

PERFORMANCE OF CIVIL SERVANTS AS INFLUENCED BY FACTORS OF MOTIVATION IN GOVERNMENT MINISTRIES HEADQUARTERS IN NAIROBI, KENYA

Ogutu, J. K.

Wangeri, T.

*Department of Educational Psychology
Kenyatta University, Kenyatta, Kenya*

Gatumu, H. N.

*Department of Psychology, University of Nairobi, Nairobi, Kenya
E-mail: hngatumu@yahoo.com*

ABSTRACT

The focus of this study was to establish the role of motivation on workers' performance. The study was conducted among civil servants at the headquarters of five government ministries namely: Ministries of Medical Services, Water and Irrigation, Transport, Roads and Lands, all in Nairobi, Kenya. The study sought to find out the main factors that the civil servants regarded as critically essential in motivating them and whether there was a significant relationship between motivation and worker performance. It also sought to establish whether there was a significant gender difference in motivation and in the performance of the civil servants. A sample size of 133 subjects was used and an integrated sampling technique which had features of purposive, maximum variation and convenient sampling was utilized. The main findings of the study were that: different motivation variables are not regarded equally critical in motivating employees of public organizations; motivation has a positive and significant correlation with workers' performance and that there is no significant gender difference in workers' motivation and job performance. The study recommended that administrators of public organizations should eliminate the factors that cause dissatisfaction and provide characteristics that people find intrinsically rewarding in keeping with Herzberg's two factor theory of motivation. The management of public organizations should utilize participatory management style to enable workers to own the process of propelling organizations to achieve their goals. It also recommended that the government and other employers ought to give equal and fair opportunities to both men and women because the findings indicated no significant gender difference in worker motivation or in job performance.

Keywords: *Performance, Civil Servants, Motivation, Government Ministries*

INTRODUCTION

In Kenya, most public organizations have been blamed for poor service delivery. This may be attributed to corruption, inadequacy of resources, political interference and so forth. But the ineffectiveness and low productivity that have bedeviled these institutions may largely be attributed to poor management strategies. Key among the managerial issues is poor motivation of public service workers. It is little wonder then that most private sector organizations are perceived to perform better than their public sector counterparts (Transparency International, 2008).

Much as public organizations may be facing challenges that are unique to the Kenyan socio-economic-political context, poor performance of these institutions due to low employee motivation may be within the control of the managements (Transparency International, 2008). Thus, whether the performance of public organizations in Kenya is below or on par with the expectation, the irrefutable fact is that there is need for the management to achieve desirable levels of organizational effectiveness and productivity. One way this might be accomplished is for the managements to create a positive motivational environment. This, among other things, may help in developing workers interests in their jobs so as to make them happy in giving their best to the institutions.

Since motivation is important in the productivity of employees, knowing what motivation is most effective on civil servants, motivation which could generate higher productivity in their work and also enhance their satisfaction was significant as a problem of this study. The following objectives were developed to guide the current study: to identify the main factors which civil servants at the headquarters of the five ministries in Nairobi, Kenya, regard as critically essential in influencing worker motivation; to establish whether there is a significant relationship between motivation and job performance; and to find out if there is gender difference in motivation and job performance.

The study endeavored to answer the following questions:

- i. What are the main motivating factors which civil servants at the headquarters of the five ministries in Nairobi, Kenya, regard as critically essential in influencing worker motivation?
- ii. Is there a significant relationship between motivation and job performance?
- iii. Is there any gender difference in motivation and job performance?

The hypotheses for this study were stated as follow:

- i. There is no significant relationship between motivation and job performance.
- ii. There is no significant gender difference in motivation and job performance.

METHODOLOGY

The instrument specifically designed for the study was titled Motivational Variables and Worker Performance Questionnaire (MVWPQ). This instrument, self-developed by the investigators, had four sections. The first section was a general section seeking information on sex and level of service. The second section was a survey on rank order significance of nine motivation variables. The third section had five items to gauge the respondent's level of motivation. Each item had four response alternatives ranging from "strongly agree" to "strongly disagree" on the two extremes. The fourth section had eleven items for rating the respondent's job performance. The respondents were given the questionnaire in their place of work. Instructions on how to fill the questionnaire were also given. Once the respondents were done, the researcher collected the filled in questionnaires in person.

Statistical Program for Social Scientists (SPSS) and Excel were used to analyze data. While rank ordering of motivational variables was analyzed by the use of frequencies and percentages, the two hypotheses were tested using relevant statistical tools. The first hypothesis, There is no significant relationship between motivation and job performance was tested using Pearson's Product Moment correlation while the second, there is no significant gender difference in motivation and in job performance was tested by the t- test for independent samples. Confidential treatment of information was assured at data collection stage and observed throughout the whole research process.

RESULTS AND DISCUSSION

In presenting the findings, this is divided into two sections. The first section gives a descriptive statistical analysis of the obtained data with regard to gender, level of service and rank order significance of motivation variables. The second section consists of inferential statistical analysis whereby the findings of the study are presented hypothesis by hypothesis. Further, a discussion of the findings is given.

Descriptive Statistical Analysis: Data were collected from a sample of 133 civil servants at the ministries' headquarters. From the total sample, 54% were male while 46% were female. There were more males than female respondents in this study.

Level of Service: Data on table 1 displays the level of service for the respondents. 71% of the respondents were subordinate employees in the civil service while 15% were supervisors. It was however noted that 14% of the respondents did not indicate their level of service. Such items were coded as 'missing'.

Table 1: Level of Service

Level of Service	Frequency	Percentage
Subordinate	95	71
Supervisor	20	15
No response (missing)	18	14
Total	133	100

Source: Survey, 2010

Factors which civil servants regard as essential in influencing their motivation A question was put across to the respondents to gather response on factors that they regarded as essential in influencing their motivation. The respondents were asked to tick the three most important factors. Valid responses obtained from 119 respondents were as follows: the highest rated factor was personal growth and development followed by job security and good working condition. The fourth rated factor was money and financial rewards while 12.0% of the respondents reported that they valued promotion. Results indicated that 6.2% indicated that they were more interested in challenging/interesting work. Another 5.3% pointed out job achievement while 5.0% cited participation in decision making. It is worth noting that only 1.1% of the respondents did signify that they preferred greater job freedom and discretion (Table 2).

Table 2: Factors which civil servants regard as essential in influencing their motivation.

Factor	Frequency	Percentage
Personal growth and development	72	20.2
Job security	63	17.7
Good working condition	60	16.8
Money and financial rewards	56	15.7
Promotion	43	12.0
Challenging/interesting work	22	6.2
Job achievement	19	5.3
Participation in decision making	18	5.0
Greater job freedom and discretion	4	1.1
	357	100.0

Source: Survey, 2010

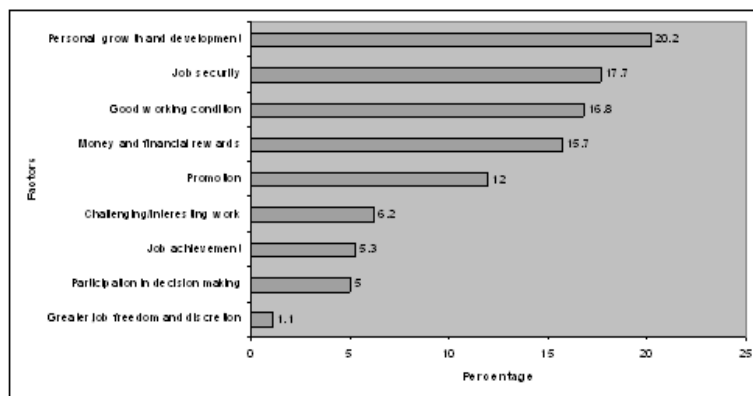


Figure 2. Factors which civil servants regard as essential in influencing their motivation.

These results imply that the civil servants valued personal growth and development, job security, good working conditions, and money and financial rewards above the other factors of motivation. Greater job freedom and discretion was the least valued motivational factor. According to Lindner (1998), the first six factors of motivation, ranked in their order of importance were: interesting work; good wages, full appreciation of work done, job security, good working conditions and lastly promotions and growth in the organization. Again a study by Harpaz (1990) puts interesting work, good wages and, job security ahead of the other factors.

A critical look at the findings of this study shows a departure from findings of previous studies. Firstly, personal growth and development took pre-eminence as opposed to interesting work. This would mean the respondents were more concerned with how they could upgrade their knowledge, skills, expertise and professional experience. The reason might be that 'personal growth and development' carries with it hope for greater benefits in future for these civil servants. Job security was rated second. This would be attributed to the high incidence of unemployment in Kenya so that keeping one's job remains an important matter. The findings of this research, in consonance with previous studies, also confirm that 'money and financial rewards' is not the most important thing that employees want from their jobs. It was

indeed interesting to see that the respondents preferred even good working conditions (such as office space and equipment, clean environment, good managers and work colleagues) over money and financial rewards.

With regard to the various motivation theories, the findings of this research do not support Maslow's need theory (Maslow, 1954), since physiological and safety needs did not take the most fundamental positions in the hierarchy of needs, as rated by the respondents. Money and financial rewards - a physiological need - was rated fourth while personal growth and achievement (more of a self-actualization need) took preponderance. However, the study apparently supported Herzberg's two-factor theory (Herzberg, Mausner and Snyderman, 1959), which proposes that those dissatisfied and those satisfied work hand in hand to prevent dissatisfaction and fulfill satisfaction respectively, for the accomplishment of worker motivation.

Motivation per Aspect

From table 3, it is observed that in relation to work itself as an aspect of motivation, 6% of the respondents did not respond to the question on the extent to which work itself motivated them. Among those who responded to the question, only 2.3% indicated that they did not like work very much. Majority of the respondents agreed that they liked work very much. Concerning 'benefits and rewards', only 16 % reported they were satisfied with their current salary, allowances and other benefits. However 2% of the respondents did not give their ratings. Therefore, majority of the respondents were not satisfied with their current salary, allowances and other benefits.

In relation to working conditions, responses obtained indicated that majority of them agreed to the statement that they worked under very good conditions. On the other hand, only 31% did point out that they did not work under very good conditions. When asked if their job interfered with their work-life balance, 2% of respondents did not respond to this question. Majority agreed that their job did not interfere with their work-life balance. However 22% reported that their job interfered with their work life. This implies that the respondents generally have a good work-life balance. Finally, with regard to the organization's policies and culture, slightly more than half of the respondents indicated that their ministry's policies and culture enhanced employee respect, professionalism and fair treatment of all employees. Slightly less than half showed that their ministry's policies and culture did not enhance employee respect, professionalism and fair treatment of all employees.

Table 3: Motivation per Aspect

Motivation per aspect	SA	A	D	SD	V	M	Total	Mean
Work itself	38	84	2	1	125	8	133	3.27
Benefits and rewards	3	19	77	32	131	2	133	1.95
Working conditions	17	74	37	5	133	0	133	2.77
Quality of work life	23	78	26	3	130	3	133	2.93
Organisation policies/culture	8	62	51	11	132	1	133	2.51

Source: Survey, 2010

Rank Order of Different Motivation Aspects

Secondary analysis was done on the different motivation aspects (Table 4). A comparison of the means of the five variables showed that work itself scored the highest mean and the variable with the second highest mean was quality of work life. Working conditions was rated third. The variables which scored poorly were organizations policies and culture and benefits and rewards. From the results, we can conclude that the variable that scored below average was benefits and rewards hence there is need to improve on this aspect of worker motivation.

Table 4: Rank order of motivation aspects

Motivation per aspect	SA	A	D	SD	M	Total	Mean
Work itself	38	84	2	1	8	133	3.27
Quality of work life 23	78	26	3	3	133	2.93	
Working conditions 17	74	37	5	0	133	2.77	
Organizations policies/culture 8	62	51	11	1	133	2.51	
Benefits and rewards ³	19	77	32	2	133	1.95	

Source: Survey, 2010. SA: strongly agree A: agree D: disagree SD: strongly disagree M: missing

Overall Worker Motivation

For analysis on overall worker motivation, data were cleaned of outliers hence adjusting the kurtosis and skewness to the normal range of between -1 to +1 (Table 5). The range of scores for overall worker motivation was between 9 and 16, with a mean score of 11.6102 (Table 5 and Table 6). The range of response scale scores for worker motivation was between 1 and 4 (1 for strongly disagree, 2 for disagree, 3 for agree and 4 for strongly agree). Using the response scale scores as the criterion for grouping respondents into low, intermediate and high worker motivation, the results showed that about 71.2% of the civil servants occupied the low motivation category while the remaining 28.8% featured in the intermediate category. It is worth noting that none appeared in the high motivation category. This implies that the management of the ministries or departments should focus on ways of raising the motivation levels of their employees.

Respondents' Performance Rating

A descriptive analysis of the outcome of respondents rating on their performance is given in Table 7. In relation to quality and quantity of work, majority of the respondents indicated that they used time effectively, worked with minimum error and also met their work requirements. The results revealed that 80% of the respondents were well skilled and knowledgeable on their job and they were always seeking to improve. 19% showed they did not perform very well in terms of job skills and knowledge and 1% did not respond to this item. In utilization of resources, 71% specified that they utilized staff funds and resources well, however, 28% indicated that they were not doing very well in utilization of staff funds and resources. When asked to state if they understood the goals of their organization and demonstrated commitment to them and if they aligned their work with their organization's priorities and standards, 80% responded that they were doing well while the other 20% reported that they were average in terms of commitment to their organizational goals and policies.

The researchers were also interested in the respondent's initiative and creativity. The responses obtained indicated that the majority took their own initiative and were innovative and creative in performing work. With respect to affirmative action, it was noted that 61% appreciated or applied their organization's philosophy of equal employment opportunities for all, while 35% rated it average and below average. 4% did not respond to this item. Thus the majority of the employees appreciated the organization's philosophy of equal employment opportunities for all. In interpersonal skills and teamwork, the study results showed that on average, all the employees were very cooperative, considerate and tactful in dealing with supervisors. This was so because half rated excellently well, 41% rated very well while 9% rated averagely well.

The findings also revealed that all the employees were doing well in terms of communication skills. 37% indicated 'excellently well' in communication skills; 52%, 'very well' while 11% indicated 'averagely well' as shown in Table 7. When asked if they were present for work every day and also punctual for work and meetings, 43% reported 'excellently well', 41% 'very well' while 16% rated 'averagely well'. 2% did not respond to this question. This implies that most of the respondents observe punctuality and work-place attendance. In appearance and dressing code, responses obtained revealed that half reported 'excellently well', 38% rated 'very well' while 12% rated 'averagely well.' Thus majority of the respondents were clean, neat and dressed appropriately for their jobs. Finally, with respect to education/training as an aspect of job performance, it was noted that majority of the employees rated it high. However, a considerable 17% rated 'below average.' The implication is that there is need to organize training for the respondents who have not been able to attend training/development programs.

Table 5: Overall worker motivation statistics

Variables	Values
Mean	11.6102
Std. Deviation	1.68469
Skewness	.122
Std. Error of Skewness	.223
Kurtosis	-.244
Std. Error of Kurtosis	.442
Minimum	8.00
Maximum	16.00
Sum	1370.00
Valid(118)	Missing (11)

Table 6: Overall worker motivation

	Scores	Freq	%	Valid %	Cum %
Valid	8.00	3	2.3	2.5	2.5
	9.00	11	8.5	9.3	11.9
	10.00	13	10.1	11.0	22.9
	11.00	32	24.8	27.1	50.0
	12.00	25	19.4	21.2	71.2
	13.00	18	14.0	15.3	86.4
	14.00	10	7.8	8.5	94.9
	15.00	5	3.9	4.2	99.2
	16.00	1	.8	.8	100.0
	Total	118	91.5	100.0	
	Missing	System	11	8.5	
Total		129	100.0		

Table 7: Descriptive analysis of performance rating

Item	EW	VW	AW	BA	VR	MR	Total	Mean
Quality and quantity of work	18	84	29	1	132	1	133	2.89
Job knowledge and skills	36	71	23	2	132	1	133	3.07
Utilization of resources	40	54	35	2	131	2	133	3.00
Citizenship	36	70	26	1	133	0	133	3.06
Initiative and creativity	41	64	23	2	130	3	133	3.11
Affirmative action	23	58	37	10	128	5	133	2.73
Interpersonal skills and teamwork	67	54	12	0	133	0	133	3.41
Communication skills	49	69	14	1	133	0	133	3.25
Attendance punctuality	57	55	18	0	130	3	133	3.30
Appearance and dress code	67	50	16	0	133	0	133	3.28
Education/training.	29	47	34	23	133	0	133	2.62

Source: Survey, 2010 *EW-Excellently well, VW-Very well, AW-Averagely well, BA-Below average VR-Valid responses, MR-Missing responses*

Rank Order of Aspects of Performance

Considering the analysis on table 8, the first three highly rated aspects of job performance was interpersonal skills and teamwork; attendance and punctuality; and appearance and dress code respectively in diminishing dominance. The last three aspects were quality and quantity of work; affirmative action; and lastly, education/training being at the rock-bottom.

Table 8: Rank order of aspects of performance

Item	EW	VW	AW	BA	V	M	Total	Mean
Interpersonal skills and teamwork	67	54	12	0	133	0	133	3.41
Attendance punctuality	57	55	18	0	130	3	133	3.30
Appearance and dress code	67	50	16	0	133	0	133	3.28
Communication skills	49	69	14	1	133	0	133	3.25
Initiative and creativity	41	64	23	2	130	3	133	3.11
Job knowledge and skills	36	71	23	2	132	1	133	3.07
Citizenship	36	70	26	1	133	0	133	3.06
Utilization of resources	40	54	35	2	131	2	133	3.00
Quality and quantity of work	18	84	29	1	132	1	133	2.89
Affirmative action	23	58	37	10	128	5	133	2.73
Education/training.	29	47	34	23	133	0	133	2.62

Source: Survey, 2010. *EW-Excellently well, VW-Very well, AW-Averagely well, BA-Below average VR-Valid responses, MR-Missing responses*

Thus the civil servants were doing very well in most aspects of job performance. The management's concern should focused more on improving the last three aspects of performance. Civil servants - supervisors and subordinates alike - should be helped to deliver more in terms of quality and quantity of work and how much they appreciate (or apply) the philosophy of equal employment opportunity for all. Further, there should be more education/training programs for civil servants who have not yet sufficiently had such opportunities.

Overall Job Performance

As to respondent' self-evaluation on their productivity at the work-place, no respondent categorized themselves as 'excellently productive'. 10.9% considered themselves 'satisfactorily productive (in the 'satisfactory performance' category); 76.5% fell in the 'averagely productive' category and the remaining 12.6% indicated the 'below average' category (Table 10).

Table 9: Performance Statistics

(N 129)	
Mean	20.9916
Std. Deviation	4.58164
Skewness	.478
Std. Error of Skewness	.222
Kurtosis	-.250
Std. Error of Kurtosis	.440
Minimum	12.00
Maximum	32.00
Sum	2498.00
Valid 119	Missing 10

Table 10: Overall job performance

	Scores	Freq.	%	Valid %	Cum %
Valid	12.00	4	3.1	3.4	3.4
	14.00	1	.8	.8	4.2
	15.00	4	3.1	3.4	7.6
	16.00	6	4.7	5.0	12.6
	<i>17.00</i>	<i>12</i>	<i>9.3</i>	<i>10.1</i>	<i>22.7</i>
	<i>18.00</i>	<i>13</i>	<i>10.1</i>	<i>10.9</i>	<i>33.6</i>
	<i>19.00</i>	<i>13</i>	<i>10.1</i>	<i>10.9</i>	<i>44.5</i>
	<i>20.00</i>	<i>7</i>	<i>5.4</i>	<i>5.9</i>	<i>50.4</i>
	<i>21.00</i>	<i>12</i>	<i>9.3</i>	<i>10.1</i>	<i>60.5</i>
	<i>22.00</i>	<i>10</i>	<i>7.8</i>	<i>8.4</i>	<i>68.9</i>
	<i>23.00</i>	<i>7</i>	<i>5.4</i>	<i>5.9</i>	<i>74.8</i>
	<i>24.00</i>	<i>5</i>	<i>3.9</i>	<i>4.2</i>	<i>79.0</i>
	<i>25.00</i>	<i>3</i>	<i>2.3</i>	<i>2.5</i>	<i>81.5</i>
	<i>26.00</i>	<i>3</i>	<i>2.3</i>	<i>2.5</i>	<i>84.0</i>
	<i>27.00</i>	<i>6</i>	<i>4.7</i>	<i>5.0</i>	<i>89.1</i>
	<u>28.00</u>	<u>2</u>	<u>1.6</u>	<u>1.7</u>	<u>90.8</u>
	<u>29.00</u>	<u>4</u>	<u>3.1</u>	<u>3.4</u>	<u>94.1</u>
	<u>30.00</u>	<u>4</u>	<u>3.1</u>	<u>3.4</u>	<u>97.5</u>
	<u>31.00</u>	<u>1</u>	<u>.8</u>	<u>.8</u>	<u>98.3</u>
<u>32.00</u>	<u>2</u>	<u>1.6</u>	<u>1.7</u>	<u>100.0</u>	
Missing	System	10	7.8		
	Total	129	100.0		

N/B: Bold is Below Average Performance, Italics - Average performance, Underlined - Satisfactory Performance

It is therefore clear that there is need for the ministries to strategize on how to help more employees to cross over to the very highly productive ('excellently well performing') category.

Motivation and Job Performance

In this study it was hypothesized that, there was no significant relationship between motivation and job performance. To test this hypothesis, Pearson correlation was used and the results were presented in Table 11. The results indicated that the relationship between motivation and job performance was statistically significant ($r=0.248$), at 0.01 level (two tailed). Hence the null hypothesis was rejected.

Table 11: Correlation between motivation and job performance

		Motivation	Performance
Motivation	Pearson Correlation	1	.248(**)
	Sig. (2-tailed)	-	.008
	N	118	112
Performance	Pearson Correlation	.248(**)	1
	Sig. (2-tailed)	.008	-
	N	112	119

** Correlation is significant at the 0.01 level (2-tailed).

Though modest, the positive correlation co-efficient ($r=0.248$) indicates that the more the civil servants were motivated the more they performed their job better. This result is consistent with a previous study by Oluseyi and Ayo (2009) in which there was a significant relationship between job performance and worker motivation. However, the finding is inconsistent with a study by Yaakub (2008) in which there was no significant relationship between motivation and job performance. Given that $r = 0.248$, the coefficient of determination. This implies that 6.2% of the variation in job performance is contributed by worker motivation. Cole (1999) identifies a variety of factors which determine the performance of employees at work. He argues that for an employee to work to desirable levels, with a given amount of effort and enthusiasm, he or she needs to be motivated. The level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits (Burney and Widener, 2007).

Gender differences

To investigate the relationship between males and females, two minor null hypotheses were advanced. There is no significant gender difference in respondents' motivation levels. There is no significant gender difference in respondents' performance levels. There is no significant gender difference in respondents' motivation levels. To test this hypothesis, t- test for independent samples was used. Results in Table 12 show that with regard to motivation, male and female respondents had means of 11.69 and 11.47 scores respectively.

Table 12: Means of respondents' motivation scores

Motivation	Sex	N	Mean	Std. Dev.	Std. Error Mean
	Male	62	11.6935	1.65548	.21025
	Female	55	11.4727	1.70896	.23044

The resultant test statistics are given in Table 13. From the table, it can be seen that indeed there was no significant gender difference in respondents' motivation. Therefore we failed to reject the null hypothesis and concluded that there was no significant gender difference in respondents' motivation level.

Table 13: Independent samples t-test for mean difference in motivation

Levene's Test for Equality of Variances						
	F	Sig.	t	df	Sig.(2tailed)	Mean Diff
Equal Variances Assumed	.007	.934	.709	115	.480	.22082

There is no significant gender difference in respondents' performance levels. Results in Table 14 show that male respondents had a mean of 21.17 points while female respondents had a mean of 20.66. In terms of mean, male respondents performed slightly better than their female counterparts.

Table 14: Means of respondents' performance scores

Performance	N	Mean	Std. Dev.	Std. Error Mean	
Sex	Male	65	21.1692	4.37525	.54268
	Female	53	20.6604	4.81960	.66202

The resultant test statistics are given in Table 15.

Table 15: Independent samples t-test for mean differences in performance

Levene's Test for Equality of Variances						
	F	Sig.	t	df	Sig. (2tailed)	Mean Diff.
Equal Variances Assumed	.098	.754	.600	116	.549	.50885

To test this hypothesis, t- test for independent samples was used. According to the results in Table 15, there was no significant gender difference in respondents' performance. Therefore we failed to reject the null hypothesis and concluded that there was no significant gender difference in respondents' performance levels. The results of this study, that there were no gender differences in motivation and job performance, agree with previous research findings. For instance, a study by Simons and Enz (1995) revealed that there was no significant statistical difference in the motivational profile of male and female hospitality managers. Yahaya (2000) found out that there was no significant difference in the job performance of male and female Nigerian federal civil servants. Yakuub (2008) found out that there existed no significant gender differences in both worker motivation and job performance.

The main objective of this study was to investigate whether there is a relationship between motivation and worker performance. From the analysis it was found that though modest, work performance was positively related to employee's motivation. In response to the question that required respondents to state what they wanted most from their jobs, personal growth and development, job security, and working conditions were ranked as the top motivational factors, in order of significance. The civil servants did not perceive all the nine motivational factors to be equally critical in motivating them. Interestingly, 'money and financial rewards' was not ranked highest contrary to the popular belief that money is the greatest motivator. Notably, the study did not support Maslow's need theory but closely approximated to Herzberg's two-factor theory of motivation. Concerning gender differences in motivation and job performance, the study found that there was no significant difference between males and females in terms of their motivation and job performance.

The results of the study have highlighted pertinent issues in relation to the role of motivation on worker performance. First, managers should create a work environment that responds to individual needs. This is because different factors motivate different individuals at different times. Second, the managers of public

organizations should continually come up with new and more effective strategies to propel employees to higher levels of job productivity. This is because motivation is not the only contributor to job performance. Last, and very important, is an implication to employers especially in the public organization. There is need to uphold affirmative action when recruiting new employees or even when assigning responsibilities. Male and female employees should be accorded equal opportunities, for this study corroborates what other researchers found out that there is no significant difference in male and female job performance.

CONCLUSION AND RECOMMENDATIONS

The findings of this research have shown that motivation has a positive and significant correlation with worker performance. Secondly, different motivation variables are not regarded equally critical in motivating employees of public organizations. Finally, there is no significant gender difference in worker motivation and job performance. In accordance with Herzberg's two factor theory of motivation (Herzberg, Mausner and Synderman, 1959) administrators of public organizations should eliminate the factors that cause dissatisfaction and provide characteristics that people find intrinsically rewarding. This may be achieved by undertaking several measures. For instance public organizations should provide employees with opportunities for growth and development. This entails assigning responsibilities which are moderately challenging and allowing workers the freedom to choose how to accomplish these responsibilities. They should be taken for further education and training so as to sharpen their knowledge and skills in their professional areas. The administrators should desist from maintaining traditional procedures and methods of job performance, but rather allow employees to come up with more efficient and creative ways of accomplishing their tasks and objectives. Promotions necessarily need to be awarded on merit. This will eliminate perception of unfair treatment which would otherwise lead to dissatisfaction of employees.

From the perspective of extrinsic motivators, organization's policies should be worker-friendly. The managements should also promote good communication and inter-personal relationships among and between work colleagues and their supervisors. Salaries and other financial benefits should be made more attractive, in accordance with equity theory of motivation, to suppress high undesirable turnovers especially due to social comparison. Managers should try to improve other aspects of working conditions such as avoiding threatening employees with the sack. This is because good working conditions such as ample office space, functional equipment, clean environment and so on prevent dissatisfaction. Constant intimidations and threats with sacking are inhibitive and prevent workers from giving their very best. The management of public organizations should utilize participatory management style. This is a way of management whereby the managers allow employees to participate in formulating organizational policies and making decisions relating to

the day-to-day operation of the institutions. This creates a sense of belonging in the workers and makes them own the process of propelling the organization to achieve its objectives. The government and managers of public organizations should give equal and fair opportunities to both genders because the findings indicate no significant gender difference whether in terms of worker motivation or job performance.

REFERENCES

- Burney, L. and Widener, S. K.** (2007). Strategic performance measurement systems, job- relevant information, and managerial behavioral responses - Role stress and performance. *Behavioral Research in Accounting* (19): 43-69.
- Cole, G. A.**(1999). *Personnel management: Theory and practice*. London: ELST.
- Harpaz, I.** (1990). The importance of Work Goals: An International Perspective. *Journal of International Business Studies*, 2(1), 75-100.
- Herzberg F., Mausner B., and Snyderman, B. B.** (1959). *The motivation to work*. New York: John Wiley & Sons.
- Lindner, J. R.** (1998). Understanding employee Motivation. *Journal of Extension*, June, (3)3, 1-8.
- Maslow, A.** (1954). *Motivation and personality*. New York: Harper & Brothers.
- Oluseyi, S. A. and Ayo H. T.** (2009). Influence of Work Motivation, Leadership Effectiveness and Time Management on Employees' Performance in Some Selected Industries in Ibadan, Oyo State, Nigeria. *European Journal Of Economics, Finance And Administrative Sciences*, 16:7-17.
- Simons, T. and Enz, C. A.** (1995). Motivating hotel employees: beyond the carrot and the stick. *Cornell Hotel and Restaurant Administration Quarterly*, (36)1, 20-27.
- Transparency International** (2008). Corruption in the health sector. Accessed Dec. 22, 2009 at <http://www.tikenya.org/knowledge.asp?id=1&ID=7>
- Yaakub, N. F.** (2008). Job Motivation and job performance: Case of recipients for excellent service in a higher education I. Accessed Jan 2, 2010 at <http://mgv.mim.edu.my/mmrsearch/9906/990608.htm>
- Yahaya, L. A.** (2000). Relevance of counseling to human resource management in Organizations. *The Nigerian Journal of Guidance and Counseling*, 8, (1), 231-242.