

## **Between Needs and Motivation Policies in Explaining Employees' Behaviours and Productivity in Osun State Civil Service, Nigeria**

Adeleke Gbadebo Fatai <sup>1</sup>

<sup>1</sup> Faculty of Social Sciences, Department of Sociology, Osun State University, Nigeria  
Correspondence: Adeleke Gbadebo Fatai, Okuku Campus, Osun State University, Osogbo-Osun State, Nigeria. Email: lekegbade@yahoo.com

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**Abstract:** The study examined the adopted motivational policies to the employees' needs and the productivity level in Osun State Civil Service, OSCS Nigeria. Few studies ascertained the relationship between motivation policies and productivity. However, the study utilised social exchange for needs in examining the effect of motivation on employees' productivity in OSCS, Nigeria. Triangulation of sampling method and sources of data collected were used. Though, the result showed six motivational policies with three most used: recommendation letter, ceremonial handshake, and State honour, however, the policies were inappropriate to employees' needs, hence, little productivity is achieved. The study concludes that majority of the respondents were in the lower cadres and low education status with poor salary and working condition, who have preferred material incentives. There was no significant relationship between motivation policies adopted and job performance and productivity. There is a need to embark on welfare policy that is suitable for the employees' needs.

**Keyword:** Employees Productivity, Motivation Policies, Behaviours, Needs, Osun State Civil Service

### **1. Introduction**

Motivation plays a key role in employees' job performance in both public and private organisations. For an organisation to fulfill its goals, there is a need to have highly efficient and productive staff members. Mitchell (2009) claimed that job performance is a function of four variables: ability, understanding of the task, environment, and serious motivation policies. However, motivation could be regarded as tools that are required for employees' increased productivity for organisational success. Motivation is a significant determinant with a perceive impact directly on organisation cost, productivity and job performance, and according to Buitendach and De Witte (2005), an instrument to increase performance. Motivation is a basic psychological process that gives behaviour purpose and direction (Kreitner 1995), a predisposition to behave in a purposive manner to achieve specific, unmet needs, an internal drive to satisfy an unsatisfied need. Motivation is the management process of influencing behaviour based on knowledge of what make people think. Luthans (1998) asserts that motivation is the process that arouses, energizes, directs and sustains behaviour and performance. Ranchman and Meson (2016) argue that it is a process of stimulating people to action and to achieve desired task, which makes workers more satisfied and committed to their jobs.

With globalisation era and competitive effective economy, employers must be in the position to propound and practice motivation of employees in the best way to increase productivity. The success of a business or an organisation is directly linked to the performance of those who work for that organisation. With low effective in employees' performance and low productivity to organisation targeted aim, the motivational strategies and policies adopted became worrisome. There has been an increase in the rate of business failure, closure and merging of many public parastatals or services because of the low productivity and low level of organisational performance in Nigeria (Briggs, 2007). In order to explain the situation, various factors have been looked into including competitive strategy, conflict between the stakeholders and the employees, yet, little achievement of goals and objectives were achieved. Heneman and Judge (2003) attributed this to the poor funding at the covers of the state and wrong implementation of various motivational policies. Employees are living in abject poverty and workers' salaries were delaying, and with hyperinflation and economic hardship, some employees could not meet up with their daily needs (Adetayo, 1999). Frank and Lewis (2004) claimed that government employees lack commitment to their jobs as a result of poor working condition and they embarked on short-service agenda to meet up with their domestic wants. This study adds to a number of researches on various motivational policies in public and private organisations and various hindrances to effectiveness of the system.

This study complements other studies because it explains the employees' needs and relates it to the motivation policies adopted by Osun State Government, the extent to how motivation policies affect the job behaviours and productivity, and ascertain the relationship between motivation and job behaviours and productivity. This study is distinct because it focuses on the hierarch needs of the employees and analyses the motivational policies within the social exchange frameworks. It differs from various researches on motivational policies because it centres on a particular State Civil Service. Though previous studies centred on motivational policies and provided relevant social, political and economic solutions, only few have linked employees' need and adopted motivational policies and it effects to productivity in public service. Against this background, this study, examines the various motivational policies and effects on the productivity in Osun State Civil Service (OSCS), Nigeria.

## **2. Literature Review**

Various definitions maintain that motivation is an individual phenomenon and each individual is unique with different needs, expectations, values, history, attitudes and goals. Hence, a manager cannot assume that what motivates him/her will also motivate the employee; likewise what motivates one employee may not necessarily motivate another. However, despite the difference, motivation is under the employee's control and it can be influenced (Bright, 2009). Although, motivation is defined from deferent perspectives but with a common characteristics that each individual is unique with different needs, expectations, values, attitudes, reinforcement, histories and goals. It is usually described as intentional behaviour that can be influenced by motivation policies adopted by the employers. Motivation is concerned with action and internal and external forces that influence one's choice of action. Motivation is not the behaviour itself, and it is not performance, a need-satisfying process, which reveals when ones are satisfied or motivated by some factors (motivators) due to which one will exert high levels of effort towards organisational goals.

With globalisation era and competitive economy, one of the greatest factors that often lead to employees' commitment is motivation. The success of a business or an organisation is directly linked to the performance of those who work for that organisation. Though, Asobie (2010) argues that underachievement or negative job behaviours were often attributed to failure of motivational policies and workplace failures. Asika (1999) claimed that many organisations embarked on poor services to their employees and failed to accord needed morale. Causes of low commitment and productivity among employees were identified by Adamolekun (2003) as poor salary, dissatisfaction with merit system and defects in training. Peretomode and Peretomode (2001) allege that public and civil servants were ineffective and inefficiency especially in Nigeria Civil Service due to low motivation strategies. Motivation is of interest in the working environment because it influences work performance and productivity, keeping employees motivated can be done by increasing salaries, public recognition, benefits, education and so on, but it is important to recognise that individuals are motivated differently and quite often, it is complex to know what motivates employees. However, most of these studies fall short of practical application or offer it only for the private sector. The problem is that with the effects of the latest financial crisis Nigeria, more than ever before, practical ways that can help motivate public employees to be productive and get more for less (Funsho, 2012). But one of the major problems facing organisations irrespective of the sector (whether private or public they belong) is that of poor motivational policies for the realisation of organisational goals. This problem has deprived many organisations in both the public and private sectors of having in their productivity goals and job performance needed to achieve the desired objectives of these organisations. Therefore, motivation is so important in any organisation sector performance and productivity is the *raison d'être* of management (Agbro, 2007).

Adebayo (2001) complained that the non-realisation of the goals and objectives of some organisations is more likely to link to low or no motivational strategies. Foot and Hook (2006) allege that low job performance was as a result of poor incentives to keep these competent staff in the employment of the organisation. Motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health (Robison, 2010). Furthermore, motivated employees are more committed to their organisations and show less insubordination and grievance (Bratton & Gold, 2007). In another sense many private organisations used salaries as a motivator effectively, salaries structure, payment by performance, skills or certain categories of professionalism, long service and fringe benefits. Armstrong and Murlis (2016) opined that the overriding consideration in motivations is that members of an organisation contribute to it in return for inducement. These various motivation policies have paved ways for this paper to link between effort or job performance and reward. Good incentives and bonus schemes enticed employees in a situation when the working and environment conditions are too friendly and favourably.

Onah (2008) pointed to the level of wages as the most important motivation and man is motivated to work primarily by economic or monetary reward. This serves as a foundation for the social exchange theory adopted in this study, which advances that human being is a rational economic man whose only aim is to maximise his economic gain with money. That is, employees can work as fast and efficient as machine with little monitoring through economic or monetary rewards and attaching salaries or wages to ability and efficiency at work. Taylor (2011) viewed employees' commitment whether in private or

public organisation to working terms of satisfaction of their economic needs only. However, interpersonal relationship plays a greater influence to work but incentives enhance the level of productivity and job performance. The theory is very crucial to this study because man's social needs become a vital and basic need to belong to any social group. With the falling income and salaries of the employees, the groups or society ignore recognition and status, which is supposed to be accorded to as group members (Molm & Takahashi, 1999). This group degrading to an individual and failure to conform to the group's norm may affect maximisation and job productivity.

In 1954 Abraham Maslow identified hierarchy of needs on the premise that humans are motivated by various needs which exist in hierarchical order. Maslow identified five general types of needs in ascending order, that is, physiological, safety, belongingness, esteem and self-actualisation. Maslow (1954) argues that the moment lower needs (air, food, drink, shelter, warmth, sexual satisfaction and sleep) is met, other esteem needs, security needs, self-actualisation would turn to secondary. Ordinarily, if the employees have all the basic needs easily, they devoted all their entire energies to the success of the organisation. The exchange paradigm has its fundamental premise that all social life is treated as an exchange of rewards or resources between actors (Cook, 2000). The principal tenet of social exchange theory is that human behaviour is the essence of an exchange, and the employers created a motivation policy that targeted on the employees' needs which led to improved productivity and job performance. It focuses on the social fact that human beings do not live in isolation, established interaction with one another, and focuses mainly on the exchange of valued resources (Draft, 2003). And these interactions that existed between employers and employees are established on the norm of reciprocity.

### **3. Methodology**

The research design is a cross sectional survey design. It is explorative and cross-sectional in nature since it explores the subject matter, undertaking a more extensive study and selected sample within public service at a particular period of time. The data used primary (questionnaire, in-depth interview) and secondary sources of data collection. The total population includes all various staff of OSCS irrespective of the ministries, departments, units and cadres with nominal number of thirty-three thousand eight hundred and thirty six (33,836) staff (Osun State Official Gazette, 2017). Through stratified sampling technique, the population was divided into 5 units (ministries, teaching, parastatals, local government and agencies). The researcher utilised Babbie's (2008)- $\{x(N/1+N[e]^2)\}$  method of selection to pick the total sample size of 1975 respondents. With the assistance of 5 research assistants, 395 employees were selected on accidental sampling technique and questionnaire was administered to them in each 5 stratified units.

In-depth interview was conducted, 10 key respondents were purposively selected in the 5 units (2 respondents in each unit), and 9 respondents were accidentally selected for interview from OSCS. The total number of respondents interviewed was 19. Secondary sources included policy and motivational documents, newspapers, internet, journals, articles, reports, bulletins and newsletters. Likert or summated scale was used to know the degree of agreement and disagreement with the questions which are related to the objectives and hypotheses of the study. Descriptive and inferences statistics were utilised to analyse the quantitative data, and in-depth interview were analysed using verbalism quotation.

Inferential statistics of z-test was used to test the two null hypotheses. The results of the tests were determined whether the hypothesis was rejected or accepted at 0.05 significance level. The descriptive tools included analysis of variance (ANOVA) and Pearson correlation statistics where inferential statistics used to test the hypothesis of the study. Since the study involved the collection of data from Civil Servants, the respondents were suspicious about the motives of the research and fear to express their feeling because of bureaucratic rule and regulation.

#### **4. Result of the Findings**

##### **4.1 Socio-demographic Characteristics of Respondents**

Out of one thousand nine hundred and seventy-five (1975) respondents, only 1638 respondents returned their questionnaire which is 82.9% of the sample size. The socio-demographic data showed a mean age of 39 +12.6years, the results showed that 60.8% were males and 39.2% were females, it indicates that the men involved in economic needs of the family than females in most African countries. This finding agreed with Randall's (1982) study that women were lagging behind to men in both civil and political matters which further testify to long patriarchal and male dominance in the economic and social life of Nigerian society. About 26.1% were single, 58.1% were married and 15.8% were separate and divorce. the majority of the respondents (99.5%) were Yoruba, others like Igbo, Hausa and Epira were only 0.5%; which testify that the survey was conducted in a Yoruba speaking State in Nigeria and the area had a greater influence on the number of indigenes employed since ethnic consideration are best instrument in State Civil Service in Nigeria. Also, Christians were 50.3%, Muslims constituted 39.3% and African traditional religions had only 10.4%. This confirmed that Nigeria's contact with early missionaries that introduced western education in the southern parts produced more Christian civil servants than other faiths.

In management level, the respondents with low, middle and top cadres were 57.3%, 24.3% and 18.4% respectively and 37.5% had primary school certificates, secondary school certificates 57.9%, 3.9% had BSc/HND certificate and 0.7% had post-graduate degree holders. Majority of the respondents (87.4%) had 10-20 years working experience and only 8.4% had less than 10 years working experience. This analysis shows that most of the respondents have suitable working experience for this study in OSCS, and it also implies that majority of the respondents were in the lower cadre staff category with secondary school certificate and below.

##### **4.2 Examine the Motivational Policies and Effect on the Job Behaviours and Productivity in Osun State Civil Service**

Table 1: Respondents' perception on motivational policies, productivity and job behaviours

Job behaviour	Letter of recommendation	Ceremonial handshake	State honour	Professional training privilege	Promotion	Material incentive
D=8, n=1638	R=723(44.1%) F(%)	R=277(16.9%) F(%)	R=238(14.5%) F(%)	R=198(12.1%) F(%)	R=114(7.0%) F(%)	R=88(5.4%) F(%)
Fulfillment of the employment law SD=0.77,	175(10.7)	156(9.5)	172(10.5)	153(9.3)	142(8.7)	75(4.6)
Positive influence on productivity SD=0.87;	156(9.5)	144(8.8)	358(21.9)	326(19.9)	388(23.7)	551(33.6)
Increase extra performance SD=0.86;	166(10.1)	113(6.9)	124(7.6)	310(18.9)	358(21.9)	461(28.1)
Negative job performance SD=0.99;	601(36.7)	600(36.6)	330(20.1)	242(14.8)	171(10.4)	57(3.5)
Healthy relationship SD=0.9;	195(11.9)	125(7.6)	141(8.6)	32(2.0)	101(6.2)	94(5.7)
Encourage other staff performance SD=0.91;	128(7.8)	155(9.4)	300(18.3)	354(21.6)	132(8.1)	200(12.2)
Extra service or positive discretion	94(5.7)	200(12.2)	104(6.3)	21(1.3)	194(11.8)	95(5.8)
No man's job	123(7.5)	245(15.0)	109(6.7)	200(12.2)	150(9.2)	105(6.4)
Total	1638(100)	1638(100)	1638(100)	1638(100)	1638(100)	1638(100)

Source: Field Survey 2018; F= Frequency, %= Percentage, N= Total of Respondents, r= number of respondents perception on policy ranking

The results showed various motivation strategies adopted by Osun State government in order of ranking and six motivational policies were identified. The results revealed that letter of recommendation (44.1%) was the most frequently used for motivational policy, following by ceremonial handshake (16.9%), State honour (14.5%), professional training privilege had 12.1%, and the fifth one was promotion with 7.0%

and material gifts and incentives with 5.4%. In order to corroborate this finding, an interviewee, a senior civil servant said that:

In my past 20 years of active service, I have never seen a lower cadre staff that happy with a letter of recommendation. In most cases, hardly they will appreciate or even change their job behaviour or conduct because of a mere letter, many staff made jest of the exercise while many of the lower cadres cleverly suggested that the government should monetise the letters.

The finding falls within Armstrong's (2000) suggestion on the motivation policies such money incentive, promotion, material gifts, scholarship, professional training privilege, contract award, ceremonial handshake, letter of recommendation, state or national honour. Rainey (2009) argues that the best traditional approach used by public service is the letter of recommendation to attract and mobilise employees for most well done jobs. Most respondents believed that it is a norm and one of the strongest bureaucracy rules in the public service. With this ranking, majority of the respondents were in the lower cadres of the management levels, that had Secondary school certificate and below, which implies that the motivational policies adopted may not suitable to the need of the majority of the employees. A respondent, a union leader corroborated this finding and said that:

Everything you need to buy in the market nowadays in term of the price is double and our salaries standstill with no or little increment. The working condition is too poor and people made jest of the civil servants on daily basis. We need motivational policies that touch our life and condition of living directly.

Arglye (2007) claimed that public or ceremonial handshake paves ways for strong competitive advantage to shape effective job behaviour. The results tallied with a performance survey conducted by Accel-Team (2010) that revealed that ceremonial handshake motivated the other employees to improve on their deficiency toward organisational productivity. The comment of one of the interviewees, a lower cadre buttresses this:

The use of handshake by officials of the government is regarded as barbarian where the condition of services was nothing to write home about.

Majority of the respondents agreed that the process of selection for state or national awards were too cumbersome that many staff often are tired with the process. Though, most respondents claimed that State or National honour seem to have equal advantage as ceremonial handshake but it is highly prestigious and effective strategy to improve productivity. Despite the better advantage the professional training has on the part of the employees and organisation, the finding showed low rate of this instrument in motivation strategy in Osun State Civil Service. The results also indicated that it is commonly used in private organisations than in the public organisation (Greenberg & Baron, 2008).

Though various studies (Locke & Latham, 2002) have emphasised that promotion of employees to higher level motivate the behaviour and indirectly increase level of productivity of the employees, the result showed lower rate of promotion in OSCS. Within the government institutions, academic certificate and various professional trainings triggered promotion, and little job performance determine the promotion. An interviewee, a senior civil servant said that:

In most cases, only senior cadres appreciated their promotion and improve other senior colleagues to work harder on their jobs. Many lower cadres believe more on material gifts to any other form of motivational policies adopted.

The material gifts and money incentives have become a way for employers to motivate employees and with a great image and advantages over others (Rotella, 2000). This is in line with Hornberger (2008) who argues that since in less-developing countries, the poverty rate is higher and employees relied on these material gifts, which serve as best instruments of motivation. Majority of the respondents agreed that the only ways to job performance is to adopt the motivational policy in the Civil Service's rule in Osun State. In order to corroborate this finding, an interviewee, a lower cadre staff said that:

Aside this policy, we received no other value motivation policies from the government. The state government embarked on the payment of half-salary monthly for the staff because of over dependence on the federal allocation and economic recession. We find it difficult to meet up with our daily responsibilities in our various homes because of shortage on salary and hyper-inflation. I appreciate only motivation policy that focuses on our immediate needs not a mere outward or ceremonial parade honours.

Table 1 showed respondents' perception on the various motivational policies adopted by the Osun State government and its effect on the job behaviours. The result revealed that letter of recommendation, ceremonial handshake, State honour, professional training had little on an increased productivity and job performance but rather led to negative attitude toward job performance. Though, small number of employees generally perform their assigned job because it is a mere fulfilment of the state's employment law, termed the job as public job (no man business) and in most cases failed to apply positive discretion in emergency period. With the mean of 1.56, it implies that no matter how government neglects motivation, most employees will still show positive working response to job.

Professional training opportunities, promotion and material incentives had greater influence on the employees' job performance and increased productivity, encouraged others staff to improve on their job. Also, the finding revealed that other motivational policies asides professional training opportunities, promotion and material incentives resulted into negative job behaviours. One of the respondents, a lower cadre staff buttressed these results and said that:

I am a civil servant and it my responsibility to perform my legal assigned work or duty. Though, I may not happy with the kind of inducement and motivational policies adopted by the State government, yet, I have to perform my responsibility based on the bureaucratic rule. I resumed to work at 8 o clock and closed at 4 o clock every working day. I cannot wait a minute after the schedule period since the service and working condition are highly irritated.

Table 2: Regression model of Employees' Needs to adopted motivational policies in Osun State Civil Service

Independence Variable	Unstandardized Coef.		Standardized Coef	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.516	.135		5.644	0.000
Daily and domestic	.050	.025	.141	1.006	0.046**
Housing and accommodation	.129	.033	.261	1.912	0.000**
Personal security and safety	.153	.029	.296	1.295	0.000**
Prestigious and top cadre	.180	.024	.394	3.465	0.000**
Personal professional skills	.116	.015	.357	1.511	0.000**
Personal acquisition of wealth	.006	.025	.015	1.240	0.810**
Highest professional carrier	0.208	0.107	0.168	1.953	0.002**
Self-actualisation and fulfillment	-0.174	0.088	-0.145	-1.979	0.049**

Source: Field Survey 2018; Dependent Variable: Motivational policies and Job Behaviour; Adjusted R Square = 0.177, Durbin-Watson =1.414, Significant level \*p<0.05.

This section shows the regression model for the employees' needs and adopted motivational policies adopted by the OSCS in association with their job productivity. The result adopted motivational policies by OSCS affected the employees' daily and domestic needs since motivational policies add little or no value to their daily needs. Due to the poor adopted policies, the employees could not meet up with suitable housing and accommodation systems and personal security and safety cannot be afforded. The employees' poor working conditions and adopted motivational policies prevented topmost self-actualisation and employees' fulfilment of one professional carrier and personal professional skills. With the employees' perception toward materialism and incentive motivations, personal acquisition of wealth and adequate saving could not be achieved through the first three order of rankings motivational policies of OSCS. An interviewee, a senior cadre interviewed corroborated this finding and said that:

Only some employees understand the principle behind these motivational policies. Many employees found it difficult to know the word of encouragement especially in the letter of recommendation. While majority did not appreciate the honour in the exercise since majority at the lower cadres had little education knowledge and receive token as salary.

One interviewee, a senior cadre buttresses by as she narrated her experience thus:

We organised a state award for the ten best workers in our agency. We gave them both a decorated award sticker and a letter of recommendation. A month after, we had an urgent assignment to do after the closing hours and I needed to pick one of the awardees in her house to the office. I entered and saw the letter of recommendation in the dustbin and the sticker was used as a packer beside the dustbin.

The analysis showed the regression of employees needs on the adopted motivational policies of the OSCS. Considering the adopted motivational policies, the results showed that daily and domestic needs, housing and accommodation, personal security and safety, prestigious and top cadre, personal professional skills, personal acquisition of wealth, highest professional carrier and self-actualisation and fulfilment were responsible for the low level of productivity. In order to corroborate this finding one of senior interviewees said that:

There was a time the employees overheard that the State want to decide on the payment of thirteen month salary as motivational policy. The State government created full salary awareness and allowance packages. Many staff resumed work as early as 7.30 am and majority closed late after the closing hours. We deliberated on the cost and the government has to reduce the payment to a limited basic salary because of the lack of fund and staff turned their back on the token.

Majority of the respondents expressed that the general working conditions were too poor to allow the effectiveness of any motivational policies. An interviewee, a union leader said that:

State government owes 2 to 3 months' salary in a year, job allowances were not paid on time, there is no soft loan, no adequate seminar training to boost the morale of the employees. The general working condition was too tensed, staff were transferred to rural communities involved in extra expenses. With the poor working condition, the effectiveness of any motivational policies could not be felt on the employees.

#### **4.3 Examine any Relationship between Motivation and Job Productivity among Employees of Osun State Civil Service**

Table 3: Multiple linear regression and Pearson correlation between motivational policies and job productivity

Independence Variable	Unstandardized co-efficient		Standardized co-efficient	<i>T</i>	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.379	0.135		23.443	0.000		
Job behaviours	0.024	0.027	10.045	10.856	0.001	0.601	1.565
Variable	N	Mean	Standard deviation	r-cal	Df	p-val	
Motivational policies	1638	77.97	9.35	10.509	178	0.0001	
Job productivity	1638	61.57	4.99				

Source: Field Survey; 2018; Dependent Variable: Job behaviours, {r (178)=10.509, p<0.05}

The first hypothesis sought for no significant relationship between motivational policies adopted in Osun State government and job productivity. The respondents were scored on motivational policies and job productivity which was subjected to Pearson Product moment Correlation analysis. Result of the analysis revealed that there was no significant relationship between motivational policies adopted and job productivity {r (178)=10.509, p<0.05}. Therefore, the alternate hypothesis which states that there are significant motivational policies adopted and job productivity in OSCS employees is rejected. An interviewee, a senior cadre buttressed and said thus:

With various hindrance to the implementation of the effective motivational policies in the State and in particular the nature and pattern of motivational policies adopted which have no link with the majority needs of the employees, little or no positive behaviour and performance expected.

Regression results showed that there was no significant motivation of employees have on job behaviours in OSCS, Nigeria ( $\beta = 10.045$ ; p value = 0.001 and t value = 10.856) and thus the null hypothesis was also accepted. The implication of this is that motivational policies did not influence the job behaviours and performances in Osun State. This implies that wrong adopted motivational policies had no or little influence on the part of employees' job behaviours.

## 5. Discussion of Findings

Both private and public organisations deploy different motivational policies to encourage their employees with the motive to provide job satisfaction and increase organisational productivity. Though, Luthans (1998) and Onah (2008) claimed that private organisations provided a great motivational strategies and policies to their employees, the findings of this study corroborate the assertion that little

inappropriate motivational policies were adopted in OSCS to their employees' needs. These few motivational strategies obviously confirmed the view of Onah (2008) who claims that poor and wrong motivational policies defeat the aim of organisational to entice employees for high productivity. Ikeanyibe (2009) made it clear that in private organisation the mode of motivational in most cases is always material gifts- inform of economic packages to sensitise their employees since the employers expected a direct impact on the employees. Martin (2005) identified almost seven motivational influences adopted by the private organisation. The researcher to identify motivational strategies adopted by Osun State ordered preferences as: recommendation letter, ceremonial handshake, state honour privilege to professional training, promotion, and material gifts (money incentive). This was buttressed by Mikoro (2005) who asserts that effective motivational policies is very important through the entire life span of any organisation and Rainey (2009) advised that good organisation or the public service with very sound quality staff need sound motivational strategies so that performance would become more effective.

According to management category, the majority of the respondents were in the low level cadres. This result indicates that the majority of the respondents were in the lower level staff category and they appreciated any motivation policies that have a greater impact on their well-beings. Likewise, the finding showed that majority of the respondents had primary school certificates and secondary school certificates, which implies that the professional training opportunities would go a long way to motivate the employees than the letter of recommendation. The result of the findings showed that the letter of recommendation has minimal importance to the employees (mostly in the lower cadres with little educational level) and therefore, motivation policies do not result in increase in productivity. The study further examines the extent of how motivation policies affect the job behaviours of government employees in Osun State, and the results showed that the best job behaviour is a mere fulfilment of the employment law. They acted and worked based on the law of the state and no extra or discretion adopted in carrying out their civil responsibility or assignment. Therefore, positive interference asides the bureaucratic policies are not obvious. The result showed little positive influence on the job behaviours through motivation policies and strategies adopted by Osun State government. The study shows that there is no significant positive correlation between motivational policies adopted and job behaviours and productivity.

## **6. Conclusion**

Motivational policies adopted by the Osun State Civil Service were inappropriate to the employees' needs and have no significant impact on the job performance and job productivity. The study concluded that there are no significant relationship between motivational policies adopted by Osun State and employees' job behaviors. The results showed six adopted motivational policies in order of rankings: letter of recommendation, ceremonial handshake, State honour, professional training privilege, promotion and material gifts and incentives. The overall aim of the motivational policies were to improve organisational productivity and employees' job behaviours but instead low job performance, negative productivity and neglect on positive discretion during emergency period were noticed. Employees' best job behaviours are a mere fulfilment of the rules and regulation of the Osun State Civil Service, and there was no significant relationship between motivational policies and employees' job

behaviours and productivity. Before embarking on motivation of employees, the Osun State government should first embark on welfare and prefect condition of service and adopt a policy that is suitable for the employees' needs.

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