

## Catalyst for Policy Making Institution: Employees' Motivational Factor and Work Output and Efficiency

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### **Abstract**

*This paper "catalysts for policy making institution: Employee's motivation factor and work output and efficiency" is the view that the reason way there is failure in the efficiency of an organization is because of lack of motivation of employees. It also notes that this affects policy making negatively. It is with this in mind that this paper notes the way out of this predicament in companies or organizations that policy makers should seek to make policies that will sufficiently motivate employee since this can spure them to work effectively. The concluding remark of this paper is that if policies enacted do not motivate employees there is bound to be low productivity, but that if employees are sufficient motivated there is bound to be efficiency in productivity. Thus, policy making is a catalyst that can rapidly enhance the efficiency of employees. Employee's motivation undoubted remains a potent and visible tool in social and work place engineering especially in the contemporary times. This underscores the seemingly rapid rate at which many organizations in the world are fast embracing and internalizing and strengthening the existing institutional, structures and processes to take advantage of exploring the workforce for sustained expansion for productive capacities and dynamism as well as genius commitment to enhance output and innovativeness. This paper contends that inefficiency in our workplaces is principally a product of de-motivation of employees, thus throwing up a number of challenges until and unless a credible, responsible, responsive and reinvigorated employee motivational scheme is put in place in Nigeria, achieving sustainable efficiency may be doomed for.*

**Key words:** Policy making, institutions, Employees, Motivational and output and Efficiency

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### **INTRODUCTION**

Management owes much to its employees, who are the life-blood of policymaking institution. Through them, management is able to convert resources into output to achieve the objective of the policy makers. Managing employees then is the most basic task necessary for the success of any business. If employees are not sufficiently motivated, the policy makers will suffer in term of low productivity, high absenteeism and labour turnover. The rise of powerful labour union in this country and the incessant strike actions embarked upon by the Nigerian works in recent years can be attributed to the insensitivity of management to the interest and welfare of employee's (Hindle 2008).

Recently, however, most policy institutions have started to assume the responsibility of motivating employees through the provision of favourable working condition, health care services, safety at work, opportunity for development, fringe benefits and pension plans. In industrial developed countries, particularly Japan, it is such schemes that have made the moral and productivity of the average workers unparalleled in the modern world.

The term motivation is derived from the word “motive” which means needs, desires, wants or drives within the person. It can also be based on human effort towards rapid social, economic, cultural and political development which aim at obtaining efficiency within a policy output. Employee’s motivational development is based on policy formulation, the role in feasibility and experimentation (Ikelegbe, 1994). This provides a base for decisions on the set or establishment of programmes through information on the need for the programmes, their appropriateness, the cost and benefits of available alternative (Byars & Rue, 1997).

Williams role (2006) pointed out that the major problem of an employee within the institution of policy making is not in developing relatively sound policy alternatives but in failing of consider the feasibility of implementing these alternative. He further added that efficiency of workers contributes immensely to employee motivational improvement and performance. Efficiency is measured in ratios, it is the output per input. More recently efficiency measurements have related input to programme organizational activities performed and also to objective attained. Besides, efficiency of workers is not common in public programme because they rarely emphasize efficiency in input-output terms. This paper sets out with objective to established the relationship between employee motivative factor and work output efficiency in policy making set up.

### **Employee’s motivational factors and workers output in policy making institution**

Every employee in an organization has a multitude of social needs that acquire for more resources than are available in employee’s for satisfying those needs (Etuk, 1985:p. 131). Policy making institutions therefore are often looked up to or called upon to provide some of these resources. As observed by Richard Eells some of employee’s motivational factors and workers output includes;

#### **Leadership style**

Leadership style plays an important role in management and performance in an institution of policy towards achieving an organizational goal. It also involves developing and communicating a vision for future, motivating people and securing their engagement. The style leading to the adoption may affect the subject (subordinates). The success of a leadership depends on its subordinates performance can be affected by structural aspect such as confidence of the subordinate, experience, the need and the perception of the subordinate. It is based on the understanding, characteristics and corporation of the subordinate and the management. It terms to inspire other, persuade others willing to behave differently, clarifying what need to be done and why, communication a purpose to their team sense and getting their team into action as the team to be achieve. Leadership style can be a source of motivational factor in policy system (Azuka, 2013).

Management by Objectives (MBO), the most motivational techniques used by management that emphasis establishing clarifying and operationalizing objective such as different set of activities, operations and personnel within the organization or programme could be directed and managed in accordance with and to achieve such. The belief is that the clarification of purposes and planned organization to achieve them is considerably important to efficient and rational management and effectiveness. MBO is not just a technique however, it is a philosophy or belief in subordinate – manager particularly in goal setting and management and cooperation in the joint act of achieving effectiveness. MBO is characterized by first a belief in goal setting and clarification and the management of resource activities and personnel to achieve them. The main objectives is goal attainment. Secondly this characterized by manager participation in the crucial area of goal setting work allocation and evaluation.

Management by Objective (MBO), in fact requires all managers, and subordinates or otherwise to jointly identify and set goals, delineate responsibilities, set performance measures and evaluate to enhance organizational performance or output. It further requires a system of incentive and reward based on individual contribution to goal attainment. This is aimed at further stimulating performance appraisal and rewards based on contributions particularly in enhancing high performance in organization.

### **Job enrichment**

Every employee has a multitude of social needs that require far more resources than are available in the employees satisfying those need (Etuk, 1985). Policy makers, therefore, are often looked up to or called upon, to provide some of those resources as observed by Richard Eells policy making is multi-disciplinary, it draws on the knowledge, methods, techniques, theories and models developed in political science, economics, law, psychology, sociology and engineering (Ikeegbe, 1996:7). In job enrichment, the job remains essentially unchanged. This is done through acquiring new skills, knowledge and the motivational benefits of job enrichment are not usually experienced. It entails employee's responsibilities often of a high order and expensive to an institution in the United States from where it originated.

The scope and use for the term employee motivation is restricted only to the local and national levels. Many employees have been responding favourably, though marginally, to the needs of the various policy makers in which they operate. At the local level they have been offering assistance both financially and materially to the handicapped and other disabled persons as well as to the less privileged persons such as orphans. At the national level our employees have become frontiers in offering support for supporting, artistic and cultural activity in the country. Most of the popular football clubs in this country, for example are owned and sponsored by policy makers.

In the field of education and community development, our policy making institution accept certain key responsibility aimed at improving the quality of life of people. Institutions like the Nigeria National Assembly (House of Representative and Senate) States Houses of Assembly, etc. apart from awarding secondary scholarship to children of their employees, they also award university scholarships to deserving Nigerian studying in any of the national university (Akpama, 2004). There are, however, certain aspects of social responsibility to which the employee has not be responsive. The attitude of an employee toward a clan and health environment entails the amount of policy to be made within and outside to enhance workers output.

### **Job enlargement**

For a job to be interesting or varied so that it is more rewarding, it means an employee within a policy making need to be motivated. This can either be historically, culturally, socially, and economically. It must focus on government programmes or course of action of individual or a corporate action of event which stands for various motivated degrees goal articulation and normative in the literature of art and social science, bounded by what should constitute policy framework (James, 2000). Government policies and programmes affect the level of an employee's development through the cost and benefits available alternatives, the net values of each alternative and other aspects are crucial to programme design, formulation and establishment for the development of workers within a given institutional perspective, evaluation, assessment, potential for successful implementation and performance. The determination of programme feasibility, workability or practicable has often been neglected in efficiency policy making institution.

Almond, Powell, Strom and Dalton (2004) point out that job enlargement is obtained through effective and efficiency policy made, that is government should motivated employees based on

policy provision for example, effective housing policy, monetary policy, population policy, trade policy government policy is measured in the sector has shifted from encouragement of industrial expansion by indigenous economic agents and actors to one of providing incentives in form of tax relief, accelerated depreciation allowance, tariff protection for finished products, import duty relief on import raw materials, government direct participation in manufacturing concerns and active encouragement of foreign investment.

Technological transfer no Nigeria takes the form of a number of motivation policy measure such as;

- i. Liberalization of expatriate quote allocation
- ii. Guidelines for payment of royalties, licenses and technological service
- iii. Creation of centers for management, legislative institutions and industrial training funds that is expected to promote skills and knowledge among Nigerian businessmen.

Trade policy consists of measures undertaken to promote economic activities between two or more countries for the purpose of stimulating and sustaining overall economic growth and development. Adam Smith maintains that the existence of idle resource of land, labour lead to the use of the excess resources to product a surplus of goods for exports thereby venting a surplus productive capacity that would otherwise be used.

Joseph (1976) reported that, motivation of workers enable manager to make decision job enlargement of the efficient and effective allocation of resource projects and activities based on internal assessment. It provide information as to changes in administrative processes, personnel and operation which will lead to improved workers conditions in the place of work.

Akintoye (2001) points out that money is the most significant motivational factor of policy making institution. It is a tool for development and efficient motivating instrument or an employee or worker in an organization. Taylor (1909) in his scientific management added that money is an instrument of empowering industrial workers to achieve greater productivity. He further advocated for the establishment of incentive wage system as a means of encouraging workers to high performance, productivity, commitment, and eventually, satisfaction. Money within the policy making institution is a productivity power in Policy Making Almond, Powell, Stron and Dalto (2004). It has a motivating power in as much as it symbolizes intangible goals of an organization, security, power, prestige and feeling of accomplishment and success. Sinclair (2005) described motivating power of money through the process of job choice and job satisfaction. He further added that money has the ability to attract, retain and motivate an employee or worker towards higher performance. Bankoko (1996) states that many policy makers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job. The interest of being promoted and earn higher pay may also motivate employees.

Staff training is an undependable process of motivating workers. No matter how automated and organization may be, higher productivity depends on the level of motivation and efficiency of the workforce. Policy making must have good training programme as this will give policy making institution professionals opportunities for self-improvement and development to meet the challenges and requirements of new techniques of performance.

Information availability and communication, relevant information and communication stimulate motivation amongst the policy making institution. Olajide (2000), point out that the framework of research is seen that, there is need for improvements in the way department commitment, cooperate and collaborate with one another. Information available within policy makers bear a

powerful peer pressure where two or more people running alone or running without awareness of the pace of the other runner. This study tends to improve workers performance and job satisfaction. However, brow and Shephere (1997) point out four categories of factors militating against communication and information to include; knowledge base, technical skills, values and beliefs. He further added that, it serves as a source of motivation. Some other motivating issues were salaries, fringe benefits, job security, physical surroundings and safety.

Salary, wages and conditions of services; salary is a sinews of motivational effectiveness among the policy makers, personnel managers and employee within an organization. It is a tool of encouragement to barite effectiveness and efficiency in ones place of work. This is based on the salary structure which relate to the important of an organization attract to each job, payment, which encourages workers or employees by rewarding them according to their performance, personnel or special allowances, associated with security of particularly skills, fringe benefits such as annual leave with pay a clean and healthy environment entails amount of policy to be made within and outside to enhance workers output.

### **Catalyst for policy making institution as determined by an employee**

Employee's policy making could be determined through a well situational, structural, cultural and other environment factors. These aspects area combination of the political and socio-economic variables but the difference is the abroad respective (Ikelege, 1994:109).

The situational aspect lay emphasis on every facet of an environment that an employee finds himself as consequential to policy making. This system seems environment as an output of the political system. This is based on the Easton's system framework for analysis of situational aspect. The employee environment consists of the objective conditions and forces that generate demand and supply inputs. Support consists of adherence to laws or positive orientation which promote situational environment aspect such as loyalty and patriotism. Demands are the articulated needs, problems and aspirations which brought to bear upon the political system. Situational aspect consists of the institutions, processes and personnel of government which are authoritative allocations or output as the catalysts of policy making institution. Policy markers are therefore the reaction of political system to environmental demand and pressures. The nature and content of employees, therefore depend on the volume and intensity of demand and the charismatic of political system. This affects the efficiency of employers and a negatively feedback and information feedback into the political system on the performance of the outputs. This may lead to new institutions or to the modification of existing institutions (Katok, Osakpa, Okon and Lebo, 2016).

Situational aspect has advantage or insight into the totality of the employees and into the interactions between the component parts. It also places before the policy instruction several relationships and questions of interest for investigation. Some of the relationships and questions, for example, what is the relationship between environmental input by workers and employee's efficiency? How does the implemented policy institutions affect feedback, the environment and the structures and process for policy implementation.

However, it is believed that situational aspect fails to recognize that the characteristics of employee motivational factors and itself may have considerable independent effects on the content of policymaking institutions. Thus sometimes, it is not the environmental input that is converted but policy is the result of the characteristics, interrelations, values, bargaining and consensus with the political system itself (Cole, 2005).

The political and economic structural variable also influence constrict or enlarge the course of employee action in an institution or organization. Whether the regime is military, monarchical,

civil democratic or whether the legislative, executive, relation is cordial antagonistic or governed by executive dominance to have consequences for public policy. So also is the nature of economic variable. For example, the level of availability of natural or other resources, the national income and gross national product, the industrial and agricultural base and the nature and extent of public sector participation and control have consequences for the direction, type and content of motivational factors. Perhaps, it may be apt to demonstrate the actual policy determining effect of two political variables. The bureaucracy or public administration of a state and the past commitments of a state have been found to have independent causative and facilitating effect on organizational efficiency. Bureaucratic structures, characteristics capacity and personnel tend to influence the direction, nature and content of public making. Difference in bureaucratic characteristics, for example, have been found to account in part for differences in workers output. The policy role of bureaucracies in suggesting, formulating, advocating and executive policy particularly place bureaucracies in a strategic place in policy determination. The preference, interest, values and perception of bureaucratic officials and apparatus is an important influence in facilitating environmental pressure and even more existent pressure into policies (NYSC Orientation Series, 1980).

Past policy output, policy expenditure and patterns of action, have been found to influence correct policy activities, policy makers, bureaucratic organization institutions and personnel tend to prefer incremental changes. This is mainly because of several constraints and political expediency particularly the need to ensure consensus and acceptance. New policy output and efficiency of worker's output therefore tend to be built on the old and are therefore marginal the past policy output therefore predicts the present actions.

Social and cultural variable also influence the course of policy action. The demographic structure and factors of a nation may influence policy because it determines the needs, desire, interest and demands of a nation. When a nations demographic structure, for example, is predominantly youthful, then the demands and need for expanded educational facilities would be imperative. The religious inclination and other cultural values whether political or social may also affect the direction and content of policy and workers output. The values, beliefs, customs and attitude of a people set the frame of demand expectation and operative rules for policy makers and workers' output. It sets the preference the acceptable courses of policy output and other parameters which should guide policy making activity in any state.

The predominant culture of a state influence and guides policy output, that is, antisocial beliefs, values and customs. Equally related to this is the ideological inclination of the dominant policy actors and the state that is ideological tenets that dictate policy direction and output. In fact economic, social welfare, unemployment and even inter-state policies tend to be influenced and may in fact be made in consonance with the dominant ideological framework of a State (Development Administration in South-Eastern State, 1973).

The technological development of a nation may have influence on certain facets of policies particularly those that relate to employment, enrichment and promotion or have to do with technical placement and expertise as it pertains to employees living, placement, emoluments and other fringe benefit. Advanced technological development may dispose or facilitate certain policies actor toward policy output that require low machinery and low expertise and may discourage or at least create a reluctant altitude toward policies that require heavy technology outlay.

An important influence on policy output which has largely been ignored and over shallowed by the controversy over context is the human (workers) motivational policy, the fact that politicians, bureaucrats and other influential elites often create policies on their own, sometime perspective of predisposing and non-predisposing context.

## CONCLUSION

From the foregoing; it has been argued that the catalyst for policymaking institution employee's motivational factors and workers' output is more efficient in terms of manpower development. That is to say without manpower the resource for catalytic development will not function. In also entails, that policy makers should makes policies that will affect both themselves and the public at large. This can be done through an act of creating incentives, training facilities and guidelines for creating and building institutions which have the capacity for human capital development and re-engineering the causal links between the employers and employees vis-à-vis the policy makers who are seen as the fulcrum form enhancing this tripartite relationship needed for national development.

Based on the outcome, it is recommended that, government should be able to make and maintain effective policy of motivation or the employee to enhance efficiency in their place of work. Policy makers should encourage employees' oriented training on-the-job training, housing policy scheme should implemented to courage the workers. In summary when policies are made to motivate employee there will be increase in efficiency and productivity from the employees and this will affect the company or organization positively.

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