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# ADMINISTRATION OF EMPLOYEE MOTIVATION AND PUBLIC SECTOR PERFORMANCE IN NIGERIA: A STUDY OF ENTRACO, ENUGU STATE

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## Abstract

*In both public and private organizations, employee motivation aims to create a conducive climate where employee performance can be improved. There has been a heated discussion about the performance of employees of the Enugu State Transport Corporation in relation to the management of employees' motivating tactics. Hence, this research study is aimed at examining the administration of the employee's motivation approaches in the Enugu State Transport Company and their impact on job performance, with the aim of improving the administration of the motivation system. The Abraham Maslow Hierarchy of Needs, which restructures the connection between organizational efficiency and employee motivation, serves as the study's foundation. The sample for this study comprises 122 workers at ENTRACO. Data for the study were gathered from primary and secondary sources. The results show that ENTRACO employees 'performed unsatisfactorily, despite significant budgetary investments made in the industry. Second, it demonstrates how poor job enrichment, bad management-employee relationships, and inadequate promotion of workers when due all undermine employee morale and hinder efficient performance. Increased welfare benefits, objective employee evaluation and compensation, and a strong management-worker communication system are all suggested by the study as ways to improve employees' performance.*

**Key Words:** Public Sector, Employee Motivation, Administration, Enugu State Transport Company, Enugu State.

## Introduction

The management of both private and public enterprise organizations in today's society has realized the critical role that human resources play in achieving efficiency and sustained competitive advantages. In a world where awareness of and interaction with customers are important, human resources, which demonstrate the depth of knowledge, technical proficiency, creativity, and experience of the company, have grown significantly in importance. As a result, the labor force is increasingly seen as a productive asset rather than an expensive one (Hendricks, 2002). Most people concur that managers require people to work with. These workers must not only show up for work, but they must also be driven to do their tasks. More specifically, having enough qualified people is not a guarantee that the organization will reach its goals, but it does encourage each individual to work hard to meet the stated goal. The idea that highly driven individuals seem to perform better in life, particularly in particular endeavors or tasks like academic, professional, business, and so forth, is due to the fact that their triumphs are motivated by internal or environmental variables that inspire them to succeed in trying situations. Motivation is what gave them the zeal to succeed.

A framework for connecting people management and development techniques to long-term corporate objectives and results is provided by strategic human resource management. It puts a greater emphasis on long-term resource challenges in the context of organizational objectives and the changing nature of work. In order to determine how they fit within the overarching corporate plan, it also informs other HR strategies, such as reward or performance (Chartered Institute of Personnel and Development, 2023). The management must work diligently to coordinate employees' motivations with the organization's goals. Motivation is a management technique for influencing employee behavior.

According to Akpan (2013), motivation is the force that drives behavior and underpins the propensity to succeed. In order to accomplish the set goals, people must be sufficiently motivated and excited, have a clear focus on what needs to be done, and be prepared to invest their energy over an extended period of time. An essential step in the management process is managing the workforce. Recognizing that the human element and the organization are equivalent is necessary to comprehend the crucial relevance of people in an organization (Tella, Ayeni, & Popoola 2007).

An average worker is typically seen as the main driver of improvements in quality and productivity in a well-managed firm. Such firms view staff development as the primary source of improvement, rather than capital investment. The involvement of the government in the socioeconomic and political growth of any country is absolutely essential. Following their independence in the late 1950s and early 1960s, many African nations now see the public sector as a key to advancing the continent's sustainable development. which are managed by government agencies and perform basic functions for the making and implementation of decisions with regard to interests of various kinds, was to provide goods and services to citizens based on "the realization and representation of public interests and its possession of unique public qualities compared to business management" (Haque, 2001: 65). Smith (2015) points out that the sector goals' influence on management practices has a very broad impact. He outlined how the public sector, which is concerned with delivering public goods and services, aims to do so at a price that is acceptable without aiming to turn a profit or incur a loss while also acting in the best interests of the nation's residents.

To provide a safe, reliable, and functional transport system for the sustainable socio-economic development of Enugu State, ENTRACO as a public sector was established as far back as 1997. Unfortunately, this agency was engulfed with a plethora of challenges, ranging from alleged autocratic management, poor appraisal and reward, exploitation of drivers, and redundancy (Enujuba, 2017). The essence of establishing this public agency was questioned, and the majority opted for scrapping ENTRACO and promoting private mass transit. In recognition of the continued existence of these problems, the Enugu State Transport Company Limited decided to improve its effectiveness and efficiency. They have therefore encouraged a cordial relationship between the board and management and avoided serious industrial action by their staff. The management practically applied Odaju's human relations model, which defined efficiency as a function of motivation and ability. This was done by providing the staff with incentives and an extra allowance to raise their income.

In spite of the government's efforts, the performance of Enugu State Transport Company Limited has been a source of debate and worry among scholars. It appears that the attempt at ameliorating the transportation problems of the masses through the establishment of the Enugu State Transport Company (ENTRACO) in 1997 with the mandate of ensuring effective mass transportation for the public has not been realized.

### **Statement of the Problem**

Even though the Enugu State Transport Company has been in operation for a while, it is unknown to what extent the management adheres to the fundamentals of motivation when managing the business. This is especially true in light of the claims made by management experts and scholars on motivation that these two goals cannot be achieved without effective performance and job happiness. The uncertainties around the different types of motivation used by ENTRACO management, the procedures, and the management perspective of the role of motivation in their management endeavors are also troublesome. Although research on the impact of motivation on job performance and its role in the entire management process has been done in the past, the literature on the topic appears to be contradictory. The extent to which ENTRACO management uses motivation as a management technique to boost productivity is still uncertain.

### **Objective of the Study**

With reference to ENTRACO, the goal of this study is to evaluate motivation as a management tool for raising employee productivity. These can be broken down into the following distinct goals:

- a. To determine how Enugu State Transport Company's motivational patterns affect the provision of high-quality services.
- b. To discover effective incentive strategies that can increase ENTRACO employees' productivity,

### **Conceptual Clarification**

#### **Administration of Motivation in Nigerian Government Organizations**

Over the past few years, economic and business analysts have grown increasingly concerned about Nigeria's declining productivity, and as the fall persists, so does the quest for remedies (Burnstein & Fisk, 2003; Balk, 2003). Numerous firms have made an effort to address their productivity issues by implementing a variety of cutting-edge management strategies (Balas, 2004). To influence and boost productivity, certain private sector organizations have created incentive programs. The general working atmosphere in Nigerian public businesses, which may encourage or demotivate employees, is the focus of motivational facilities. The impact of motivational amenities on employees is discussed in Taiwo's (2009) comments on motivational facilities and their influence on workers: The workplace environment has a number of elements that can either increase or decrease employee productivity. Without knowing the working environment in which a job design is implemented, we cannot assess the effectiveness of the design as a whole. Temperature, humidity, airflow, noise, illumination, personnel characteristics, contaminants and risks in the workplace, and different sub-environments are all elements that can either increase or decrease employee productivity. More information about motivational amenities is included in the proposal above. Because they affect productivity, these amenities are crucial. Brenner (2004) listed the following items that employees believed would increase productivity in the workplace: better lighting, innovative ways to evaluate space, personalization, more impromptu meetings for work well done, and involvement in decisions that have an impact on their day-to-day lives at work. An organization will use the instruments employed for controlling the work environment in which such workers work if it wishes to assure staff productivity or improvements. In order to offer employees a sense of pride and purpose in their job, good work environment management requires creating a workplace that is appealing, creative, comfortable, satisfying, and motivating to employees.

The tools used to control the workplace environment and boost productivity include those listed below. Controlling noise, pollutants, and hazards; improving a welcoming and motivating work environment; providing incentives and feedback; modeling the work environment; developing quality work life concepts; and improving the physical working environment (Opperman, 2002; Cecunc, 2004). Brenner (2004) promoted modeling the workplace to increase workers' productivity, calling on management to take charge of keeping everything in order, enhancing motivation, and fostering commitment in the workplace. It involves encouraging a work environment with a high quality of work life in order to provide a work environment that will simultaneously fulfill company goals and employees' goals.

Giving employees the chance for personal development, accomplishment, responsibility, acknowledgment, and reward is necessary to encourage high levels of production from workers (Cecunc, 2004). According to general consensus, managers will be more successful at maximizing productivity, improving productivity, enhancing performance, and advancing the idea of organizational accountability if they can more precisely identify what drives their employees (Chernis & Kane, 2004). Public enterprises are businesses that are created and supported by the government of a nation to carry out tasks (such as the manufacture of goods and services for the populace) that are typically best completed outside of the bureaucratic frameworks of the civil service. "An organization in which the government possesses adequate financial ownership to allow its control, established either to meet the welfare needs of the people or to make profit for the state," according to Azelame (2002), is a public business. Public enterprises were founded in Nigeria by decree during the military regime's era and by an

Act of Parliament during the latter. Public companies are, in a word, legal entities. Nigeria's public enterprises include the Federal Airports Authority of Nigeria, the Nigeria National Petroleum Corporation, the Nigeria Railway Corporation, the Nigeria Radio Corporation, the Nigeria Television Authority, the Nigeria Port Authority, and more. In Nigeria, the legislature typically creates the bill or enabling law establishing a public enterprise (Ijewereme & Olaniyi 2014). The enabling statute frequently contains the main objectives of the public enterprise.

The enabling law's ideas for goal-setting proceed from the government to the legislature and are then returned to it as legislation for enforcement. Every public company in Nigeria is required, under the Company Act of 1968, to have a board of directors. Broad goals are set forth in the enabling law creating public enterprises, and the board of directors creates detailed policies based on those broad goals. The following is listed as the process for motivating employees in Nigerian public firms by Ehimen, Mordi, & Ajonbadi (2014).

- a. **Promotion:** Simply having the possibility and desire for a promotion can be motivating. According to Tella, et al. (2007), the desire to advance professionally and receive more income "may also motivate employees." Employees therefore desired promotions in order to raise their prestige, strengthen their credentials, wield more authority and power, satisfy their inner need for symbolic societal acceptability and self-actualization, and most crucially (in the Nigerian context), earn more money. Olajide (2000) went on to note that managers can motivate their staff members by using tactics like employee promotion.
- b. **Medical Grants and Facilities:** According to Obalum & Fiberesima (2012), Nigerian workers favour employers who provide medical grants, incentives, or high-quality medical facilities for their employees. It is significant to emphasize that high-quality medical facilities are expensive and difficult to get in Nigeria (Obalum & Fiberesima, 2012). Therefore, employers view providing medical incentives as a way to inspire workers. Employers occasionally transfer workers to the UK and the USA so they may obtain top-notch medical care when the condition being treated is best handled by professionals abroad. According to Opara (2014), there is no one optimal method for motivating Nigerian employees; instead, the most effective strategy will vary depending on the person and the specific workplace conditions. According to Johnnie (1988), the following characteristics and environmental factors of the employee may have an impact on how they interpret the motivational potential of a certain task: Therefore, every motivational endeavor must take into account the overall health of the employees, from their actual surroundings to their mental state, among other things. In addition, Batton (2009) lists the following motivational factors:
  - i. **Appreciation:** showing appreciation for a job well done is a terrific approach to motivating staff. When their efforts are appreciated, people are often encouraged to work harder.
  - ii. **Coaching:** Many of the methods managers employ to motivate staff members don't cost much money, and this is why they work so well: they demand a time commitment from the management. One way for managers to use their time as a motivating tool is through coaching.
  - iii. **Leadership Possibilities:** Workers who are given more responsibility are inspired to work harder. By giving them fresh challenges, this can also help retain excellent workers. Those who are dissatisfied with their current jobs may soon start looking elsewhere for more interesting job opportunities.
  - iv. **Breaks from the Norm:** Taking a break from the routine might also spark creative ideas for the workplace. Office fun days, casual days, and business events are just a few of the ways you can give your staff members an opportunity to unwind and rejuvenate.

### **Empirical Literature**

The work of Taiwo (2010) was examined as a research study on motivational resources in Nigerian public organizations. For the study, Taiwo employed primary data that was collected through

well-structured questionnaires. The respondents were chosen at random from four companies in Lagos' oil and gas industry. The outcome was as follows: Among the responders, 21.31% had the impression that their working atmosphere was welcoming and friendly. This indicates that this particular group of respondents benefits from all the comforts of the workplace, which raises their level of productivity. 29.51% of the respondents said that their work environment was just somewhat conducive, while 6.56% of the respondents thought it was conducive. The total percentage of respondents who said their workplace was poor or very poor was determined to be 42.63%. These respondents' groups believe their workplaces need improvement in order to increase productivity.

The experiences of the respondents about their work environment varied from excitement to unhappiness, as 38% of the respondents were found to experience liveliness, excitement, and motivation in their work environment, while 62.30% of the respondents were reported to express stress, tiredness, pain, boredom, demotivation, and unhappiness. This percentage was the sum of respondents other than those who experience excitement, liveliness, and motivation. This is high enough to call for improvement in the work environment. This response rate might not be unconnected with the peculiar nature of the oil and gas industry. The responses of the respondents on the factors that can improve their productivity were found to be 41% for respondents that required high pay to improve their productivity. 29.51% of respondents said they needed a conducive and better work environment to improve their productivity. 3.28% indicated strict supervision to improve their productivity, and 22.95% of the respondents indicated regular training and development as a basis to improve their productivity. 3.28% of the respondents did not know how to improve their productivity.

Another important study considered for review is the study by Agba & Ogaboh (2019) On "Wages or Other Conditions: A Critical Assessment of Factors in Workers' Performance in Nigeria," the broad objective of the study was to investigate factors that influence workers' job performance in Nigeria. 300 respondents were purposively sampled from four organizations in some selected geopolitical zones in Nigeria. These zones include the south-west, south-south, north-central, and north-west. The researchers, however, did not name the names of the organizations. The results showed that employees ranked the most conducive work environment as the major motivating factor that affects job performance. Another major factor that affects job performance is salary. The results also revealed that any delay or irregular payment of salary could result in a gross drop in workers commitment, which could negatively affect their performance at the workplace. The results further revealed that factors such as the availability of internet facilities and recognition or awards ranked next to good remuneration.

### **Theoretical Framework**

Abraham Maslow's Theory of Needs is used as theoretical framework for this study. Abraham Maslow is among the most prominent psychologists of the twentieth century. His hierarchy of needs is an image familiar to most business students and managers. The theory is based on a simple premise: human beings have needs that are hierarchically ranked. There are some needs that are basic to all human beings, and in their absence, nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher-order needs. In other words, once a lower-level need is satisfied, it no longer serves as a motivator.

The most basic of Maslow's needs are physiological. Physiological needs refer to the need for food, water, and other biological needs. These needs are basic because when they are lacking, the search for them may overpower all other urges. Imagine being very hungry. At that point, all your behavior may be directed toward finding food. Once you eat, though, the search for food ceases, and the promise of food no longer serves as a motivator. Once physiological needs are satisfied, people tend to become concerned about safety needs. Are they free from the threat of danger, pain, or an uncertain future? On the next level, social needs refer to the need to bond with other human beings, be loved, and form lasting attachments with others. In fact, attachments, or the lack of them, are associated with our health and well-being.

The satisfaction of social needs makes esteem needs more salient. Esteem need refers to the desire to be respected by one's peers, feel important, and be appreciated. Finally, at the highest level of

the hierarchy, the need for self-actualization refers to “becoming all you are capable of becoming.” This need manifests itself through the desire to acquire new skills, take on new challenges, and behave in a way that will lead to the attainment of one's life goals. Maslow was a clinical psychologist, and his theory was not originally designed for work settings. In fact, his theory was based on his observations of individuals in clinical settings; some of the individual components of the theory found little empirical support. One criticism relates to the order in which the needs are ranked. It is possible to imagine that individuals who go hungry and are in fear of their lives might retain strong bonds with others, suggesting a different order of needs. Moreover, researchers failed to support the arguments that once a need is satisfied, it no longer serves as a motivator and that only one need is dominant at a given time. Maslow (1970) proposed a hierarchy of needs to account for the range of human motivation. He placed physiological needs at the bottom of the hierarchy, stating that these needs must be adequately satisfied before higher ones can be considered.

### **Application of the Theory**

According to Ibekwe (1984), Maslow's theory gives a considerable insight as to the way workers in Nigeria can be motivated. The propositions of the theory range from the most basic need to the highest need. There are physiological needs for food, clothes, and shelter. A young school leaver in Nigeria, for example, has the problem of how to get a job so as to earn some money to meet his needs for food, clothing, and shelter. The safety needs include fair termination and other working conditions. For his security needs, the worker must be assured of sound procedures established in the organization so that fair play will be done in all circumstances. As the workers progress in the organization, they become more concerned about belonging and affection. He begins to seek job enrichment; he wants to handle challenging duties and be recognized as performing an important job.

To this effect, the organization should be able to show the importance of his particular job in the organization. Based on this theory, the researcher argues that if ENTRACO workers are assured of their basic needs up to their growth needs, they are more likely to put in their best effort than when there is no assurance of those things. After the need for belongingness, the worker moves higher to seek praise for the accomplishment of his work. He wants his job to be properly evaluated and recognized, which leads to promotion. His knowledge and skills become activated, and his attitude improves; consequently, he tries harder to be more effective in order to attain a higher standard. The peak level of need is the need for self-actualization. Here, the worker moves up to the management level; he likes to be independent and creative. This is the level at which a manager can do his work without fear.

### **Research Methodology**

This study adopted a descriptive survey design. A descriptive survey is often preferred when the aim of a study is to describe, explain, or explore a phenomenon. According to Nworgu (2006), "these are the studies that aim at collecting data on and describing in a systematic manner the characteristics, features, or facts about a population." A descriptive survey was used for the study because it will best help the researcher investigate motivation as a factor influencing production among ENTRACO workers. The population of this study was all 128 management staff members of ENTRACO. Only the management staff was considered because, since the broad objective of the study is to ascertain to what extent motivation is adopted as a tool to enhance productivity, the management staff was believed to best understand the subject matter. Hence, because the population was small, the researcher decided to study all the elements. The data for this study were generated from primary and secondary sources. Data for the study was obtained through interviews with the six (6) top officials of ENTRACO.

A structured questionnaire was also adopted for this study. The questionnaire instrument was administered to all the management staff. The mean and standard deviation were used to answer the questions. Hence, on a four-point scale, the benchmark for accepting or rejecting a statement will be 2.5. The benchmark for determining the degree of the various items in the study was as follows: 5-4.0 was considered a very high extent; 3.5-3.49 was considered a high extent; 2.5-3.49 was considered a low extent; and 0.50-2.49 was considered a very low extent.

**Data Presentation**

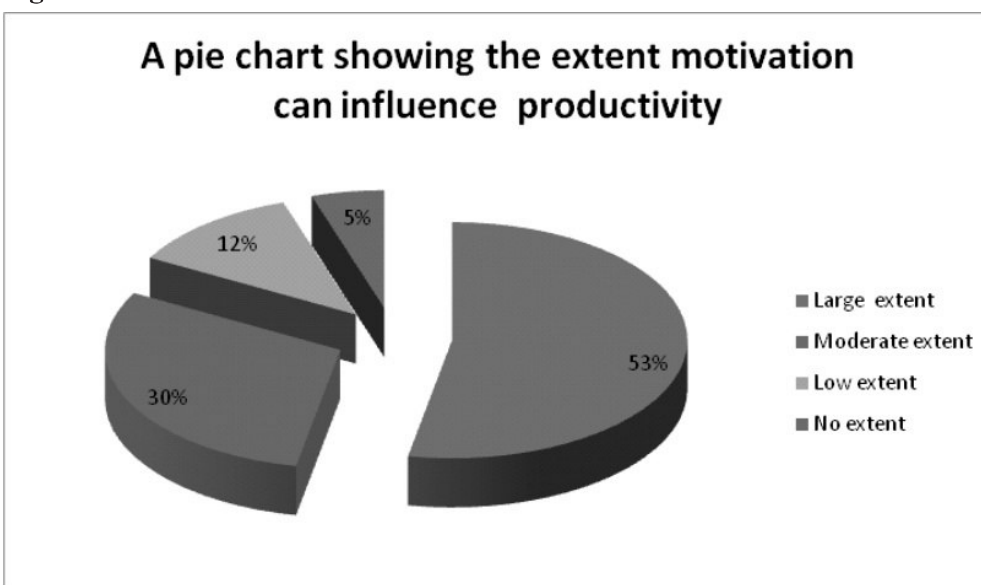
**Table 1: The Motivational Package and Employee Satisfaction ENTANCO**

S/No.	Items	SA	A	D	SD	Total	Mean	Decision
1	Sound Cars	10	11	36	65	122	3.2	Rejected
2	Conducive motor packs	13	9	41	59	122	4.0	Rejected
3	Record books	7	13	42	60	122	3.2	Rejected
4	Office accommodation	8	15	44	55	122	3.1	Rejected
5	Effective communication network	12	19	46	45	122	3.0	Rejected
6	Provision of security	42	39	26	15	122	2.1	accepted
7	Promoting workers as and when due.	15	13	39	55	122	3.0	Rejected
8	Objective testing and appraisal	18	12	41	51	122	3.0	Rejected
9	Provision of welfare service and recreational programmes	16	20	46	40	122	2.9	Rejected
10	Job enrichment	19	8	50	45	122	2.9	Rejected
11	Commendations	20	18	41	43	122	2.8	Rejected

Source: Field Survey, (2022)

Result from the table above shows that all the items translated to mean score of 2.5 and above. The scores range from 2.8 to 4.0. Therefore, they were all rejected as motivation procedures adopted by the management of ENTRACO to enhance productivity. The open ended question which sought the views of the respondents on motivation revealed that the dominant themes were that, motivation is very essential to drive workers to give in their best, motivation is central as it will enable workers perform it little or no supervision, motivation will aid organization achieve their goals, motivation will improve the quality of services offered, motivation is an indispensable management strategy for all managers, motivation makes the difference between an active workforce and an inactive workforce and finally, motivation is an important approach in driving productivity.

**Figure I: The Chart Below Shows the Extent Motivation Can Influence Productivity**



Source: Field Survey, (2022)



The chart above shows that most (53%) reported that motivation can influence productivity to a large extent, 30% reported moderate extent, 12 % reported low extent 5% reported no extent.

## **Discussion**

### **Motivational Administration in the Enugu State Transport Company and Its Socio-economic Development in Enugu State**

The result from the table above shows that all the items translated to a mean score of 2.5 or above. The scores ranged from 2.8 to 4.0. Therefore, they were all rejected as motivational procedures adopted by the management of ENTRACO to enhance productivity. The open-ended question that sought the views of the respondents on motivation revealed that the dominant themes were that motivation is very essential to drive workers to give their best, motivation is central as it will enable workers to perform with little or no supervision, motivation will aid organizations achieve their goals, motivation will improve the quality of services offered, motivation is an indispensable management strategy for all managers, motivation makes the difference between an active workforce and an inactive workforce, and finally, motivation is an important approach to driving productivity.

An efficient transportation system affects socioeconomic activities directly or indirectly. People and nations both experience growth and development as a result of transportation. The movement of a large number of people, commodities, and services from one location to another using a single vehicle is known as mass transportation. As a result, it is necessary for national socio-economic and cultural unity. The Nigerian government has so far spent a significant amount of money each year on the mass transportation sector, particularly road transportation. In his opinion, ENTRACO has not made a satisfactory contribution to the economic growth of Enugu State. The management of ENTRACO is inept and inefficient.

The Enugu state government has invested a significant amount of money over the past ten years to improve the state's transportation infrastructure, but the overall revenue from this industry has been extremely negligible. To be more precise, Enugu State was given 72, 500.000.00 seventy-two million five hundred thousand naira in its 2021 budgetary allocation. Unfortunately, this governmental firm will only return ten million four hundred thousand naira in revenue at the end of the 2021 fiscal year. The financial results from this sector for the fiscal year 2021 are in conflict with ENTRACO's mission to "provide safe, reliable, and functional transportation systems for sustained socioeconomic development of Enugu State." This is due to the ENTRACO drivers' lack of commitment to the state of Enugu. According to Ogunsanya (2020), the management of the majority of them has been appalling. He attributed this to management's inability to align employee needs with organizational objectives and to inspire personnel in that direction. The majority of these businesses have been hit by the above-mentioned factors, among others, which have rendered them financially unviable.

This concurs with Ubani's (2014) findings. Ubani conducted research on the topic of "Assessing the viability and performance of the Enugu State Transport Company (ENTRACO), Enugu." The goal of the study was to evaluate the Enugu State Transport Company's (ENTRACO) viability and performance. Secondary sources were used to acquire the study's data. The profitability ratio (PR) and cost-benefit analysis (CBA) were employed to provide a preliminary analysis of the company's viability. The study's explanatory factors included the number of buses available, total revenue production, and total operating costs. To ascertain whether there were correlations between ENTRACO's net profit and total revenue, the number of buses, and its operating costs, a multiple linear regression model was used. The study showed that ENTRACO's performance in terms of viability was unsatisfactory.

However, the management gave little or no thought to the importance of motivation in increasing output. There are now 43 buses in use in this public transportation system, 60% of which are operational and 40% of which are not. In the organizational hierarchy of ENTRACO, 95% of the respondents noticed a glaring absence of welfare and recreational service provision, which up until now has operated below capacity in its service delivery to the state's excessively dense population and commuters. The respondents stated that the management staff's suggested methods for job enrichment, providing welfare

services and recreational programs, and promoting employees when due were actually inadequately implemented. The majority of the participants stated that the motivational packages had negative implications for their level of productivity.

### **Summary**

The issue of motivation and the improvement of employees' productivity has been the focus of this research because of its importance in an organization. The more workers are motivated towards task achievement, the greater will be the institutional performance and success. Motivation is considered an important variable in organizational progress, and every employer is always obliged to implement the most effective motivational approach to achieve sustainable development.

### **Conclusion**

From the literature reviewed and the analysis of the collected data, it is clearly indicated that there is a very strong correlation between motivation and productivity. It was also discovered that a slight positive application of good motivational plans results in high productivity and organizational efficiency. A worker will always be willing and ready to put his best skill and ability into his job if he feels that the conditions of the employee's administration warrant it.

### **Recommendations**

- a. Based on the result of this study, the researcher makes the following recommendations: the management of public enterprises should, as a matter of urgency, take extra steps to put in place an effective communication network between management and the employee.
- b. There is a need for the management of both private and public enterprises to embark on an objective appraisal system and to promote employees when due.
- c. Special rewards and recreational activities should be included as part of the motivation strategy for the ENTRACO staff.

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