



The Role Of Motivation In Enhancing Job Performance Among Public Sector Workers

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Abstract

Motivating employees has consistently been identified as a major factor that drives performance, especially within public sector organizations where effective service delivery relies heavily on workers' commitment and productivity. This study focuses on the role of motivation in enhancing job performance among public sector workers, paying attention to how different motivational elements influence efficiency and overall effectiveness in the workplace. Employing the historical research method, the study reviews past literature, official records, and documented experiences from public institutions to show how motivation has shaped employee attitudes and performance over time. The study was anchored on Herzberg's Two-Factor Theory, which differentiates between motivators, such as achievement and recognition, and hygiene factors, such as salary and job security, in explaining what drives employee satisfaction and performance. The findings indicated that public sector employees who are well-motivated tend to demonstrate higher productivity, lower absenteeism, and stronger commitment to service delivery. On the other hand, lack of motivation is often linked to poor performance, inefficiency, and higher turnover intentions. The study concluded that motivation plays a central role in improving performance and ensuring sustainable productivity among public servants. It is recommended among others that public service organizations should prioritize career development as a strategic tool for boosting motivation and performance. This involves implementing continuous training and capacity-building programs, establishing mentoring systems, and designing structured career progression plans. When employees are assured of growth and professional advancement, they are more likely to remain committed, innovative, and productive.

Keywords: Employee motivation, job performance, public sector, Herzberg Two-Factor Theory, Service delivery

Introduction

In every organization, the human element remains the most critical factor in achieving goals and objectives. Unlike machines or financial capital, people bring creativity, commitment, and initiative into the workplace. For this reason, employee motivation has continued to attract scholarly and policy

attention, especially in the public sector, where efficiency and accountability are often questioned (Nguyen & Ngo, 2021). Public sector organizations are established to provide essential services such as education, health care, security, and social welfare. However, the extent to which these organizations deliver quality service largely depends on the

motivation, dedication, and job performance of their workforce. Motivation, therefore, becomes a key driver of productivity, as it influences how employees approach their duties and how committed they are to organizational success (Awan & Mahmood, 2023).

Motivation is broadly understood as the internal and external forces that stimulate individuals to act in a particular way to achieve certain goals. Scholars like Herzberg (1959) highlighted that motivation is not merely about financial rewards but also intrinsic factors such as recognition, personal growth, and a sense of accomplishment. In public organizations, motivation plays a unique role because workers often face constraints such as bureaucratic red tape, limited resources, and political interference. Despite these challenges, when employees are well-motivated, they tend to display improved job performance, reduced absenteeism, and greater commitment to service delivery (Aguinis et al., 2022).

The Nigerian public sector, like many others across developing countries, has faced criticisms over inefficiency, low productivity, and poor service delivery. These challenges are frequently linked to poor motivation of workers (Ejumudo, 2022). Many civil servants perceive public service as monotonous, with limited opportunities for career advancement and insufficient recognition for their contributions. This lack of motivation has contributed to low morale, high turnover intentions, and a decline in productivity. In contrast, studies have shown that when public institutions introduce effective motivation strategies, employees demonstrate higher levels of job satisfaction and organizational commitment (Osabiya, 2023).

The importance of motivation in the public sector also aligns with contemporary human resource management practices, which stress the need for organizations to go beyond

financial incentives. Today's public sector employees, like their private-sector counterparts, seek opportunities for self-development, recognition, and involvement in decision-making. Motivation is, therefore, not only about raising salaries or offering bonuses but also about creating an enabling environment where employees feel valued and empowered to contribute meaningfully (Nguyen & Ngo, 2021).

This study, therefore, examined how motivation affects the productivity and efficiency of employees in government organizations. It builds on Herzberg's Two-Factor Theory, which distinguishes between motivators (achievement, recognition, and responsibility) and hygiene factors (salary, job security, and working conditions). By analyzing how these factors influence public sector workers, the study provides insight into how government agencies can strengthen motivation and, in turn, improve service delivery. In essence, motivation remains central to the success of public organizations. Without a motivated workforce, even well-designed policies and programs are likely to fail in implementation. This study underscores the need for public managers and policymakers to prioritize effective motivation strategies as a pathway to boosting employee performance, enhancing productivity, and ensuring sustainable public service delivery.

Conceptual Review

Motivation

Motivation is a central idea in organizational behavior and human resource management, often seen as the driving force, either internal or external, that pushes individuals to take actions aimed at meeting both personal and organizational objectives. Simply put, it explains why people choose to act in certain ways at work. Scholars generally categorize motivation into two broad types: intrinsic factors (such as personal growth, recognition,

and a sense of purpose) and extrinsic factors (such as salary, job stability, and workplace conditions). Ryan and Deci (2020) describe motivation as “the process that initiates, guides, and sustains goal-directed behavior,” emphasizing its role in shaping the energy, persistence, and quality of an employee’s performance.

In organizational settings, motivation extends beyond financial incentives; it also involves creating an environment where employees feel valued, committed, and satisfied. Herzberg’s Two-Factor Theory remains particularly relevant in public administration, as it highlights the distinction between motivators (e.g., recognition and achievement) and hygiene factors (e.g., pay, policies, and conditions of service) (Bamfo & Dogbe, 2023). Therefore, motivation within public institutions can be seen as the continuous interaction between employee values and the rewards or incentives provided by the organization.

Job Performance

Job performance refers to how effectively individuals carry out their assigned duties and responsibilities within an organization. It can be evaluated through indicators such as productivity, service quality, timeliness, and innovation. Campbell and Wiernik (2015) define job performance as “behaviors or actions that are relevant to the organization’s goals and measurable in terms of contributions to organizational effectiveness.” In public organizations, performance goes beyond technical efficiency. It also involves accountability, ethical behavior, and responsiveness to the needs of citizens (Nguyen & Ngo, 2021). Job performance can take different forms: task-related (fulfilling specific duties), contextual (supporting colleagues and demonstrating initiative), or adaptive (responding effectively to change). Research consistently suggests that motivated employees perform better, show lower

absenteeism, and remain more committed to their organizations (Awan & Mahmood, 2023). This shows that performance is not only an individual characteristic but also a product of how well organizations manage and motivate their workforce.

Public Sector Organizations

Public sector organizations are government-owned institutions that exist primarily to deliver services and improve the welfare of citizens rather than generate profit. These include ministries, agencies, and parastatals responsible for key services such as healthcare, education, infrastructure, security, and social programs (World Bank, 2020). Unlike private companies driven mainly by profit, public sector institutions operate under principles of accountability, equity, and public service.

According to Perry and Vandenabeele (2015), public sector organizations are usually structured through bureaucracy, relying on rules, procedures, and political oversight, all of which influence employee behavior and performance. In developing nations such as Nigeria, public organizations play a vital role in governance and nation-building, though they often struggle with challenges like low motivation, corruption, and resource shortages (Ejumudo, 2022). For this reason, improving motivation among public employees is not just a human resource concern but also a governance priority.

Thus, motivation represents the psychological and organizational drivers of employee behavior, job performance reflects how effectively such behavior translates into achieving organizational goals, and public sector organizations are state institutions tasked with serving the public interest. The three are closely connected: without motivated workers, performance declines, and public institutions fail to meet their mandates.

Relationship Between Employee Motivation and Job Performance

The relationship between employee motivation and job performance in public organizations has continued to attract scholarly attention. Both theoretical perspectives and empirical findings suggest that motivation remains a fundamental driver of productivity, particularly in bureaucratic institutions where service delivery depends heavily on the commitment of workers. Classic theories such as Herzberg's Two-Factor Theory and the Public Service Motivation (PSM) framework are among the most frequently applied lenses to explain variations in performance levels among public sector employees. Herzberg (1959) differentiated between *hygiene factors* (e.g., pay, job security, and working conditions) that prevent dissatisfaction and *motivators* (e.g., achievement, recognition, and growth opportunities) that actively improve satisfaction and performance. Recent studies confirm the relevance of this theory in modern public service contexts, noting that workers who feel recognized and empowered display higher levels of efficiency (Bamfo & Dogbe, 2023).

More recently, the concept of Public Service Motivation has gained prominence. PSM emphasizes the altruistic and prosocial values that drive individuals to serve the public interest (Perry & Vandenabeele, 2015). Empirical research consistently shows a positive relationship between PSM and job performance, often mediated by factors such as employee engagement, organizational commitment, and organizational citizenship behavior (OCB). For example, Nguyen and Ngo (2021) demonstrated that public employees with high PSM tend to go beyond their formal job descriptions, contributing discretionary effort that enhances service delivery outcomes.

Studies also reveal that mediators and moderators shape how motivation translates

into performance. Employee engagement has been identified as a common mediator in the PSM-performance link, while leadership style and HR practices often serve as moderators. Transformational leadership, in particular, amplifies the effect of PSM by fostering a shared mission and motivating employees to align with organizational goals (Awan & Mahmood, 2023). Similarly, effective HR practices, such as training, transparent appraisal systems, and rewards, create the conditions necessary for motivation to yield sustained productivity (Aguinis et al., 2022). This indicates that motivation, while essential, must be supported by enabling structures and strong managerial capacity.

Complementary frameworks, such as the Ability-Motivation-Opportunity (AMO) model, broaden the discussion by suggesting that performance is maximized when employees not only feel motivated but also possess the necessary skills and are provided opportunities to contribute (Appelbaum et al., 2000). Nigerian studies confirm this dynamic, showing that a combination of financial incentives, training, and participatory decision-making enhances both commitment and output in the public sector (Ejumudo, 2022; Osabiya, 2023).

The COVID-19 pandemic, for instance, has shifted attention toward intrinsic motivators such as well-being, flexibility, and meaningful work, while also reinforcing the importance of hygiene factors such as health and safety (Aguinis et al., 2022). As hybrid and remote work arrangements expand, recognition, autonomy, and digital support systems are becoming increasingly critical in maintaining employee motivation (Nguyen et al., 2021).

Region-specific evidence, particularly from Nigeria, echoes global patterns but highlights persistent structural challenges. Bureaucratic inefficiency, irregular promotion, and delayed salaries continue to dampen employee morale. However, findings also suggest that intrinsic

motivators such as PSM and recognition can offset some of these barriers, though systemic reforms, such as fair promotion systems, capacity building, and improved managerial accountability, are required to fully translate motivation into measurable performance outcomes (Perry & Vandenabeele, 2015; Ejumudo, 2022; Osabiya, 2023).

Challenges of Sustaining Employee Motivation in Public Service Delivery

Sustaining motivation among public servants remains a complex and persistent challenge, largely because public organizations operate under structural conditions that differ significantly from those of the private sector. While private firms often rely on flexible incentive schemes, performance-based pay, and competitive market signals to motivate workers, government agencies operate under more rigid constraints. These include bureaucratic procedures, political oversight, and limited budgets that restrict the use of conventional motivational tools. As a result, public institutions must grapple with multiple, overlapping challenges that undermine long-term employee engagement and productivity (Aguinis et al., 2022).

1. Bureaucratic rigidities and slow decision-making

Public servants often encounter excessive paperwork, rigid hierarchies, and prolonged approval processes that create frustration and reduce their sense of agency. Employees who cannot see the timely impact of their work often lose intrinsic motivators such as achievement and purpose. Studies of civil service systems confirm that bureaucratic bottlenecks are linked to diminished morale and episodic rather than consistent performance outcomes (Aguinis et al., 2022).

2. Irregular pay, poor remuneration, and delayed benefits

Compensation challenges are among the strongest demotivators in the public sector. While salaries may appear adequate on paper, delays in disbursement, irregular allowances, or unpaid pensions erode employee trust. Such inconsistencies drive absenteeism, moonlighting, and weak organizational loyalty, particularly in developing contexts such as Nigeria (Aguinis et al., 2022).

3. Weak promotion and career-development systems

Opaque promotion processes, unpredictable career paths, and limited training opportunities contribute to a sense of stagnation among staff. Where advancement is based on favoritism or political influence rather than merit, long-term motivation declines sharply. Research consistently links perceptions of unfairness in career progression to turnover intentions and reduced discretionary effort (Bamfo & Dogbe, 2023).

4. Ineffective leadership and poor HR practices

Motivation is also undermined when leadership styles are authoritarian, unsupportive, or inconsistent. Public servants thrive under transformational leadership that provides recognition, mentorship, and participative decision-making. Yet, in many public organizations, HR systems remain outdated, with weak performance appraisals, inadequate training structures, and reward mechanisms that prioritize seniority over merit (Ogah & Akinbo, 2024).

5. Excessive workloads, resource scarcity, and burnout

Understaffing and inadequate resources are widespread problems in frontline services such as healthcare and education. These constraints generate chronic stress and burnout, especially during crises like the COVID-19 pandemic. Without sufficient

well-being supports, intrinsic motivation diminishes, and employees' resilience deteriorates (Aguinis et al., 2022).

6. Changing work environments and remote/hybrid challenges

The shift to remote and hybrid work has produced mixed outcomes. While flexibility has boosted autonomy for some, in contexts where digital infrastructure is weak, employees report isolation, blurred work-life boundaries, and reduced recognition from supervisors. Public agencies ill-prepared for digital transition have struggled to sustain employee engagement in post-pandemic work modes (Bamfo & Dogbe, 2023).

7. Corruption, political interference, and perceived unfairness

Corruption and favoritism present perhaps the most damaging motivational barriers. When employees perceive that promotions, contracts, or rewards are allocated based on patronage, organizational trust collapses. Such practices not only demotivate staff but also foster cynicism and disengagement across the institution (Aguinis et al., 2022).

8. Measurement, evaluation gaps, and short-term policy cycles

Motivational initiatives are often rolled out without rigorous measurement or sustained evaluation. Political leaders and donors frequently prefer visible short-term reforms like one-off bonuses or ad hoc training programs rather than long-term, structural improvements. Without systematic tracking, it is difficult to identify which strategies actually enhance motivation over time (Perry & Vandenabeele, 2015).

9. Cultural and contextual factors

Finally, organizational culture and local values strongly influence motivation. In environments where risk aversion, low institutional trust, or weak public service

ethos dominate, even well-designed incentives may fail to resonate. Misalignment between imported motivational models and local cultural realities often produces resistance or only superficial compliance (Bamfo & Dogbe, 2023).

Theoretical Framework

The study was anchored on Herzberg's Two-Factor Theory. Herzberg's Two-Factor Theory, widely known as the Motivation–Hygiene Theory, was first developed in 1959 by Frederick Herzberg together with his colleagues Bernard Mausner and Barbara Bloch Snyderman. The theory was introduced through their groundbreaking book *The Motivation to Work*, which has remained one of the most influential contributions to organizational psychology and management studies (Herzberg et al., 1959). At the core of this framework is the idea that employee motivation and satisfaction are shaped by two broad categories of factors.

On one side are the *motivators*, also referred to as intrinsic factors. These include elements such as achievement, recognition, growth opportunities, and responsibility. When present, these factors inspire employees, encourage them to engage more deeply with their tasks, and ultimately contribute to higher levels of job satisfaction and improved performance. Motivators are associated with the inner drive to succeed and the fulfillment that comes from meaningful work.

On the other side are the *hygiene factors*, also known as extrinsic factors. These are conditions surrounding the job, such as salary, supervision, company policies, and physical working conditions. Herzberg argued that while these elements do not necessarily create motivation or long-term satisfaction, their absence can lead to dissatisfaction, frustration, and a decline in performance. In other words, hygiene factors are essential for maintaining a neutral or stable work environment, but they

are not sufficient to generate genuine motivation on their own.

The strength of Herzberg's theory lies in its shift from the traditional focus on external rewards alone to an appreciation of the deeper psychological needs of employees. By distinguishing between motivators and hygiene factors, the theory highlights the importance of creating a workplace that not only removes dissatisfaction but also actively fosters personal growth, recognition, and achievement (Miner, 2005). This perspective has significantly shaped modern approaches to human resource management, emphasizing that sustainable motivation requires more than financial incentive requires fulfilling work and opportunities for personal development.

Herzberg's Two-Factor Theory has been one of the most influential models in understanding employee motivation, but it has also attracted several criticisms over the years. One of the major concerns lies in the methodological limitations of Herzberg's original study. The theory was developed using critical incident technique, where employees were asked to recall times, they felt satisfied or dissatisfied at work. Critics argue that this method introduces bias, as individuals are more likely to attribute positive experiences to their achievements (internal factors) and negative experiences to external circumstances such as poor supervision or pay (King, 2023). This self-serving bias makes it difficult to generalize the results across different contexts.

Another criticism is that the theory oversimplifies the complexity of motivation by rigidly categorizing factors into "motivators" and "hygiene factors." In practice, some elements, such as salary or job security, may serve as both motivators and sources of dissatisfaction depending on the employee's context. For example, in environments where wages are very low, financial rewards can strongly motivate employees, contradicting Herzberg's claim

that salary is merely a hygiene factor (Wickramasinghe & Sajeewanie, 2022).

The theory has also been critiqued for limited applicability across cultures and sectors. Much of Herzberg's work was conducted in Western organizational contexts, and subsequent research has shown that motivational drivers differ in developing countries or in public service roles where extrinsic rewards like job stability and benefits can be powerful motivators (Agyeman & Osei-Tutu, 2021). This raises questions about the universality of the Two-Factor framework.

Finally, scholars argue that Herzberg's model does not fully address individual differences in motivation. Factors such as personality, age, or career stage can influence how employees perceive motivators and hygiene factors. What inspires one employee may leave another indifferent, suggesting that a more flexible and integrative model is needed to capture the diversity of workplace motivations (Robbins & Judge, 2022).

However, Herzberg's Two-Factor Theory is highly relevant to a study on motivation and job performance among public sector workers because it provides a useful lens for understanding the dynamics of employee satisfaction and productivity. The theory suggests that performance is shaped not only by external rewards such as salaries, allowances, and working conditions but also by deeper, intrinsic factors like recognition, responsibility, and opportunities for growth. This is especially relevant in public sector organizations where financial incentives are often limited by bureaucratic processes and restricted budgets. Herzberg's perspective helps explain why non-material factors can play a vital role in keeping employees motivated and committed.

The theory's distinction between motivators and hygiene factors sheds light on why many public servants remain dedicated to their duties despite facing low wages or inadequate

resources. Workers in government ministries or agencies often find fulfillment in the recognition they receive, the sense of accomplishment in serving the public, or the responsibility of contributing to social progress. Such intrinsic rewards are powerful in the public sector, where the goal of serving society can provide meaning that goes beyond material benefits.

At the same time, Herzberg's model stresses the need to deal with hygiene factors to avoid dissatisfaction. Problems such as poor work environments, ineffective supervision, or limited opportunities for promotion can weaken employee morale and reduce efficiency. Applying this theory, therefore, calls on policymakers and administrators to maintain a balance between removing workplace frustrations and actively promoting intrinsic motivation among employees.

Overall, Herzberg's Two-Factor Theory is highly relevant to this study because it offers a solid foundation for analyzing how both internal and external factors influence motivation and job performance in public service. It helps researchers understand not just the reasons behind employee satisfaction or dissatisfaction, but also how these conditions affect workers' dedication to providing effective public services.

Empirical Review

Over the past decade, empirical evidence has increasingly shown that both intrinsic and extrinsic forms of motivation play a significant role in shaping job performance within public organizations. However, the strength and pathways of these effects differ depending on context, organizational structures, and research design. Large-scale international and country-specific studies consistently demonstrate that public service motivation (PSM) is positively associated with employee performance, particularly when combined with supportive leadership and active work engagement. Engagement

often acts as the mechanism that explains this link, while transformational leadership tends to amplify it (Chen et al., 2024).

Meta-analyses and systematic reviews further support the conclusion that PSM generally enhances performance outcomes but highlight important limitations. For instance, a recent synthesis of PSM antecedents and outcomes reported robust associations with organizational commitment and organizational citizenship behaviors (OCB). Yet, it also revealed that differences in study design and performance indicators lead to variation in effect sizes, making results less uniform. A recurring critique is the dominance of cross-sectional studies, which limits causal interpretation and underscores the need for longitudinal and experimental approaches (Kim & Vandenabeele, 2024).

Empirical findings have also clarified how motivation translates into performance. Variables such as work engagement, psychological safety, and organizational support frequently serve as mediators, while leadership style and human resource management practices function as moderators that strengthen the motivation–performance connection. Evidence from health and education sectors shows that when employees are motivated and organizational systems provide the necessary support, such as training, fair appraisals, and recognition, they are more likely to go beyond formal duties, maintain quality standards, and sustain higher productivity (Aguinis et al., 2022).

The Ability–Motivation–Opportunity (AMO) model provides a complementary framework for understanding these dynamics. This model argues that motivation alone cannot yield optimal results unless employees also have the necessary skills (ability) and enabling structures (opportunity) to act effectively. Recent studies applying the AMO model in public organizations show that combining training with motivational incentives and participatory practices enhances both

employee commitment and performance outcomes (International Journal of Strategic Management, 2025).

In Africa, and particularly Nigeria, empirical studies mirror global patterns while drawing attention to unique contextual challenges. Research in Nigerian public organizations shows that intrinsic factors, such as recognition, meaningful work, and PSM, boost morale and discretionary effort. Yet, structural barriers, including delayed salary payments, bureaucratic inefficiencies, limited resources, and political interference, often undermine sustained motivational gains. These systemic challenges frequently result in low morale, absenteeism, and weak organizational commitment, limiting the long-term impact of motivational initiatives (Abuh et al., 2025).

Applied studies in Nigeria have nonetheless demonstrated promising outcomes where AMO-based interventions are implemented. Packages that combine training, incentive adjustments, and participatory decision-making processes report improvements in staff commitment and some performance indicators. Similarly, case studies in universities and public agencies show that non-financial measures such as recognition, transparent career progression, and managerial coaching can significantly improve morale and certain productivity metrics, though these gains remain constrained by governance and funding weaknesses (Abuh et al., 2025).

The COVID-19 pandemic provided further evidence of the role of motivation under crisis conditions. Research across multiple countries, including Nigeria, indicates that where employees received wellbeing support, hazard allowances, and managerial recognition, they reported higher engagement and resilience. Conversely, in the absence of such supports, burnout and performance decline were widespread (Aguinis et al., 2022).

Methodology

This study adopted a historical design, which was suitable for examining past events, policies, and trends that have shaped perspectives on employee motivation and job performance in the public sector. Historical research involves a systematic review of records, documents, and developments to understand their connection to present realities (Kumar, 2020). By using this approach, the study traced the progression of public sector work practices, assessed previous reforms, and demonstrated how policies have influenced job satisfaction and performance over time. This method is particularly useful in contexts such as Nigeria and Africa, where reviewing the historical path of public administration provides insight into current challenges and future possibilities. The study relied exclusively on secondary data, which provided a strong foundation for historical analysis. These data sources included government publications, policy documents, and civil service commission reports. Additionally, academic works such as journal articles and textbooks on motivation theories and public administration were reviewed to enrich the study with scholarly perspectives. Secondary sources are highly relevant to historical studies because they make it possible to synthesize findings across different periods, identify recurring patterns, and develop a broader understanding (Johnston, 2021). The use of diverse sources further strengthened the reliability of the study.

For analysis, the study employed content analysis, a method that systematically examines and interprets written texts from the selected sources. This technique focuses on identifying themes, patterns, and recurring issues within documents, reports, and academic literature (Krippendorff, 2019). Through this approach, the study explored how motivation has been conceptualized across different periods, highlighted the

policy areas, and assessed how these align with Herzberg's Two-Factor Theory. Content analysis thus provided a rigorous way to derive insights from historical materials and to link past administrative practices with present challenges of employee motivation and performance in the public sector.

Discussion of Key Findings

The study revealed that the level of employee commitment and performance in the public sector has been greatly influenced by historical trends, government reforms, and policy directions over the years. Looking at records through a historical research lens showed that many of the problems affecting public servants today, such as low motivation, dissatisfaction, and poor productivity, are not recent developments but are rooted in long-established institutional practices.

It was also found that government reforms designed to promote efficiency and accountability often produced uneven outcomes because they failed to fully consider employees' motivational needs. While issues like pay and working conditions, what Herzberg describes as hygiene factors, were sometimes addressed, deeper motivators such as recognition, opportunities for growth, and active involvement in decision-making were frequently overlooked. This neglect has fueled long-standing problems of poor morale and weak commitment in the public sector.

Another important finding is that the evolution of Nigeria's public service has largely followed a top-down approach, where employees' voices and contributions were rarely considered. This limited the effectiveness of reforms, making it difficult for them to achieve long-term success. The study further showed that motivational theories, particularly Herzberg's Two-Factor Theory, provide useful insights into why certain reforms had partial success while others failed outright, mainly because they

placed too much emphasis on hygiene factors or ignored intrinsic motivators.

Thus, the findings point to the need for a balanced approach in policy design that considers both extrinsic and intrinsic factors. They also underline the value of understanding the historical path of public administration to craft better strategies that can strengthen employee motivation, commitment, and performance in Nigeria today.

Conclusion and Recommendations

This study has shown that motivation is a key factor in improving job performance among public sector workers. The public service in many countries faces numerous challenges, such as inadequate resources, bureaucratic delays, and political pressures. Despite these obstacles, the level of productivity and commitment of employees depends greatly on whether their motivational needs are adequately met. The findings reveal that while fair pay, job security, and favorable working conditions help in meeting employees' basic expectations, these factors alone do not guarantee sustained performance. More lasting impact comes from intrinsic motivators such as recognition, career growth opportunities, participation in decision-making, and a sense of pride in contributing to public service.

The study highlights that motivation should not be restricted to financial incentives but must combine both intrinsic and extrinsic approaches. Public sector organizations that adopt a holistic view of motivation and respond to the diverse needs of their workforce are better positioned to improve service delivery, build accountability, and achieve higher levels of efficiency. In this way, motivation should be understood as a fundamental pillar of organizational success rather than a secondary concern. Strengthening motivational practices is therefore crucial for creating a public service

that is effective, responsive, and dedicated to meeting the needs of citizens while driving sustainable national development.

In conclusion, motivation is not just a supporting factor but the engine that drives employee performance in the public sector. A deliberate commitment to integrating both intrinsic and extrinsic motivators will enable governments and managers to inspire their workforce, enhance productivity, and build a public administration system capable of delivering excellence.

Building on the findings of this study, enhancing job performance in the public sector requires practical and people-centered strategies. Motivation must be approached holistically, combining both intrinsic and extrinsic factors to address long-standing challenges of low morale, weak commitment, and declining productivity. Based on this, the following recommendations are proposed:

Public service organizations should prioritize career development as a strategic tool for boosting motivation and performance. This involves implementing continuous training and capacity-building programs, establishing mentoring systems, and designing structured

career progression plans. When employees are assured of growth and professional advancement, they are more likely to remain committed, innovative, and productive.

Recognition and reward mechanisms should extend beyond financial compensation to include symbolic and non-monetary incentives. Public servants who demonstrate dedication, innovation, and excellence should be acknowledged through awards, commendations, and other forms of recognition that reinforce a culture of appreciation. Such efforts enhance employee morale and foster stronger organizational loyalty.

Public sector organizations should uphold fairness and transparency in promotion and performance appraisal systems to strengthen trust within the workforce. Employees should see that merit, effort, and competence are consistently rewarded. By reducing favoritism and political interference, transparent systems motivate workers to perform better, knowing their contributions will be objectively recognized and rewarded.

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