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EFFECT OF MOTIVATION ON WORKERS SERVICE DELIVERY IN MINISTRY OF HOUSING ASABA, DELTA STATE, NIGERIA

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Abstract

The study focused on the effect of Motivation on Service Delivery of Workers in Ministry of Housing Asaba, Delta State. The main objective of the study is to ascertain the effect of Motivation on Service Delivery of Workers in Ministry of Housing Asaba, Delta state. This study sought to ascertain the effect of motivation on employee service delivery in Delta State Ministry of Housing. The study adopted descriptive survey design. The population of the study was the entire staff of the ministry which is one hundred sixty-five (165). Since, the population of the study is not much therefore, the entire population was used as the sample size which is one hundred and sixty-five (165). For the empirical review thirty (30) different scholars research work were reviewed in the related literature. However, two theories discussed for the theoretical framework such as Douglas Mcgregor theories of X and Y and Victor Vroom's expectancy theories, but the work is hinged on Douglas Mcgregor Motivational Theories X and Y of 1960. Structured questionnaires were used for primary data collection. Data collected were presented and analysed using simple percentage calculation and tables. Findings showed that good salary structure impact service delivery among workers in Delta state ministry of Housing Asaba Delta State. The study concluded that payment of bonuses motivates workers to deliver efficient services and employees put in extra effort when they expect to receive bonuses. It recommended

frequent bonus packages for workers, as well as good salary structure to enhance effective and efficient service delivery in the organisation.

Introduction

Motivation is a fundamental psychological process that initiates, directs and sustains goal-oriented behaviour. It arises when an individual experiences a need or deficiency that creates an internal tension, thereby stimulating actions aimed at satisfying the identified need. Nnabuife (2009) conceptualises motivation as an internal and external driving force that creates the willingness to perform an activity towards a desired end. Thus, motivation may be intrinsic, arising from personal interest, satisfaction and a sense of accomplishment, or extrinsic, resulting from external rewards, recognition, remuneration and other organisational incentives. In the workplace, motivation determines the willingness of employees to exert effort, persist in their duties and contribute towards organisational objectives.

Employees differ not only in their ability to perform assigned tasks but also in their willingness and commitment to perform them. Consequently, effective management requires mechanisms capable of stimulating employees' interest, commitment and productivity. From the perspective of self-determination theory, intrinsic motivation is strengthened when employees experience autonomy, competence and relatedness. These conditions encourage employees to internalise organisational goals and sustain high-quality performance.

In the public sector, motivation is particularly important because employees constitute the principal human resources through which government policies and programmes are implemented and public services delivered. Nwafor, Ojiako, Okonkwo and Onyeulo (2023) emphasise that “the quality of public service delivery obtainable in any country of the world is determined majorly by the productive capacity of her workforce” (p. 216). This position establishes a direct conceptual connection between the quality of human resources, employee productivity and effective service delivery.

Service delivery refers to the processes through which government organisations provide services, programmes and administrative functions to citizens. In the public sector, effective service delivery involves the provision of accessible, timely,

responsive and quality services that meet citizens' needs and organisational standards. Nwafor, Ojiako, Okonkwo and Onyeulo (2023) observe that “government is charged with the responsibility of providing effective services to members of the public”. Therefore, the effectiveness of public service delivery depends substantially on the competence, commitment, attitude and motivation of public employees.

The relationship between employee motivation and service delivery is further demonstrated by Nwafor, Ojiako and Umetiti (2023), whose study of the Anambra State Civil Service found that performance recognition positively influenced the quality of employee output, while welfare schemes significantly influenced employee job satisfaction. Their study also reports that employees' motivation and job satisfaction are influenced by organisational reward systems, including remuneration, recognition, promotion, training and welfare benefits. These findings suggest that appropriate reward and welfare mechanisms can strengthen employee commitment and productivity, with potential implications for the quality of services provided to the public.

Similarly, Okoye and Ojiako (2021) argue that effective feedback mechanisms provide employees with opportunities to contribute suggestions and express concerns about working conditions and organisational services. They state that a functional feedback mechanism creates “an avenue needed for members of the university workforce to make significant inputs and suggestions aimed at improving the quality of services”. This indicates that employee participation and responsiveness to workers' concerns are important dimensions of an organisational environment capable of promoting effective service delivery.

Against this background, employee motivation is particularly relevant to the performance of the Ministry of Housing, Asaba, Delta State, which is responsible for housing-related administration, urban development and associated public services. The effective discharge of these responsibilities requires a committed and productive workforce. However, persistent concerns relating to inadequate remuneration, delayed promotion, limited career advancement, poor working conditions, insufficient recognition and weak welfare provisions may undermine employee morale and commitment. They identified “lack of

adequate motivation," "poor attitude to work," "unfavourable working environment" and "inadequate remuneration" among major impediments to effective service delivery in the Nigerian public sector.

The situation therefore raises concerns about whether inadequate employee motivation within the Ministry of Housing, Asaba, may be contributing to low commitment, reduced productivity, poor work attitudes, absenteeism, employee turnover and delays in the delivery of housing-related services. Where employees perceive limited opportunities for recognition, advancement and welfare, their willingness to exert additional effort may decline. Consequently, examining the relationship between employee motivation and service delivery in the Ministry of Housing, Asaba, Delta State is necessary to determine the extent to which motivational factors influence employees' performance and the quality of services provided to citizens.

The study therefore, sought to investigate the effect of motivation on workers service delivery in the Ministry of Housing in Asaba, Delta State Nigeria (2015-2025) and how motivation strategies may be improved to enhance workers performance and service delivery.

The broad objective of this study was to ascertain the effect of motivation on workers service delivery in Delta State Ministry of Housing.

Specific objectives are:

1. To ascertain the extent to which promotion affect service delivery among workers in Delta state ministry of Housing.
2. To examine the extent to which bonus packages affect service delivery of workers in Ministry of Housing Delta State.
3. To ascertain the extent to which good salary structure affect service delivery among workers in Delta state Ministry of housing.
4. To determine the effect of regular mentorship/coaching and leadership opportunities on service delivery of workers in Delta state ministry of housing.

REVIEW OF RELATED LITERATURE

Conceptual Review

Motivation

Motivation is a fundamental concept in the study of human behaviour, particularly in organisational and workplace settings. It

explains why individuals initiate certain behaviours, the amount of effort they put into their activities, the direction of their efforts, and how long they persist in pursuing particular goals. In an organisational context, motivation is regarded as an important factor influencing employees' attitudes, commitment, job performance, satisfaction and overall effectiveness. Gagné (2019) explains that work motivation consists of energetic forces that originate within and outside an individual and influence the initiation, direction, intensity and duration of work-related behaviour. This suggests that motivation is not simply the willingness of an employee to work but a psychological process that determines the quality and persistence of an individual's effort toward achieving personal and organisational objectives.

Motivation can therefore be conceptualized as the internal and external forces that stimulate individuals to act in a particular manner toward the achievement of predetermined goals. Bandura (2020) describes motivation as processes that initiate and sustain goal-directed activities, emphasizing that motivational processes influence choice, effort, persistence, achievement and environmental regulation. From this perspective, a motivated employee is more likely to demonstrate willingness to undertake assigned responsibilities, persist when faced with challenges and direct efforts toward the attainment of organisational objectives. Motivation consequently provides an important link between an employee's psychological disposition and actual workplace behaviour.

Service Delivery

Service delivery remains a central concern in both private-sector management and public administration. It refers to the processes through which organisations design, produce, and provide services that meet the needs and expectations of customers or citizens (Osborne, 2020; Alzaydi, Al-Hajla, Nguyen, & Jayawardhena, 2018). Unlike the production of tangible goods, service delivery is characterized by intangibility, inseparability of production and consumption, heterogeneity, and perishability. Understanding how services are conceptualized, delivered, and experienced is essential for improving quality, efficiency, equity, and user satisfaction. This paper conceptualizes service delivery by examining its defining

features, major theoretical frameworks, quality measurement approaches, and recent developments in public service logic.

Contemporary scholarship treats service delivery as a process of value creation rather than the simple transfer of a finished product. Services are interactive processes in which value is co-created through the participation of providers and users (Osborne, 2018). In the public sector, service delivery has been defined as the combination of inputs into a production process that takes place in a particular organisational setting and leads to the delivery of interventions that affect citizens' well-being (Murray & Frenk, 2000). More recent work emphasizes that public services are best understood as services, not products, and that the overarching rationale of public service management should be value creation for users, citizens, and society (Osborne, 2020).

Promotion of Workers and Service Delivery

Promotion is widely recognized as one of the most powerful tools available to organisations for motivating employees and, by extension, improving the quality of service delivery. When employees perceive that hard work, competence, and loyalty will be rewarded with advancement, they are encouraged to exert greater effort, take on additional responsibility, and align their behavior with organisational goals (Elamalki, Kaddar, & Beniich, 2024). Conversely, where promotion practices are perceived as unfair, opaque, or influenced by favoritism rather than merit, motivation declines and service delivery suffers as a direct consequence (Sibonde & Dassah, 2021). This discussion examines the relationship between promotion and service delivery through the lens of motivation, drawing on expectancy theory, equity considerations, and recent empirical evidence from both public and private sector contexts.

Promotion functions as a motivational instrument because it satisfies both extrinsic and intrinsic employee needs. Extrinsically, promotion typically brings

higher pay, greater authority, and improved status, while intrinsically it signals recognition, competence, and personal growth (Kalogiannidis, 2021). Kalogiannidis (2021) notes that motivation can be intrinsic or extrinsic, and factors such as personal satisfaction, job security, promotion, and bonuses all interact to shape how committed an employee becomes to organisational objectives. When promotion is embedded within a broader system of rewards and recognition, it reinforces the belief that performance is noticed and valued, which in turn sustains effort over time (Uka & Prendi, 2021).

Bonuses as Motivating Factor among Workers

According to Lee & Steers (2017), organisational commitment is an essential element in increasing organisational productivity. organisational commitment is defined as, the emotional attachment that an employee felt for an organisation to adopts characteristics or perspective of the organisation, (Khan et al., 2016). To achieve this commitment, offering intrinsic and extrinsic incentives to employees is fundamental. Organisation productivity increases by minimizing negative aspects of HR such as turnover, absenteeism, lateness, withdrawal behaviour and resistance to change by using incentives to instill organisational commitment. Additionally, organisational commitment achieved through incentives improves organisational productivity by augmenting employee job performance, employee engagement, job satisfaction, and employee welfare.

Bonuses have a significant impact on performance and productivity that will contribute on ambidexterity of organisations. Also there is favourable relationship between bonus and worker productivity (Oloke et al., 2017).

Finncial bonuses and rewards also have been recognized as important variables in influencing employee performance in Jordanian travel and tourism establishments (Alfandi & Alkahsawneh, 2014). Rewards serve as motivators for workers, urging them to put forth effort and deliver better work, employees aspire to achieve financial incentives such as bonuses and performance-based pay because they offer concrete benefits. Non-monetary rewards like praise, chances for professional progress, or a nice work

atmosphere can also boost motivation and productivity.

Good Salary Structure and Service Delivery

Salary and Wages Administration is a critical aspect of human resource management that influences workforce morale, productivity, and overall organisational effectiveness. In Nigeria, this field has undergone significant changes in response to economic fluctuations, Labour market dynamics, and evolving public policy initiatives. The country's wage structure is shaped by several factors, including government regulations, collective bargaining agreements and socioeconomic conditions. The Nigerian Civil Service plays a vital role in implementing government policies and delivering essential services to the populace. The complexities of Wage Administration in Nigeria include addressing issues such as salary disparities, pay equity, and the impacts of inflation. Additionally, the Civil Service needs to navigate the challenges of bureaucratic inefficiencies, political influence, and budgetary constraints, all of which can affect salary determination and payment processes Onukwube & Nwankwo (2025). To use salaries as a motivator effectively, personnel manager must consider four major components of a salary structures. These are job rates, which relates to the importance the organisation attached to each job, payment, which encourages workers or groups by rewarding them according to their performance, personal or special allowances, associated with faction such as scarcity of particular skills or certain categories of information processionals or with long service, and fringe benefits such as holidays with pay, pension and so on. Akintoye (2020) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associates described money as the most important factor in motivating the individual worker to achieve greater productivity. Taylor advocated the establishment of incentives wage system as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Katz in Sinclair et al (2025) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, the worker would in all probability be motivated to accept the new job

offer. Money possesses significant motivating power in as much as it symbolizes intangible goal like security, power, prestige and a feeling of accomplishment and success.

Regular Mentorship/coaching and leadership opportunities on service Delivery

Mentorship, coaching and leadership development opportunities are important human resource development practices through which organisations strengthen employees' knowledge, skills, attitudes and capacity to perform their responsibilities effectively. In contemporary organisations, service delivery is increasingly viewed as an outcome of the interaction between employee competence, leadership behaviour, organisational systems and the quality of relationships between supervisors and employees. Consequently, organisations that deliberately provide opportunities for mentoring, coaching and leadership development are better positioned to develop employees who can respond effectively to changing work demands, solve problems and provide services that meet expected standards. Recent evidence from Nigeria indicates that mentoring can make a significant contribution to service quality, particularly when it is integrated into organisational culture and career development systems (Edema et al., 2024).

Mentorship refers to a developmental relationship in which a more experienced or knowledgeable individual provides guidance, support, encouragement and professional insight to a less experienced employee.

Theoretical Framework

This paper adopts the Mcgregor theory XY as a framework for analysis. The Theory X and Theory Y are the theories of motivation given by Douglas McGregor in 1960's. These theories are based on the premise that management has to assemble all the factors of production, including human beings, to get the work done. McGregor believed that management can use either of the needs to motivate his employees, as grouped under theory X and theory Y. Theory X relies on the authoritarian style of management, where the managers are required to give instructions and keep a close check on each employee. The theory x assumed, the employees are not motivated, and they dislike working.

METHODOLOGY

Research Design

The research design adopted for this study is descriptive survey design.

Area of the Study

The area of study is Delta state. Delta State was created on August, 27, 1991 out the former Bendel State. The population of Delta State is estimated to be over 5.6 million people and covers a landmass of about 17,440square kilometer.

Sources of Data Collection

In this research work data were collected from both primary and secondary Sources.

Population of the Study

The population of this study are the entire workers of Ministry of Housing, Delta State.

S/N	Department/Unit	Number of Staff
1.	Administration department	21
2.	Department of Finance and Accounts	14
3.	Department of Planning, Research and Statistics	16
4.	Public Building Department	17
5.	Department of Maintenance	20
6.	Department of Building & Services	18
7.	Department of Residential building	16
8.	Special Project Unit	14
9.	Education Project Unit	15
10.	Health Project Unit	14
	Total	**165**

Source: Department of Delta State Ministry of Housing, Asaba.

Method of Data Collection

The method used for data collection is the questionnaire instrument.

Method of Data Analysis

Data was analysed by using the mean method of data analysis in order to establish the level of rejection and acceptance of various variables.

Mean: $\bar{X} = \frac{\pounds fx}{N}$

Where:

X - Mean

£ - Summation

F - Frequency

X - Scale value response

N - Number of Questionnaire/sample size

Nominal Values is assigned to the rating scale thus:

Strongly Agreed (SA) - 4

Agreed (A) - 3

Disagreed (D) - 2

Strongly Disagreed (SD) - 1

$X = \frac{4 + 3 + 2 + 1}{4} = \frac{10}{4} = 2.50$

Decision Rule: Group mean score of 2.50 and above was accepted while that below 2.50 was rejected.

Mathematically $\overline{X} < 2.50$ rejected

$\overline{X} \geq 2.50$ accepted

Summary of Findings

1. Promotion of wokers affect service delivery among workers in the Ministry of Housing Delta State. This finding was discovered from the mean of 3.52 which is an accepted mean above 2.50 this implies that Fair and timely promotion enhances worker's efficiency in the ministry of Housing Delta state Asaba.
2. Bonus packages motivate workers for efficient service delivery in ministry of Housing Delta state. This finding is derived from the mean of 3.16 which is an accepted mean in line with the decision rule for acceptance and rejection. This therefore affirms that which states that payment of bonuses motivates workers to deliver efficient services in the Ministry of Housing, Asaba Delta State.
3. Good salary structure impact service delivery among workers in Delta state ministry of Housing Asaba Delta State. This finding is derived from the mean of 3.41 which is an accepted mean in line with the decision rule for acceptance and rejection. Thus a good salary motivates workers to improve their service delivery and employees who are well-paid tend to be more committed to their duties.
4. Effective mentorship/coaching and leadership opportunities impact service delivery among workers in Delta state ministry of Housing. This finding is derived from the mean of 3.36 which is an accepted mean in line with the decision rule for acceptance

and rejection. This therefore affirms that effective mentorship and coaching improve workers' ability to deliver quality services and employees who receive proper guidance from supervisors perform their duties more efficiently.

Conclusion

Conclusively, from the findings of the study we can draw the following conclusions

1. Promotion of wokers affect service delivery among workers while delayed promotion reduces morale and leads to poor service delivery among employees.
2. Payment of bonuses motivates workers to deliver efficient services and employees put in extra effort when they expect to receive bonuses.
3. Good salary structure impact service delivery among workers while inadequate salaries negatively affects workers' performance and service delivery.
4. Effective mentorship/coaching and leadership opportunities impact service delivery among workers This is because leadership opportunities motivate employees to improve their service delivery while effective mentorship and coaching improve workers' ability to deliver quality services.

Recommendations

In view of the findings and conclusions drawn from the study, the following recommendations are made:

1. Organisations should practice fair and timely promotion of employees so as to enhance job satisfaction and improved engagement to ensure maximized service delivery.
2. Organisations should ensure they make regular bonus payments to workers this will motivate them to improve commitment to their duties and of course produce optimum service delivery.
3. Organisations should ensure fair and competitive salary structure for workers to motivate them, this will play a significant role in determining the quality of service delivery.
4. Organisations should ensure effective mentorship and coaching to improve workers' ability to deliver quality service delivery.

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