

AN EVALUATION OF THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE: A STUDY OF THE CIVIL SERVICE OF OSUN STATE, NIGERIA

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ABSTRACT

This paper assessed employees' level of motivation vis- a- vis their level of performance. The objective was to ascertain the nature of the relationship between the two variables within the context of prevailing conditions of work in the public service. The study sample was made up of 580 randomly selected workers of the Osun State Civil Service and 345 randomly selected clients of the government establishments. Data were collected through two questionnaires and analyzed using Pearson Product Moment Correlation Coefficient. Results showed that there was no significant relationship between motivation and performance of the workers. It was concluded that lack of necessary requirements in the work environment prevented the intrinsic motivation of the workers from being translated into higher performance levels.

Keywords: Intrinsic motivation, Employee performance, Work environment.

INTRODUCTION

The key determinant of overall organizational performance is the performance of its workforce. Mullins (1999) describes employee performance as the product of both ability level and motivation. Therefore, a manager that wants to improve the work of the organization, must, of necessity, give attention to the level of motivation of its members. Understanding motivation and its link with performance is however a complex matter that may not be as straight forward as often expected. This deduction is drawn from the description of motivation as given by Pinder (1984) which states that motivation is a composite of energetic forces that originate within an individual and which are stimulated by his or her surroundings to initiate, direct and sustain behavior.

It can thus be inferred that for motivated performance to occur, that is, for the internally generated force (motivation) to initiate, direct and sustain behavior (performance), it must be initiated by the individual's surroundings. This inference is corroborated by one of the characteristics of motivation as identified by Holt (1990) which is that motivation is situational. According to Holt(1990), the behaviour of a person cannot be dissociated from the environment or context within which it occurs. Hence in a group situation a person's performance is influenced by the people around him or her and also by the process of work and the organization's technology. In essence, it is possible for an individual to possess an internal state of motivation which gives him/her a positive affective disposition towards his work. The translation of such internal state of motivation to commensurate performance levels is however, contingent upon the prevailing conditions in the working environment in

terms of availability of adequate remuneration, adequate working equipment, training and development opportunities and so on. This conjecture will be examined in this study.

Herzberg (1959), in association with some colleagues developed the two-factor model to explain the concept of work motivation. The model was developed following an investigation into the sources of job satisfaction and dissatisfaction among some selected groups of workers. The underlying assumption was that people have the capacity to report accurately the conditions that got them satisfied and dissatisfied with their jobs. On the basis of observations from the investigation, Herzberg categorized the needs of workers into two groups. One group revolved around the need to derive personal growth through development in one's occupation. He believed that it is only when this need is met, that a worker derives satisfaction from his job, and can be motivated to superior effort and performance. Hence, factors that can help to satisfy these needs were called motivators or growth factors and they include recognition of achievement, sense of responsibility, opportunity for advancement and growth, autonomy and ability to use initiative.

The second group of needs operate as an essential base to the first, and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. These groups of factors are called hygiene or maintenance factors. They relate to the job environment, and serve primarily to prevent job dissatisfaction. Herzberg believed that the fulfillment of the needs of this second group does not by itself; create a positive attitude or motivation to put extra performance on the job. At best, satisfying these needs only helps to prevent substandard job

performance and dissatisfaction. To motivate workers to give of their best, the manager must give proper attention to the motivators or growth factors.

The primary objective of this paper therefore, was to evaluate the relationship between nature of motivation and performance within the context of adequacy or otherwise of the working environment. It was hypothesized that there was no significant relationship between motivation and performance among the civil servants of Osun – State, Nigeria.

METHODOLOGY

The area of study was Osun State civil service comprising the state’s eleven (11) ministries and thirty 30 Local Government councils. Data was generated using two questionnaires which were administered to two sets of respondents. The first questionnaire, designed to measure the first variable of the study (i.e. workers motivation) ,was administered to 580 workers randomly selected from among workers of the ministries and local

governments. The second questionnaire was designed to measure the workers’ performance levels. Henry (2004) enumerated five generally recognized types of public sector performance measures. One of such measures – service quality measure, was adopted for this study. Service quality measures are value- based assessments of public management’s responsiveness to clients’ needs or expectations in terms of service delivery qualities such as timeliness and accuracy. A questionnaire was designed with items rating government workers’ performance on the qualities of timeliness and accuracy, using a 5 point scale of Very Poor to Very Good and administered to 345 randomly sampled clients to offices of the State Ministries and the Local Governments within a specific period of two weeks. 284 of the questionnaire were returned. The generated data was analyzed with Pearson Product Moment Correlation Coefficient (r).

Data Presentation and Analysis.

Analyses of responses are presented in the following tables:

Table 1: Analysis of Responses on Level of Workers’ Motivation

	Item 1 I feel happy whenever I am going to work					Item 2 I always feel a great sense of personal accomplishment at the end of everyday’s work					Item 3 I always feel bad and unhappy when discover that I have performed poorly on my job				
	Frequency					Frequency					Frequency				
	JS	SS	Total	%	Valid %	JS	SS	Total	%	Valid %	JS	SS	Total	%	Valid %
Valid Strongly Disagree	-	4	4	0.7	0.7	1	3	4	0.7	0.7	6	2	8	1.4	1.4
Disagree	2	5	7	1.2	1.2	4	9	13	2.2	2.3	7	9	16	2.8	2.8
Neutral	12	10	22	3.8	3.8	21	12	33	5.7	5.7	8	18	26	4.5	4.5
Agree	72	109	181	31.2	31.6	91	164	255	44.0	44.4	99	109	208	35.9	36.2
Strongly Agree	145	214	359	61.9	62.7	113	156	269	46.4	46.9	109	207	316	54.5	55.1
Total	231	342	573	98.7	100.0	230	344	574	99.0	100.0	229	345	574	99.0	100.0
Missing	2	5	7	1.2		3	3	6	1.0		4	2	6	1.0	
Total	233	347	580	100.0		233	347	580	100.0		233	347	580	100.0	

Source: Author’s field survey, 2006

The frequency analysis on Table 1 reveals that 62.7% of the respondents strongly agreed with item 1, 46.9% strongly agreed with item 2, and 55.1 strongly agreed with item 3. These figures represent the highest frequency of responses to these items. The second highest percentage of respondents (31.6%, 44.4% and 35.9%) agreed with items 1, 2 and 3 respectively.

The deduction to be drawn from the analysis above is that most of the respondents can be regarded as having a high level of motivation since the highest percentage of respondents scored highly on the items measuring level of motivation. The implication of this finding for the civil service of Osun State is that a positive predisposition to work exists among the workers which the management should harness optimally for the overall benefit of the state. This can be done through the provision of a conducive working environment capable of facilitating the

transformation of the workers’ positive predisposition to high levels of performance.

Table 2: Analysis of Clients’ Rating of Government Workers’ Performance.

	Frequency	Valid percent
Valid Very poor	40	14.1
Poor	47	16.5
Fair	138	48.6
Good	45	15.8
Very Good	14	4.9
Total	284	100.0

Source: Author’s field survey, 2006.

The analysis on Table 2 shows that the highest percentage of respondents (48.6%) adjudged the quality of service which they receive from government offices as being fair that is, it is not too poor, but also cannot be adjudged as good. The second highest percentage of respondents (16.5%) rated the quality of service as being poor. The

implication of this findings is that the level of performance of the workers is not commensurate with their level of motivation.

To ascertain the relationship between level of motivation and level of performance of the respondents, Pearson Product Moment Correlation Coefficient (r) was applied. The result is shown on following table:

Table 3: Analysis of Correlation Analysis between Motivation and Performance.

		Motivation	Performance
Motivation	Pearson Correlation	1.000	.082
	Sig. (2 – tailed)		.168
	N	580	284
Performance	Pearson Correlation	.082	1.000
	Sig. (2 tailed)	.168	
	N	284	580

Source: Author's field survey, 2006.

The result on Table 3 shows that there is a positive, but weak, relationship between the dependent variable (workers' performance) and the independent variable (workers' motivation), as indicated by the r value of 0.082.

Using r to test for significance, the t value was obtained as follows:

$$r = 0.082$$

$$t = \pm r \frac{\sqrt{N-2}}{\sqrt{1-r^2}}$$

$$\pm 0.082 \frac{\sqrt{282}}{\sqrt{1-0.006724}}$$

$$\pm 0.082 \frac{\sqrt{282}}{\sqrt{0.993276}}$$

$$\pm 0.082 \sqrt{283.909004}$$

$$\pm 0.082 (16.84959952)$$

$$t_{cal} = \pm 1.38$$

$$t_{tab} = 2.326 \text{ at } 0.01 \text{ level of significance}$$

Since t_{cal} (1.38) is less than t_{tab} (2.326) the hypothesis, which states that there is no significant relationship between level of motivation and level of performance, is accepted.

The acceptance of the hypothesis is consistent with the result analysis, which showed that, although the workers indicated a high level motivation, their performance was evaluated as being just fair. Hence, the performance level of the workers does not seem to justify the motivational level, since high motivation is expected to lead to high performance (Smith, 1994, Fashoyin, 1997 and Lindner, 1998).

However, this result can be explained by certain characteristics of motivation, as outlined by Mitchell, (1982), Holt, (1990) and Mullins, (1999). The characteristics are as follows:

- Motivation is an internal state. It is a driving force which originates within the individual

- Motivation is situational in that it must be stimulated by the individual's surroundings to initiate, direct and sustain goal-directed behaviour.

Hence, since motivation is an internal state i.e. a driving force that originates within the individual, the outward manifestation of this phenomenon is often in the form of an affective disposition (i.e. feeling or attitude) towards the relevant phenomenon, in this case, the workers' jobs. The result of this study therefore shows that the workers possess a high state of internal motivation which predisposes them positively towards their jobs.

However, for motivation to translate to performance, it must be stimulated by the individual's surroundings, in this case, the work environment. The failure of the workers' performance to reflect the high level of motivation signified by the workers, could be attributable to other possible explanatory factors such as inadequate working equipment, inadequate training and development opportunities, poor performance appraisal system, poor supervisory methods, and so on, that are necessary to stimulate the workers' internal state of motivation to the level required for higher job performance.

This deduction is drawn from the analysis of responses to an aspect of the questionnaire whereby the respondents were asked to rate some financial and non financial factors of motivation on the basis of their degree of existence in their organization (see Table 4 below).

From the analysis on Table 4 above, it can be seen that factors such as adequate working equipment, training and development opportunities, good supervisory methods, good performance appraisal system and a generally conducive working environment were rated as existing only to a little extent by 62.4%,51.1%,48.1%,50.8%,and 63.7% of the respondents respectively. This could be a possible explanatory factor for the unimpressive performance rating of the workers.

This finding is corroborated by Ichima (2001), who stated that, for any effective and efficient work output, there must exist the ability, and the willingness (i.e. motivation) to perform. He went further to state that the workers' ability to perform is a function of his/her intellectual/physical ability, and the existence of able tools to work with. Hence, no matter how much motivation a worker receives, if he lacks the physical or mental ability, and the tools, not much can be expected from him/her, in terms of performance. Hence, the Osun State Civil Service Commission needs to put in place all necessary tools required by the state civil servants to perform their jobs without any hitch.

Table 4: To what extent do the following benefits exist in your organization?

Benefits	Frequency						Valid Percent			Total Valid %
	Does not exist at all	To a little extent	To a large extent	Valid Total	Missing	Overall total	Does not exist at all	To a little extent	To a large extent	
Regular payment of salaries	7	119	425	551	29	580	1.3	21.6	77.1	100.0
Regular payment of leave bonus	6	146	415	567	13	580	1.1	25.7	73.2	100.0
Housing allowance	60	191	312	563	17	580	10.6	34.0	55.4	100.0
Transport allowance	26	169	371	566	14	580	4.6	20.9	65.5	100.0
Meal subsidy	87	145	327	559	21	580	15.6	25.9	58.5	100.0
Hazard allowance	291	114	142	547	33	580	53.2	20.8	26.0	100.0
Responsibility allowance	328	100	111	539	41	580	60.8	18.6	20.6	100.0
Annual salary increment	79	140	338	557	23	580	14.2	25.1	60.7	
Insurance programme	352	94	84	530	50	580	66.4	17.7	15.9	100.0
Medical allowance or free medical service	224	155	168	547	33	580	41.0	28.3	30.7	100.0
Housing loan	120	313	123	556	24	580	21.6	56.3	22.1	100.0
Car loan	88	303	163	554	26	580	15.9	54.7	29.4	100.0
Retirement benefits	42	246	243	531	49	580	7.9	46.3	45.8	100.0
Regular and equitable promotion opportunities	43	233	273	549	31	580	7.8	42.4	49.7	100.0
Study leave (with pay)	200	173	157	530	50	580	37.7	32.6	29.6	100.0
Study leave (without pay)	139	240	126	505	75	580	27.5	47.5	25.0	100.0
Training and development opportunity for all staff	80	284	192	556	24	580	14.4	51.1	34.5	100.0
Sponsorship to religious pilgrimages	65	215	273	553	27	580	11.7	38.9	49.4	100.0
End of year get together	150	175	232	557	23	580	26.9	31.4	41.7	100.0
Letter of commendation for excellent performance	223	210	118	551	29	580	40.5	38.1	21.4	100.0
Annual merit Award	224	207	119	550	30	580	40.7	37.6	21.6	100.0
Good supervisory methods	82	265	204	551	29	580	14.9	48.1	37.0	100.0
Good performance appraisal system	104	283	170	557	23	580	18.7	50.8	30.5	100.0
Free access to information	109	295	147	551	29	580	19.8	53.5	26.7	100.0
Participation in decision making	145	287	124	556	24	580	26.1	51.6	22.3	100.0
Adequate working equipments	85	352	127	564	16	580	15.1	62.4	22.5	100.0
Conducive working environment	66	357	136	559	21	580	11.8	63.9	24.3	100.0

Source: Author's field survey, 2006

CONCLUSION

It can be concluded from the findings of this study that performance is a function of both motivation and existence of enabling work environment in terms of adequate working tools, good performance appraisal system and existence of training and development opportunities among others. Hence, for motivated performance to occur, the workers' intrinsic motivation must be supported by conducive work environment.

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THE DEFECTS IN THATCHED RHOMBU GRAIN STORAGE SYSTEMS IN SUDAN SAVANNAH OF NIGERIA

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ABSTRACT

The common grain storage structures existing in Nigeria sudan savannah zone are the mud rhombus, thatched rhombus, underground pit, earthen pot and warehouse storage. The grains which are usually stored in unthreshed forms include millet, sorghum, maize and cowpea. The most popular of these structures is the thatched rhombus, probably due to the availability of the materials and low cost of construction. Preliminary survey was carried out on the structure to evaluate the defects of this popular storage structure with the view to provide possible solution to on-farm storage of grains. Results show that the construction of the structure is completed within three to four days. The defects are observed in virtually all parts of the structure that is the roof, walls, foundation and the supports. This is basically due to the poor strength of the construction materials which invariably leads to huge losses of stored products. The structure is not moisture proof, rodent proof, airtight, not resistant to insect/pest infestation and it is highly flammable. Therefore the use of this type of indigenous structure should be modified and other structures such as the use of small metal storage bins are suggested.

Keywords: Causes of defects, grain loss, material of construction, physical defects, thatched rhombus

INTRODUCTION

The northern sudan savannah zone of Nigeria is covered with tall grasses and acacia trees, with an average year round temperature of about 28°C. The major grain crops grown in this zone includes millet, sorghum, maize, cowpea and soybeans. A large proportion of the population in this zone depends on agriculture, with production pattern being governed by food requirement for home consumption. Since the large majority of the population is dependent on agriculture, only a small portion of the total food production finds its way into the market, (Olumeko, 1999).

The increase in yield through improved cropping systems and the introduction of high yielding varieties has re-emphasized the need for more resources to prevent post harvest losses. Storage is an important activity which enhances market efficiency by providing utility. Storage is particularly important to agriculture because agricultural production is seasonal while the demands for agricultural commodities are more evenly spread throughout the year. Post harvest facilities or appropriate storage technology has been the major problem in Nigerian agriculture for a long time, (Agboola; 1992 and Agridem 1995). This has resulted in considerable waste of agricultural output and hence considerable loss to the economy, (Olumeko,1999). It has been noted that farmers achieve varying degrees of success in applying the basic principles involved in the safe storage of food.

The farmer after harvest stores grains temporarily in bulk or in bags for a month or two

before being transferred to a structure. The traditional grain storage structures in different parts of Nigeria are made of varying locally available materials, usually; the type of locally available material indicates the type of structures. The structures are made from paddy straw, split or whole bamboo poles, planks reeds, robes, mud bricks and so on. Most of the structures are constructed at the beginning of harvesting season. The time of harvesting is usually between the months of August and January. The grains are stored either in threshed or unthresed forms. The basic requirements of every grain storage structure or system are to protect the grains from insects, rodent and prevent deterioration of the grains by the activities of micro-organisms. (Appert 1986, Igbeka and Olumeko,1996). It is also essential to keep the grains dry and cool during storage.

The prominent structures found in the sudan savannah includes mud rhombus, thatched rhombus and underground pit storage systems. Others are pot storage, calabash and gourds storage, local ware house and so on. The thatched rhombus is one of the most popularly used grain storage systems in Nigeria sudan savannah, probably due to the abundant availability of the construction materials, (Adejumo and Raji; 2007, Birewar, 1990).

The objective of this study is to evaluate the defects that exist in the thatched rhombus system of grain storage with the view to analyse it appropriateness for use as a grain storage system.