

# POLITICS OF EMPLOYEES WELFARE AND CIVIL SERVANTS JOB PERFORMANCE IN BAYELSA STATE, NIGERIA

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**ABSTRACT** Organisational performance is the actual output of production relative to the input of resources evaluated over a specified timeframe. It is consequently considered as a measure of efficacy which is doing the correct thing in an efficient manner over time. The effectiveness and efficiency of a civil service employee depend on their motivation in the workplace. Thus, the study studied the relationship between employee welfare policies and the job performance of civil officers in Bayelsa State, Nigeria. The study utilises quantitative analysis, employing surveys and statistical methods to collect and examine data from civil servants concerning their impressions of welfare policies and their self-reported job performance. The research identifies a favourable association between efficient employee welfare initiatives and improved job performance among civil personnel. Key welfare components, such as health benefits and work-life balance efforts, greatly impact motivation and productivity. The results indicate that enhancing employee welfare can improve job performance, underscoring the necessity for Nigerian policymakers to prioritise welfare efforts to augment civil service efficiency and effectiveness. The study thus advised that to enhance job performance, the government should facilitate timely promotions for workers. Furthermore, for employees to achieve productivity, the work atmosphere must be suitable and furnished with required office facilities.

**KEYWORDS:** Employee Welfare, Job Performance, Work Environment, Promotion, Civil Service

## I. INTRODUCTION

In every modern state, it is practically impossible for the government to carry out its functions and administer its policies all alone by the executive and their cabinet members, without involving bureaucrats to offer a helping hand. Oluyede states that, aside from the armed forces, the civil service consists of all permanent, occasionally temporary, and non-political positions and jobs held by the federal or state governments. This opinion appears to be in line with H. R. Wade's assertion that "a civil servant's legal test is that he should be in the non-military service of the state." Because of this, civil service systems have grown to be a crucial institution that serves as a conduit between the government and its people. Many governments now understand how important it is to provide their residents with services more efficiently. Accordingly, governments around the globe have started extensive reforms in their civil services in an effort to increase their efficacy, responsiveness, and efficiency (Denhardt & Denhardt, 2011).

However, the crucial term here is performance (job performance) among civil service workers. As one of the main and important drivers of economic growth and competitiveness, performance serves as both a statistical benchmark for comparisons and a tool for evaluating productivity. Based on the data available or the goal of the performance measurement, performance can be measured in a variety of ways (Mahadevan, 2007). The fact that performance is objective implies that it can be evaluated in relation to a standard, and as a result, it can be tracked for strategic purposes including competition analysis, organizational development, and corporate planning. Performance can be defined as the actual production output compared to the actual resource input over a period of time and against common entities. According

to Disselkamp (2013), performance can be defined as an indicator of efficacy, which is the ability to accomplish the appropriate thing effectively over time.

However, because the civil service employs a large number of people and receives a substantial amount of funding from both the public and the government, there has been a calling for improvement in job performance in the civil service globally in recent years. In recent years, public sector reforms and restructuring have become well-known initiatives with the goal of enhancing effectiveness and performance. Redundancies, increased workloads, and a rise in activities that don't significantly contribute to service delivery are the outcomes, according to the experiences of numerous public employees. Public employees have generally experienced increased stress and decreased job satisfaction as a result, in addition to receiving lower-quality services from the government (Boyle, 2006).

More concerning is the reality that the incapacity and inefficiency of the majority of civil servants poses a threat to government policies and development initiatives in practically every state in the Nigerian Federation, and Bayelsa State specifically. These civil servants undermine government development initiatives through corruption and other petty practices. This has led to a series of reforms that have been implemented by the state's military and civil administrations since its establishment in 1996. These reforms have been designed to increase the effectiveness and efficiency of the state civil service. As of right now, the state's civil service, like those across the nation, is ineffective and unable to change itself because of a number of negative factors, including a lack of control, redundancy, and sometimes overly bloated staff structures, which contribute to poor job performance and productivity; low professional standards; waste and corrupt practices; poor accountability; and a weak governance structure (Salisu, 2001; Murana, Salahu & Ibrahim, 2016).

It is imperative to acknowledge that the incapacity and inefficiency of the public service are not only the result of other contributing causes. The primary cause of these is the motivation factor, which is a byproduct of inadequate employee welfare. Value is created and delivered by a motivated workforce using other organizational resources. Specifically, an organization that is dynamic and forward-thinking aims to draw in and keep the right people for the right positions at the right time by establishing and maintaining their motivation under shifting conditions (Hasanah & Lo, 2020; Widyanty et al, 2020). Regretfully, issues have not been adequately recognized and addressed by Bayelsa State and Nigeria's civil service. For example, the study's independent variables—a supportive workplace and frequent promotions—have grown to be crucial to Bayelsa State's civil service operations. The promotion of state civil personnel has been blocked by consecutive governments during the past twelve years. Additionally, if promotions are made at all, there will be issues with putting the financial rewards into practice. Similarly, the state's civil servants' productivity is negatively impacted by their working environment.

Given the foregoing, prior research (Ipole & Okpa 2019; Ukwaiyi, Agba, & Okpa, 2018; Igbe, Okpa, & Aniah, 2017; Agba, & Okpa, 2018; Ukwaiyi, Agba, & Okpa, 2018; Ukwaiyi, Agba, & Okpa, 2018; Ukwaiyi, Okpa & Dike, 2018; Poi Godwin, 2020; Setyo & Johan, 2021) have argued that the interaction between job performance and employee welfare (e.g., regular promotions and a favourable work environment) indicates that the development and execution of government policies will be ineffective if a dedicated and motivated workforce is not created and placed in the appropriate context for effective and efficient service delivery. By doing this, each employee would feel like they belong and are expected to contribute significantly to the improvement of performance in the Bayelsa state civil service. This study looked at how job performance and employee welfare relate to each other in Nigeria's Bayelsa State Civil Service. Thus, the study postulated that job performance in the Bayelsa State civil service of Nigeria is significantly correlated with regular promotions and a favourable work environment.

According to observations made over the years, Bayelsa state's government servants frequently deal with subpar working conditions, unclean surroundings and amenities, delays or rejections of promotions, and an inadequate system of rewards. Additional common issues include poor and unstable power supplies, inadequate office space, inadequate ventilation, a lack of equipment, frequent denials of overtime compensation, and unwelcoming welfare packages, which have prevented most employees from

giving their all to improve the performance of their companies (Poi, Godwin, 2020). Among the problems influencing civil servant productivity, the researcher has also noted that the Bayelsa State civil service faces understaffing, an overwhelming workload, and a lack of proper supervision or support. Other problems have been identified as variables that have affected civil servant productivity, such as deteriorating building constructions, a lack of necessary equipment, inadequate or non-existent staff training, a subpar system for rewarding employees, and a shortage of consumables.

The working conditions under which civil personnel carry out their daily duties have fallen short of expectations. Insufficient and subpar equipment supplies and unsupportive management structures prevent the majority of civil officials from carrying out their jobs effectively (Edoho, Bamidele, Neji & Frank, 2015). Productivity among employees is influenced by the kinds of incentives that are offered at work. Furthermore, as has been said elsewhere, motivation is the will and effort to fulfil a desire or objective, whereas working conditions refer to welfare facilities, policies, and terms of service that might promote performance and contentment. For them to give their best efforts and improve the organization's performance and reach its goals, they must be sufficiently motivated. Employees work with greater enthusiasm and care less about their well-being when their problems are taken care of; when this is not the case, they get disillusioned as their dedication wanes and productivity becomes a mirage. Civil workers' job performance may also be impacted by the dangerous working conditions and related difficulties they encountered. Employee motivation and job performance, however, have been extensively researched. The Bayelsa State civil service still faces a problem that requires attention: there is a dearth of data regarding the connection between employee welfare and work performance. Based on the aforementioned observations, the study intends to examine the connection between job performance and personnel wellbeing among civil officials in the Bayelsa State civil service. The following are the objectives of the study is to ascertain how regular promotions affect Bayelsa State civil officials' job performance and determine the impact of the workplace on Bayelsa State civil servants' performance.

## II. RELATED WORKS

### A. Inefficiencies / Challenges in Bayelsa State, Nigeria Civil Service System

Despite serving as the cornerstone of development and governance, Nigeria's civil service faces numerous obstacles that reduce its efficacy and efficiency. These problems are especially noticeable in Bayelsa State and have a profound impact on both citizens and public sector stakeholders.

- Issue of Bureaucratic Red Tape:** The layers of bureaucracy can stifle innovation and responsiveness. Complex administrative procedures often lead to delays in service delivery, frustrating both civil servants and the public.
- Different Forms of Corruption:** Corruption remains a pervasive issue within the civil service. It undermines trust, diverts resources, and often results in the misallocation of funds meant for essential services, contributing to a cycle of inefficiency.
- Problem of Insufficient Employee Training and Capacity Building:** A large number of civil servants are not adequately trained or equipped to carry out their jobs. This inadequacy not only lowers productivity but also diminishes the quality of services offered to the public.
- Continuous Poor Working Conditions:** In Bayelsa State, inadequate infrastructure, limited resources, and insufficient welfare provisions contribute to low morale among civil servants. When employees feel undervalued and unsupported, their productivity and commitment often wane.
- High Level of Political Interference:** The politicization of the civil service can disrupt normal operations. Political appointments and favoritism can impede merit-based performance, leading to inefficiencies and a lack of accountability.
- The Continuous Process of Low Salaries and Benefits:** Paltry compensation packages make it challenging to attract and retain talented individuals within the civil service. This economic dissatisfaction can result in reduced motivation and a lack of commitment to public service.

- g. The Issue of Resistance to Change: A deeply entrenched culture of conservatism often resists necessary reforms and modernization efforts. This reluctance to embrace change can prevent civil services from adapting to contemporary needs and expectations (Akpan, 2023).

The fundamental issue for this research includes:

- a. Enhancing Public Service Delivery Mechanism: Understanding the interplay between employee welfare and job performance is crucial for improving public service delivery. In a region like Bayelsa State, where public resources may be limited, aligning welfare policies with civil servants' needs can lead to more efficient and effective governance.
- b. Promoting Employee Motivation and Engagement Process: Civil servants are more likely to be motivated and involved in their work if they feel appreciated and encouraged. By focusing on welfare initiatives, the state government can enhance job satisfaction, which positively influences productivity and public service outcomes.
- c. Addressing and Solving Systemic Inequities: Investigating employee welfare through the lens of politics can shed light on systemic inequities and biases that may exist in welfare distribution. This is particularly important in Bayelsa State, where socio-economic challenges are prevalent.
- d. Implications for Policy Development: The findings from this study can inform policy decisions, leading to the establishment of targeted welfare programs that address the specific needs of civil servants, ultimately fostering a more equitable and efficient civil service.
- e. Massive Economic Development: Effective public services are vital for economic growth and development. By increasing job performance among civil servants through improved welfare, Bayelsa State can enhance overall governance, contributing to the region's economic stability and growth.

## B. Gaps in Previous Studies

While previous studies have explored various aspects of employee welfare and civil service performance, several gaps remain:

- a. Political Context Specificity: Many studies have treated employee welfare and job performance as standalone issues without adequately considering the unique political landscape of Nigeria, especially in regions like Bayelsa State. There is a need for research that intertwines these factors to understand their combined impact.
- b. Focus on Localized Government Structures: Previous research has often generalized findings across broader regions or nationally without delving deeply into local government structures and specific regional challenges. A localized study can provide insights that are more applicable to the unique cultural and socio-economic context of Bayelsa.
- c. Holistic Examination of Welfare Programs: Many studies tend to focus on individual aspects of employee welfare (such as allowances or healthcare) rather than a comprehensive evaluation of multiple welfare dimensions and their synergistic effects on job performance.
- d. Longitudinal Studies: A lack of longitudinal studies in this area means that insights on how employee welfare initiatives impact job performance over time are limited. Research that captures this temporal aspect can provide a clearer picture of the effectiveness of various welfare policies.
- e. Interdisciplinary Approach: There has been limited integration of interdisciplinary perspectives—such as psychology and sociology—into the study of employee welfare and job performance. More nuanced frameworks could enhance understanding of the motivations and challenges faced by civil servants.

By addressing these deficiencies, this study hopes to make a substantial contribution to the body of knowledge already in existence and offer practical advice for enhancing the performance of the Nigerian civil service in Bayelsa State.

### C. Promotion and Job Performance in the Civil Service System

- a. A clear statement of the relationship between job performance and promotion is provided below: How a promotion affects job performance in an organisational setting According to research, job performance and promotions are positively correlated. Promotions frequently act as a motivator for staff members to raise their performance levels. A 2016 study by Ogunyomi and Bruning found that opportunities for advancement might boost job satisfaction, which in turn can result in higher performance levels.
- b. Aspect of Expectations and Pressure: Conversely, promotions may introduce new challenges and expectations that can affect job performance. An employee promoted to a managerial role may face increased pressure to perform effectively, which can either motivate them to excel or lead to stress and burnout. This duality is addressed in the work of Adebayo (2018).
- c. The Issue of Performance Appraisal Systems: Effective performance appraisal systems can help align promotions with job performance effectively. In Nigeria, however, many organizations struggle with implementing fair and transparent appraisal systems. As noted by Chima and Igwe (2020), without a clear link between job performance and promotion criteria, employees may become demotivated.
- d. Contemporary System and pattern of Employee Perception: Employee perception of promotion fairness can significantly influence job performance. If employees believe that promotions are based on unfair criteria, this may lead to decreased motivation and performance levels (Adeyemi, 2021).

Furthermore, in contrast, promotion is defined by Heathfield (2011) as moving an employee to a position that pays more or has a higher prestige. A well-planned promotion process helps both employers and employees, making it essential to any organization's existence. Promotions raise the spirits of promoted staff members, boost their output, and foster a culture of competition at work, all of which raise the establishment's total productivity. Morale is typically high at work when people are regularly promoted and motivated. This leads to increased production and keeps businesses from losing their key personnel. In comparison, government personnel are more likely to be promoted than employees of corporate companies. In the government sector, the sole path for a worker to advance in their career is through promotion, which is the ultimate goal of an employee for the work they have done for the company. Promotion is the most powerful motivator for any worker since it allows them to advance in the organization's structure and receive more responsibility, respect, and honour in addition to higher grade pay and benefits.

Ipole and Opka (2019) conducted a study on the productivity of employees and working conditions in Nigeria's Cross River State Civil Service. The study primarily looked at the connection between employee productivity, promotions, and reward systems. Employee productivity was strongly predicted by the predictor variable (promotion), according to the results ( $F(1,910)=51.477$ ,  $P<.05$ ). There is a somewhat positive association ( $R=.231$ ). More significantly, they were responsible for 23.1% of the variation in worker productivity. The adjusted R squared value of 0.52, a measure of effect size, shows that the model explained 5.2% of the variance in employees' productivity, and the beta weights also suggest that denial of promotion and delay play a significant role in predicting employees' productivity ( $B=.231$ ,  $t=7.175$ ,  $P<.05$ ). This finding suggests that the alternative hypothesis is supported and the null hypothesis—which holds that there is no meaningful correlation between employee productivity and promotions—is rejected. Therefore, it was suggested that the Cross River State administration make sure that employees who are eligible for promotions receive them on time. Only seniority, diligence, effectiveness, attitude, physical fitness, leadership, experience, length of service, and accomplishments should be taken into consideration while making promotions. The government should also take the execution of worker promotions seriously.

A study on the variables influencing Indonesian civil officials' performance was conducted by Setyo and Johan in 2021. The study employs a causality approach and a quantitative methodology. The study identified the elements—such as employee dedication and motivation—that affect Indonesian public officials' performance. 200 civil officials from different Indonesian ministries and government organisations participated in the study. The outcome shows that employee performance is positively and



significantly impacted by employee motivation. The results of this study support a number of earlier studies that found that employee motivation at work enhances individual performance (Hasanah & Lo, 2020; Suprapti et al. 2020). It demonstrates that in order to manage their workload and enhance their performance, all government employees require a high level of work motivation. By evaluating the allowance system that each government agency has put in place, civil workers' incentive to work can be increased. A study on the factors influencing job motivation among Iranian health workers was conducted by Daneshkohan et al. (2015). Good management, frequent promotions, support from managers and supervisors, and positive working relationships with coworkers were the primary motivators for health workers. However, the primary demotivating issues were lack of appreciation, poor management, and unfair treatment. Enhancing management's ability to routinely promote employees in the healthcare industry can boost employee enthusiasm and enhance performance. According to the findings, some areas including management competence, frequent promotions, social support at work, treating employees fairly, and performance management procedures—particularly supervision and performance appraisal—should receive extra emphasis.

A study by Nwude and Uduji (2013) examined the relationship between employee productivity and promotion prospects in Nigerian Federal Teaching Hospitals. The model for the link between staff performance and other variables, as well as the relationship between staff performance and each of the variables independently, is presented in the test findings of the between-subject effects tests. The model relationships were found to be substantial. This suggests that a strong desire for advancement alone will spur a health worker to put in more efforts. Therefore, it was suggested that the hospital management board create a career structure where advancement is linked to improved work performance and that health managers try their best to maintain objectivity throughout the process in Nigeria's federal teaching hospitals. Concerns about one's career or reputation are major factors in why promotions serve as sources of incentives. Assume that the labour market bases salaries on evaluations of a worker's ability (reputation) and that the worker's aptitude is not revealed to the public. If ability and effort can be used interchangeably to produce output or ability signals, then the worker is motivated to put in more effort in order to boost their reputation. The best indication of a worker's productivity and potential is frequently found in their past roles or advancements (Waldman 1984). Therefore, even when businesses do not intend for them to, promotions can have a significant impact on incentives. Promotions can be self-enforcing incentive systems, which is a second reason they might be significant motivators (Malcomson 1984). For instance, suppose that the company promotes the top performers to fill open positions and ties pay to occupations rather than to individuals. No matter who gets promoted, the company's wage bill will be set if this is done. The company must legitimately promote high performers over low performers for this method to offer incentives.

#### **D. Work Environment and Productivity**

The term "working environment" refers to all of the circumstances, people, and events that affect how people live or work. Taiwo (2010). Additionally, it is the culmination of all the forces, actions, and other significant elements that are influencing the employee's performance and activities now or in the future. Kohun (1992). The combination of the relationships between the employees and their workplace is known as the working environment. One important factor influencing an employee's productivity and the calibre of their work is their workplace. Anything that surrounds an employee and influences how they carry out their responsibilities can be considered their work environment (Khaled & Haneen, 2017). However, a good workplace is one in which employees can do their duties in a safe, comfortable, and healthy manner (Sedarmayanti, 2013).

According to Brenner (2004), "the way the work environment is designed to enable organisations to utilise the work environment as if it were an asset depends on the ability to share knowledge throughout organisations." Employees can gain from group knowledge and organisations become more effective as a result. Furthermore, he maintained that the best way to inspire workers to be more productive is to create a work atmosphere that is tailored to their needs and allows for the free flow of ideas. The technological

environment, human environment, and organisational environment are the three main sub-environments that make up the working environment, according to Opperman (2002). Tools, machinery, technological infrastructure, and other tangible or technical components are all considered to be part of the technical environment. Employees are able to carry out their individual duties and activities thanks to the aspects created by the technical environment. Peers, people that employees relate to, teams and work groups, interpersonal problems, management, and leadership are all considered to be part of the human environment. This workplace is set up to promote casual interactions among employees, which will increase the chance for knowledge sharing and idea sharing. This serves as a foundation for achieving optimal productivity. Values, philosophies, practices, procedures, and systems make up the organisational environment. The organisational environment is within management's control. Measurement systems that reward quantity will make employees less inclined to assist those who are attempting to enhance quality. Thus, organisational environment difficulties affect how productive employees are. Kyko (2005) distinguished between two categories of work environments: poisonous and favourable.

Employee performance is influenced by the workplace. Employee productivity is directly impacted by the work environment, which eventually boosts organisational performance. "A work environment is a setting in which employees perform their daily tasks. A comfortable workplace gives workers a sense of security and enables them to perform at their best. Employee emotions might be impacted by the workplace. Employee productivity and effectiveness will increase in a comfortable workplace. The relationships between coworkers inside an organisation are part of the work environment. The physical aspects of the workplace that have an impact on employees, whether directly or indirectly, are referred to as the physical work environment. Employee morale and feelings at work are influenced by the physical workspace. These physical elements include density, tightness, noise, temperature, and workspace size. Human behaviour is significantly influenced by these bodily variables. These definitions define the physical work environment as everything that surrounds the workplace, including things and circumstances that may have an impact on how well employees perform their jobs. When planning organisational tasks, physical aspects of the workplace must be controlled and reorganised.

A conducive work environment provides pleasant environment in the actualisation of employees' abilities and behaviour. A workplace that is conducive, for example, has the power to transform a careless worker into one who is responsible and productive. However, a workplace that is rife with inconsistent behaviour is considered poisonous; one that tilts a productive and responsible employee to that of unproductive and irresponsible one. From the foregoing therefore, we can surmise that a good work environment is a key factor toward an employee performance and motivation. Employees are frequently subjected to subpar working conditions, unclean surroundings and amenities, delays or rejections of promotions, and inadequate compensation schemes, according to Akwash (2016). Inadequate office space, poor lighting, a weak and unstable power supply, inadequate ventilation, a lack of equipment, frequent denials of overtime pay, unwelcoming welfare packages, and inadequate health insurance plans are other common issues with working conditions in the Nigerian Civil Service, leaving the majority of employees to pay for their own medical care (Igbe, Okpa & Aniah, 2017; Ipole, Agba, & Okpa, 2018). It is regrettable to observe that, as a result of government neglect of the public service, Africa and Nigeria in particular are losing their seasoned and experienced public personnel to wealthy nations (Ipole, 2018).

Employees in a hostile workplace experience insecurity about their behaviour due to animosity from supervisors or other employees. Blackmail, threats, exploitation (feeling forced to work extra hours or perform favours against one's will), harassment, and/or discrimination are some ways that this animosity manifests itself (Ajala, 2012). The working environment and all current factors influencing labour output in the workplace, such as job hours, physical aspects, legal aspects, and organisational culture, are referred to as working conditions. The physical conditions in which employees work are thought to be significant for their output. The immediate surroundings that a person manipulates in order to survive are referred to as the environment; improper manipulation of the same environment can lead to dangers that make the environment hazardous and hinder performance. Thus, the location where an employee works might be

referred to as the work place. When management of an organisation can achieve the desired goals, it is deemed an effective workplace. Because it centers on human senses, the physical environment, which is a component of the work environment, has a significant effect on performance. This is because the characteristics of a location or meeting space for a group of people directly affect the level of enjoyment and performance (Secord, 2003). The modern corporate world considers the workplace to be a crucial component in maintaining employee satisfaction; it is distinct, diverse, and constantly evolving from many years before. Users of a particular workplace are satisfied with workspace aspects that are peculiar to that workplace, according to work environment studies. Lighting, ventilation rates, access to natural light, and an extremely lovely setting are a few of the characteristics that are thought to be important. It has also been observed that ergonomic furniture improves staff performance and wellness (Jackson & Mathias, 2008). It has been shown that light has a significant impact on employees' physical, physiological, and psychological well-being as well as how they function. Employee attitudes, behaviour, satisfaction, and performance are all impacted by office ambient elements like lighting, temperature, window presence, and airflow. Another element that promotes privacy more than an open-plan office layout is a closed office plan. In addition to the silence that prevents them from being sidetracked by what other workers are doing, this enables the employees to work in peace and privacy, which over time guarantees greater focus and concentration on the task at hand. Employees will have more time to think and be creative in a private office with little distractions. There is always a lot of noise in an open office, which can lead to stress and demotivation. There are also a lot of distractions and little privacy. Kaynak (2013). Hemell (2006) asserts that the evolution of technology has been a major factor in the change in the workplace. According to Poi (2020), Tiwari (2014) conducted research at VindhyaTelelinks Limited in Rewa, India, on employee welfare facilities and their effect on workers' productivity. The analysis acknowledged that while the company's employee welfare programs were good and satisfactory, there was still opportunity for development in order to boost productivity, effectiveness, and efficiency and meet organisational objectives. Employee efficiency is promoted by health, safety, and welfare measures. The health, alertness, morale, physical and mental efficiency, and general effectiveness of the employee will all be immediately impacted by the many welfare programs offered by the business, which will ultimately lead to increased production. The primary goal of employee welfare is to improve workers' quality of life and maintain their happiness and contentment.

E. Factors Influencing Work Environment and Productivity in Bayesla State, Nigeria Civil Service System

- a. Physical Working Conditions: Poor infrastructure and inadequate facilities dramatically influence productivity in Nigeria. Many workplaces lack essential amenities, including reliable electricity and clean water, which hinder employees' ability to work efficiently. According to the World Bank, inadequate infrastructure can lead to wastage of time and resources, ultimately affecting productivity (World Bank, 2018).
- b. Organizational Culture: The cultural dynamics within organizations can either promote or reduce productivity. A positive organizational culture that encourages teamwork, employee recognition, and open communication can lead to higher productivity. Conversely, toxic environments characterized by poor management practices can result in low morale and high turnover rates (Akanbi & Afolabi, 2021).
- c. From Point of Socio-Economic Context: The socio-economic environment, including unemployment rates and economic stability, impacts workforce motivation and productivity. High unemployment can lead to job insecurity, while economic instability can create stress among employees, which adversely affects their performance (Ogunyomi & Dada, 2018).
- d. Modern Means of Technology Adoption: In order to increase productivity, the degree of technology use in the workplace is also very important. The increasing use of digital tools and platforms can streamline workflows, facilitate communication, and automate repetitive tasks. However, Nigeria has



faced challenges in technology penetration, particularly in rural areas (Nwachukwu & Ugochukwu, 2020).

- e. Work-Life Balance System: Work-life balance significantly influences employee productivity. In Nigeria, cultural expectations can place additional pressure on employees, leading to burnout. Organizations that support work-life balance practices tend to see improved employee satisfaction and productivity (Oluwatayo & Akinola, 2019).

#### **F. The Bayelsa State Civil Service and The Productivity Question**

Governments cannot function without the civil service, which is a branch of the state government in Bayelsa State that is typically grouped with the executive. These men and women make up the permanent personnel of government ministries and were chosen based on their training, experience, knowledge, and character. They work as administrators professionally. These staff members are sometimes referred to as public administrators or bureaucrats (Eme & Andrew, 2013). Career officers were appointed by the Civil Service Commission and have the authority to assign tasks and responsibilities to government ministries, departments, and agencies in compliance with established guidelines (Nebo & Namani, 2015). Some of the problems influencing the productivity of civil workers in the Bayelsa State civil service include understaffing, an overwhelming task, a lack of supervision or support, and lengthy work hours. The State's civil servants' productivity has been hampered by a number of other problems, such as decaying building structures, a lack of necessary equipment, inadequate training for employees, a poor system of rewards, delays and denials of promotions, and a shortage of consumables (De Villiers & De Villiers, 2014; Edoho, Bamidele, Neji & Frank, 2015; Ipole, Agba, & Okpa, 2018). The idea of productivity directs the administration of production systems and assesses their effectiveness. Productivity is often defined as the ratio of the volume of inputs to the volume of output. It is the quality that shows how well labour, capital, materials, time, and energy are used. To put it another way, it gauges how effectively an economy uses labour, time, and capital as production inputs to generate a specific amount of output. As a major driver of economic growth and competitiveness, productivity serves as the foundational statistical data for many cross-border comparisons and evaluations of national performance (Krugman, 1994). However, for the sake of this study, we define productivity from a labour perspective. According to Nezu (2011), one of the most widely used indicators of partial productivities in this context is labour productivity. Chukwuemeka et al. (2014) state that in this case, productivity is the amount of work that the government worker does. According to Ogunna (2016), productivity is the ability of a circumstance in which a person or organisation achieves predetermined organisational objectives by producing the greatest number of results with the human, financial, and material resources at their disposal. In this way, profitability, efficiency, and effectiveness are indicators of corporate organisation, whereas efficiency and effectiveness are indicators of public organisation. Other academics such as Liklermah (2005), Nelson (2002), Schomid and Adams (2005), Direck (1986), and others believed that any organisation should aim to be productive. An organisation is impotent if it is unable to function at a level of notable productivity. Each of these academics pointed out that such an organisation would result in a complete letdown for its owners as well as widespread discontent and disenchantment among all of its employees. Additionally, the productivity question and the Bayelsa State civil service are lacking in this study.

#### **G. Theoretical Review**

Victor Vroom's expectation theory, commonly referred to as the expectancy theory of motivation, serves as the foundation for this investigation. It suggests that people will act or behave in a particular way because they are driven to choose one course of action over another because of the outcomes they anticipate from that choice. Essentially, the outcome's desirability dictates the behaviour selection's motive. The theory focusses on how people think about making decisions. It describes the steps a person takes in order to make decisions. According to this theory, organizations must make sure that awards are given in a way that is both merited and desired by the recipients and that they are directly tied to performance. Vroom (1964).

The authors based their decisions on assessments of the likelihood that the anticipated outcomes of a particular behaviour will finally correspond with or result in the intended outcomes. Motivation is the result of an individual's expectation that a particular effort will result in the desired performance, that this performance will be essential in reaching a particular outcome, and that this outcome is desirable to the individual. This is known as valence.

The cognitive process by which a person interprets the many motivating factors, however, lies at the heart of the idea. This is carried out prior to making the final decision. When deciding how to conduct, the result is not the only consideration. Therefore, the behavioural process by which people select one behavioural option over another is explained by the expectation theory of motivation. It explains that people can be motivated to pursue their goals if they think that their efforts and performance are positively correlated, that a good performance will lead to a desirable reward, that a performance will satisfy a significant need, and/or that the result will satisfy their need sufficiently to justify the effort. This approach emphasizes how crucial employee wellness is to job performance. It makes the claim that the welfare benefits offered to employees in a company are directly correlated with their performance. When both employers and employees share the goal of improving welfare, this theory functions effectively.

### III. METHODOLOGY

Using basic random sampling techniques, the study used a descriptive research design, which is a general procedure of gathering data from a selected sample of a population to describe the condition of the general population. The results were then used to generate data from the study's selected population (Parkidisi, 2003). The Bayelsa State Civil Service was the site of the study. The study's participants comprised 27,000 civil servants. The study was conducted using a self-created questionnaire. 394 respondents were chosen at random from among the 24 ministries and agencies of the Bayelsa state civil service using a multi-stage sampling procedure, and the sample size for the study was determined by applying the Taro Yamane formula. The population was difficult to contact, thus unintentional sampling was used to keep the research moving forward quickly. SPSS v.23 was used to analyse the data that was gathered from the respondents. The mean and standard deviation were also used to answer the research questions. At the 0.05 level of statistical significance, the processed data were empirically tested and the study hypothesis was analysed using the Chi-square statistical tool. Because it aids in the study of the connection between job performance and employee welfare in organisations, Chi-square was used.

#### A. Research Questions

The study seeks to answer the following questions:

- i. How do frequent promotions impact workers' high productivity in the civil service of Bayelsa State?
- ii. How does the Bayelsa State civil service's work environment affect employees' productivity?

#### B. Hypothesis

The following hypotheses are examined at the 0.05 level of statistical significance:

H1: Regular promotions and employee job performance in Bayelsa State are significantly correlated.

H2: In Bayelsa State, there is a substantial correlation between employee job performance and the work environment.

#### IV. RESULTS AND DISCUSSION

The questionnaire items help to explain the welfare system and civil servants’ performance in Bayelsa State, Nigeria. It is open ended questions which give respondents to freely make their choice.

**Research Question 1:** Regular promotion as a means of improving employees’ productivity.  
 The data in Table 1 above illustrates how promotions affect government officials' job performance in the state of Bayelsa. All eight of the items raised to address the second research question above had item mean scores higher than the 2.00 criterion mean. This indicates that job performance is positively impacted when government officials receive promotions when they are due, pay increases, and additional responsibility. Additionally, civil personnel may get demotivated if they are not promoted based on merit. Participants agreed with the aforementioned factors as having both positive and negative effects on motivation and job performance, according to the grand mean of 2.8241

**Table 1:** Mean and Standard Deviation Analysis of the Responses of how Promotion Influences Job Performance.

SN	Items	N	Mean	STD	Remark
1	When civil servants are promoted as at when due, it has the tendency to enhance their job performance	394	2.7462	.43574	Agreed
2	Promotion exercises exceeding three years as stipulated by service rules demoralise employees	394	2.8503	.35728	Agreed
3	Promotions reflecting pay rise implementation enhance job performance	394	2.7487	.53888	Agreed
4	Promotions reflecting higher responsibilities enhance job performance	394	2.8985	.30240	Agreed
5	Irregular and discriminatory promotion exercises dampen employee morale	394	2.8985	.30240	Agreed
6	Do you think promotions done since your first appointment were done on merit and without undue interference?	394	2.7487	.53888	Agreed
7	There is a very high tendency that a denied promotion can be de-motivating	394	2.8503	.35728	Agreed
8	There is a very high tendency that a denied monetary implementation can be de-motivating	394	2.8985	.43958	Agreed
	Grand total	394	2.8241		Agreed

Source: (Field Survey Data)

**Research Question 2:** Work environment as a means of influencing productivity of civil servants in Bayelsa State.

**Table 2:** Mean and Standard Deviation Analysis of the Responses of How Work Environment Influences Job Performance.

SN	Items	N	Mean	STD	Remark
1	Do you like the environment that you work in?	394	2.8477	.48084	Agreed
2	Do you think the environment you are working affects your performance?	394	2.8985	.30240	Agreed
3	Do working hours affect performance?	394	2.8020	.50584	Agreed
4	The equipment available for office communication (phones, internet, fax, printers) both internally and externally affect performance of workers	394	2.9010	.29902	Agreed
5	The manner in which a work place is ventilated and has access to fresh air will affect the performance of workers	394	2.8477	.48084	Agreed
6	The furniture that is in use e.g. tables, chairs and other office facilities depending on their quality will affect work performance	394	2.7462	.54005	Agreed
7	The working hours set for employees by the organization have an effect on performance	394	2.8020	.50584	Agreed
8	Proper lighting in the offices and work place affect the performance of workers	394	2.8503	.35728	Agreed
9	Close office enhances job performance as against open office plan	394	2.6954	.56047	Agreed
		394	2.8112		Agreed

Source: (Field Survey Data)

The information in Table 2 above illustrates how the workplace affects employee performance. The item mean scores for all nine of the items raised to address research question four are higher than the criteria mean of 2.00. This implies that job performance is influenced by the physical surroundings, including the company's modern gazettes, adequate lighting, ventilation, and a closed office setting, as well as the necessary work hours. The grand mean of 2.8112 indicates that all respondents agreed that the work environment has an impact on civil officials' job performance in Bayelsa State.

Test of Hypotheses

**Hypothesis 1:** There is significant relationship between regular promotion and employee job performance.

**Table 3:** Chi Square Analysis of the relationship between promotion and job performance.

Variables	N	Df	alpha	Chi-Square	Asymptotic Significance (2-sided)	Remark
Promotion* PERFORMANCE	394	16	0.05	587.292a	0.000	Sig.

Source: (Field Survey Data)

The association between regular promotions and employee work performance is calculated and displayed in Table 3. It showed a p-value of 0.000 and a chi-square of 587.292a. The null hypothesis is implied to be rejected since the p-value is below the selected alpha level of significance of 0.05. That is to say, the alternative hypothesis—that job performance and promotion are related—is accurate.

**Hypotheses 2:** There is significant relationship between work environment and employee performance.

**Table 4:** Chi Square Analysis of the relationship between work environment and job performance.

Variables	N	Df	alpha	Chi-Square	Asymptotic Significance (2-sided)	Remark
Work Environment. * PERFORMANCE	394	16	0.05	608.464a	0.000	Sig.

Source: (Field Survey Data)

The findings in Table 4 illustrate the connection between the work environment and job performance of Bayelsa State's civil personnel. It showed a p-value of 0.000 and a chi-square of 608.464a. The null hypothesis is implied to be rejected since the p-value is below the selected alpha level of significance of 0.05. Stated differently, the alternative premise that a connection exists between the work environment and the job performance of federal servants is correct.

Discussion of Findings

**Research Question 1:** Regular periodic promotion as a Means of Improving employees' productivity  
According to the results of question 1, civil servants' job performance improves when they receive promotions that are appropriate, raises their pay, and gives them additional responsibility. When promotions are refused on the basis of merit, it can also demotivate civil officials. Hypothesis 1 affirms that there is a substantial correlation between work performance and promotion. A chi-square of 587.292a and a p-value of 0.000 were found in Table 3. The null hypothesis is implied to be rejected since the p-value is below the selected alpha level of significance of 0.05. Stated differently, the alternative hypothesis—that work performance and promotion are related—is accurate. The aforementioned supports the findings of Nwude and Uduji (2013), who studied the impact of promotion prospects on employee productivity in Nigerian Federal Teaching Hospitals and discovered that a strong desire for promotion will spur a health worker to put in more effort.

### Research Question 2: The Influence of Working Environment on Employee Job Performance

The nine items that were raised to respond to question 2 all had item mean scores higher than the criteria mean of 2.00, according to the analysis in table 2. This implies that job performance is influenced by the physical surroundings, including the company's modern gazettes, adequate lighting, ventilation, and a closed office setting, as well as the necessary work hours. According to the grand mean of 2.8112, all respondents agreed that the work environment has an impact on government officials' job performance in Bayelsa state.

According to Hypothesis 2, job performance and the work environment are closely related, and the degree to which government officials perform their duties effectively depends on the work environment. In keeping with the aforementioned, Brenner (2004) said that the way the workplace is set up to allow businesses to use it as an asset determines the capacity for knowledge sharing between organisations. Thus, it enables employees to gain from common knowledge and helps businesses become more effective. Furthermore, when compared to Kyanak's (2013) argument, the study's findings indicate that the work environment is a critical determinant of work performance. This is because favourable physical and psychological conditions will affect workers' performance, particularly in the immediate environment where work is done. Additionally, the analysis of hypothesis 2, which yielded a chi-square of 608.464a with a p-value of 0.000, indicates that employee performance is positively and significantly impacted by the physical work environment.

## V. CONCLUSION

The challenges facing the civil service in Bayelsa State mirror broader systemic issues throughout Nigeria. Addressing these inefficiencies requires a multifaceted approach that includes policy reforms, enhanced training programs, and a commitment to combating corruption. By overcoming these barriers, Bayelsa can foster a more effective civil service that responds to the needs of its citizens and drives sustainable development. Mores so, the significance of personnel welfare and job performance among civil servants cannot be overemphasized. This is due to the fact that an effective and functional civil service system is essential to the growth and development of any state or country. Compared to those who are not productive, the majority of government officials who seemed to be productive at work reported higher levels of job satisfaction. While doing the right thing at the right time was also seen as productive, the function that supervisors and superiors play in the state civil service is thought to be a major factor in determining how well civil servants perform. Given the foregoing, we may deduce that the main elements that encourage employees to perform at their best are things like frequent promotions and a comfortable workplace, among other things. On the other hand, the lack of these elements is what has led to a decline in employee morale. This was motivated by the apparent low morale in the civil service, which suggests that the Bayelsa State government is not providing enough incentives for the effective operation of the workforce. The study's findings also showed that job performance and personnel welfare either directly or indirectly affect the best possible functioning of the civil service system in the state's ministries and agencies. The following suggestions and recommendations were put out in light of the research findings and the conclusion drawn:

- The civil service commission's supervisors ought to devise a mechanism that would allow employees to advance when it is appropriate, contingent on their performance and attendance. The government must form a committee to re-examine promotion interviews and the program's results during the last twelve years.
- The workspace must be comfortable and furnished with the necessary office supplies for employees to be productive. As a result, the government must determine the type of work and build offices that are appropriate for the tasks performed.
- The state government should revisit the state civil service conditions of service as to be in line with the contemporary work issues.



d) The government should try provide quality of welfare as other states do to their workers for the state employees not to be leaving for other best jobs outside the country.

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