a good mixture of on the job experience.

The years of experience distribution of respondents grouped the respondents into the following headings: below 10 years have 17 persons as the number of participants accounting for 18.5%, 10 to 20 years have 35 persons as the number of participants accounting for 38%, 21 years and above have 40 persons as the number of participants, all of them totaled 92 respondents. From this analysis, it was concluded that respondents that were mostly utilized for the study have on the job experience from 21 years and above which accounted for 43.5% of the total respondents. This figure is closely followed by respondents between the year's brackets of 10 to 20 years.

The conclusion that can be made from these statistics is that the greater percent of the respondents have a good level of experience on the job as very few people (18.5%) had experienced less than 10 years while the rest had experiences from 10 years and above. The educational qualifications of respondents showed that participants with FSLC/SSCE were 4 persons which accounted for 4.3% of the total respondents; OND/NCE were 5 persons which accounted for 5.4%, respondents with B.Sc/B, Ed/HND educational qualification were 39 persons which accounted for 42.4%, respondents with M.Sc/MBA educational qualification were 42 persons which accounted for 45.7% and finally, respondents with Ph.D. educational qualification were 2 persons which accounted for 2.2% of the total respondents.

From this analysis, it can be concluded that respondents who possess M.Sc/MBA academic qualification were the people that had the highest participatory rate while respondents with Ph.D. educational qualification were the fewest with just 2.2% participatory rate. In all, it is easy to say that all the respondents are educated and have all passed through the four walls of tertiary institutions except for the meager 4.3% who possess FSLC/SSCE academic qualification. Having critically analyzed the demographic information of the respondents, the study made progress by analyzing the descriptive responses of the respondents with the help of tables, bar

charts, column charts, and pie charts. The brief summation of the analysis is subsequently given below;

In table 5 on the data presentation and analysis chapter, it was discovered that 65% of the respondents confirmed that their organization rewards high performance as an incentive to motivate employees. The respondents who opined that their organizations did not reward high performance as an incentive to motivate employees were 26% and those respondents who were indifferent in their opinion regarding whether their organization rewards high performance as an incentive to motivate employees were 9% of the total respondents. Based on this, the study accepted the fact that their organization reward high performance as an incentive to motivate employees stemming from the opinions of the majority of the respondents.

In table 6 on the data presentation and analysis chapter, it was discovered that 39% of the respondents confirmed that the rewards from their organization on good performance satisfy their physical needs. The respondents who opined that the rewards from their organization on good performance did not satisfy their physical needs were 48% and those respondents who were indifferent in their opinion regarding whether the rewards from their organization on good performance satisfy their physical needs were 13% of the total respondents. Based on this, the study accepted the fact that the rewards from their organization on good performance did not satisfy their physical needs stemming from the opinions of the majority of the respondents.

In table 7 on the data presentation and analysis chapter, it was discovered that 51% of the respondents confirmed that their organization satisfies their needs at the workplace as an incentive to motivate employees. The respondents who opined that their organizations did not satisfy their needs at the workplace as an incentive to motivate employees were 40% and those respondents who were indifferent in their opinion regarding whether their organization satisfies their needs at the workplace as an incentive to motivate employees were 9% of the total respondents. Based on this, the study accepted the fact that their organizations did satisfy their needs at the workplace as an incentive to motivate employees stemming from the opinions of the majority of the respondents.

In table 8 on the data presentation and analysis chapter, it was discovered that 53% of the respondents confirmed that the financial reward motivational measures of their organization influence their performance in their organization. The respondents who opined that the financial reward motivational measures of their organization did not influence their performance in their organization were 34% and those respondents who were indifferent in their opinion regarding whether the financial reward motivational measures of their organization influence their performance in their organization were 13% of the total respondents. Based on this, the study accepted the fact that the financial reward motivational measures of their organization influence workers' performance in their organization stemming from the opinions of the majority of the respondents.

In table 4.9 on the data presentation and analysis chapter, it was discovered that 66% of the respondents confirmed that the employees' performance or that of the junior workers improved in the last one year in the areas of quality of service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of motivational packages of the organization. The respondents who negate the opinion that the employees' performance or that of the junior workers improved in the last one year in the areas of quality of

service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of motivational packages of the organization were 22%

Respondents who were indifferent employees opinion regarding whether the employees performance or that of the junior workers improved in the last one year in the areas of quality of service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of motivational packages of the organization were 12% of the total respondents. Based on this, the study accepted the fact that the employees' performance or that of the junior workers improved in the last one year in the areas of quality of service delivery, positive feedback from clients/visitors, punctuality to work, and timely arrival to duty as a result of motivational packages of the organization stemming from the opinions of the majority of the respondents.

In table 4.10 on the data presentation and analysis chapter, it was discovered that the following needs of the employees were offered by the Nigerian public sector as motivational measures for improving the performance of the employees. They are Provision of the Required Training; Working tools for improved performance; Growth Parts for Career Advancement; Good Working Condition; Participation in decision making; Organizational culture that supports teamwork. Based on the responses of the respondents it was concluded that all the items mentioned above were offered by the Nigerian public sector as motivational measures for improvement in the performance level of the employees.

In table 4.11 on the data presentation and analysis chapter, it was discovered that 71% of the respondents confirmed that the level of satisfaction they derive from their organization's incentives to employees' needs motivate them into improved performances. The respondents who negate the opinion that the level of satisfaction they derive from their organization's incentives to employees' needs motivate them into improved performances were 19% and those respondents who were indifferent in their opinion regarding whether the level of satisfaction they derive from their organization's incentives to employee needs motivate them into improved performances were 9% of the total respondents. Based on this, the study accepted the fact that the level of satisfaction they derive from their organization's incentives to employee needs motivate them into improved performances stemming from the opinions of the majority of the respondents.

In table 4.12 on the data presentation and analysis chapter, it was discovered that 76.83% of the respondents confirmed that financial reward was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. About 3.66% were indifferent as to whether the financial reward was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months while about 19.51% of the respondents disagreed that financial reward was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months.

It was also discovered that 70% of the respondents confirmed that physical needs satisfaction was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. About 11.25% were indifferent as to whether physical needs satisfaction was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months while about 18.75% of the respondents disagreed that physical needs satisfaction was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months.

Lastly, it was discovered that 63.02% of the respondents confirmed that public relations were one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. About 15.07% were indifferent as to whether public relation was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months while about 21.92% of the respondents disagreed that public relation was one of the variables that motivate them to perform more effectively and efficiently in the last 18 months. On a more summative note, financial reward, physical need satisfaction, and public relations were confirmed to be variables that motivate employees to perform more effectively and efficiently in the last 18 months.

The Chi-square statistical instrument was used in the test of the hypotheses of the study. In the first hypothesis, it was discovered that financial reward does not significantly motivate or improve employee performances. This result is quite unusual because it is against the theoretical expectation. It is expected that financial rewards will motivate employees into enhanced performances.

The outcome of this result may be attributed to the fact that the financial rewards are too insignificant to spur workers into greater performances. This result has a close relationship with the finding of Njunwa (2017) where it was found out that employees of the rural local government council in Morogoro, Tanzania are neither motivated financially nor in non-financial terms as a result of poor salary, lack of career development, poor training, partiality, political manipulation, poor working condition, and lack of effective communication are the major drivers of a lack of motivation among the staff of the local council. In the second hypothesis, it was discovered that the satisfaction of physical needs does not significantly lead to improved performance. This result is against the theoretical expectation since it was expected that satisfaction of physical needs will significantly lead to improved performances of employees.

The outcome of this result is in negation with the findings of Nzewi et al. (2018) when they investigated the relationship between physical work environment and employee performance in some selected breweries in Anambra state. In their work, it was revealed that correlation between ergonomic and employee job satisfaction exists. In the third hypothesis, it was discovered that public relations do significantly have an impact on employee performance in the public sector. The outcome of this result is in line with the theoretical expectation. It is expected that improved public relations will have a positive and significant effect on the performance level of employees in the Nigerian public sector.

5.2 Recommendations

Based on the findings of this study the following recommendations are made:

- i. In one of the findings of the research work it was revealed that the financial rewards in the Nigerian public sector do not significantly motivate or improve employee performances, this may be due to the insignificant impact of the financial rewards on the lives of the employees therefore, it is recommended that the government of Nigeria should make financial rewards in the public sector substantial so as to be able to motivate employees
- ii. In the same vein, the findings of the study revealed that satisfaction of physical needs does not significantly lead to improved performance, the outcome of this result may be traced to the uneven distribution of the physical needs across the public sector therefore it is recommended that the government of Nigeria should make the provision of physical needs

of employees even across all public sectors so as to get an increased level of satisfaction among employees.

- iii. Also the findings of the study showed that public relation does significantly have an impact on employee performance in the public sector, the outcome of this result shows the importance of public relations in the Nigerian public sector, therefore, it is recommended that the government should continue to opt for sophisticated public relations channels so as to continue to evolve and improve the performance level of employees in the public sector.

5.3 Conclusion

The research work is centered on promoting motivation for employee performance in the Nigerian public sector. During the course of the research work, lots of scholarly opinions were resorted to in a bid to give enthralling justification to the topic under consideration. Among the scholars is Varma (2017), who asserted that government needs to engage in the motivation of its employees who are faced with the challenges of the reduction in the value of their pay because of the impact of inflation and recession, the reduction in the government commitment to financing public services and the general increase in the demand for public service as a result of the state of the economy. In the same vein,

Adedeji & Ugwumadu (2018) argued that modern organizations are faced with the challenges of keeping their loyal and performing employees; therefore, they plan to achieve employee retention through adopting motivation as a business strategy that improves employee performance. Therefore, Arief, Tatang & Zarah (2018) conceptualized motivation as a positive emotional condition emanating from the evaluation of one's service experience in his organization. Blaskova et al. (2018) argued that motivation is a cognitive decision making targeted at ensuring that employees' behaviors are channeled towards achieving an identified objective through initiation and monitoring.

After the introduction of the pertinent concepts in the topic, some important questions were stated out to be addressed which bothers on financial rewards plans being implemented in the public sector as a motivational strategy; how satisfaction of the physical needs of the employees lead to motivation in the public sector and the impact of public relations on the performance of the employees of the organization. These questions were subjected to empirical investigation and the result was clearly presented in chapter four of this study. The study opted for a quantitative research method. The choice of quantitative methods is premised on the fact that it makes provisions for objective assessment of the phenomena under consideration and as such makes possible the proffering of focused recommendations.

The adoption of a quantitative research methodology made it possible for the utilization of questionnaires as a data collection instrument and as such this study adopted an online questionnaire as the data collection instrument. The data obtained from this means was used for the analysis of the study. With regard to the review of literature, the research work made effort to capture a series of theories that have a direct bearing with the tenets of the topic under consideration. Some of the theories are as given below; Maslow's hierarchy of needs, Alderfer's Existence, Herzberg's motivator-hygiene (or two-factor) theory, Relatedness, and Growth theory, and McClelland's needs theory.

The study further identified that the motivation theories that deal with employee satisfaction are categorized under process theory which includes Porter-Law's model and the Vroom expectancy theory, while content theory stresses the importance of the determinants of the factors of motivation. In other words, the content theory tries to identify the needs and relates to fulfilling the needs with motivation. The theories under content theory classification are Maslow's Hierarchy of Needs, Theory X and Theory Y (otherwise called management assumption), ERG Theory, McClellands Need for Achievement, Affiliation, and Power, Herzberg's Two Factor Theory. Zafarullah & Pertti (2017) argued that the theories of employee's motivation at their duty post include the theories under the content and process categories.

Under the empirical jurisprudence, some scholarly journals were reviewed. Ali and Akram (2012) studied the impact of financial rewards on the motivation and satisfaction of employees in the pharmaceutical industry in Pakistan where it was revealed that employees are more motivated and satisfied when induced through handsome financial rewards and they tend to improve their performance level. Also, Nzewi et al (2018) investigated the relationship between physical work environment and employee performance in some selected breweries in Anambra state where it was revealed that there was a correlation between ergonomic and employee job satisfaction.

In the same vein, Iman and Behbood (2015) investigated the role of public relations practices in improving the performance of employees and it was revealed that there exists a positive correlation between public relations activities of the petrochemical firm used for the study and the productivity of the employees. There are other scholarly articles reviewed during the course of the empirical analysis but due to lack of space, the three given above are just glimpses. On a whole, this study has been able to comprehensively given a good deal of conceptual literature, theoretical literature, and empirical literature, and the gap in knowledge was as well identified.

In a nutshell, the research work has been able to give a significant contribution to the existing body of knowledge with respect to this topic considered. Based on this, this work and its findings will serve as a framework for further research to be carried out where if possible will address any lapses that may have been showcased during the course of the study and for improvements as the test of time continue to take its course. In conclusion, the recommendations of the findings of this study reveal the volume of the relevance of this study to academia, the government especially the management of Nigerian public sectors.

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