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Factors Affecting Organization's Performance & Productivity in Public Service: A Study That Focus on Kano Municipal Council in Nigeria

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Abstract:

This study is about factors affecting organization's performance & productivity in public service with focus on Kano municipal in Nigeria. The performance of employees has become important due to the increasing concern of human resources and personnel experts about the level of output obtained from employees in recent years. Furthermore, there is issue of motivation among the public service employees in Nigeria particularly in Kano. The main objective of this research is to analyze the effect of employee or staff motivation on organizational productivity. Various theories were used in order to develop a conceptual framework to test the stated relationships. For this study, the sample was selected based on a stratified random sampling. The instrument used in this research was a questionnaire and the validity of instrument used by researcher was obtained through pilot study. A revised survey was employed for the original study. Partial Least Structural Equation Modelling (PLS-SEM) using SmartPLS v 3 Ringle, Christian M., Wende, Sven, and Becker (2016) was the major statistical package used for estimating and testing all correlations, although SPSS was also utilized to analyse the demographic profiles of the respondents. The findings of the study showed that both training and reward have a significant relationship with organizational performance. Additionally, the results also show that organizational culture does not have a significant relationship with performance/productivity in Kano Municipal in Nigeria.

Keywords: Training, reward, organizational culture, organization's productivity, motivation, public service

1. Background of the Study

Government establishments are quite complex as they involve many subsystems which ought to work in harmony as well as synchronization. The challenges of the dynamic nature of any environment in which municipal council exist and the speedily changing values of the variables affecting the system becomes obvious that government overseers ought to be well prepared to achieve a level of organizational success (Terver et al, 2015).

Generally, in organizations especially government, the administrators are faced with managerial issues or challenges in the area of recruitment, performance management, reimbursement, career development and training, health and safety, motivation, compensation and benefits and administration amongst others. So, for organizations to be productive, it is vital for them to be able to encourage as well as maintain efficient and effective workers in order to boost productivity (Sunia, 2014). Therefore, this research is going to concentrate on the factors such as motivation that affects the organizational productivity especially in the government sector. Hellriegel and Slocum (1996), defined motivation as any form of encouragement that portray, direct, or maintain individual's goal directed behaviours. It is also an energetic force that influence an individual to act in a thorough way. The main purpose of each and every organization is to enhance productivity, thus causes of motivation play an important role in boosting employee job satisfaction.

Employees are the pillar of any institution or organization, thus they are an essential part of the institute. Aluko, Ojeremi and Ajidagba, (2014), affirmed that an organization is just as good as the employee that runs it. This shows that when employees are motivated, there is a probability that their morale would be high which in turn performance and productivity levels would go high. As a result, to a large extent total organizational performance level will be increased. In order to achieve high levels of productivity in the government sector as well as boost organizational performance or productivity, administrators therefore need to regularly look for ways of making sure that their workers are comfortable.

An institution that could not provide a conducive work atmosphere, compensate its employee adequately, create opportunity for adequate training and career advancement risk having a demoralized and demotivated staff. Therefore, this study focuses on exploring the factors affecting an organization's productivity in government sector in Kano municipal council in Nigeria.

1.1. Problem Statement

James, (2014) stated that there are three cautionary signs of a demotivated or depressed employees and workforce and they are, poor workplace atmosphere, slipping job standards and decreased productivity. The same scholar affirmed that if any of the aforementioned factors is observed to be moving downwards, then there is high probability that

the organization is confronted with issues of a demotivated work force, hence there could be a negative impact on the organization's performance. Most organizations especially government owned could not identify the role of motivation as a concept, whether it is intrinsic like employee well-being, relationship with managers, organizational policies and relationship with co-workers etc. or extrinsic motivation such as training and career development, compensation, promotion and good working conditions amongst other aspects that improve or increase performance as well as organizational efficiency or productivity levels (George and Jones, 2012).

Current researches that links the concept of employee motivation and productivity has also placed an emphasis and importance on employee perspective, expectations and needs as factors that affect their performance and productivity at organizational level. Presently, there is a gap in the civil service in Nigeria especially when the mandate of the civil servants is compared with the kind of services they provide. Therefore, due to the aforementioned issues, this study will explore the factors affecting organizational performance in the civil service in Nigeria with a focus on Kano municipal area.

1.2. Research Objectives

The main purpose of this research is to analyze the factors affecting organizational productivity/performance. In order to achieve this, the research will therefore look into the following:

- To determine the impact of Organizational culture on the organization's productivity/performance.
- To explore the relationship between Training and performance/productivity.
- To analyze the impact of employee rewards on productivity/performance.

1.3. Significance of the Study

This study is important in different ways and it will be beneficial for the academia, both private and public institutes as well as HR enthusiasts. Below are the detailed benefits of the study:

1.3.1. Organizations

The results and outcome of this study will be beneficial to government administrators, business owners, and managers especially in the constituency where the study is carried out. This study is going to give them the basic understanding of factors such as motivation as it affects their employees. It will also give them insights on the importance of knowing their employees as well as giving them knowledge that will ensure a highly motivated workforce.

1.3.2. Academia

This study will be relevant to the academia in such a way that it will give researchers more knowledge about the factors affecting organizational performance especially in Nigerian public service. It will also fill the literature gap that exist in the concept of motivation, training and development as well as organizational culture, hence giving a theoretical contribution. The findings of the study will be relevant to students and researchers who intend to conduct future studies in similar issue.

1.3.3. Government Policy Makers

As this study focuses on public service, it will give the appropriate government policy makers adequate knowledge about factors such as training and development, organizational culture as well as motivation which will shape their policies and give them apt directions.

2. Literature Review

2.1. ERG Theory

ERG is mostly applied to the study of human motivation in the workplace as a mechanism for increasing morale as well as productivity. It is one of four content approaches that consider the intrinsic factors that makes an individual to make certain decisions (Ivancevich, Konopaske and Matteson, 2007).

2.2. Maslow's Hierarchy of Need

In order to understand the concept of motivation as it relates to human behaviour in the aspect of job satisfaction and performance, Abraham Maslow made a suggestion that each and every human being possess diverse hierarchy of needs that ought to be satisfied in a sequential order commencing from lower level which includes physiological needs, the need for safety and security, and love and belonging to the higher level consisting of esteem needs and the need to achieve self-actualization (Ibietan, 2013). The five levels of hierarchy of needs as suggested by Maslow are shown in figure 1:

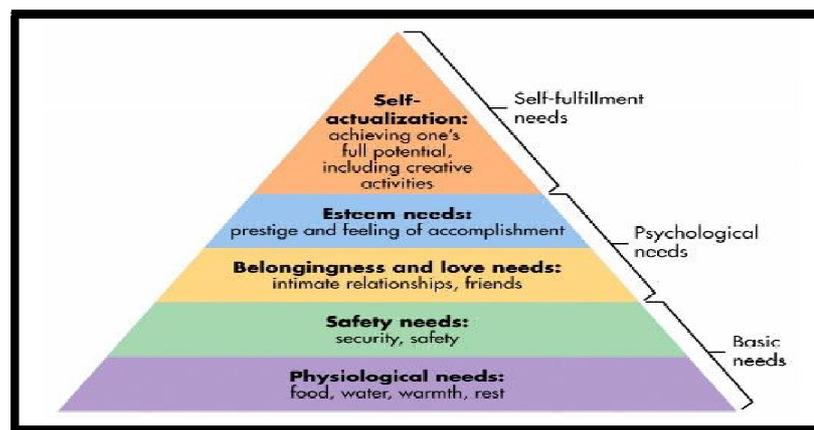


Figure 1: Maslow's Hierarchy of Needs (Mcleod, 2016)

The theory largely focuses on man's personal needs to arouse his inner motivations. This main concept then formed the Maslow's hierarchy of needs that steps the different forms of man's necessities. It could be noticed that the biological as well as the physiological needs function as the basic foundation of man's motivation as it is put at the end of the pyramid.

The need to fulfil each need level serves as a factor to achieve one's higher and purposeful motivation. It is about the quest of reaching one's full potential as a person (Efere, 2005; Huitt, 2007; Ibietan, 2013; Taormina and Gao, 2013). How the theory affects the human behaviour is still a complex perception. For one, there is a difference between motivation and behaviour, as motivations are only one segment of determinants of behaviour; and wherein behaviour is almost always motivated, it is also almost always biologically, culturally and determined (Taormina and Gao, 2013). Thus, depending on what an individual need, may it be an assumption or not to Maslow's pyramid, his totality cannot truly justify a description in his behaviour.

Social needs handle on family and gathering connections that could rise above to love, warmth and belongingness. The regard needs draw a man's accomplishment or notoriety, status and obligation. The more elevated amount is a portrayal of self-improvement and satisfaction named as the self-completion, which is the apex of Maslow's chain of command of requirements. The need to satisfy each need level fills in as a component to achieve one's higher and purposeful inspiration. It is all about the mission of achieving maximum capacity as a human (Efere, 2005; Huitt, 2007; Ibietan, 2013; Taormina and Gao, 2013).

How the hypothesis impacts the human conduct remains an unpredictable idea. For one, there is a refinement amongst inspiration and conduct - as inspirations are just a single class of determinants of conduct; and wherein conduct is quite often spurred, it is likewise quite often organically, socially and decided (Taormina and Gao, 2013).

Each progression of the triangle could contribute on how the organization deals with their corporate strategies in association with their workers to such an extent that: a) giving a decent pay to them to get their own needs and notwithstanding having short cushions in working hours can fall under the natural and physiological needs; b) a safe and ensured working spot for the wellbeing needs; c) an inviting situation or gathering advancement exercises could be sorted out by the human asset office for their social needs; d) a basic motion of appreciation and thankfulness on their working accomplishments and execution could help their regard needs; and if noted, e) there is a righteousness of achieving the higher sign of self-realization, where representatives advances to a more inventive, imaginative and successful pioneers in their working spot gave that testing assignments are likewise offered by the association itself (Ibietan, 2013).

Curiously, another researcher, Clayton Alderfer in 1969 built up the Existence, Relatedness and Growth (ERG) hypothesis that was based upon Maslow's chain of command hypothesis because of his feedback on Maslow's hypothesis. As proposed by Alderfer, "human needs can't be positioned in progressive system yet that same (needs) can ideally be positioned along a continuum" (Ibietan, 2010 p. 8). Contrary to Maslow's hypothesis, Alderfer battled that there are three gatherings of human needs that enable representatives to manage two arrangements of necessities on the double.

However, the use of the ERG theory is widespread in analyzing the role of management in motivating employees with the identification of money or monetary rewards as a factor in fulfilling employee needs (Ibietan, 2010). In addition, (Efere, 2005) asserted that the ERG theory implies that managers must be able to focus on employees' attention in satisfying lower needs if higher needs are failed to be satisfied.

2.3. Relationship between Organizational Culture and Job Performance

Research into the concept and impact of organizational culture began in 1976 when Silverwig and Allen researched on the impact of a firm's culture on performance (Wilderom, Shkanasy and Peterson, 2000). Want (2006), theorized that the following attributes formed the organization's culture: (a) mission and strategy; (b) leadership and management effectiveness; (c) communication and decision-making; (d) organization design and structure; (e) organizational behaviour; (f) knowledge and competence; (g) business and organizational interventions; (h) innovation and risk taking; (i) performance; and (j) change readiness. Chehade et al. (2006), defined seven types of culture as (a) passive-aggressive, (b) over managed, (c) outgrown, (d) fits-and-starts, (e) just-in-time, (f) military precision, and (g) resilient. Chehade et al. (2006), further hypothesized that almost all organizations fall into one more of these categories. Organizational culture is the combination of expectations of organization, experiences, philosophy and values.

Organizational culture influences on performance and productivity of organization. It gives guidelines for quality of product, punctuality, safety and other factors affecting on environment.

Culture indeed plays a huge role in the behaviour of an organisation. It directly affects how work is performed by employees within the organisation. When the culture of a firm is strong, especially in homogenous organisations, the members of the company are inspired to work together and become productive to reach the goals of the company (Wambugu, 2014). Employees feel their efforts are acknowledged and each work of an employee greatly contributes to the success of the company. They feel that work is light and there is harmony within their working environment which makes them more driven and inspired. Teamwork and collaboration are present in companies that have a strong organizational culture (Wambugu, 2014).

As highlighted by (Zu, Robbins, and Fredendall, 2010 p. 428) "culture is a liability when the shared values do not conform to those that will further the organisation's effectiveness." Hence, due to the great influence that culture has in the behaviour of an organisation that directly affects the performance and success of a company, it is therefore important for managers/administrators to know how to overturn culture disadvantages and leverage them to become a competitive edge in the business.

In various studies conducted across different organizational settings, common themes that can be extracted in relation to motivational factors include having a good working environment. For example, Osakwe (2014) suggested that academic staff in Nigeria are highly motivated if they have good working environment. In line with this, (Mohamed and Abukar, 2013) noted that there is a positive relation between organizational culture and employees' performance in Mogadishu.

Furthermore, the researcher measured organizational culture in term of involvement, consistency, adaptability, and mission and employee performance measured in motivation through rewards, needs fulfilment. On other hand, Mehr, Emadi, Cheraghian, Roshani, and Behzadi, (2012) asserted that today cultural clashes in any international project organization have led to an increased emphasis on preparedness on possible conflicts existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration.

However, corporate culture is an important factor in enhancing the attainment of organizational goals and objectives. And corporate culture affects the way in which people behave in an organization and also corporate culture can lead the employee improvement in workplaces to help and become more committed to their jobs (Nongo and kyanyon1, 2012). Due to the earlier stated literature, the following hypothesis was developed:

- H1: There is a positive relationship between Organizational Culture and Employee Job Performance.

2.4. Relationship between Training and Performance

Training is a critical part of HR management; it is among the swiftly growing part of employee activities. Training and development, defined as a course of exercise for increasing the employees' efficiency, cognitive as well as psychomotor skills helps the organizations to have a significant method of developing the employees productivity (Ezeani and Oladele, 2013).

Staff training and development is among the most vital organizational dynamics. It is made up of the pivot in which the organization is run. The training and development procedure is among the most ubiquitous methods for maximizing the productivity of personnel and sharing organizational goals to workers (Ekaterini and Constantinos-Vasilios, 2009).

Employees are the basis of every workplace and it is the essential way of transforming other resources to profit. Training and development are the main aspect to utilize the potential growth and opportunities to attain a competitive edge. In a similar vein, both private and public establishments train their personnel as much as possible so as to improve their effectiveness as well as motivate them (Devi and Shaik, 2012). Training in different aspects ranging from physical, social, intellectual and mental is necessary in not only increasing the level of productivity but also the personal development of employees in any organization (Olusanya, Awotungase and Ohadebere, 2012).

To be able to maintain economic growth as well as effective performance, it is imperative to enhance the input of workers towards the objectives of the organizations.

In a developing country such as Nigeria, training and development of staff or the workforce is vastly needed in a lot of private and public organizations to increase productivity and effectiveness (Ezeani & Oladele, 2013). Training is obligatory to make sure there is sufficient workforce that are capable of career development and attain top positions. Consequently, there is a continual need for the process of staff development, and training accomplishes an integral part of this process. Training should be regarded as an integral part of the process of total quality management. Beard well and Holden (1993) debate that the recognition of the significance of training in recent years has been heavily influenced by the escalation of competition and the relative success of organizations where investment in employee development is substantially emphasized (Obi-Anike & Ekwe 2014). Due to the earlier stated literature analysis, the researcher hypothesized that:

- H2: There is a positive relationship between Training and Performance.

2.5. Relationship between Rewards and Performance

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Singh, 2015). A motivated employee is responsive of the definite goals and objectives and organization individuals must achieve; therefore, individuals direct its efforts in that direction. Employee motivation and performance are key factors in moving a company or an institution forward. Motivation increases the willingness of the staff to work,

hence increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Shadare et al., 2009).

Employee motivational issues are among the most challenging and difficult tasks that leaders deal with in terms of handling people. This is because of the close link between motivation and employee performance. Mostly, the level of employee performance is relative to an employee's level of motivation to work or perform (Zameer, Alireza, Nisar, and Amir, 2014). The study of Richard (2014) that investigates the effect of motivation on employee performance in his findings indicated that salary/wage, promotion and career growth opportunities are the major motivation factors that impact employee performance. This is in line with the study of (Omollo, 2015) which states that motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. This is also relative to Maslow's needs theory and ERG theory suggesting that employee satisfaction can be achieved by means of meeting their needs thereby impacting their motivation and performance. As highlighted by Omollo (2015), employee motivation affected by different factors including money/rewards, job enrichment, team building, and training that have positive impact to the performance of employees.

Conversely, reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation (Maund, 2001). As a result of these pressures, HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees. The fundamental purpose of reward is to provide positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfil the employers dream is to share in their dream (Kotelnikov, 2010). Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, reassignments, non-monetary bonuses like vacations or a simple thank-you. When employees are rewarded, they get work done. Employers get more of the behaviour they reward, not what they assume they will automatically get from employees. Thus, when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behaviour and higher performance they have attained. Effective reward systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behaviour in organizations. This encourages employees to take positive actions leading to rewards. Reward programs should be properly designed in the organization so as to reinforce positive behaviour which leads to performance (Torrington and Hall, 2006).

Mostly, motivation is intrinsically expressed by a person through feelings of satisfaction, achievement and excitement towards the achievement of a specific aim (Zameer et al., 2014). On another note, performance is defined as the "evaluation of the results of a person's behaviour. It involves determining how well or poorly a person has accomplished a task or done a job" (Richard, 2011 p. 2). As such, the same author argued that motivation is one of the factors that contribute positively to employee's job performance. In the workplace, employee motivation is considered as the key to an employee's performance or performance improvement. It is stated that performance is a direct function of both motivation and ability (Kiruja and Mukuru, 2013). While ability refers to an employee's capacity and competency to perform a specific task or function, motivation refers to an employee's inner desire to perform or achieve a particular goal (Accel Team, 2010).

The concept of motivation and performance can be applied in different types of organizations such as in the academic environment because of being attributed to hard work that entails great consumption of physical and intellectual effort (Zlate and Gabriel, 2015). In the study conducted by (Blašková and Blaško, 2013) wherein the authors examined the content of university teachers' motivation and the determining the core tools that can be applied in motivating them, findings suggest that risks of motivation include unfair evaluation, provision of false information and withholding important facts, inability of managers to inspire and motivate, focusing employee evaluation on failures and neglecting the feedback. In a similar study by (Yamoah and Ocansey, 2013), the authors ascertained the motivational factors of lecturers in a private university in Ghana. Findings revealed that salary and personal development are the main motivating factors of university lecturers.

Moreover, (Osakwe, 2014) conducted a study in order to determine the factors affecting motivation and job satisfaction of academic staff in a university in Nigeria. Through the use of ex-post-facto research design with a sample of 450 non-management academic staff, it was found that highly motivated staff perform their jobs better than poorly motivated staff wherein related motivating factors or rather substantive rewards which include good salary, conditions of service, promotion, recognition and feedback, job security, professional development programmes, empowerment/authority, good working environment, research grants and challenging work among others. In essence, there are various strategies that can be employed in order to increase or strengthen an employee's motivation (Kiruja and Mukuru, 2013). One way is to positively reinforce an employee. Setting high expectations or any form of displaying trust on an employee's competency may be the best way to positively reinforce an employee. Another way is through satisfying the needs of an employee either financially or emotionally. Through the efforts of managers or supervisors however in keeping their people's jobs exciting, meaningful and challenging, the employees' motivational level may significantly increase immediately (Goldsmith and Clark, 2008). Interestingly, the key to effectively increase the motivation and positive reinforcement of the employees lies in the capacity of the leaders and managers to motivate their own people. While that is one important qualification for leaders in terms of people management, motivating employees may prove to be a challenging task (Omollo, 2015).

An effective employee motivational counselling is always accompanied with empathy and sincere understanding that must be demonstrated by the counsellors or the supervisors to their own people. Supervisor-counsellors may only be

able to effectively motivate their employees to perform better at work once they learn to understand their subordinate's position and actions. They must be able to put themselves in the shoes of their people in order to better understand them (Clark, 2008).

Based on the discussion above, the following hypothesis was developed:

- H3: There is a positive relationship between Motivation and organizational productivity performance.

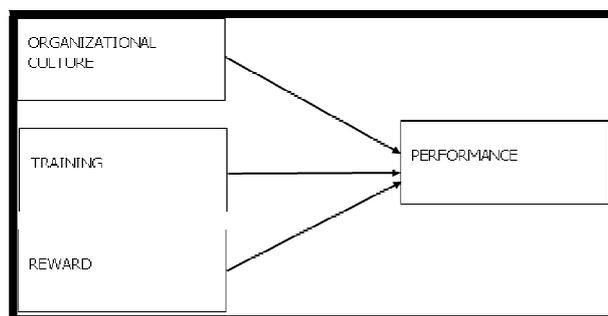


Figure 2: Research Framework by the Researcher

3. Research Methodology

3.1. Study Area

The research was conducted at Kano Municipal Local Government Area Council of Kano State in Nigeria. Amongst all the civil servants in all the 44 Local Government in Kano State, Kano Municipal Local Government Area council is the largest in population and therefore, the number of staffs is more than any other local government. Thus, this study wishes to carry out this research in that context so as to use it as a reference to the other local governments in the state.

3.2. Research Design

According to John W. Creswell (2014), research design is the procedures and method used in gathering and analysing measures stated in research problem. It is also a framework that has been created to find answers to research questions. It also gives comprehensive detailed plan of work that was done in order to achieve a research objective (Telesphory Masalu, 2015). It also comprises the framework of the whole issues that the researcher will do from writing the theories and their active consequences to the final study of the data. Therefore, the study adopted the quantitative methodology in which the data was gathered through self-administered questionnaires to the respondents.

3.3. Population and Sample Size

The study population comprises of all the employees of Kano municipal local government council, because they were the groundwork of the study and provided the applicable answers to the research queries. The study administered 600 questionnaires to respondents for collecting necessary data in the study area whereby total staff were to be 3500 civil servants in Kano municipal local government council. Sample size refers to the total amount of features acquired from a particular sample population (Waiyaki, 2017). The purpose is the selection of number of observations or findings in order to put into the numerical sample.

The study used Stratified sampling technique to select amongst all civil servants in Kano Municipal Local Government council. The method was used in order to ensure equal representation of the variables in the study. As stated by Hamed (2018), stratified sampling is a situation where a population is divided into different groups and a random sample is choosing or picked from amongst the groups. Therefore, the type of data collected in this research was primary data and the collection tool was a self-administered questionnaire given to the civil servants in Kano municipal local government area council.

4. Data Collection and Response Analysis

The researcher collected the data from the personnel of Kano Municipal local government ranging from senior ranking staff to middle and also junior ranking. From the six hundred (600) questionnaires distributed, four hundred and fifty (450) representing about seventy-five percent (75%) were returned. This is quite a significant rate in social science research (Glaser 2008; Survey Monkey 2009). Additionally, it is imperative to state that only three hundred and fifty-four (354) of the four hundred and fifty (450) collected questionnaires representing (78.6%) were valid and usable after data screening.

4.1. Demographic Profile of Respondents

In the demographic profile of the respondents, the researcher commenced by launching the save '.sav' file using IBM SPSS software package program for extensive descriptive analysis. The breakdown of the descriptive statistics of the respondent's demographic profile (n=354) is shown in the table below. The analysis discussed the part '1' of the survey questionnaire, which addresses the respondents' Gender, Age, Education Level, Rank and number of years served. The subsequent part will provide an in-depth analysis of the statistical findings for the demographic profiles of the participants.

Variable	Item	Frequency	Percentage
Gender	Male	270	76.3%
	Female	84	23.7%
Age	21-25	52	14.7%
	26-30	181	51.1%
	31-35	60	16.9%
	36-40	36	10.2%
	41-45	5	1.4%
	Above 50	20	5.6%
Education Level	Diploma	73	20.6%
	Degree	86	24.3%
	Masters	139	39.3%
	PhD	56	15.8%
Rank	Junior	241	68.1%
	Middle	94	26.6%
	Senior	19	5.4%
Number of years served	0-5 years	227	64.1%
	6-10 years	68	19.2%
	11-15 years	15	4.2%
	15 years and above	44	12.4%

Table 1: Overview of Frequency and Percentage of Respondents Based on Gender, Age, Education Level, Rank and Number of Years Served Categories

5. Confirmatory Factor Analysis (CFA)

To generate the findings of the confirmatory factor analysis, the researcher used SmartPLS v 3 by Ringle et al. (2017). The evaluation of measurement models in CFA includes, factor loading, Indicator Reliability, Internal Consistency Reliability, Discriminant and Convergent validity.

5.1. Factor Loading

The main measured criterion for the factor analysis is the factor loading for the latent variables. Factor loading is defined as the path from the latent variable to the indicators standardized path (David 2016). Furthermore, factor loading is also called outer loadings; it is defined as "the estimated relationships in reflective measurement models (i.e., arrows from the latent variable to its indicators). They determine an item's absolute contribution to its assigned construct."

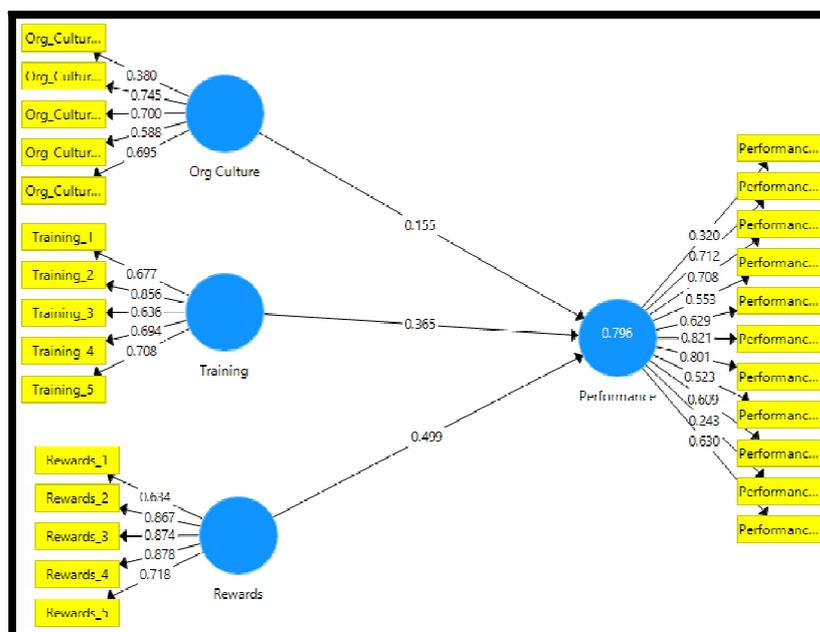


Figure 3: Model before Deletion of Items

As shown above there were 26 reflective indicators/items in this research, twelve (12) of the items/indicators were below the (0.50) acceptable threshold or are required to be deleted in order to improve the model; hence, they were deleted by the researcher to improve the model's convergent validity. All other indicators/items retained attained the minimum loading of (0.50/0.40) threshold after establishing the presence of convergent validity as recommended by (Hair et al. 2014 p.121).

6. Internal Consistency Reliability (Composite Reliability)

Fascinatingly, all variables as well as indicators in this study exceed the minimum value acceptable to establish the presence of reliability. Furthermore, the composite reliability of all the constructs in this study has achieved the minimum threshold of (0.70) or above. The table below depicts the result of both the Cronbach's Alpha and the Composite reliability of the re-specified model of the study. By running PLS Algorithm function in Smart PLS software, the results were obtained.

Constructs	Composite Reliability
Performance	0.895
Organizational Culture	0.818
Rewards	0.884
Training	0.836

Table 2: Results of Internal Consistency Reliability Of Re-Specified Model

7. Discriminant Validity

Discriminant validity is defined as "the extent to which a construct is truly distinct from other constructs by empirical standards" (Hair et al., 2014 p.104). Furthermore, they detailed that discriminant validity is the last criterion to evaluate reflective measurement model. As a result, establishing discriminant validity indicates that a construct is unique and captures phenomena not represented by other constructs in the model. There are basically two measures of discriminant validity as given by (Hair et al., 2014) namely: Fornell-Larcker Criterion and Cross Loading.

Conversely, a newer and more dependable mechanism of evaluating discriminant validity Heterotrait-Monotrait (HTMT) was invented by (Henseler, Ringle, and Sarstedt, 2015). They stated that by using simulation study that the conventional technique of assessing or evaluating discriminant validity using Fornell-Larcker and Cross Loading do not fundamentally determine the presence of discriminant validity. To evaluate the discriminant validity, HTMT uses Multitrait-Multi-method Matrix, the Heterotrait-Monotrait ratio of correlations which is still new and evolving, due to the argument between researchers and what method is the best to evaluate the discriminant validity. The researcher decided to use all the three (3) methods to determine the discriminant validity for enhanced and unswerving statistical results. Accordingly, in the following sections, the researcher shows the results using all the three (3) techniques of Fornell-Larcker, cross loading as well as HTMT.

7.1. Cross Loadings

As earlier stated, one of the techniques for evaluating discriminant validity is by examining the cross loadings of the indicators. Distinctively, an indicator's outer loading on the associated construct should be greater than all of its loadings on other constructs (i.e., the cross loadings). The presence of cross loadings that exceed the indicators' outer loadings represents a discriminant validity predicament. This criterion is generally considered rather liberal in terms of establishing discriminant validity (Hair, Ringle and Sarstedt, 2013; Hair et al., 2014). Thus, it is very likely to indicate that two or more constructs exhibit discriminant validity.

The table below shows the result obtained from the cross loading which shows the absence of major cross loadings. A significant cross loading is a situation in which an indicators outer loading on a connected variable is larger than all the loadings on other indicators (that is, the cross-loadings). The presence of cross-loadings that exceed the variable's outer loadings implies a discriminant reliability problem. As earlier mentioned, cross loading is quite considerable when finding out discriminant validity, yet it is possible to point out that two or more variables show discriminant reliability (Henseler, Ringle and Sarstedt, 2015).

Constructs	Org Culture	Performance	Rewards	Training
Org_Culture_2	0.827	0.182	0.149	0.296
Org_Culture_3	0.778	0.281	0.106	0.301
Org_Culture_4	0.613	0.204	0.365	0.500
Org_Culture_5	0.684	0.301	0.333	0.371
Performance_10	0.243	0.750	0.399	0.375
Performance_11	0.180	0.811	0.499	0.442
Performance_4	0.465	0.857	0.663	0.734
Performance_5	0.210	0.876	0.641	0.616
Rewards_1	0.290	0.425	0.726	0.297
Rewards_3	0.268	0.622	0.889	0.756
Rewards_4	0.296	0.670	0.916	0.615
Training_1	0.370	0.672	0.605	0.816
Training_2	0.310	0.507	0.585	0.820
Training_5	0.573	0.399	0.398	0.744

Table 3: Cross Loading Results for Each Variable

7.2. Fornell-Larcker Criterion

The second and more conventional technique for assessing discriminant validity is the Fornell-Larcker criterion (Hair et al., 2014). It compares the square root of the AVE values with the latent variable correlations. Particularly, the square root of each construct's AVE should be greater than its highest correlation with any other construct. This criterion can also be stated as the AVE should exceed the squared correlation with any other construct. The rationale of this method is based on the idea that a construct shares more variance with its associated indicators than with any other construct. The table below depicts the result of the discriminant validity assessment of the constructs of this research.

Constructs	Org Culture	Performance	Rewards	Training
Org Culture	0.730			
Performance	0.349	0.825		
Rewards	0.331	0.689	0.848	
Training	0.503	0.688	0.684	0.794

Table 4: Results of Discriminant Validity for the Re-Specified Model Using Fornell-Larcker Criterion

7.3. Heterotrait-Monotrait (HTMT)

The researcher used a new technique called Heterotrait-Monotrait given that all the previous two criteria were strongly criticized by Henseler et al., (2015). HTMT was proposed by Henseler and his colleagues to additionally evaluate the data for presence or lack of discriminant validity. The table below depicts the HTMT results for each construct and indicators' significant values are shown in green and boldface. As stated by Henseler et al., (2015), to achieve discriminant validity, all constructs ought to have HTMT value below (**0.90**) between two reflective constructs.

Constructs	Org Culture	Performance	Rewards	Training
Org Culture				
Performance	0.413			
Rewards	0.442	0.796		
Training	0.734	0.798	0.836	

Table 5: HTMT Result for Each Construct

8. Evaluating PIs-Sem Structural Model Result

Once the researcher has confirmed that the construct measures are dependable and valid, the next phase is to assess the structural model result which involves examining the model's predictive capabilities and the relationships between the constructs. After the validation of the model earlier, the re-specified model will be used to evaluate the structural model. The structural model analyze the constructs and also the causal correlation which their significance value shows up on the arrow from an exogenous variable to the endogenous variable, the values are referred to as the Path coefficient. Figure 4-2 below displays a logical method of the analysis of structural model results. As stated by Hair et al., (2014), the first step in evaluating a structural model is by examining and evaluation of collinearity. Afterwards, the next step is to analyze the relationship and significance of the structural model, alongside the significance level of R^2 . The next phase is to evaluate the effects of f^2 .

8.1. Collinearity Evaluation

Collinearity arises when two indicators are perfectly correlated. When more than two indicators are involved, it is called multi-collinearity (Hair et al. 2014). Researcher obtains collinearity results by assessing and by evaluating the VIF values and the tolerance level.

Constructs	VIF Values	Remarks
Org Culture	1.339	No Collinearity Issue
Rewards	1.878	No Collinearity Issue
Training	2.239	No Collinearity Issue

Table 6: Collinearity Result for Exogenous Variable

8.2. Evaluating Model Path Coefficients

After running the PLS-SEM algorithm, estimates are obtained for the structural model relationships (i.e., the path coefficients), which represent the hypothesized relationships among the constructs. The path coefficients have standardized values between -1 and + 1. Estimated path coefficients close to + 1 represent strong positive relationships (and vice versa for negative values) that are almost always statistically significant (i.e., different from zero in the population). The closer the estimated coefficients are to 0, the weaker the relationships. Very low values close to 0 are usually non-significant (i.e., not significantly different from zero). Furthermore, the bootstrapping value, which is also known to as T-Value should be (1.65) to create significance at (10%) level, and the value have to be (1.96) at (5%) level (recommended) of significance. Last of all, T-Value have to be (2.57) at (1%) level of significance (Hair et al. 2014). In marketing research, researchers usually use (5%) level of significance. Nevertheless, it is not the reality of every research field, for instance, consumer behaviour studies frequently accept an amount of significance at (1%), and that is the case

often with experimental research. On the other hand, if a research's nature is really exploratory, the appropriate degree of significance is (10%).

The research used the technique of bootstrapping to analyse for significance of the causal relationships. It is also referred to as hypothesized relationship or correlation. Bootstrapping is defined as a "re-sampling technique that draws a large number of subsamples from the original data (with replacement) and estimates models for each subsample. It is used to determine standard errors of coefficients in order to assess their statistical significance without relying on distributional assumption" (Hair et al. 2014 p.218). Five hundred (500) indiscriminate subsamples are suggested for a preamble instrument. Yet, to guarantee the findings stability, a bigger subsample of five thousand (5,000) subsamples is recommended for final analysis (Hair et al. 2014). The bootstrapping test was carried out by the researcher based on Hair et al.'s (2014) recommendations of (5,000) subsamples. Furthermore, the derived path coefficients were assessed for all the relationships.

This research covers across different fields such as management and human resource practices. Due to that, with corroboration to hair et al.'s (2014) recommendation, the researcher settled for (1.96) as the benchmark for determining significance at the (5%) level. Nonetheless, to accept or reject any hypothesis, the P-Value must be below (0.01). The table below displays T-Values and PLS path coefficients.

Relationships	T Statistics	P Values	Remarks
Org Culture -> Performance	0.304	0.761	Non-Significant
Rewards -> Performance	5.830	0.000	Significant
Training -> Performance	6.532	0.000	Significant

Table 4.9: Summary of Path Coefficient, Bootstrapping P Values Results

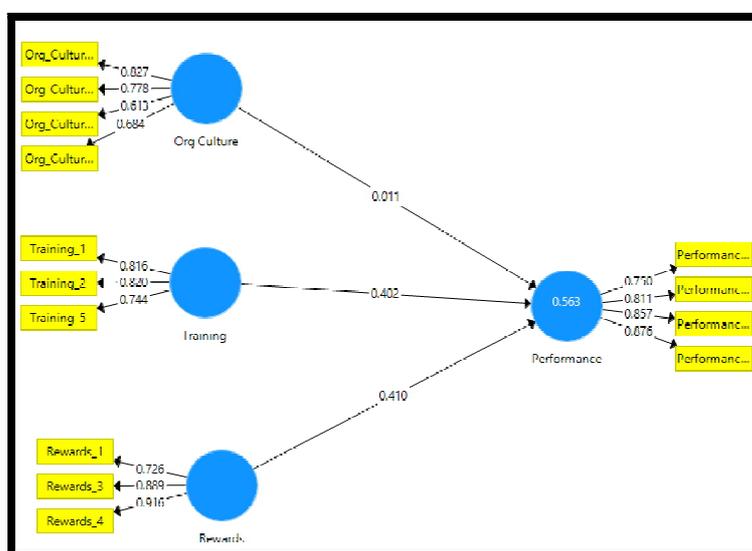


Figure 4: Overview of Re-Specified Model

9. Evaluating Coefficient of Determination (R² Value)

The coefficient of determination (R² value) is the most frequently used method to evaluate the structural model (Hair et al., 2014). The R² coefficient is a measure of the model's predictive accuracy and is calculated as the squared correlation between a specific endogenous construct's actual and predicted values. The coefficient represents the exogenous latent variables' combined effects on the endogenous latent variable. As the coefficient is the squared correlation of actual and predicted values, it also represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs linked to it. The R² value ranges from 0 to 1 with higher levels indicating higher levels of predictive accuracy. However, it is quite intricate to provide rules of thumb for acceptable R² values because this depends on the model complexity as well as the research discipline. As stated by Hair et al. (2014), while R² values of 0.20 are deemed high in areas such as consumer behaviour, in success driver studies (e.g., in studies that aim at explaining customer satisfaction or loyalty), researchers expect much higher values of 0.75 and above. Furthermore, in scholarly research that focuses on marketing issues, R² values of 0.75, 0.50, or 0.25 for endogenous latent variables can, as a rule of thumb, be described as substantial, moderate, or weak respectively (Joe F Hair et al., 2011; Ringle and Sinkovics, 2009). This study covers disciplines such as Management and Human Resource Management, the researcher settled for R² value of 0.75, 0.50 and 0.25 as substantial, moderate and weak respectively as suggested by Hair and Ringle. The table below shows the result of the R² Values of the variables of this research:

Construct	R Square	R Square Adjusted
Performance	0.563	0.560

Table 7: Result of R² Value

10. Evaluating the Effect Size F^2

After evaluating the R^2 values of the endogenous constructs, the change in the R^2 value when a specified exogenous construct is omitted from the model can be used to evaluate whether the omitted construct has a substantive impact on the endogenous constructs. This measure is referred to as the f^2 effect size (Hair et al., 2014). F^2 size effect regarding exogenous construct varies from (0.35) for "large" impact, (0.15) is used to indicate "medium" size effect and last of all, (0.02) is used to indicate "small" effect (Hair et al. 2014). The table below depicts the result of the effect size f^2 of the constructs of this study:

Constructs	Performance
Org Culture	0.000
Rewards	0.206
Training	0.165

Table 8: Result of the F^2 Sizes

11. Discussion

11.1. Overview of the Main Findings

The researcher made use of the literature and sufficient theory to conceptualize the framework of the study so as to aid administrators to take good care of their staff so that they can work hard and render the adequate services to the citizens. The research framework includes three independent variables and one dependent variable. The Independent variables are Organizational Culture, Training, and Reward. Using the research framework, the researcher came to developed three hypotheses, and findings showed that two of them were statistically supported while one was not supported. The findings are based on the analysis the researcher did by utilizing Smart PLS software. The findings revealed that staff of Kano Municipal local government are driven to perform when there is rewards and training. However, the result showed that the staff don't bother about the organizational culture and it doesn't motivate them to give in their best.

12. Contribution

This research study has made contributions in different aspects ranging from managerial to theoretical level. Additionally, the researcher's contribution is within the purview of motivation as it affects public service productivity. As mentioned earlier in Chapter 2 of the study, the conceptual development of this study is built on theories ranging from Maslow's hierarchy of needs and ERG theory as well as the concept of training and development. Though the mentioned theories have been established and employed in different contexts, they were not significantly used in the public sector especially in Northwest Nigeria. This study offers vigorous propositions to fill the knowledge gap in the field. The contributions made by this study have been classified into theoretical and practical contributions. This research study further offered contributions to the current body of knowledge especially in human resource aspect.

12.1. Practical Contribution

The results, findings and conclusion of this research provides several implications for public servants especially at the policy making level comprise of Federal Ministry of Labour, State Ministry of Labour and Local Government Ministry at the state level, as well as scholars in the field of human resource management. As employees are the strength of each and every organization, this research study function as a tool for the administrators to understand the most important aspect that drive their employees to work hard and get maximum productivity. The findings of this study and suggestions should provide a foundation policy maker to recognize that it is the responsibility of government to put measures in place that will make the workplace experience a more pleasant one for workers. This is due to one of the empirical findings of this study that organizational culture doesn't drive the employees to perform well and give their maximum best. Since the research was carried out for Kano Municipal local government, it is the responsibility of the Kano State government through the Ministry of Labour and Local government to create a better culture for the state's public service. Among the revelations of this research, training was found to be statistically accepted. Therefore, the public sector especially the Office of the Head of Service should emphasize on training and development of personnel so as to get effective service delivery.

From the findings of the study, reward is a factor that drives the employees to put in their best. Therefore, the government should make new mechanism on how to reward hardworking employees. As recommended by Baron and Kreps (1999), organizations should concentrate on satisfying their employees' needs in order to receive more from them in return. Using techniques that enhance performance to the organisation and its policies enables employees to improve their skills and develop greater levels of self-confidence (Thomas. Kochan and Osterman, 1994; Lawler, 1992; Levine, 1995; Pfeffer, 1998). Not only will such policies in improve the chances of getting the best from the employees (Arthur, 1994; Huselid, 1995; Shaw, et al., 1998) however it will enhance the productivity and in turn ensure effective service delivery to citizens at large.

12.2. Theoretical Contribution

This research study has made contributions in comprehending the effect of employee motivation on organization's productivity in public service in Nigeria a comprehensive framework based on several theories and concepts. The researcher clarified different issues ranging from training and development concept to the issue of reward

as it affects public service in general. The findings revealed that policy makers ought to look at the following avenues: identify staff values and inclinations and make them parallel with organizational goals; improve performance based rewards mechanisms that are of greater value to employees; ascertain training requirements as well as means to develop employee skills and knowledge that can result to improved performance; and get on contemporary approaches of reforming jobs to accommodate the rewards sought after by employees.

Nigeria has few research documents dealing with management of employees, compared with other countries (Mellahi, 2007; Okpara and Wynn, 2008). However, the framework of this research could be utilized across different settings as it has been used by the researcher to measure the.

A responsible and committed Human Resources department is a treasure to any organization that desires to promote employees' participation in achieving organizational targets (Arthur, 1994; Youndt, 2000). By using the responsible HR policies, staff learn the relevance and also the obligation of their work and see how these as they relate to personal career goals. More so, they can then associate their personal growth and benefits with the organizations' (Baron and Kreps, 1999; B. Becker and Gerhart, 1996; Delery, 1998; Delery and Doty, 1996). The conceptual model of this research study is based on theories that has to do with how employees become committed to an organization and the ways HR mechanisms could encourage high productivity. The variables utilized are Organizational culture, Training and Rewards. The research model of this study is aimed to associate these variables and empirically identify the relationship between them. The main theoretical contribution that this research offers is to the whole field is the connection between the aforementioned constructs or variables and how they affect organizational productivity.

13. Suggestion for Future Study

The findings of this study as well as the limitations could provide recommendations for potential researchers in similar field. Among the recommendations for future research is to make use of the same research model and expand by incorporating relevant variables, such as leadership style management as moderator. One key opportunity for future study is the documentation of a research design that place emphasis on practical ways of instituting Human Resource practices to influence employee retention. Furthermore, future research may wish to consider using a bigger population by conducting the research in multiple local governments. One aspect that future research could examine is using this study's research proposition to longitudinal and case study designs.

14. Conclusion

The research was all about effect of staff motivation on organizational performance in the public sector in Kano Nigeria. There is a unanimous agreement that motivation is a key aspect of an average worker's life. Therefore, there is need to check how it affects the workplace especially within the public sector. The main factor in achieving the mission as well as vision of any organizations is through its employees. This part of the study illustrates a summary of the research study and showcase the achievements of the study's objectives which is accompanied by responding to the issues of limitations in the study from where enthusiasts of the topic and potential researchers can gain idea and directions of the aspects to improve. Results of the study seem to show that the findings from this study may not possibly be directly applicable to other settings. Future researchers should authenticate the model in other circumstances and contexts; cross-sectional studies would perhaps be imperative and significant to this particular line of study. Constraints for the current study concentrated on shortcomings regarding the oversimplification or generalization of findings. From all the defined restraints, some recommendations as well as suggestions were offered that might be utilized by future research. To conclude, this study made use of a conceptual framework to gauge the factors affecting organizational performance especially in the public service. Practical/Managerial and theoretical contributions of the study were also discussed.

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