



## **Non-Economic Factors And Service Morale Of Civil Servants In Rivers State**

<sup>1</sup>Igwe, Roland Uchechukwu, Ph.D & <sup>2</sup>Wosu, Madubochi (Ph.D)

<sup>1</sup>Sociology Department  
Ignatius Ajuru University of Education  
Rumuolumeni, Port Harcourt, Nigeria  
[Igweroland79@gmail.com](mailto:Igweroland79@gmail.com)

<sup>2</sup>Sociology Department,  
Faculty of Social Sciences,  
Rivers State University Port Harcourt, Nigeria  
[madubochi.wosu@ust.ng](mailto:madubochi.wosu@ust.ng)

### **ABSTRACT**

The role of motivation in the achievement of organizational objectives has long been considered an important field for study. The question of motivation and human behaviour in working groups is no more the concern of behavioural scientists as it is that of the managers. An inescapable conclusion from the work of Herzberg et al (1996) is the fact that pay packets and fringe benefits are taken for granted by employees and they do not per se serve as primary motivators. On the other hand, certain factors (researcher's coined non-economic factor) which contribute to human dignity, may not entail any monetary gains but to the individual may mean quite much and when they are present, they create a very good and healthy atmosphere of job satisfaction and when they are absent the result is frustration and demotivation. In this study, Questionnaire, interviews and observational techniques were used as the main instruments for collecting primary data. Z test of means was used in testing the hypotheses. The result showed that a motivational factor other than monetary benefit is a measure in the effective functioning of the civil service. The study recommends that Government should provide employees with jobs that offer greatest challenge, diversity and opportunities for personal satisfaction.

**Keywords:** Non-Economic factors, redundant job dissatisfaction, productivity.

### **INTRODUCTION**

Nigeria has developed from a predominantly agricultural society to an evolving industrial society with a higher level of education and technology and a higher level of living. Within this period the country has experienced many changes in the leadership by way of coups and counter-coups, civil war and states creation with all their attendant problems Uduchi (2000). In all these processes the civil service and indeed the public service has remained the faithful agent which has carried on the business of government and governing. Over the years, the service has suffered some reverse. It has lost the security of tenure which over the years had remained one of the hallmarks of the conditions of service for civil servants. There are cases of general purge, terminations and redundant in the civil service. There have been salary reviews and increases, and the workers take home pay today is quite substantial, yet it does appear in the service. And we claim that to increase the morale of the staff, a number of other factors are important than income. The aim of this study is to explore how non-economic variables, such as accomplishment, job

security, appreciation, growth, career improvement or job satisfaction are required to improve work values, commitment, decision-making and management styles.

### **Review of Literature**

Among the outstanding studies that have provided a proper theoretical framework relating to work motivation are, McClelland (1981), Mackenzie (2003), Steers and Porters (1999), Murray (1978), Herzberg (1966), Katz and Kahn (1977), Katz and Hahn (1970), Lawson (1992) and Metzger and Mauler, (1976). It is easy to see how beliefs about one's job (e.g) the job is risky uninteresting, dirty etc can lead to a negative job attitude e.g job dissatisfaction which in turn can lead to the behavioural intentions to leave or to reduce effort(s) on the job. Such behavioural intentions are then translated into actual behaviour assuming the individual is able to carry out his or her intentions, Steers and Porter (1999). While some researchers have tied satisfaction with productivity, some believe they are not correlated or at least there is no causal relationship between the two. It has been argued that there is little evidence to show that high morale leads to high productivity. Just as the reverse maybe true, morale for example maybe low in a concentration camp, yet production maybe very high. Similarly, workers may well be satisfied to 'goof off' in a department where work peace is extremely slow, Katz and Kahn 1977. In most studies, job satisfaction is used loosely to situation of overall liking form the content of the work process. Hence job satisfaction gratification of the higher occupation levels can be due to the pay, the greater of the calling, the hours of work or working conditions and the like. For this reason, it is important to hold constant factors other than nature of the work in comparing the satisfaction derived from jobs varying in levels of skills and complexity, katz and Kahn (1970).

### **METHODOLOGY**

Given the above theoretical framework, an attempt is made to examine the nature of these non-economic factors. This is with a view to determining the effect of these factors on work motivation and subsequent productivity. In achieving the above objective, both observational and explanatory methods are used, especially as it probes into the relationship between "non-economic factors and service morale" in the Rivers State Civil Service. Also, a questionnaire was used for the collection of relevant data. The target population for this research consists of 1,000 civil servants drawn from every class and cadre of the Rivers State Civil service, based on accidental sampling procedure. An accidental sampling means a non-probability sampling involving a non-systematic selection of cases which happen to be available. For instance, a researcher who stands by the university gate asks five (5) students questions as they move individually into the campus, is engaged in accidental sampling, Black and champion (1976:302). One thousand copies of questionnaire were distributed to those respondents on the basis that each respondent were above eighteen (18) years of age and was able to read and write. On the whole 816 copies were properly filed and returned, based on Likert Scale of Strongly Agreed (SA), Agreed (A), Undecided (UD), Disagreed (D) and Strongly Disagreed (SD). These were analyzed using the z-test method of data analyses.

### **DATA ANALYSIS AND DISCUSSION**

The data collected is analyzed based on what transpired in the field. Our data confirmed the importance of these non-economic factors for productivity as shown below:

#### **Hypothesis II:**

There is no significant relationship between achievement, job security and recognition and productivity in the civil service.

**Table 1: Job satisfaction and productivity**

Item description	SA 5	A 4	UD 3	D 2	SD 1	Total Responses
Work achievement brings satisfaction to the workers	334	205	175	92	10	816
Security of tenure makes workers happy	248	396	66	56	50	816
Job recognition makes workers thick	252	334	90	140	0	816
Frequency	834	935	331	288	60	2888
Σ Ranks Frequency	4170	3740	993	576	60	9539

$$Z_t = \frac{\text{Total Frequency}}{\Sigma (\text{Ranks} \times \text{Frequency} (n))}$$

$$= \frac{9539}{2448} = 3.896$$

$$X = 3$$

**Decision Rule:** Acct the hypothesis if the computed value is greater than the critical value. Otherwise reject it. We reject the hypothesis that there are no substantial ties between achievement, job protection, appreciation and productivity on the basis of this principle. This conforms to Katz and Kahn (1970) who justified that high morale leads to high productivity. Steers and Potter (1999) sees the benefits of positive job attitude which is translated to high turnover. However, the researcher is aware of the intricacies and has asserted that when worker's job are secured as was obtainable in the civil service of the old, coupled with the workers achievements and recognition, no doubt there will be a sign of joy which may be translated into high morale and subsequent high productivity.

**Hypothesis II:**

There is no meaningful relationship between career satisfaction, success and obligation, and high morale.

**Table II: Motivation and high Morale.**

Item description	SA 5	A 4	UD 3	D 2	SD 1	Total Responses
Job enriched bring about high moral and motivation	281	263	70	92	10	816
Job advancement by way of promotion etc can raise workers morale	240	390	66	62	58	816
Job responsibility brings about job motivation and subsequent high morale	271	394	16	134	1	816
Frequency	792	1047	152	288	69	2448
Σ Ranks Frequency	3960	4188	456	576	69	9249

$$Z_t = \frac{\text{Total Frequency}}{\Sigma (\text{Ranks} \times \text{Frequency} (n))}$$

$$= \frac{9249}{2448} = 3.778$$

$$X = 4$$

**Decision Rule:** Acct the hypothesis if the computed value is greater than the critical value. Otherwise reject it. Based on this rule, we reject the hypothesis which states that there is no significant relationship job enrichment, job achievement, and job responsibility and high morale. This work justifies Lawson (1992) who asserted that workers find more pleasure when their job is rich and there is subsequent growth and responsibility than when job is uninteresting. Hertzberg (1966) finds adequate satisfaction in his research when he tested the relationship between non-economic factors and job satisfaction. He identified two groups which he identified as satisfiers and dissatisfies. Above all he discovered the importance of non-economic factors as satisfiers while salary, company policy etc were grouped as dissatisfies. Based on the above assertions, the researcher has discovered the value of non-economic factors for work motivation. This is because these factors will make the worker more dedicated and service oriented.

**Hypothesis III:**

There is no significant relationship between pay packet and job morale.

Table III: Pay Packet and job Morale

Item description	SA 5	A 4	UD 3	D 2	SD 1	Total Responses
Pay packet is necessary condition for workers satisfaction	51	51	170	263	281	816
Workers value high pay rise without any good working condition	59	68	193	290	206	816
Workers can survive without better working condition	4	0	57	458	297	816
Frequency	114	119	420	1011	784	2448
Σ Ranks Frequency	570	476	1260	2022	784	5112

$$Z_t = \frac{\text{Total Frequency}}{\Sigma (\text{Ranks} \times \text{Frequency} (n))}$$

$$= \frac{5112}{2448} = 2.088$$

$$X = 2$$

**Decision Rule:** Acct the hypothesis if the computed value is greater than the critical value. Otherwise reject it. Based on this rule accept the hypothesis which states that there is no significant relationship between pay packet and job morale. The implication is that pay rise and high job morale is not related. Supports the Hertzberg (1966) research who asserted that salary or pay rise does not justify high morale and productivity. Murray (1978), Katz and Katz (1970) and Steers and Porters (1981) all lay claims to the importance of non-economic factors as against rise in pay packet as the determinants of high morale and productivity. In view of the above, the researcher is fully convinced that pay packet is not a necessary and sufficient condition for job motivation and high morale.

## **RECOMMENDATION**

Based on the findings of this study, we recommend that:

- i Government should be sensitive to variations in employee's needs, abilities and traits and not apply a blanket treatment to all.
  - ii Provide employees with jobs that offer greatest challenge, diversity and opportunities for personal need satisfaction.
  - iii Job attitudes of their employees to be monitored on a continuing basis as a deliberate policy and practice and to use such information as a motivational barometer to identify potential trouble and problem spots.
  - iv Employees should be involved in the processes aimed at attaining organizational effectiveness because without their cooperation and support, a great deal of managerial energy may be wasted.
- If the above recommendations are strictly implemented, the notion of laxity, ineffectiveness, truancy etc in the Rivers State Civil service will be part of history.

## **CONCLUSION**

Based on the result of this study, and the contemporary challenges on productivity it is clear that factors such as achievement, job security, job recognition, advancement, job enrichment or the job satisfaction, responsibility, decisional participation and management style among others are the key players for job motivation and high morale. It is the absence of these factors that has caused a crack on workers morale. This was informed by the fact that the seeming low morale in the civil is that the service or government is not nurturing the motivating factors necessary for the efficient up keep of the service. It is suggested that a number of factors other than money are needed to raise the morale of the workers. Therefore, an expression seems to have come to stay among civil servants in the country and Rivers State in particular. The expression is "there is no longer any morale in the service". Whatever this phrase means, it carries a connotation of dissatisfaction and low productivity: There have been salary reviews and increases, and the workers take-home pay today is quite substantial, though, global inflation and rising cost of commodity, have come to offset the positive effect yet it does appear that the civil servants are not happy with things as they are in the service. Perhaps this is why Hertzberg (1966), Katz and Kahn (1977) and Steers and Porters (1999) were optimistic on the positive effect of non-economic factors for job productivity in the civil service.

## **REFERENCES**

- Black J. and Champion D. (1976): *Methods and Issues in Social Research*. London, John Wiley and Sons Inc. p.120.
- Hertzberg, F. (1996): *The Motivation through the Design of work: Test of a Theory, organizational Behavioural and Human performance* Vol. 16.pp 230-231.
- Katz and Kahn (1970): *Human Organization and workers motivation*, in Tripp (LR) (ed) *Industrial Productivity and Industrial Relations Research Association*. p.180.
- Katz and Kahn (1977) *productivity, supervision and morale in an office situation*. Institute for social Research. Pp110-111.
- Lawson, C.O (1992); *The Role of Civil Service in a military Regime*, the *Quarterly Journal Administration*, vol. 111 No. 2 January.P.12.
- Mackenzie, W.J. (2003): *Central Administration in Britain*, London, Logman's Green. P.172.
- McKenzie, D.C (1981): *Assessing Human Motivation*, New York, General learning Press.p.330.
- Metzner and mauler (1976) *Employee Attitudes and Absences*. *Personnel Psychology* vol.(vi).p.10.
- Murray A.A. (1978).*Explorations in Personality* New York, Oxford University Press.p.188.