

OPTIMISING WORK EFFICIENCY: EXAMINING MOTIVATIONAL INFLUENCES ON CIVIL SERVANTS' PERFORMANCE IN KWARA STATE

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Abstract

For each organization's management, performance is crucial. In order to strengthen its services and increase its chances of survival and growth, managers can use this information to determine whether their companies are improving, worsening, or stagnating. Nigeria has been attempting to implement several tactics to encourage public personnel to fulfil their legally mandated duties. Nonetheless, the government does not currently possess a more effective or convenient tool to shape the ethical standards of public employees. In light of this, this study evaluates the variables influencing civil servant performance in Nigeria's Kwara State civil service. Consequently, Krejcie and Morgan's sample size determination table was used to determine the overall sample size for the study. A sample size determination table, in a population (Selected MDAs in Kwara State) of one-thousand, six hundred and eleven (1611), the appropriate sample size is three hundred and thirteen (313) respondents. A survey design was adopted and data were obtained from both primary and secondary sources. The analysis was done through the Likert scale. The results showed that promotions, job stability, and pay benefits all have an impact on how well Kwara state civil personnel perform. The research concluded that civil servants lacked adequate training, hindering their ability to enhance their effectiveness and also concludes that promotion and salary increments are the major factors that affect the performance of civil servants. Hence, it is recommended that salary and allowances, job security, promotion, and training should be adequately catered for.

Keywords: Civil Servants, Influence, Motivation, Performance, Promotion

Introduction

It is common knowledge that the Civil Service is essential to a nation's ability to run smoothly, whether it is under a military or democratic system of government, as it carries out policies, acts, and programs that benefit the general populace. The Civil Service plays a major role in the implementation of government policies and programs since the executive branch is tasked with carrying them out. Even though the Executive branch of government is held to high standards, many civil officials' nonchalant and careless attitude toward their work has led to low-performance ratings for numerous Nigerian administrations, most notably Kwara State. In light of this, numerous reforms have been created and implemented in the past to examine the problem of civil servants' unfavourable attitudes and give better answers.

The structures and beginnings of the Kwara State Civil Service date back to the British colonial era (Ipinlaiye, 2001). The State was established in 1967 with 24 ministries as one of the 12 states that General Yakubu Gowon, the country's Military Head of State at the time, had established in May 1967 to replace the four regions. Prior to being renamed as Kwara, a local term for the Niger River, the state was known as West Central State. This creation served as the foundation for the State's authority to create its agencies, which will aid in formulating and carrying out a range of public policies aimed at addressing the needs of the general public. We call this organization the Civil Service. Consequently, government workers employed mostly in non-military government ministries make up the civil service. The majority of civil servants in the Kwara state ministries are career civil servants, with advancement in the career ladder determined by factors such as seniority, educational attainment, and professional track record.

Several steps have been taken to help government officials in Kwara State fulfil their tasks and responsibilities in a proactive, efficient, and effective manner. As a component of these efforts, many panels aimed at reforming the civil service were established, including the Adebo Commission in 1971, and the Udoji Commission in 1972–1974. However, the 1979 constitution, which was fashioned after the US Constitution, brought about a significant change. Another attempt at reforming the civil service was the Dotun Philips Panel of 1985. General Ibrahim Babangida's 1988 Civil Service Reorganization Decree significantly altered the composition and expectations for the performance of Kwara State's civil service. The Ayida Panel's findings included suggestions for rolling back some of the previous advances and going back to the older, more effective civil service. Following decades of military control, the public service has been undergoing methodical and progressive reforms and restructuring since May 29, 1999. All of these reforms are being implemented in order to guarantee efficacy and efficiency in the overall performance standards of Nigeria's civil service. Even with these changes, the civil service is still viewed as being ineffective and sluggish, and the panels' prior attempts to improve its effectiveness and efficiency have not had much of an impact.

It has been found that the numerous reforms implemented in the past have simply served to treat the symptoms; that is, they have not addressed the underlying causes of the rot, which is the civil service problem. Salisu (2001) claims that incompetence and ineffectiveness in the civil service pose a threat to government policies and development efforts in many African countries, particularly Nigeria. Consequently, Nigerian governments, both post-independence and current, have undertaken well-defined reform programs aimed at enhancing the effectiveness and efficiency of the civil service. The service is plagued by a weak governance structure, red tape, poor accountability, low professional standards, waste and corruption, poor productivity, a lack of control, redundancy, and an excessively bloated staff structure. Despite this, the service continues to be inefficient and unable to reform itself.

The main goal of this paper is to investigate the factors that either improve or limit the performance of Kwara state's civil servants. The importance of this research cannot be understated, as both the current and previous Kwara state governments have said that the state's civil servants' performance is unremarkable. As a result, this research will be helpful in identifying potential causes of low performance as well as strategies for raising it.

Literature Review

There is a good deal of literature on Nigerian civil service performance, but we will try to gather some of the works that are directly related to the study's focus.

Udoji (2010) posits that the civil service's performance output is contingent upon the systems and structures that form its foundation. According to him, the system's acute obsolescence stems from the use of outdated methods to manage the contemporary government economy, which contributes to low public servant performance. According to the author, this is equivalent to a general practitioner treating current infections with M and B tablets, which are now treatable with an antibiotic, or a farmer attempting to clear a dense bush with a hoe and machete rather than a tractor and bulldozer. A modern government's management of its operations is a large enterprise that calls for sophisticated

techniques. Thirty years ago, civil servants could not have imagined the involvement that Public Service in Nigeria is engaging in today. However, Udoji declines to recognize and comprehend that the public workers' culture, customs, and beliefs play a significant role in the rise in their productivity. Will modern techniques of managing the public service affect the performance standards of its employees, given that their culture, customs, and beliefs greatly influence how they carry out their tasks and responsibilities? Modern management techniques hardly ever seem to have an adverse effect on civil officials' daily lives, which always lowers their productivity. Why do modern doctors still utilize matches to treat some diseases in the modern era, given that Jerome Udoji once described the M and B tablet example as a strange, antiquated, and insufficient method of curing modern infection? These are still in use today because the outdated systems and techniques they employ are still applicable.

Relevant to this, Ejionye (2011) said that the average Nigerian worker in the modern era is a lethargic and lazy individual. Love of money, wealth, and all the finer things in life, he shies away from work and responsibility. In Nigeria, the majority of salaried workers were primarily worried about impending industrial action, approaching public holidays, duty certificates, extended breaks, and authorized casual leaves. Alongside these benefits are regular pay raises, alluring benefits, fast promotions, false claims, and a competitive bonus structure. Ejionye's perspective is overly broad since it would be difficult for people to regularly meet anyone in the ministries (offices) if all Kwara State civil servants possessed the traits and dispositions he described above. Moreover, it is important to recognize that not all Kwara State civil servants conform to this characterization.

Motivation is a basic requirement for productive worker performance, as recognized by management theorists such as Maslow, McGregor, Herzberg, and Vroom. Critical components that have been found to be important for creating a positive work environment and increasing employee engagement include competitive pay, job security, promotions, clear targets, greater responsibilities, authority with accountability, and job security (Adenaike, Ajayi, Adewale, & Odunlan, 2009). In the public and civil service setting, public service motivation (PSM), as defined by Perry and Wise (1990), becomes especially pertinent. It emphasizes a person's propensity to respond to reasons grounded in public institutions.

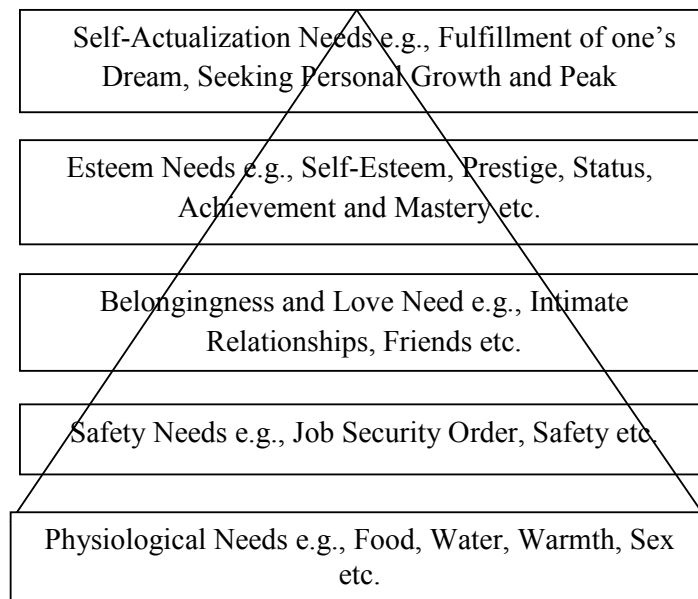
According to research by Olawale (2011), timely promotions and pay allowances have a significant impact on employees' job happiness and productivity. In order to improve workplace performance, Ajayi (2011) highlights the importance of job type, leadership, social connections, fair promotion procedures, and compensation increases. Yazinski (2010) outlines strategies such as staff retention plans that emphasize the value of work-life balance, communication, growth opportunities, positive work environments, training, and trust in leadership. Nonetheless, Arowolo (2012) recommends enhancing performance through the provision of work facilities, pleasant work environments, capacity building, amicable relationships, informal team building, performance appraisals, and a balanced approach to discipline and rewards. Oscar (2012) cautions against the detrimental effects of decreasing compensation and weakening incentives. Within the field of Public Administration, specialists promote rewards, advancements, and moral workplace conduct as means of efficiently inspiring public and private servants.

Theoretical Review

Abraham Maslow's and Douglas McGregor's theories of Hierarchical Needs are used in an effort to explain, forecast, prescribe, and analyze the job motivation and performance output of the civil officials in Kwara state:-

The Hierarchical Needs Theory by Abraham Maslow was developed in 1954. According to Maslow, a worker's needs must be satisfied in order for their performance to increase or improve. The author helped us to see the multiplicity and hierarchical nature of these needs. According to Maslow's model and theories, businesses and the government have an obligation to equip employees with the tools necessary in the workplace to inspire and motivate them to contribute as much as possible to the

achievement of organizational goals. This includes the Hierarchy of Needs. The following diagram illustrates Maslow's Hierarchical theory of needs:-



- i. Physiological Needs: These are basic human requirements such as food, drink, shelter, sleep, air, and sex that are necessary for an individual's immediate needs or existence.
- ii. Safety Needs: The absence of hazards in the workplace gives rise to these needs. risks, both mental and physical, such as order, land, freedom from physical accidents, and job stability.
- iii. Belongingness and Love Needs: These demands focused on having a feeling of community inside the organization as a whole; these included involvement in important decision-making processes within the organization as well as workgroups, relationships, and informal groups.
- iv. Esteem Needs: Giving certain employees extra credit for a job well done is part of this; this fulfils their demands for achievement, prestige, status, domination, mastery, and managerial responsibility.
- v. Self-Actualization: This is the realization of one's dream, which includes reaching peak experience, self-fulfilment, pursuing personal development, etc.

The first need, which addresses the most basic demands for survival itself, is the one that Abraham Maslow claimed we must address first. According to his additional remarks, we can consider higher-order requirements like as influence and personal development if the lower-order needs of bodily and emotional well-being have been met.

Civil servants in Kwara state bemoaned some of their needs that were being ignored and jettisoned by the state government as the yardstick behind their low performances e.g., low salary structure, non-promotion of staff as when due, irregular payment of bonuses and allowances, non-provision of conducive working environment hinder their performances. Meeting these various needs positively according to Maslow will increase the performance output of the Kwara state civil servant and their attitude towards their work will be automatically changed.

Nevertheless, because human needs are indivisible and immeasurable, this theory restricted the demands of the workers into orders and categories, which is not always the case or reflective of reality. The idea that meeting the lower requirements comes before meeting the higher-order demands is another way in which this theory is constrained. Despite this, the theory still has value in today's world of management and improving employee performance in contemporary organizations. It does not, however, account for the reality that workers can shift directly from higher needs to lower needs, contrary to his original proposition.

Douglas McGregor: - Theory X and Theory Y

Douglas McGregor developed Theories X and Y in an attempt to describe two opposing models of worker motivation applied by managers in human resources management, organizational development, organizational behaviours, and communication systems in the workplace. The two theories were dubbed "Theory X" by McGregor, who emphasized the need for stringent oversight and external rewards and sanctions, and "Theory Y" by McGregor, who emphasized the value of job satisfaction as a motivator and gave employees the latitude to tackle jobs imaginatively.

Theory X

According to this view, almost all employees detest their jobs inherently and are either unmotivated or have low motivation to do a good job. Consequently, in order to accomplish organizational goals, "Theory X" managers must mainly depend on clear guidelines, directives, close supervision, and the fear of discipline in order to coax compliance and extract maximum performance from their workforce. This theory's execution may lead to extremely stringent oversight, mistrust, and a punishing culture throughout the entire organization. According to this notion, every employee's actions and activities should be monitored, and the accountable party should receive a direct reward or reprimand, depending on the consequences of their actions. This theory is highly appropriate in situations where workers and employees view their jobs as a burden and have an innate dislike of them. This is the case with Kwara state civil servants, who typically arrive late to work and sleep during the workday. They also receive more holidays, higher pay, and fewer responsibilities. As a result, Kwara state civil servants need to be closely monitored, trained, regularly instructed, threatened with punishment and held to rules and regulations in order to achieve complete compliance, obedience, and improved performance. Nevertheless, this approach will restrict the abilities and innovative ideas of certain Kwara state government employees who are highly productive and proactive in carrying out their responsibilities.

Theory Y

On the other hand, "Theory Y" contends that employees typically do well when provided with the right tools, surroundings, and guidance. According to this view, employees are a valuable resource for the company. This theory also holds that employees tend to find fulfilment in their work through their physical and mental labour because they view it as their daily bread, something they have to do; they take on responsibilities and find creative solutions to problems; as a result, they don't require close supervision. This is because theory Y managers think that employees will be dedicated to their goals in proportion to the satisfaction they derive from accomplishing them. Additionally, they think that in order for the organization to succeed, its employees must be treated as responsible, mature individuals and be given the opportunity to actively participate in important decision-making processes that are based mostly on self-direction, self-control, and minimal outside supervision. This philosophy applies to the Kwara State government and the head of the state's civil service in order to provide its employees with a sense of community and to help them realize that they are people, not just animals that can be mistreated, coerced, or forced into doing whatever they choose. To improve comprehension of the performance output of Kwara state civil officials, Theories X and Y should be included and combined.

Relevance of the Hierarchical Needs Theory and Theory X and Y to the Study

The applicability of Douglas McGregor's Theory X and Theory Y as well as Abraham Maslow's Hierarchy of Needs is demonstrated while looking at motivating factors that affect Kwara State's civil officials' performance. According to Maslow's hierarchy of needs theory, which emphasizes basic to higher-order requirements, labour efficiency can be maximized by attending to a variety of employee demands, such as remuneration, job security, and professional development. However, McGregor's Theory X and Theory Y provide insights into managerial attitudes and suggest tactics according to the perception of employees as either intrinsically driven or in need of close supervision. Acknowledging and utilizing these theories facilitates customized motivational strategies, cultivating a favorable work atmosphere, and promoting self-reliance among public employees, consequently augmenting their output and contentment with their jobs in Kwara State.

Methodology and Data Presentation

A descriptive survey approach was adopted by drawing data from both primary (Questionnaire) and secondary (Textbooks, Journals and Internet) sources. The target population of the study consists of staff in the ministries, departments, and agencies (MDAs) in Ilorin, Kwara State. Hence, Krejcie and Morgan's sample size determination table was used to determine the overall sample size for the study. According to Krejcie and Morgan's (1970) sample size determination table, in a population of one-thousand, six hundred and eleven (1611) respondents, the appropriate sample size is one-hundred and thirteen (313) respondents. The Krejcie and Morgan sample size determination table is shown below as evidence of our sample.

The study made use of a probability proportionate cluster sampling technique in distributing the questionnaire by dividing the total by the number of clusters multiplied by the total sample size.

Table 1 Krejcie and Morgan Sample Size Determining Table

Item A		Item B		Item C		Item D		Item E	
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	123	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
Note: <i>N</i> = Population Size and <i>S</i> = Sample Size.						Source: Krejcie and Morgan, 1970			

Table 1 is Krejcie and Morgan's sample size determining table; it already has a table design for researchers to use for easy determination of sample size. While 'N' in the table is the assumed population; the 'S' in the table is the appropriate sample size for proper representation.

According to Krejcie and Morgan's (1970) sample size determination table, in a population of one-thousand, six hundred and eleven (1611), the appropriate sample size is one hundred and thirteen (313) respondents.

Therefore, the sample size for the study is 313, so a total number of 313 questionnaire were distributed to respondents.

Based on the above formulae, simple percentages were used to allot questionnaire to each selected MDAs in Kwara state.

Table 2 **Number of Allotted Questionnaires to the Target Population**

S/N	Target Population	Population	Allotted Questionnaire
1	Kwara State Ministry of Finance, Ilorin	482	94
	The Head of Service, Office of the Head of Service, Ilorin	352	68
3	Kwara State Ministry of Tertiary Education, Science and Technology	389	76
4	Kwara State Council for Arts and Culture, Ilorin	388	75
Total		1611	313

Source: Fieldwork, 2023

The above illustrates how questionnaire was effectively distributed to the chosen MDAs. This distribution strategy facilitated the collection of data for the study and guaranteed a high response rate.

Results and Discussion

The research question which states: What are the factors affecting the performance of civil servants in Kwara state, is analyzed by looking at all the relevant variables.

Factors Affecting Performance

The researchers sought to know from the respondents whether these variables (Salary and Allowances, training, Job Security, Promotion, Increased Responsibility, Authority and Accountability) affect the performance of civil servants in Kwara State.

Table 3 **Factors Affecting Performance**

Variable	Frequency	Percentage
Strongly Agreed	94	30.0
Agreed	129	41.2
Undecided	39	12.5
Disagreed	27	8.6
Strongly Disagreed	24	7.7
Total	313	100%

Source: Field Survey, 2023

Table 3 shows that 94 (30.0%) strongly agreed and 129 (41.2%) agreed that salary and allowances, job security, promotion, working conditions, training, increased responsibilities, authority and accountability affect the performance of civil servants in Kwara state while 39 (12.5%), 27 (8.6%) and 24 (7.7%) of the respondents disagreed, strongly disagreed and undecided respectively. This illustrates how salary and bonuses, job security, promotions, working conditions, and training affect the productivity of Kwara state government employees.

Effect of Salary Increment on the Performance

The researchers asked the participants if receiving a salary increase motivates them to work more.

Table 4 **Effect of Salary Increment on the Performance**

Variable	Frequency	Percentage
Strongly Agreed	123	39.3
Agreed	87	27.8
Undecided	28	8.9
Disagreed	46	14.7
Strongly Disagreed	29	9.3
Total	313	100%

Source: Field Survey, 2023

Table 4 reveals that most of the respondents strongly agreed that 123 (39.3%) and 87 (27.8%) agreed that salary increments spur workers to greater performance. 28 (8.9%), 29 (17.4%) and 29 (9.3%) of the respondents were undecided, disagreed and strongly disagreed respectively. The research conducted that wage increases motivate employees to perform better.

Hard Work for Promotion

The researchers aimed to find out whether officers who get promoted based on their recognition as dependable, industrious, and state-aligned are driven to perform well.

Table 4 **Hard Work for Promotion**

Variable	Frequency	Percentage
Strongly Agreed	77	24.6
Agreed	109	34.8
Undecided	29	9.3
Disagreed	66	21.1
Strongly Disagreed	32	10.2
Total	313	100%

Source: Field Survey, 2023

Table 4 reveals that out of 313 respondents, 109 (34.8%) agreed and 77 (24.6%) strongly agreed that the government motivates its workers by promoting them when due any officer to be hardworking, diligent and loyal to the state while 66 (21.1%) disagreed and 32 (10.2%) strongly disagreed as well as 29 (9.3%) were undecided respectively. This analysis demonstrates that the government enhances employee motivation by giving them promotions when they are due.

Promotion as a Motivator for Performance

The researchers enquired to know whether promotion serves as one of the motivating factors for higher performance.

Table 5 **Promotion as a Motivator for Performance**

Variable	Frequency	Percentage
Strongly Agreed	152	48.6
Agreed	94	30.0
Undecided	19	6.1
Disagreed	23	7.4
Strongly Disagreed	25	7.9
Total	313	100%

Source: Field Survey, 2023

Table 5 shows that 152 (48.6%) respondents strongly agreed that promotion is a motivator of performance, 94 (30) also agreed, 19 (6.1) undecided, 23 (7.4) disagreed, and 25 (7.9) strongly disagreed. The table's analysis demonstrates that performance is motivated by promotion.

Level of Performance when Promoted

The researchers sought to know the extent of the performance of civil servants as he/she gets promoted

Table 6 Level of Performance when Promoted

Variable	Frequency	Percentage
Strongly Agreed	94	30.0
Agreed	121	38.7
Undecided	12	3.8
Disagreed	48	15.3
Strongly Disagreed	38	12.2
Total	313	100%

Source: Field Survey, 2023

Table 6 indicates that out of 313 respondents, 94 (30%) strongly agreed 121 (38.7%) agreed, 12 (3.8%) were undecided, 48 (15.3%) agreed and 38 (12.2) strongly disagreed that promotion encourages performance. This demonstrates that the level of performance would significantly increase when civil servants in Kwara state were promoted.

Training Opportunity for Performance

The researchers intend to know from the respondents whether they frequently attend training sessions such as conferences, seminars, and workshops in order to improve their performance.

Table 7 Training Opportunity for Performance

Variable	Frequency	Percentage
Strongly Agreed	39	12.5
Agreed	44	14.1
Undecided	12	3.8
Disagreed	122	38.9
Strongly Disagreed	96	30.7
Total	313	100%

Source: Field Survey, 2023

Table 7 shows that out of 313 respondents, 39 (12.5%) strongly agreed, 44 (14.1%) agreed which shows that seminars, conferences and workshops were not organized for staff to enhance their performance while 122 (38.9%) strongly disagreed, 96 (30.7%) disagreed and 12 (3.8%) undecideds respectively. Analysis shows that the civil personnel were not given the necessary training to improve their performance.

Indices of Performance

The researcher sought to know whether civil servants uphold the standards of the civil service, which include being accountable, being on time for work, being obedient to the government, carrying out their duties, maintaining order and showing consideration for other employees and guests.

Table 8 Indices of Performance

Variable	Frequency	Percentage
Strongly Agreed	89	28.4
Agreed	131	41.9
Undecided	34	10.9
Disagreed	40	12.8
Strongly Disagreed	19	6.0
Total	313	100%

Source: Field Survey, 2023

Table 5 reveals that 131 (41.9%) and 89 (28.4%) of the respondents agreed and strongly agreed that civil servant maintains the civil service norms of being punctual, loyal, dutiful, orderly and courteous

to other staff. 40 (12.8%) disagreed, 19 (6.0%) strongly disagreed and 34 (10.9%) were undecided respectively. This investigation demonstrates the excellent performance of civil officials.

Discussing of Major Finding

The findings of the study reveal several factors influencing the performance of Kwara State's civil servants. Firstly, pay and benefits, job stability, training, promotions, and increasing authority and responsibility were identified as significant contributors to performance. This aligns with existing research by Adenaike et al. (2009), Olawale (2011), Ajayi (2011), and Yazinski (2010), which collectively emphasize the importance of compensation, allowances, promotions, training, job security, and greater responsibilities in impacting employee performance. Notably, the study highlights that promotions serve as a strong motivator, consistent with Arowolo's (2011) findings that compensation, allowance, and promotions significantly influence employees' satisfaction levels. The results also underscore the importance of promotions as a means to reward excellent work, aligning with Strauss and Sayles' (1980) perspective on promotions being a crucial source of employee incentive and an effective affirmative action strategy.

Quantitative results further support the assertion that promotions positively impact the performance of Kwara State civil personnel. This corroborates findings by Arowolo (2012) and Park et al. (2003), emphasizing that promotions or rewards motivate employees to exert maximum effort and contribute to improved performance. However, the study identifies a gap in training provision for civil servants, contrary to Yazinski's (2010) suggestion that hiring the right people and providing adequate training is essential for enhancing employee performance. The absence of necessary training opportunities represents a potential area for improvement in the civil service's efforts to optimize workforce performance.

The study also reveals that salary increases play a significant role in encouraging better performance among Kwara State civil servants. This finding aligns with La Motta's (1995) research, indicating that unanticipated praise, acknowledgement, and compensation, including salary increases, elevate motivation levels. However, it contrasts with Zhou et al.'s (2010) suggestion that compensation increases might create inflated expectations, potentially frustrating employees and depressing their output. The importance of addressing salary-related concerns to maintain and enhance employee motivation is evident in the study's results.

Additionally, the study highlights the exceptionally high performance of Kwara State civil servants, emphasizing factors such as cooperation, discipline, accountability, promptness and punctuality, adherence to job specifications, and loyalty as determinants of performance. This finding aligns with a previous study on Kwara performance indices. However, it contradicts Orire's (2007) assertion of documented instances of negative behaviour in the civil service, indicating a need for further exploration and understanding of the variations in performance and behaviours within the civil service. The government's role in encouraging employees through timely promotions, leading to increased dedication to their jobs, emerges as a positive aspect of the organizational culture.

Conclusion

In conclusion, the study examining factors influencing the performance of Kwara State's civil servants provides valuable insights into both positive aspects and areas for improvement within the civil service. The identified positive factors including the impact of promotions on motivation, wage increases, and high-performance indicators, point to an organizational culture that is supportive of civil servants' commitment and productivity. On the other hand, it becomes clear that a potential constraint that can affect worker productivity is the lack of appropriate training opportunities.

In order to improve overall efficiency, it is imperative that the Kwara State government take into consideration filling in the gaps that have been discovered, especially with regard to continuing staff training. The civil service can guarantee that workers have the ability to adjust to changing job

requirements by making investments in professional development, which will ultimately lead to increased productivity and effectiveness.

Additionally, the favourable results pertaining to the things that motivate employees, such as wage raises and promotions, suggest that these characteristics may be further utilized to improve worker performance. To maximize the overall effectiveness of Kwara State's civil service, it will be important to acknowledge and emphasize these excellent elements while concurrently addressing areas that require advancement. Sustained gains in the effectiveness and performance of the civil service can also be facilitated by continuous monitoring, feedback systems, and a dedication to fostering a positive work environment.

Recommendations

From the conclusion of the study, the following recommendations are made:

- i. It recommends that pay and benefits, job security, training, increasing responsibility, authority, and accountability be sufficiently taken care of in order to maximize the efficiency and effectiveness of civil servants' work.
- ii. Implement a system of performance-based incentives to recognize and compensate civil servants for their outstanding work and output. This could take the form of cash bonuses, praise, or chances for professional growth. People would be encouraged to do well in their jobs under this system since they would know that their efforts would be recognized and rewarded.
- iii. It is recommended that civil servants' knowledge and skills be improved in order to demonstrate the government's commitment to supporting their professional development as well as to give them the means of performing their jobs more effectively.
- iv. It recommends to address the difficulties that civil officials can have on a personal and professional level. Establish employee support programs that address stress management, work-life balance, and mental wellness. The comprehensive well-being of public employees should be a priority for the government.

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