EFFECTS OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN MINISTRY OF NIGER DELTA AFFAIRS, ABUJA

BY

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Abstract

This study examines the impact of motivation on employees' performance within the Ministry of Niger Delta Affairs, Abuja. The objective is to analyze the relationship between motivational factors and the overall productivity of employees in the ministry. The research encompassed the collection of both primary and secondary data. To obtain primary data, a well-structured questionnaire was distributed among employees working in various departments of the Ministry, including human resources, planning, and research, statistics, and community development education. Quantitative analysis, employing descriptive statistics, was used to analyze the data. The study revealed that there is a significant correlation between staff incentives and key performance indicators such as working hours, punctuality, and commitment to duties within the Ministry. Employees who received proper incentives exhibited higher levels of dedication and performance. The findings revealed that there is a significant relationship between staff incentives and longer working hours, worker punctuality and commitment to duties in the Ministry of Niger Delta Affairs, Abuja. Based on the results, the research recommended that the Ministry should improve its employee incentive programs to foster higher commitment and engagement. Suggested strategies included implementing performance-based bonuses, recognition programs, and career advancement opportunities for consistently outstanding employees. By adopting these recommendations, the Ministry can boost employee motivation, leading to improved performance and increased overall efficiency. Moreover, a more motivated and dedicated workforce is likely to contribute positively to the achievement of the Ministry's goals and objectives. Ultimately, this study underscores the significance of employee motivation as a catalyst for organizational success and recommends practical steps for the Ministry to enhance its human resource management practices.

Keywords: Employees' Motivation, Incentives, Performance, Commitment

Introduction

The successof any organization depends on the employees who are theorganization's human assets and they indeed contribute significantly to the success of the organization. Nizamand Shah 2015) stated that how wellemployees are motivated and withhow dedicated they are performing will have a direct effect on their workperformance which can lead to eithernegative or positive results for the organization.

One of the basic problems inany organization is how to secure or elicit employees' committed to the jobsand put in adequate effort towards meeting the goals of the organization. Most employees need motivation to be committed to their jobs and to perform optimally (Ajayi & Samuel, 2015).Hence, according to Hanaysha and Majid (2018), employees are considered as the most important resource, and how an organization manages the employee to remain motivated is a major challenge. Motivation is an integral component of every human resource function. Every organization desire to provide the appropriate motivation to ensure that employees work optimally by providing a win/win opportunity for both the organization and the employee.

In modern era, all organisations, especially in the public sector, face various challenges and constraints in carrying out daily tasks. They need an efficient and motivated with force to overcome obstacles and achieve excellence (Dooley, 2020). As a result, organizations must improve employees' motivation by identifying appealing and satisfying rewards that motivate employees to high performance.

Motivated employees play a pivotal role in driving organizational success and achieving desired outcomes. In the context of the Ministry of Niger Delta Affairs Abuja, Nigeria, employee performance is crucial for the effective execution of the Ministry's mandate and for the overall development of the Niger Delta region. Very well known, rewarding employees can build up their loyalty to the organization and motivate them to improve performance. As Armstrong (2006) observed, reward, whether monetary or non-monetary, is an issue that is very important to employees. It is a means through which management compensates employee for making themselves available at the workplace and for a job well done. Reward, which comes in the form of wages and salaries, promotion, incentives, fringe benefits, profit sharing, etc. is not only to compensate workers but also to motivate them for better performance. Motivation and rewards is a crucial method used in directing the staff in the Ministry of Niger Delta Affairs towards achieving its goals.

Based on an article from Forbes by Gleeson (2017), organisations rely on their employees' commitment and engagement to succeed in the present era. According to the State of the Global Workplace report by Gallup cited in Gleeson (2017), only 15 percent of employees worldwide are engaged in their tasks, which implies that they have effectively committed their time, skill, and effort to contributing positively to their organisation. This is why management is dealing with today's employment, which turns out to be an excellent opportunity for organisations to learn and develop the skill of motivating employees.

The result of the study by Abdurrahman (2018) revealed that work motivation positively and significantly influences employees' performance. To attain the desired goals and objectives through employee motivation, the organisation must motivate employees by using main aspects such as achievement, recognition, challenge, responsibility, development, involvement, and opportunity (Sastrohadiwiryo, 2019). Employees have different ways to feel motivated to perform tasks, and the work environment is one of the factors that affect their work motivation. Moreover, motivation is an important aspect of predicting the work performance of an employee (Abdurrahman, 2019). It is therefore, necessary to understand the relationship between employees performance in federal Ministry of Niger Delta Affairs. In view of the above, this study examined the effects of motivation on employees' performance in the Ministry. The question therefore is: has the incentive system of the Ministry of Niger Delta Affairs, Abuja, motivated employees to higher performance?

The main objective of this study is to examine the effect of motivation on employees' performance in Ministry of Niger Delta Affairs, Abuja. The specific objectives are as follows; to examine the extent to which incentives have galvanized the staff of the Ministry of Niger Delta

Affairs in Abuja to greater with commitment and higher performance; and to ascertain the extent to which the incentives encouraged the employees to higher level of punctuality. The research questions are; to what extent has incentives galvanized the staff of the Ministry of Niger Delta Affairs in Abuja to greater with commitment and higher performance? And how has incentives encourage staff of the ministry of Niger Delta Affairs to higher level of punctuality? The study used the null hypothesis to test the significant relationship: there is no significant relationship between staff incentives and longer working hours in the ministry of Niger Delta Affairs, Abuja, and there is no significant relationship between staff incentives and worker punctuality and commitment to duties in the ministry of Niger Delta Affairs, Abuja.

Conceptual Review

Motivation

Motivation can be described as a management process that enables employees to perform well for the success of the organisation by supporting them with their motives that are focused on their basic needs (Nduka, 2016). According to Nizam and Shah (2015), motivation is the process that stimulates performance, which results in stimulating people to take action and achieve a desired performance. It is therefore the process of causing employees to act by reflecting behaviour, maintaining the development of behaviour, and directing behaviour. Thus, motivation is the internal feeling that makes employees feel energised to act in a specific way.

According to Mitev (2019), the fluctuation of employee motivation depends on both organisational and managerial actions as well as on individual personality characteristics and perceptions of the specialist. It has been proven from the study by Olusadum and Anulika (2018) that enhancing employee motivation is very important as it helps to improve employees' performance and enables management to achieve the organisation's desired objectives. A manager should create a positive work environment and ensure that the work and efforts of an employee are recognised and valued (Nizam & Shah, 2015).

Motivation as a concept has been of much interest to psychologists and behavioural scientists in the past few years. At present, motivation is widely practised by all organisations, as they now see it as important in their work settings. Managers believe that the continued success of their businesses depends on being able to attract and retain staff, hence the urgent need to observe it. The relationship between the organisation and its workers is governed by motivational forces that make them perform well. Motivation, as mentioned above, is a good thing that goes into influencing individuals' behaviour and performance at work. The word motivation comes from the Latin word ''motives'' (moving causes). Therefore, motivation is defined as the power that triggers the action that follows (Cheng & Cheng, 2012).

Employees' Performance

According to Pawar (2019), the main indicator of an employee's performance is the amount of output they produce, which focuses on both quality and quantity. According to Aima et al. (2017), work performance is the result of an individual's or group's quality and quantity of work achieved in an organisation by performing its jobs.

To improve the performance of employees, management must have a systematic process for connecting actual performance with the expected outcome. Waiyaki (2017) stated that work performance is described as a contribution from employees with various behaviours that results in either a positive or negative impact on the success of an organisation. Hence, it can be concluded that

employee performance is the indicator by which the level of quality, quantity, and behaviour of the employee's work is judged, which needs to align with the desired goal of the organisation.

Employee performance plays a significant role in overall performance and the growth of the company. In the public sector, according to Alfandi (2020), employee performance is believed to be one of the most significant aspects that influence the success of the ministry. Therefore, it is crucial for managers to keep track of employee performance to make sure it will produce the maximal output necessary to achieve the desired goals. Performance can benefit not only the succession of the organisation but also the employees. A high level of employee performance may create opportunities for employees to earn better incentives and achievements, which then results in improved welfare (Simamora et al., 2019).

According to Hicks (2011), internal employee motivation comprises the needs, wants, and desires that exist within an individual; as such, it influences the employee's thinking, which in turn leads to a positive change in behaviour towards improving learning. Employee motivation entails that the employee is made to satisfy the life-supporting elements of his physical body like food, water, and shelter, among others. The employee should be able to satisfy needs like insurance, medical allowances, and retirement benefits, among others. The implication is that school management should be more concerned with providing meaningful and challenging work, feelings of achievement, added responsibility, recognition for accomplishment, and opportunities for growth and advancement, as all these, among other motivators, drive the employee to act in a desirable way.

Ministry of Niger Delta Affairs

The Ministry of Niger Delta Affairs (MNDA) was created on September 10, 2008, to promote and coordinate policies for the development, peace, and security of the Niger Delta Region. The MNDA is to serve as the primary vehicle for the execution of the government's plans and programmes for the rapid socio-economic development of the region. It is also expected to formulate and execute plans, programmes, and other initiatives, as well as coordinate the activities of agencies, communities, donors, and other relevant stakeholders involved in the development of the Niger Delta Region. The Ondo State Government is collaborating with MNDA to alleviate poverty amongst the people of the region in the state. Also, the Ondo State Government, in collaboration with MNDA, successfully hosted the 2nd National Council meeting on the Niger Delta in Akure in 2017, where different stakeholders across the Niger Development Region were in attendance.

The Ministry serves as the primary agency responsible for coordinating and facilitating the sustainable development of the Niger Delta region. The region is endowed with significant natural resources and holds immense potential for economic growth and social progress. As such, it is crucial for the ministry to have a motivated workforce that is dedicated, innovative, and capable of delivering impactful results.

Nexus between Motivation and Employee Performance

Rashidet et al. (2019) examined the effect of motivation and incentive systems on the job performance of public sector employees in the UAE. The details of this research will be provided in an attempt to validate whether incentives have a potential effect on motivating employees and enhancing job performance in the public sector. The purpose of the research is also to illustrate to what extent incentives are used in the UAE's public service sector. To fulfill the objective of the research as well as obtain real and reliable data, a research study will be conducted at the Economic Development Department (EDD) in Sharjah. This research has adopted a quantitative approach to

ess the effect of the incentive system in the public sector in the UAE on job performance and to ntify the mediating effect of employees' motivation in two dimensions (intrinsic and extrinsic) on relationship between the incentive systems (monetary and tangible and non-monetary and angible) and employees' performance. The research method will quantitatively analyze the uctured questioner's data using a statistical approach. On completion of the qualitative research, it expected that the findings will concur with the consensus of the findings in the literature review. e data analysis will prove that there is a significant relationship between incentives in the form of vards and recognition and better work performance. This research study hopes to determine ether most of the public employees in the above-mentioned organisation are motivated by financial d non-financial incentives and are encouraged and motivated towards greater work performance.

Oden (2015) focuses on the impact of motivation on employees' performance in a study of leja local government administration. The project is important because it will expose the positive ults of motivating employees in an organisation and be an eye-opener for entrepreneurs. Data was llected and analysed using a questionnaire and simple percentages. The findings, among others, are follows: The workers of Suleja local government administration are not efficient; there is idleness, senteeism, and lateness to work, which has a significant impact on their productivity. It was found t that there is poor or inadequate motivation, which affects the morale of the employees. Based on the findings, the researcher recommends the following: The management should create an vironment that will enable them to recruit, train, and motivate employees for their day-to-day fairs. Motivational techniques should be applied in order to get employee satisfaction and self-tualization with the aid of personnel management efficiency, and effective strategies have to be dertaken in order to attain the goals and objectives of the organisations.

Said, Ibrahim, and Hussein (2017) analysed the drivers of employee motivation and high vels of employee performance. The purpose of this study is to explore the effect of motivation on nployee performance at Hormuud Company in Mogadishu, Somalia. The study has the following jectives: to assess the effect of monetary rewards on employee performance in Hormuud Company Mogadishu Somalia; to establish the effect of job enrichment on employee performance in ormuud Company in Mogadishu Somalia; and to determine the effect of training on employee rformance in Hormuud Company in Mogadishu Somalia. The study utilised a descriptive research sign in order to describe the variables of the study. The target population of this study was 5000, d the sample size was 60. The data was being collected using a structured questionnaire as a search instrument. The data was being analysed using percentages, frequencies, graphs, and gression analysis with the help of Statistical Package for Social Science (SPSS) version 16. The sults and findings indicated that monetary rewards and job enrichment have significant and positive fects on employee performance, while training has a positive and insignificant effect on employee rformance. The results also indicate a good relationship between motivation and employee rformance, and the research results showed that employee motivation influences employee rformance at Hormuud Company in Mogadishu, Somalia. The researcher recommends that all nployees should be motivated to ensure they are retained, which will improve performance. In this ay, overall organisational productivity and effectiveness can be enhanced.

Aloumedjo (2018) examined how punctuality and workplace attendance limited their scope to eir usefulness and their implementation in organisations without emphasising the issue of "African me" and how to annihilate it in African public administrations. The purpose of the study was to fill at gap by providing practical and theoretical answers to the problematic issue of time performance the African public sector in general and the Cameroon Customs Department in particular. To reach

that objective, the conceptual framework was based on variables such as punctuality, workplace attendance, organisational culture, and organisational performance. The theories used for the analysis included game theory, self-determination theory (SDT), and multiple resource theory. The research methods used for the study were mixed, implying quantitative (sample size, determination, hypothesis testing) and qualitative methods such as direct observation, open-ended surveys, focus groups, in-depth interviews, history, content, ethnographic observation, and participant observation).The researcher also verified the validity and reliability of the data collected and analysed through sampling validity and construct validity and followed the procedure below to guarantee the validity of the survey. The sample for the study is comprised of 200 employees drawn from the 4107 personnel in the most recent year, which was 2016, constituting the population of Cameroon's Customs Administration. A total of 200 copies of a questionnaire were distributed to selected employees. Out of these, 150 questionnaires were duly filled out and returned. The 50 copies of the questionnaire distributed were not returned..The study found that the overall regression model was significant. This means that punctuality and attendance at work have a significant impact on organisational performance. It appears that 75% of respondents believe that there is an inverse relationship between punctuality and performance. Thus, tardiness impacts negatively on performance. The above analysis also indicated that punctuality and performance have a positive correlation, which means that as punctuality increases, employee performance also goes up. This presupposes again that disciplinary procedures should be tailored to enhance punctuality and performance-driven goals. Although this research was carefully prepared, the author is still aware of its limitations and shortcomings, especially methodologically. Since the assessment of the pretest and posttest was conducted by the author himself, it is possible to find in this study a certain minimal degree of subjectivity.

Naomi (2011) examined motivational strategies and their impact on productivity. The purpose of the study was to provide effective motivational strategies for organisations to use to motivate employees and improve and increase productivity in organisations. The literature review enables the researcher to understand the various theories on motivation and its effect on productivity. The researcher developed a questionnaire to collect primary data regarding what will make employees perform and increase productivity. The study was conducted by collecting data from a sample of 80 respondents selected from the target population using a questionnaire. The data was analysed using frequencies and percentage distributions. It was established that the staff of Ghana Airports Company are motivated, but management needs to deploy the various incentives in order to satisfy all employees. The responses from the survey revealed that motivation has a positive effect on productivity in the company. The study revealed that intrinsic and extrinsic motivators do lead to job satisfaction, irrespective of the status of employees in organisations. The following recommendations were made to enhance performance and increase productivity among employees: Employees of the company should be given equal opportunities and recognition. Also, the whole motivational system should be made more transparent to all employees, and the appraisal system should call for unique strengths to be shown as well as the expected rewards. There should be training and development programmes open to workers. This should include both on-the-job and off-the-job training, which will help workers upgrade their knowledge and be able to meet their target.

Daniel and Halims (2021) examined whether motivation influences employee performance. The quantitative research method with descriptive approaches was used in the research to describe the current condition of the research object by using an online questionnaire with an interval scale to develop a hypothesis. The sample was from the population of 46 people. However, due to the limited time and prevailing conditions, the retrieved number of questionnaires was 38. The result of this

research showed that motivation has a 48.6% influence on employee performance. The remaining 51.4% is affected by other variables outside this research. The result of the hypothesis test with the t-test showed that the null hypothesis was rejected while the alternative hypothesis was accepted, which means that there is a relationship between motivation and employee performance. In conclusion, motivation and employee performance have a strong correlation, and motivation positively and significantly influences employee performance. This research is of significance given that it provides the Ministry an insight into key motivational factors of the employees into high performance in order to realise the mandate of the Ministry.

Theoretical Framework

The study adopted Abraham Maslow's (1943) needs theory, a psychological theory that explains human motivation and behavior based on a hierarchy of needs. The theory suggests that individuals have various needs that must be fulfilled in a specific order, starting with basic physiological needs and progressing towards higher-level needs such as self-actualization.

By understanding and addressing the different needs, the Ministry of Niger Delta Affairs will create a work environment that promotes employees motivation and enhanced performance. The theory is widely applicable in management of organisation where employee – relations is given primacy. The theory is therefore relevant on this study and the Ministry.

Methodology

This study used survey method Survey method was adopted to complement the secondary data used. The population comprises the five hundred (500) employees engaged in the various Departments. A sample size of 222 respondents were selected using Yamane (1967) formula, Data were collected from two sources: primary and secondary sources. The primary data were collected from the responses of the staff to the questionnaire. Books, journals, and records from MNDA were secondary sources of data. The sampled respondents were issued questionnaire from which one hundred and eighty-three (183) questionnaires was returned which form the basis of analysis.

In addition, the Chi-square statistical tool (X^2) was used in the analysis. As a statistical tool, Chi-square is applied to the testing of hypotheses in order to forecast the association between two variables.

Table 1: Responses on whether Recognition and rewards makes the staff of Ministry of Niger Delta Affair, Abuja work longer without being coerced

Variables	Frequency	Percentage (%)
Agree	117	64
Disagree	53	29
Undecided	13	7
Total	**183**	**100**

Sources: Field survey, 2023

Responses on whether recognition and rewards makes the staff of Ministry of Niger Delta Affair, Abuja work longer without being coerced revealed that 177(64%) of the respondents agreed while 53(29%) disagreed and 13(7%) of the respondents were undecided.

Conclusion

In conclusion, the findings revealed that there is a significant relationship between staff incentives and longer working hours, worker punctuality and commitment to duties in the Ministry of Niger Delta Affairs, Abuja. This indicates that providing incentives to the staff positively influence their work behavior, leading to increased dedication, longer hours of work, and improved punctuality. Implementing effective staff incentive programs in the ministry could be beneficial in promoting a motivated and productive workforce.

Recommendations

Based on the study findings, the following recommendations are made:

i. The Ministry should improve employees' incentive programmes to encourage commitment. This can be achieved by implementing reward systems such as performance-based bonuses, recognition schemes, or career advancement opportunities for employees who consistently put in extra hours.

ii. Additionally, providing training and development opportunities that enhance employees' skills and job satisfaction should be institutionalized, in order to enhance employees' productivity.

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