THE IMPACT OF EMPLOYEES MOTIVATION ON PRODUCTIVITY IN PUBLIC CORPORATIONS IN NIGERIA

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Abstract

This paper examined the impact of motivation on productivity of workers at public corporations in Nigeria. The objectives of the study are to identify the motivating factors for employees and link them to how to increase productivity. Motivation is considered as the single most important factor in enhancing higher productivity of the employees. Motivation is guided by three elements that drives an individual to work towards the achievement of organizational goals and objectives; intensity, direction, and persistence. This paper relying on secondary sources of data analyzes the impacts of motivation on public corporations. The study is anchored on Herzberg two factor theory as theoretical framework. The findings of the paper reveal that employees at public corporations in Nigeria are poorly motivated due lack of implementation of the minimum wage, delays in promotion, and bad working conditions. It concludes with recommendations that Federal Government should review salaries of workers and implement minimum wage, approve and implement all promotions, and ensure general welfare of workers for maximum productivity.

Keywords: Motivation, employees, public corporation, productivity, Nigeria

Introduction

Motivation is very important in human resource management of both private and public organizations. The challenges of how to motivating employees to perform has been a concern of many public sector and multi-national corporations. The issue of motivation has become a source of research for practitioners, civil servants and academics (Ogoh, Dimas, Ngara & Shadrach, 2017). Motivation involves a host of psychological processes that culminate in an individual desires and intentions to behave in a particular way. Motivation is the term used generally to refer to the entire class of drives, desires, needs wishes and similar forces. It is a drive towards an outcome. According to Nnadi (2010), motivation is directed to mobilizing and utilizing the fullest potentials of the employees towards the attainment of the goals and objectives of the organization.

Public sector productivity is as important to economic performance of a country as that of the private sector. Thornhill (2006) identifies three main reasons for why public sector productivity is crucial. First, the public sector is a major employer. Second, the public sector is a major provider of services in the economy, particularly business services (affecting cost of inputs) and social services (affecting labour quality). Third, the public sector is a consumer of tax resources. Changes in public sector productivity may have significant implications for the economy.

It is common in Nigeria for workers to go for months without getting their basic salaries. Lack of adequate reward for honest effort and good skill is one of the reasons for the increasing level of corrupt activities in the society. Thus, poor labor-management relations and reward system in the society, among other things, have negatively impacted workers morale, productivity, and the health of the entire economy.

Human beings are known to be goal oriented; and once a goal is set, behavior aimed towards the goal persists until the goal is achieved. However, more often than not, a Nigerian worker works all his or her adult life without coming close to achieving one's life goals. The sad situation is worse today where an average worker cannot afford to meet his or her family's basic needs, such as food, clothing, water, decent shelter, and health care. Yet, the society expects them to be honest, productive and law-abiding.

Crewson (1997) believes that many efficient and capable civil servants are exiting the public service and this could affect the responding capacity of the public sector to the growing diverse nature of the Nigerian society. This could also affect the public sector's ability to achieve enduring and significant outcomes.

Therefore, unmotivated workforce generates problems of Complacency, declining morale and low productivity; diversion and embezzlement of public funds, redundancy, truancy and non-challant attitude to work, favoritism, nepotism, corruption and absolute breakdown in standards migration of technocrats and expertise personnel in search of greener pastures. It is against this backdrop that this paper will examine the impacts of motivation on public corruption in Nigeria.

Conceptual Clarifications

In this section clarification on the two major concepts will be made; motivation, productivity, and public corporation.

The Concept of Motivation

The term *motivation* is derived from the Latin word *movere,* meaning "to move." Motivation can be broadly defined as the forces acting on or within a person that cause the arousal, direction, and persistence of goal-directed, voluntary effort. Motivation theory is thus concerned with the processes that explain why and how human behavior is activated (Encyclopedia online).

Motivation is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. The three key elements in the definition are; intensity, direction, and persistence. Intensity is concern with how hard a person tries. This is the element that most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favorable job performance outcome unless the effort is channeled in a direction that benefits the organization. Therefore, we have to consider the quality of effort as well as its intensity. Effort that is directed toward and consistent with the organization's goals is the kind of effort that we should be seeking.

Finally, motivation has a persistence dimension. This is a measure of how long a person effort. Motivated individuals stay with a task long enough to achieve their goal (Robbins, 2010).

Young (2000) suggest that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street you may get a response like "it's what drives us" or "it's what makes us do the things we do." Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work."

Halepota (2005) defines motivation as a person's active participation and commitment to achieve the prescribed results. Halepota further presents that the concept of motivation is

abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times.

Motivation by Greenberg and Baron (2003) is more realistic and simple as it considers the individual and his performance. Greenberg and Baron define motivation as. These are sets of processes that arouse, direct, and maintain human behavior towards attaining some goals (Greenberg &Baron, 2003).

According to Obisi (1996), for motivational tools to succeed, it must by dynamic, motivational techniques which are not flexible are dangerous and counter-productive. Organizations must and should not forget that a satisfied need is no longer a motivator of behavior. Environmental and organizational and even individual changes should not be forgotten while organizing and implementing motivational tools. He says farther that when the workforce is adequately motivated, the organization derives some benefits and advantages which are reflected in:

i. Enhanced individual and organizational growth
ii. Enhance quality
iii. Improved safety
iv. Enhanced group dynamism
v. Enhanced good labour management relations
vi. Improved productivity and performance

For the individual, adequate motivation leads to job satisfaction is. Job satisfaction is generally viewed as an emotional response and represents the degree to which a person likes his or her job. Feeling of job satisfaction or dissatisfaction tend to reflect more of the employee appraisal of job experiences in the present and past more than expectation for the future. Job satisfaction is a specific subject of attitudes held by people. It is the attitude one has towards his or her job. It is one's effective response to the job. Job satisfaction is concerned with the feelings one has towards the job and work motivation is concerned with the behavior that occur on the job. Job satisfaction can be defined by two commonly accepted job believes about the job Viz.

i. Employee perception of what the job is currently providing.

ii. What the employee wants the job to provide or believes the job should provide.

Logically therefore, ‘fan employee believes that what the job is providing is equal to what the job should provide, then there is job satisfaction and vice versa. There are three components of job satisfaction, these are:

Organizational policies and practices such as promotion, compensation etc.

The people the employee work with: superior, peers and subordinates

The work itself

Determinants of Job Satisfaction

Many factors have been identified as determinants of job satisfaction. They include:

i. Security
ii. Demographic variables
iii. Pay
iv. Supervision
v. Working condition
vi. Recognition
vii. Occupational level
viii. Intrinsic features of work (variety, responsibility, creativity, controls over work methods.

Consequences of job dissatisfaction: A de-motivated or de-satisfied workforce exhibits negative tendencies which are in the form of:

i. Labour turn over
ii. Absenteeism

The Concept of Productivity

Productivity has become a household word as almost everyone talks about it. Yet, the term ‘productivity’ means different things to different persons. As a phenomenon, it ranges from efficiency to effectiveness, to rates of turnover and absenteeism, to output measures, to measure of client or consumer satisfaction, to intangibles such as disruption in workflow and to further intangibles such as morale, loyalty and job satisfaction.

Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance. Productivity growth constitutes an important element for modeling the productive capacity of economies. It also allows analysts to determine capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is used to assess demand and inflationary pressures (Krugman, 1990).

To date, at least three perspectives have dominated the field of productivity namely economics, industrial engineering, and administration. These perspectives have complicated a search for any precise definition of the concept 'productivity'. One additional problem to the conceptualization of the term 'productivity' is the fact that productivity is not only to be defined and managed; 2 it is also to be measured. Its measurement poses no fewer problems than its definition.

Some common misunderstandings exist about productivity. First, productivity is not only labour efficiency or labour productivity even though; labour productivity statistics are essentially useful policy-making data. Productivity is much more than just labour productivity and needs to take into account other inputs involved in the production process. Two, productivity is not the same as increase in output or performance.

Sumanth (l984) described this misconception as the confusion between productivity and production. Output may be increasing without an increase in productivity if, for example, input costs have risen disproportionately. One useful way to combat this misconception is to be conscious of the trend of input costs particularly by relating output increases to price increases and inflation. This approach is often the result of being process oriented at the expense of paying attention to final results. Bureaucratic settings are more prone to this misconception of productivity. In an attempt to draw the line between productivity and output increase, the term 'productivity growth' is sometimes introduced whereby it denotes the rate of growth of the level of productivity. For example, if output per worker is l000 units in 1998, and it grows to l250 units in l999, then it is said that productivity growth was 25% per year on the assumption that prices and input costs are constant.

The third misconception about productivity is the confusion between productivity and profitability. Profitability is a function of the extent of price recovery, even when productivity has gone down. Again, high productivity may not always go with high profit if goods and services produced efficiently and effectively are not in demand. Confusing productivity with efficiency or effectiveness4 can equally cloud the meaning of productivity. Efficiency means producing high-quality goods in the shortest possible time. It is important to ask if goods produced efficiently are actually needed. Also, effectiveness refers more to the production of results. In the private sector for instance, effectiveness could mean making profit and preserving future market share. According to Scott (l983), efficiency and effectiveness are actually measures of performance just as productivity is equally a measure of performance. Another misconception is a mistake of believing that cost cutting always improves productivity. Whenever this is done indiscriminately, it can even bring about productivity decline in the long run. It is equally not to be believed that productivity can only be applied to production.

In reality, productivity is relevant to any kind of organization or system including services, particularly information. For example, improved information technology alone can give new dimensions to productivity concepts and measurement. Recent advancement in information technology seems to be suggesting that labour productivity may actually be subordinate to the productivity of capital and other scarce resources such as energy or raw materials.

The concept of productivity is also being linked with quality of output; input and the interacting process between the two. An important element is the quality of the work force, its management and its working conditions as it has come to be noticed that rising productivity and improved quality of working life go hand in hand. In a nutshell, productivity is concerned with efficiency and effectiveness simultaneously.

Lawlor (l985) sums up productivity as comprehensive measures of how efficient and effective an organization or economy satisfies five aims: objectives, efficiency, effectiveness, comparability and progressive trends. No matter how it is perceived, productivity implies that there is an incremental gain in what is produced as compared with the expenditure on measures utilized.

Productivity Factors (i) General Factors: Climate Geographical distribution of raw materials Fiscal and credit policies Adequacy of public utilities and infrastructural facilities General organization of the labour market Proportion of the labour force to the total population, degree of unemployment, of labour shortage and of labour turnover Technical centers and information concerning new techniques Commercial organization and size of market General scientific and technical research Variations in the composition of the output Influence of low-efficiency plants and their varying proportion in total output. (ii) Organization and Technical Factors: Degree of integration Percentage of capacity utilization Size and stability of production Adequate and even flow of materials Sub-division of operations. Balancing of equipment. (iii) Human Factors: Labour-management relations Social and psychological conditions of work Wage incentives Adaptability to, and liking for, the job Physical fatigue Composition (age, sex, skill and training) of the labour force Organization of the spirit of emulation in production Trade union practices (NECA,1991).

The Concept of Public Corporation

The Public Corporation type: the characteristics of this type have been given by the United Nations study as follows:- (a) it is usually owned by the State; (b) it is generally created by, or pursuant to, a special law defining its powers, duties and immunities and prescribing the form of management and its relationship to established departments and ministries; (c) as a body corporate, it is a separate entity for legal purposes and can Sue and be sued, enter into contracts, and acquire property in its own name. Corporations conducting business in their own name have been generally given greater freedom in making contracts and acquiring and disposing of property than ordinary government departments; (d) except for appropriation it is usually independently financed.

It obtains its funds from borrowing either from the treasury or the public or from revenues derived from the sale of its goods and services. It is authorised to use and re-use its revenues; (e) it is generally exempted from most regulatory and prohibitory statutes applicable to expenditure of public funds: (J) it is ordinarily not subject to the budget, accounting and audit laws and procedures applicable to non-corporate agencies; (g) in the majority of cases, employees of public corporations are not civil servants, and are recruited and remunerated under terms and conditions which the corporation itself determines.

There are two quite commonly known organizational performance models of public organizations which contain a sequence of steps in a service production process. These models are 3Es (economy –> efficiency –> effectiveness) and IOO (inputs –> outputs –>outcomes) (Boyne, 2002; Midwinter, 1994). These models are related but not entirely consistent (Midwinter, 1994).

Although many other models have been presented in the literature, they are quite similar to these two models (Talbot, 1999). Even though these models have been criticized as placing inappropriate emphasis on inputs and that they do not represent a balanced set of performance dimensions (Boyne, 2002), it is useful to examine the models in more detail. With economy it is referred to costs related to resources, i.e. the purchase of provision of services at the lowest possible cost consistent with a specified quality and quantity of services.

Efficiency relates to outputs related to inputs, i.e. “the provision of a specified volume and quality of service with the lowest level of resources capable of meeting that specification”. Effectiveness can be defined as outcomes related to objectives, i.e. “providing the services which allow the organization to implement policies and achieve its objectives”. (Midwinter, 1994) According to Boyne (2002), the IOO model includes all the elements of the 3E model while inputs include expenditure.

The Role of Motivation

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). The study found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993).

Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator. Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979).

In fact, a number of different theories and methods of employee motivation have emerged ranging from monetary incentives to increased involvement and empowerment. Employee motivation can sometimes be particularly problematic for small businesses, where the owner often has spent so many years building a company that he/she finds it difficult to delegate meaningful responsibilities to others.

There are two concepts of motivation- Intrinsic and extrinsic motivation. - Intrinsic motivation comes from a person's interest in what he is doing (or going to do): an interest in the activity itself. Research has found that it is usually associated with high educational achievement and enjoyment by students. Intrinsic motivation has been explained by Fritz Heider's attribution theory, Bandura's work on self-efficacy and Ryan and Deci's cognitive evaluation theory. Students are likely to be intrinsically motivated if they:

- Attribute their educational results to internal factors that they can control (e.g. the amount of effort they put in),
- Believe they can be effective agents in reaching desired goals (i.e. the results are not determined by luck),
- Are interested in mastering a topic, rather than just rote-learning to achieve good grades. - Extrinsic motivation comes from outside of the performer. Money is the most obvious example, but coercion and threat of punishment are also common extrinsic motivations. While competing, the crowd may cheer on the performer, which may motivate him or her to do well. Trophies are also extrinsic incentives. Competition is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity.

Social psychological research has indicated that extrinsic rewards can lead to over-justification and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition and to children who received no extrinsic rewards.

Theoretical Framework: The Herzberg's Two Factor Theory

This paper is anchored on Two Factor Theory developed by Frederick Irving Herzberg's in (1959) to illustrate factors that motivate employees in the human side of enterprise. Frederick Herzberg's Two Factor Theory of Motivation is a content model of motivation which says that satisfaction and dissatisfaction in work are created by different factors.

Herzberg uses the phrase "motivating factors" to describe things that, when present, have the ability to make individuals satisfied or even happy at work. He also uses the phrase "hygiene factors" to describe things whose absence has the ability make individuals unsatisfied or unhappy at work.

One set of the theory defines factors that lead to extrinsic values; these factors are called hygiene factors. And the other set defines the factors that lead to intrinsic values; these factors are called real motivators. Herzberg interviewed 2003 engineers to discover what determined their job satisfaction and job dissatisfaction. He found that they had been most satisfied on occasions which had involved them in achievement, recognition, taking responsibilities for one's own job, being afforded the opportunity for advancement and self-growth. Hence, they felt dissatisfied when company policy or working condition had been bad. Herzberg categorized the former as satisfiers (real motivation) and the latter as (hygiene factors).

One key lesson from Herzberg's Two Factor Theory of Motivation is that organizations and leaders need to get the basics right first. It's only once they have successfully provided an individual with the basic hygiene factors that the individual will become moderately satisfied. Furthermore, it's only once their hygiene factors have been met that an individual will start to be motivated by, and achieve higher levels of performance as a result of, motivating factors.

According to the Two-Factor Theory, there are four possible combinations:

1. High Hygiene + High Motivation: The ideal situation where employees are highly motivated and have few complaints.
2. High Hygiene + Low Motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.
3. Low Hygiene + High Motivation: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
4. Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complaints.

Motivational Strategies

Motivation has been defined as all those inner-striving conditions described as wishes, desires, drives, etc. An unsatisfied need is the starting point in the process of motivation. A deficiency of something within the individual is the first link in the chain of events leading to behavior. The unsatisfied need cause tension within the individual to engage in some kind of behavior to satisfy the need and thereby reduce the tension (Nwatu, 2010:93). He further opined that since behavior is directed towards need-satisfaction, it becomes strategically important to know what people really desire from a job, if they are to be motivated.

It is also pertinent to note that motivation is a personal thing. Because of people's differing needs, the incentives, which appeal to and work with one employee may be almost useless and less successful with another. Thus these two considerations, knowledge of people needed, and of incentives are important for managerial and administrative decision making in the area of human motivation. It attempts to account for the drives and wants of an individual rather than just focusing on the individual's action. There are several motivational strategies which are however, not exhaustive in this work. Managers should understand the advantages and disadvantages of each in order to use them to maneuver and wield workers into better work performance. Some of the strategies are listed below: However, they are not necessarily listed in order of priority or effectiveness:

1. Money (Good wages/salaries) Good salaries and wages are very important elements in motivating workers. The salary/wage should be equitable to the demands of the job and commensurate with what others of the same grade receive elsewhere. Anikeze (2007) noted that, 'The problem with most wages and salaries in developing nations like Nigeria is that they are not large enough to motivate the receiver'
2. Team work Skillful managers form work groups when possible with the hope that peer pressure will induce high levels of performance. This is reported to be an effective means of motivation because individuals appear to be more concerned with living up to the expectations of fellow workers rather than the expectations of their bosses.
3. Complexities arise when a group conforms to a level of achievement rather than a high performance level, or when a particular work setting makes it difficult to structure group activities.
4. Job Security: Falls under the basic needs of every worker. This includes both physical and psychological securities. Organizational management can effectively motivate workers for better result by providing working conditions that conjure an image of physical and psychological security in the minds of the workers.
5. Personal involvement: Workers who are allowed to set their own performance levels will usually try to meet their own expectations. It is important to have the worker make a verbal commitment regarding their anticipated achievement levels. Also, individuals and groups are most likely to attain goals when they make a public commitment to do so. This may be due to the fact that such commitments are promises and most people view themselves as persons who keep their word. The chief problem with this strategy results from workers who maintain a low self-image. At this point, managers are faced with the

problem of motivating a worker to think positively about himself so his self-image will correlate with high performance. On the whole, this strategy is effective, but it might demand a manager to reinforce an employee's strengths first.

6. Work Enhancement: With this method, managers structure jobs so the work provides fulfillment. The experiment in job enrichment underway at the Saab-Volvo automobile plant in Sweden illustrates rather nicely how job enrichment works. They use a team-assembly concept in which workers rotate the tasks required for building an automobile. Basically, the entire group is responsible for assembling the complete automobile. This is in contrast to the monotonous production system which now characterizes auto manufacturing in the United State. One of the difficulties with this type of motivational strategy is that workers want to be compensated adequately for the work they do. When employees are expected to perform more complicated job skills, they expect increased compensation. When this does not happen, the work may no longer offer an internal incentive.
7. Rewards: This type of planning is based on the behavior modification approach that workers will increase or repeat the desired work performance if they are given rewards. It is also hoped that poor performance will be eradicated once the subordinate comprehends the relationship between commendable performance and rewards. Generally, the reward approach is successful but it is not without its complications. Individuals are unique and maintain different value systems. What may be considered rewarding to one worker may be no incentive whatsoever to the next employee.
8. Some people prefer pay increases. Others seek promotions. Still others may desire new rugs on their office floors. Establishing meaningful incentives for performance with individuals can be a difficult task for a manager.
9. Promotion: There should be regular and periodic promotion exercise in an organization. Desire for progressive or upward movement is a natural aspect of man. Every worker would like to see this happen in his organization. Promotion is both in terms of money, and recognition of a worker’s services, importance or performance.
10. Mutual Exchange: Sometimes, managers promise special privileges for the exchange of desired work performance. A supervisor may allow a worker to leave work early if he completes his task for the day, or he may be allowed a day away from the job if he finishes a required project within a specified time. Mutual exchange is a frequently used strategy, but not necessarily the most effective. Problems arise when the employee feels the exchange is out of balance, or when he cannot come to an agreement with his supervisor as to what would be a fair exchange.

11. Competitive measures: In this design, workers compete against others for certain bonuses or prizes. Banners, plaques, vacations, and free dinners are examples of some rewards offered. This strategy is often used for sales incentives.
12. Difficulties emerge when managers design contests that do not offer a fair opportunity to achieve the specified goals. If the same individuals and groups consistently win the prizes due to the contest design; interest in competing is likely to grow lukewarm for many of the workers. Also, competition does not promote a cooperative strategy and work performance can actually be sabotaged due to the hostility that competition can trigger.
13. Provision of infrastructure Good infrastructural facilities in the form of good communication network, transport facilities, adequate supply of electricity and water lead to high morale and productivity. When these facilities are not available, the worker is affected in two ways: physical incapacity and psychological inhibition.
14. Punishment and Fear: Although frequently used, the least effective method of motivating a worker is with a negative consequence, such as a verbal dressing-down, suspension, or the loss of the job.

    Punishment may achieve immediate results, but it does not accomplish internal motivation for several reasons. First, adults are not inclined to remain in employment where they are threatened and intimidated. Second, workers who are backed by a strong union may dissolve the threat with a higher level of authority. Third, scares and intimidation can create animosity towards a superior and employees may respond with hostility and subversion. Another problem with the fear strategy is that it creates a punitive climate in which individuals are afraid of being different from or of offending others. This particular situation has a tendency to diminish creativity and lead to intellectual stagnation.

Factors that Motivate Public Corporation Employees

Employees at the federal, state and local government levels represent the public sector employees. Example: Employees of Nigerian Television Authority. In determining the motivational factors of public sector employees, Herzberg's 2-factor theory comes in handy- the Hygiene Factors and the Motivators.

Hygiene factors according to Herzberg, Hygiene factors do not lead to higher levels of motivation but without them there is dissatisfaction. They include: - Interpersonal relation, job security, working conditions, basic salary and bonuses and status.

The motivators: The Motivators in Herzberg's motivation theory involves what people actually do on the job and should be engineered into the jobs employees do in order to develop intrinsic motivation with the workforce. The motivating factors to public service employees include: - Achievement, recognition, advancement, responsibility, the possibility of growth, and work itself.

Conclusion and Recommendations

This paper attempts to investigate the impacts of motivation on productivity in public corporations in Nigeria and have found that workers need motivation to perform optimally. The reason for the motivation is for the survival of the organizations or enterprise. The public corporation models use the economy-efficiency-effectiveness (3Es) to determine the motivational levels of workers. While the input-output-outcome (IOO) also provide the explanation on measurements of performance. The dynamics of the intrinsic and extrinsic motivational factors have been found to be basis of enhance performance by workers. Because of people's differing needs, the incentives, which appeal to and work with one employee may be almost useless and less successful with another. Thus these two considerations, knowledge of people needed, and of incentives are important for managerial and administrative decision making in the area of human motivation. It attempts to account for the drives and wants of an individual rather than just focusing on the individual's action. This paper concludes that job security was guaranteed in the Nigerian Civil Service because civil servants who have confirmation of appointment may work to the mandatory retirement age of 60 years or 35 of service. This is no doubt a source of motivation. Most Nigeria workers at public corporations suffers from low wages and do not enjoy minimum wage which is still contentious at both Federal, States and Local Governments. Based on the findings of the study, the following recommendations were made:

i. There is the need for Federal Government to review the salaries and wages of workers to improve their welfare which will promote industrial harmony and development.
ii. There is the need for government at levels to implement promotions of all civil servants to boost their morale that will motivate them to do more.
iii. There is the need for research and seminars regularly for civil servants to study and make case for improvement of welfare to generate empirical data on workers.

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