



## **Job Satisfaction on Employee Productivity in Selected Ministries in Delta State**

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### **ABSTRACT**

In addressing the performance and productivity predicaments of Delta State civil Service, there is need to look inward to ascertain the causes of low productivity and performance in the civil service. It is evidently proven that motivation and job satisfaction are key factors in achieving higher productivity in any labour intensive organization be it private or public. A motivated and satisfied employee is a great and significant asset to the civil service and as such need to be taken care of for increased productivity. In achieving the general and specific objectives of this study, two objectives and hypotheses were raised to guide the study. The Abraham Maslow Hierarchy of Needs Theory was adopted as the theoretical framework of this study. The cross-sectional research design was employed. Two Thousand respondents (2000) were chosen as the population of this study which cut across Ministry of Education, Finance and Works. 10% of the total population of 2000 which is 200 was picked as the sample population in which it was distributed to the selected ministries and returned equally. The questionnaire serves as the major instrument for data collection. The Chi-square statistical tool was used to test the hypotheses to determine the degree of freedom and relationship between the variables of this study. The analysis of data revealed that, there is a significant relationship between job satisfaction and employee productivity among others. Based on the findings, the study recommends that training, a conducive working environment, prompt payment and increment of salary would enable the civil servants to put more efforts for improved productivity in Delta State Civil Service.

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### **Introduction**

The accomplishment of any organization is fundamentally hinged on the outputs of the employees. Employee management place significant emphasizes on the importance of motivational schemes including rewards and recognition towards molding a productive and efficient workforce. (Bateman and Snell, 2022). Administrative competency and output are cultured on motivated, satisfied, committed, vibrant and well-organized workforce. The productivity and efficiency of employees are well placed to effect changes to achieve desired goal. There are in-house and outdoor factors that stimulate desire and force in employee to be interested and committed to a job or make effort to attain a goal. It is usually resulting from the interaction of both conscious and unconscious factors such as the intensity of need or reward value of the goal and expectations of the individual and that of his peers. These factors are the reasons one behave in a certain way. This is what we refer to as motivation.

Motivation further means the way individuals are inspired to behave in a desired manner with a view to receiving some positive rewards or to satisfy certain human needs. Motivation is the key to economy recovery. Motivation is an important factor that contributes to employee effectiveness and productivity for organizational advancement. It plays a key role in job satisfaction, higher productivity and efficient performance of the workforce. (Zameer, 2021). Motivation is seem as a driving force for moving and directing employee behaviour resulting to better productivity (Zameer, 2021). Motivation can also be defined as the internal or external driving force that produces the willingness to perform an act to a conclusive end. . Motivation is a factor that affects the job performance of the employee as well as the overall efficiency of the organization. Motivated employees are satisfied employees and when they are being satisfied they will be committed in their jobs by extension are productive and efficient to attain desired result.

Job satisfaction has been an ongoing interest for both researchers and managers (Bajpai and Srivastava, 2021), job satisfaction would lead to higher performance, improved processes, increased productivity and enhanced commitment (Brayfield and Crockett, 2021), whereas low level of job satisfaction would create counterproductive behaviors, such as withdrawal, burnout or absenteeism, turnover (Spector, 2020). Job satisfaction is seen as employees' emotional state regarding the job and the expectation derived from the job (Cranny, Smith and Stone, 2021). It can be perceived as employee positive feeling towards his job. This means the combination of feelings and beliefs, which include the mental, emotional and physical domains of the individual towards the job (George and Jones, 2021).

Job satisfaction is an important factor that determines the overall productivity of the civil service. It is concerned with how contented an individual- civil service is with his job. As an attitudinal measurement technique, job satisfaction is requires to increase the scope and complexity of civil servants job in order to make it more appealing, attractive, and productive. This is done through intrinsic and extrinsic reward programmes provided by management to: attract qualified employee to join the civil service, keep them coming to work, and motivate same to achieve high level of productivity. The intrinsic determinants of job satisfaction (e.g added responsibility, achievement, advancement, recognition, attraction of the job itself (Sapru, 2019) are psychological rewards experienced directly by the civil servants; and they stem from man's desire for perfection. Gibson, Ivancevich and Donnelly (2020)

define these as rewards that are part of the job itself. The presences of these motivating factors cause satisfaction in the work place; their absence will not cause dissatisfaction but will lead to absence of positive satisfaction. Leadership is one of the characteristics of management and as such the satisfaction and productive nature of the employees in the civil service is sometimes hinged on adequate and committed leadership to decide the best stimulates that enhanced them for more productive behavior in the civil service (Ikenga, 2017).

Productivity is an attitude of mind. It is a mentality of progress, the consistent improvement in a work place. It is the certainty of being able to do better today than yesterday and continuously in realization of goals. It is the constant adaptation of time, economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in human progress (Jain and Aggarwal, 2021). Civil service productivity, captured by the amount of effort, time exerted by civil servants, directly related to the achievement of the objectives of the person or institutions they work for and ultimately the governments' aspirations. Intuitively, one will expect that as the civil servant exerts time and effort in performing his duty, the consequence of such efforts are an expected institutional output and objective, enhanced productivity and ultimately achieve the set goals of the government. If this is achievable, it translates to better outcomes for respective public institutions as well as general governance in retrospect (Chukwuemeka, Isiaka & Bolaji, 2020).

The goal of the civil service is to attain specific objectives. The achievement of these objectives is greatly centered on effective deployment and utilization of the factors of production such as capital, land, labour, materials, finances and time etc. Among the factors of production, labour (employee) has been generally recognized as the highly prized asset of the civil service. It is the human component that plans, organizes, coordinates and puts other factors of production into effective use for attainment of its statutory mandates. The strategic position of employee in the civil service makes it imperative and very significant that they needed to be properly and efficiently compensated for their labour. (Ude and Coker, 2020). In fact the realization of the civil service could be effort in futility without a committed effort of employees towards organizational efficiency and productivity.

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### Statement of the Problem

All around the world, the civil service is considered as the engine room of government. It is through this apparatus, that governments transform their policies into concrete action. The success or failure of a government rests squarely on the shoulders of the civil service. For this reason, government employees have to be well taken care of. Studies have shown that employees of government complain about low morale especially since remuneration has become a far cry from employees' purchasing powers. Also, incentives to motivate workers into higher productivity are lacking in the system. Negotiated wages and allowances are stagnant, and remain so for a long period of time. The situation has remained so, despite the fact that the Nigerian Labour congress and Trade Unions Congress are part and parcel of International Labour Organization (ILO) and International Labour Law.

In the face of the critical role of a sustained performance management agenda, congenial and competitive work environment and key employee performance targets in the productivity of employees in the civil service, it is disheartening to note that the Delta civil service is faced with a performance malady and dilemma that are largely due to the prevailing civil service environment, poor work culture and near absence of performance management agenda. The resultant general environment created by the above mentioned factors has the potency of constraining the much-desired process of initiating and sustaining a result-oriented management of a team of competent, efficient, goal-driven, proactive and value-adding human resource for enhanced employee productivity of the civil service. The contention of this study is the politicization of the civil service that is suggestive of the strong age long co-existence between politics and administration is not the real problem of the Delta State Civil Service, rather it is the nature and character of the politicization which has manifested in the poor professional competence an performance of its employees for enhanced productivity (Ikenga, 2017). It is the preponderance of these facts that this research aims to interrogate, why government employees are not well motivated and the effects this practice would have on productivity and service delivery to the citizenry.

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### Objectives of the Study

The general objective of this study is to examine job satisfaction, employee productivity in Delta State Civil Service. The specific objectives are to find out:

- The relationship between job satisfaction and employee productivity in selected Ministries in Delta State Civil Service
- The relationship between employee motivation and productivity in selected Ministries in Delta State Civil Service

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### Research Hypotheses

The following hypotheses guide the study:

- 1) There is no relationship between job satisfaction and employee productivity in selected Ministries in Delta State Civil Service
- 2) There is no relationship between employee motivation and productivity in selected Ministries in Delta State Civil Service

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## Review of Related Literature

### *Job Satisfaction*

Another definition of the phrase "work satisfaction" is "an emotional emotive response to a job or specific parts of a job." In other words, a person's attitude and expectations toward their work and personal goals are reflected in their job satisfaction, which is a dynamically evolving idea. Job satisfaction is seen by Weiss (2020) as "an affective reaction to one's employment." Weiss contends that job satisfaction is an attitude, but adds that it's important for researchers to distinguish between objects of cognitive evaluation that affect (emotion), beliefs, and behaviors. This situation illustrates that we should consider our feelings, beliefs, and behaviors when forming attitudes regarding our employment.

Job satisfaction and discontent are functions of perceived relationship between what one desires to obtain from one's employment and what one perceives as offering or entailing, according to Gowda (2021). The difference between what one experiences and what one expects, in Gowda's opinion, might be a sign of either job satisfaction or job unhappiness. The phrase is described by Nandy (2021) as "the individual's assessment of the work situation, and whether or not needs are being satisfied produces either satisfaction or discontent. George (2015) defines it in the same line, as "an employee's affective response to his or her work environment. Job satisfaction is similar defined by Lease (2019) as "an individual's emotive orientation towards the work function occupied in the business."

According to Spector (2020), job satisfaction represents how much pleasure or happiness a person's job typically brings. For instance, according to Luthans (2021), "work satisfaction represents various connected attitudes that are the most significant qualities of a job to which people have an effective response." According to Luthans, these include the actual work, salary, chances for advancement, supervision, and coworkers. According to Popoola (2020), job satisfaction is "the entirety of a person's social and psychological well-being in relation to his or her job performance." This social and psychological well-being, in his opinion, might include compensation, perks, advancement, and supervision, as well as relationships with coworkers, recognition, and the processes for making decisions and channels for communication.

### *Employee Productivity*

According to Ogunna (2020), productivity is the capacity of a situation where a person or organization produces the most results possible with the human, financial, and material resources at their disposal to meet predetermined organizational goals. Hence, profitability, efficiency, and effectiveness are the indices of corporate organization while efficiency and effectiveness are indicators of public organization. Productivity is the inert achievement of quick, enduring, and quantifiable gains in processes. If a system consistently achieves the predetermined goals, it is said to be productive. Productivity in the context of industry can be defined as the total profitable output that a machine or other piece of equipment is able to produce in a given amount of time. A prosperous organization benefits the owners, the managers, and the employees, according to scholars in the field of public organizations like Pioro and Bacem (2020), among others. The workers are inspired and motivated by it since they are proud of their company and recognize the benefits of their labor.

Productivity, according to Danisi and Griffin (2021), is an economic measure of efficiency that sums up and reflects the value of the output produced by a person, business, sector of the economy, or other economic system in relation to the value of the inputs needed to produce those outputs. They claimed that businesses all over the world now understand how important productivity is to their ability to compete and survive. In addition, they claimed that businesses that are serious about productivity must spend more on employee training and development in order to equip their staff with the knowledge and skills they need to produce high-quality goods and services.

In most organizations, human resources development aims to increase productivity through various tasks and activities. According to Nwachukwu (2021), productivity is a measure of how effectively resources are combined in an organization and used to achieve a certain purpose, resulting in the maximum degree of performance with the least amount of resource use. It can also be thought of as the ratio of output to labor input. Ogunna (2020) asserts that performance of individuals and technology appropriate to the firm are the two key determinants of productivity.

### *Employee Motivation*

A typical definition of motivation is something given in return for work or a good deed with the expectation that the recipient will be committed and perform even better. Motivation in the workplace is frequently employed as an extrinsic component to meet an employee's demand for more money or services. Zameer (2021) emphasizes the significance of motivation for improved worker performance, higher output, and job happiness. Anwar (2020) asserts that motivation is a key factor in influencing and guiding employee behavior, which increases output.

According to Nnabife (2020), motivation may also be described as the internal or external driving force that results in the willingness to carry out an action through to its successful completion. Employee work performance and an organization's overall level of efficiency are both impacted by motivation. Without effective motivational tactics, performance cannot be attained. Thus, in the view of Shahzadi (2020), motivation is primarily intended to encourage behavioral change. He continued by saying that the forces of motivation are what allow government employees to work toward certain goals. According to Buchana and Huezynski (2021), motivation is a cognitive decision-making process that initiates, energizes, and sustains goal-directed behavior. According to Robbins (2020), motivation is a collection of psychological processes that lead to the arousal, persistence, and direction of a civil servant's behavior in the direction of achieving a goal.

According to Armstrong (2019), motivation is a goal-directed behavior that improves civil servants' performance on the job and leads to more productive behavior. He added that highly motivated government employees work their hardest. This suggests that when a valuable reward that meets their demands is linked, employees are driven. According to Heinz and Weirich (2021), the term "motivation" refers to the complete class of drives, desires, needs, wishes, and other comparable forces. Bloisi (2021) views motivation as a function of how creative and effective work is carried out within a company.

Arnold (2019) pointed out that motivation is focused on the elements that cause people to act in particular ways. He identified three factors that contribute to motivation: direction, effort, and persistence. Motivating individuals to labor voluntarily is an art form. It is also an art to persuade someone to perform a certain way in order to complete a task. According to Vanek (2020), intrinsic motivation is the best type of motivation since it has a lasting and significant impact on employees within the firm.

According to Naidu (2021), "will to do" is motivation. "It is the direction, power, and persistence of a person's behavior," he stated. Ivancevich et al. (2021) defined motivation as a collection of forces that start a behavior and control its shape, trajectory, intensity, and length. According to Obiajulu and Obikeze (2021), it also refers to the act of manipulating incentives to influence a person's behavior in order to achieve a specific goal. Glueck (2021) saw motivation as a process that elicits, maintains, and directs behavior into a particular course. Irune (2019) agreed with the writer above when he stated that motivation is an interior condition that animates, directs, and sustains human behavior. Onah (2019) cited Morhead and Griffin (2020) who had a distinct perspective on motivation. They contend that in order to function at a high level inside an organization, a person must be motivated and eager to do the work, capable of doing the work, and equipped with the necessary tools.

### **Civil Service**

A formalized group of men and women who are trained in a variety of professions and employed by the government on a temporary or permanent basis to provide services to the government and the citizens of the state is known as the civil service. As a result, it excludes members of the armed forces and judges. According to Mukoro (2007), the civil service is a body of individuals who are engaged and compensated by the state government to carry out the laws, plans, and programs of government. Human resources (civil servants) employed in the service develop and manage the resources of the government for the accomplishment of policies, aims, and objectives in the course of carrying out this duty.

According to Nwizu (2020), the civil service is a group of individuals who are directly in charge of carrying out government directives; this group includes everyone who takes part in carrying out directives, from the messenger to the chief administrative officer. Salassie (2021) concurs, defining the civil service as all state employees who work in a civil capacity and whose compensation is paid entirely and directly out of funds approved by parliament, excluding those who hold political or judicial appointments. According to Nwankwo (2020), the civil service is a group of men and women who are engaged by the federal and state governments in a non-political capacity to provide advice and faithfully carry out their decisions. This entity, which is inextricably linked to the executive branch of government, is made up of permanent, skilled, and qualified employees who manage the state's daily operations under the direction of the chief executive and his cabinet.

To Nwosu (2021), the word "civil service" refers to all direct employees of the federal and state governments, except the police, members of the armed forces, judges, and teachers. Employees of statutory corporations and boards are likewise excluded from its application. Therefore, Ademolukun (2012) defines the civil service as the group of permanent employees chosen to aid the political executive in developing and putting into practice governmental policies. It also interprets the term's second usage as referring to the ministers and departments responsible for carrying out particular functions of government.

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### **Relationship between Employee Job Satisfaction and Productivity in the Civil Service**

Most bosses want to see happy employees. The argument is that a happy employee in Delta State Civil has a better attitude toward their job than an unhappy one. It used to be thought that happiness would increase productivity. According to research, a happy employee is not always a productive employee. Hence, production and job satisfaction do not always correlate. (2021; Ivancevich et al.). Opkara (2020) pointed out that, worker Work satisfaction is a result of a variety of elements, including salary, prospects for advancement, the actual work, supervision, relationships with coworkers, and the work itself. Pay is one of these factors that is crucial.

Employee job satisfaction is defined by Guglielmi et al. (2020) as "the degree to which civil servants in Delta State prefer (satisfaction) or detest (dissatisfaction) their jobs." It emerges from how people see and analyze their work, impacted by their own unique wants, values, and expectations that they believe are important to them. Mukhtar (2020) pointed out that worker "The level of affectation regarding one's employment in terms of like (satisfaction) or dislike (dissatisfaction)" is how job satisfaction is defined. The importance of job satisfaction for employees' performance, long-term business success, and happiness of the person are the reasons for its attention. Being happy at work is one of the key signs of an employee's wellbeing. Only if an employee's attitude and disposition toward their work continue to improve will it be assumed that they are more content with their jobs.

Work satisfaction cannot be understood from just one term because it has a very broad scope. Job satisfaction is the term used to describe happy or positive feelings that come from evaluating a person's employment and professional experience (Permana et al., 2021). According to Tnay et al. (2019), job satisfaction is defined as a set of psychological and environmental factors that can lead someone to really express satisfaction with the task they have completed.

In order to validate this definition, consider how much job satisfaction is reflected by what makes people feel satisfied (Darmon, 2020). Extrinsic work satisfaction refers to characteristics of a job that are unrelated to it, such as compensation and management style, whereas intrinsic job satisfaction refers to responses to characteristics of the job that are relevant to it, such as expertise, autonomy, and variety (Spies, 2016). Employee fulfillment and work descriptions are some examples of internal job satisfaction (Yurchisin & Park, 2021). According to the premise that argues that employees behave better when they are more satisfied with their jobs, job satisfaction affects organizational citizenship behavior. Employees who are satisfied are more inclined to promote the company, more considerate of their teammates, and more supportive of task decisions (Vizano et al., 2021).

But disgruntled employees are hesitant to embrace the organization's objectives and ideals (Wu et al., 2020). Research on workplace psychology and organizational behavior is crucial. Two viewpoints can be used to evaluate psychological research (Albrech, 2021). The need to stay with the company by selecting a career and taking advantage of learning and development possibilities can also lead to job satisfaction (Tnay et al., 2019). Both types of perceived fairness are highly influenced by employee job satisfaction. Employees' perspectives on various parts of their work make up this factor (Choudhary et al., 2013). Also, it is typically investigated thoroughly, such as when a task's various facets are investigated or when the work is looked at as a whole. Mohammad (2021), employee work satisfaction is a phenomenon that serves as a gauge for how civil servants feel about their jobs, whether positively or negatively.

When a person's job and work experiences are evaluated, or when employees' attitudes and sentiments toward their work are examined, this is a pleasant or enjoyable emotional state that follows. This is known as the "end state of feeling," and depending on whether or not one's needs are met and satisfied, it may be a pleasant or negative experience. A civil servant who feels positively about their job is likely to have a high degree of job satisfaction, whereas those who feel negatively about their employment are likely to hold or have a low level.

Kuria (2020), believes that employees are most productive and content when they have a job that provides them with security from financial worry, recognition of their efforts, a fair grievance procedure, the chance to express their opinions and find solutions, participation in decision-making and management of workplace affairs, job descriptions, duties, and role specifications, opportunities for advancement, fringe benefits, and good pay.

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### **Relationship between employee motivation and productivity in the Civil Service**

Management in both public and commercial enterprises across the globe is very concerned with employee motivation and productivity. Employee motivation is an urge that emerges in someone, either consciously or unconsciously, to demand action with a specific aim geared toward achieving improved productivity in the public service. Mukoro (2007) asserts that civil officials should receive training and retraining in order to increase productivity. It may be a crucial element in lifestyle, education, or the workplace.

Employee motivational energy, according to Dal Forno & Merlone (2020), can make any job easier and faster. According to equity theory, motivation is typically a result of equity in social trade. Employees can actively participate in the organization if they have a solid awareness of organizational truth. Employees lessen their involvement as a result of the injustice they experience. According to Virgiawan et al. (2021), measuring employee motivation helps the public service attain the goals, behavioral persistence, and level of work-related intensity that are necessary to achieve desired productivity. A person's motivation for pursuing a goal can be influenced by situational inputs, individual preferences, and interactions, Kattenbach et al (2019). Increased utility is an implied motive for workers, who are proud of the fact that every organization, like the civil service in Delta State, can achieve a specific level. Given that the utility of choice may be a quadratic function of working hours, this supposition can be evaluated. The phrases motive and motivation have different meanings; in common speech, the term motive is used in specific situations. According to Yurchisin and Park (2021), psychologists generally use this phrase to describe persons who are believed to have a motivation for everything they do.

Ryan (2021) believes that some of the new task-oriented approaches to goals show the growth of employee motivation, whereas others complete work in any way to obtain excellent marks or avoid negative judgment from others. The value of hope, hope, and self-determination are three motivational concepts that, when considered collectively, demonstrate how one's motivation can develop in response to environmental factors (Setiyani et al., 2020).

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### **Theoretical Framework**

In this study, the Abraham Maslow Hierarchy of Needs Theory was used. In 1954, eminent psychologist Abraham Maslow proposed the Hierarchy of Needs hypothesis. He said that there are five different types of human wants, and that these categories can be arranged in a hierarchy from most to least important. They included requirements for things like fundamental or physiological survival, safety, belongingness, esteem, and self-actualization. He believed that a person's primary motivation is to meet their own physiological requirements before thinking about other people. This is due to the fact that a person's survival depends on meeting their physiological needs, often known as their basic needs. As a result, once these fundamental wants are met, they are no longer seen as the main sources of motivation by the person who now climbs the social hierarchy in search of satiating their desire for safety. When the need for self-actualization is satisfied, the process continues.

The rationale makes sense in the workplace since those who lack basic necessities like food, water, and air will struggle to contribute much to production because they will put in little effort at work. According to Jennifer and George (2006), people from all walks of life work hard to satisfy five basic needs: physiologic, safety, belongingness, esteem, and self-actualization. They asserted that these needs are arranged in a hierarchy, with physiological demands being the most fundamental and safety needs being the lowest. They held the opinion that the least important needs should be met before more important ones. This theory focuses on the idea that people are motivated by unmet needs and that satisfying demands at the base of the pyramid only encourages

people to pursue satisfying needs at the top (Maslow, 1954). According to this view, in order for a person to act in a selfless way, all of their needs—both growth and insufficiency needs—must be met. Hence, persons are moving towards progress, which is self-actualization, in so far as they are interested in gratifying their desires.

This implies that if their wants weren't met at work, such in the civil service, people would get demotivated and perform subparly in the discharge of their duties to the organization. Maslow argues that needs can never be fully satisfied since once they are partially met, they stop being motivating. Because of this, managers who wish to boost productivity must know where their staff members lie in the hierarchy in order to adequately motivate them. It is important to adapt motivational strategies to the needs of the workforce (Robbins, 2001).

Specifically in the area of public administration and management, this theory captured a knowledge of those factors within the civil service organization that may stimulate or effect a worker's behavior and levels of work performance. The idea holds that workers have a range of demands that are present at different times, and that only unmet needs can have an effect on behavior (Obikeze, 2005). In order to effectively persuade people to join the civil service, managers have a responsibility to identify and understand the present demands of the civil workers. Maslow's hierarchy of requirements basically advocated delaying the pursuit of higher-level motivators like esteem and self-fulfillment until lower-level wants like physiological and security needs have been satisfied.

Maslow (1954) developed five distinct types of human wants that were prioritized in order of significance, according to Sharman and Sadana (2017). These requirements are shown in the figure below in order of increasing importance.

#### Maslow's Hierarchy of Needs.

Self-Actualization Needs
Esteem (Ego) Needs
Social (Belongingness) Needs
Security (Safety) Needs
Physiological Needs

*Source: Adapted from Craft, L.Z, (1996:48).*

The following are detail explanation of Maslow five Hierarchy of Needs:

**Physiological Needs:** represents what is referred to as the basic human needs, or those needs at the base of the pyramid. These include the requirement to provide the satisfaction of the most fundamental natural needs, such as food, air, water, and shelter. According to Maslow, businesses should pay employees a salary or other compensation that helps them cover the costs of maintaining a decent quality of living. Managers, according to James and Stoner (2019), can help meet these needs by ensuring that employees receive salary that is sufficient to support them in meeting their needs.

**Security (Safety) Needs:** This is the need for safety, which includes the need for freedom from harm of any kind, whether it be to one's body, mind, or finances. After the most fundamental survival needs have been met, such demands are encouraged. They speak to a worker's desire for safer and more comfortable working conditions free from any risks or injuries. Companies aim to fulfill these goals by giving their employees safety packages, such as helmets, health and wellness programs, safety equipment, safety apparel, and boots, among other things. The goal is to ensure that employees are motivated to work hard and successfully carry out their responsibilities in an environment they perceive as safe, free from stress or harm. CEOs can help meet these requirements by offering sufficient job stability, health benefits, and safer working conditions.

**Social (Belongingness) Needs:** describes the need for a sense of love, approval, rapport, and belonging among the workforce. They begin once the necessary security conditions are met. These requirements open up opportunities for workers to connect and form bonds among themselves. When there is an atmosphere of acceptance, employees are motivated to do a good job at their work. Managing collective meetings like holiday get-togethers might help to meet those demands by encouraging interactive ties among employees.

**Esteem (Ego) Needs:** focuses on the desire of employees to feel loved and respected. It has to do with a worker's need to be respected and acknowledged. These kinds of needs are met when employees are rewarded for their numerous professional accomplishments and elevated. According to Maslow, this kind of desire arises after the need for belongingness has been met. Employees, for instance, are motivated to do well if they receive awards for noteworthy accomplishments at work.

**Self-Actualization Needs:** is a worker's drive to achieve personal improvement and self-satisfaction. The goal of employees is to develop and maximize their potential. In order to achieve self-satisfaction in their areas of competence and provide them the opportunity to be all that they can be, employees should be motivated to give the company their best efforts. An organization values self-actualized employees as valuable resources, and management can help meet this requirement by giving employees opportunities to make the best use of their abilities.

Abraham Maslow's hierarchy of needs, from the most basic to the most complex, is made up of the aforementioned needs. He claimed that people will make an effort to satisfy their most important demands first. In order to enhance employee performance, employers must find ways to meet their demands. This is due to the fact that employees are only motivated to work effectively if their needs are met.

## Research Method

The method of research is quantitative and as such the Cross-Sectional research design was used to interrogate job satisfaction, and employee productivity in selected ministries in Delta State Civil Service. The reason for this design is that it enables the researcher to elicit data in across-sectional study. The cross-sectional design helps the researcher to assemble extensive assortment of data from the field. The targeted population for this study was Two Thousand (2000) civil servants. This population was drawn from the staff strength of the three ministries selected for this study in which Ministry of Education had One Thousand, three Hundred (1, 300) staffs while Ministry of Works had Seven Hundred (400) and Ministry of Finance have Three Hundred (300) staff respectively. (Source: Delta State Civil Service Commission, Administrative Department, 2022)

The sample of this study comprised Ministry of Education, Works and Finance. The sample frame cut across the Junior and Senior Staff. The simple random sampling technique was used to pull out the sample size from the total population. This technique was appropriate for this study because it allows the selection of a group of people for the study from a very large population. Therefore, the sample size of this study was determined using Taro Yamame (1967) Formula Below:

$$n = \frac{N}{(1 + N(e)^2)} \quad \text{or}$$

$$n = \frac{N}{1 + N(0.05)^2}$$

Where;

n = is the required sample size for the population under study.

N = population under study = 2000

e = the margin error (MOE) which is (0.05)

Therefore, if the total population of the three ministries in Delta State Civil Service were 2000, the sampled population size will be:

$$n = \frac{2,000}{(1 + 2,000(0.05)^2)}$$

$$n = \frac{2,000}{(1 + 2,000(0.0025))}$$

$$n = \frac{2,000}{(1 + 5)}$$

$$n = \frac{2,000}{6}$$

$$n = 333.3$$

$$n = 333$$

## Analysis of Results

### Testing of Hypotheses

**H<sub>0</sub>**: There is no significant relationship between Employee Job Satisfaction and Productivity in Delta State Civil Service.

**Table 1: A Table of relationship between Employee Job Satisfaction and Productivity in Delta State Civil Service**

Source of Variation	Responses		Df	X <sup>2</sup> -Cal	X <sup>2</sup> -Crit.	Alpha Level	Decision
	Observed	Expected					
Strongly Agree (SA)	400	200	12	369	21.03	0.05	Significant
Agree (A)	200	200					
Strongly Disagree (SD)	330	200					
Disagree (SD)	70	200					

Source: Field Survey: 2023

As presented in the chi-square (x<sup>2</sup>) summary Table above, the calculated chi-square (x<sup>2</sup>) value of 369 is greater than the chi-square (x<sup>2</sup>) table value of 21.03. The null hypothesis which stated there is no significant relationship between Employee Job Satisfaction and Productivity in Delta State Civil Service is rejected. This means that there is a significant relationship between Employee Job Satisfaction and Productivity in Delta State Civil Service

**H<sub>02</sub>:** There is no significant relationship between Employee Motivation and Productivity in Delta State Civil Service

**Table 2: A Table of relationship between Employee Motivation and Productivity in Delta State Civil Service**

Source of Variation	Responses		Df	X <sup>2</sup> -Cal	X <sup>2</sup> -Crit.	Alpha Level	Decision
	Observed	Expected					
Strongly Agree (SA)	370	200	12	335	21.03	0.05	Significant
Agree (A)	360	200					
Strongly Disagree (SD)	180	200					
Disagree (D)	90	200					

**Source: Field Work: 2023**

As presented in the chi-square ( $\chi^2$ ) summary Table above, the calculated chi-square ( $\chi^2$ ) value of 335 is greater than the chi-square ( $\chi^2$ ) table value of 21.03. The null hypothesis which stated that there is no significant relationship between Employee Motivation and Productivity in Delta State Civil Service is rejected. This means that there is a significant relationship between Employee Motivation and Productivity in Delta State Civil Service.

## Discussion of Findings

Based on the analysis, the following findings were made There is significant relationship between job satisfaction and employee productivity in Delta State. To establish this point, the following findings were made: Job security helps employee to be committed with their organizational productivity, when there is job fairness and equity, it promote better productivity, job satisfaction reduces employee absenteeism and turnover. When employee feels better, it leads to productivity in the civil service and when employees are satisfied with the work environment, it leads to productivity. These findings are in agreement with the study of Spies (2016), who explains that job satisfaction lead to employee behaviour that supports organizational functioning. He further noted that job fairness in form of fair treatment and respect are evidence of the excellent treatment of employee in the organization. It was also in agreement with the study of Kuria (2020), who noted that employees in the workplace are highly productive and are the most satisfied when their job proffers them with security from economic worry, recognition of made efforts, spotless policy of grievances, opportunity to come out with one's opinions together with believed way-out, involvement in decision making and management of the workplace affairs, job description, duties and role specification, opportunity for elevation, fringe benefits, good payment structure, incentive plans together with allocation of monetary values, health and safety methods, social security, rewards, communication and atmosphere of mutual trust and respect.

There is significant relationship between employee motivation and productivity in Delta state Civil Service This finding was established through a rigorous study which indicates that employee training and development leads to productivity, conducive working environment increases employee productivity, promotion and recognition helps employee to put more efforts to achieve desired output and prompt payment of salary and increment help employee to be more productive. These findings were in line with the study of Gross and Friedman (2014), who see motivation as a long term incentives such as training and development. Mullins (2019), was in agreement with the findings, noted that extrinsic motivation is related to tangible rewards such as salary, fringe benefits, security, promotion, contract of service etc. while the intrinsic motivation is associated with psychological rewards such as the opportunity to use one's ability, a sense of achievement, receiving appreciation and positive recognition which lead to employee productivity in the civil service.

## Conclusion

The Delta State Civil Service is a critical agency of the government that is responsible for the administrative apparatus of the government. The promotion of sustainable human resource development for the productivity of the civil service have been critically appraised, with the conclusion that the civil service is still characterized by unambiguous aptitude of contradictory systemic malfunctions and profound character of administrative ineptitude, bureaucratic apathy and, personality decay. To this end, actualization of sustainable human resource development in the context of contemporary civil service in Delta State is a fundamental illusion and it is centered on appropriate motivational schemes that engender courage, commitment and steadfastness to achieve the desired result in the civil service. Employees in the civil service need to be given a sense of belonging by ensuring that their jobs are secured and satisfied. A committed and satisfied employee is an asset to the organization and as such need to be taking care off to deliver public good and service in the civil service.

## Recommendations

Based on the findings and conclusion drawn, the following recommendations were made:

1. Training and development is panacea for employee efficiency and as such the civil service and its human resource management department should endeavour to provide the needed training templates that would help the civil servants develop their careers in order to attain a more service-oriented civil service in Delta State



2. Staff promotion exercises should be carried out promptly in order to boost the civil servants' morale for increased productivity. Promotion and recognition should be based on educational qualification and merit.
3. Staff welfare and the working environment should be given particular attention for improved job performance. A conducive working environment, by way of providing essential tools and equipments that would ensure smooth and efficient operation in the civil Service Organization.
4. Human resource department in Delta State Civil Service should carry out reforms on policies of motivation that are capable of boosting civil servants morale for improved productivity
5. Prompt payment and increment of civil servants salary would go a long way in making them put more efforts for increased productivity in Delta State Civil Service.

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