

**NATIONAL UNIVERSITY OF POLITICAL STUDIES AND PUBLIC
ADMINISTRATION**

DOCTORAL SCHOOL IN ADMINISTRATIVE SCIENCES

DOCTORAL THESIS SUMMARY

PhD. Coordinator:

Prof. Dr. Ani Matei

PhD Candidate:

Olusegun Oladapo Akerele

BUCHAREST

- 2024 -

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*Employees motivation and organizational performance in the public sector.
Comparative and impact studies*

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INTRODUCTION

Background of the Study

The thesis "Employees Motivation and Organizational Performance in the Public Sector" examines the link between employee motivation and organizational performance in the Public Sector, looking at the public sector of the UK, Romania, Germany, Somalia, South Africa, and Nigeria. It investigates how motivation affects labour mobility and migration, with a special focus on professional mobility in African countries. The study is based on four hypotheses concerning the essential role of motivation in public sector development, its impact on organizational performance, human capital development through education and motivation, and the influence of motivation on employee migration. The research aims to offer insights into enhancing workforce motivation to improve organizational performance in different cultural and economic settings.

Aims of the Study

1. To Investigate Employee Motivation Systems.
2. To Examine the Relationship Between Motivation and Performance.
3. To Analyse Professional Mobility and Social Processes.

Objectives of the Study

1. Evaluate the design and efficacy of motivation systems in the public sectors of Europe and Africa.
2. Assess the correlation between motivation and performance in the public sector.
3. Explore the impact of professional mobility and social trends on public sector motivation in Africa.

Research Methodology

This research paper is grounded on a set of research hypotheses. Throughout the study, these hypotheses have undergone rigorous evaluation, leading to a scenario where some have been either fully or partially validated, while others have been contradicted by the findings.

The hypotheses presented focus on the relationship between employee motivation and organisational performance in the public sector, along with the impact on labour mobility and migration. These hypotheses will be tested using a combination of qualitative and quantitative research methods.

Hypothesis 1:

- ◆ Employee motivation is a necessary condition for the development of the public sector in consensus with the general development of society.

Hypothesis 2:

- ◆ Organizational performance has specific characteristics for the public sector and is in a systemic relationship with the motivation of employees in this sector.

Hypothesis 3:

- ◆ The human capital in the public sector is the result of general investment in education, plus specialized training, and employee motivation.

Hypothesis 4:

- ◆ Reduced performance of the public sector induces high levels of mobility of human capital in this sector and migration, phenomena which become endemic for some states.

Methodology:

This research methodology aims to provide a comprehensive understanding of the dynamics between employee motivation and organisational performance in the public sector and how it impacts broader societal issues such as labour mobility and migration.

⇒ ***Data Collection:***

- Surveys and Interviews
- Secondary Data Analysis.

⇒ ***Data Analysis:***

- Qualitative Analysis.

- Quantitative Analysis
- ⇒ *Comparative Studies:*
- Cross-Organizational Analysis.
- International Comparison
- ⇒ *Ethical Considerations*

Study Outline

This thesis titled “Employees Motivation and Organizational Performance in the Public Sector. Comparative and Impact Studies” aims to explore various facets of employee motivation and its impact on organisational performance in the public sector, emphasizing comparative studies between Europe and Africa. It delves into how motivation influences labour mobility and migration, anchored on four central hypotheses about motivation, performance, human capital, and mobility in the public sector. The research seeks to answer pertinent questions regarding motivation mechanisms, the link between motivation and performance, professional mobility characteristics in African countries, and the interplay between social processes and employee motivation. The five main chapters of this research study project were organized accordingly.

Chapter 1 Motivation and Performance in the Public Sector. A Comparative Perspective

The chapter also seeks to contextualize the first hypothesis (H1) by exploring how employee motivation aligns with societal development.

Chapter 2 Complementary Processes of Employee Motivation in the Public Sector: Professional Mobility, Migration

It seeks to understand how these factors interplay with motivation in the public sector, highlighting the consequences of reduced performance, as suggested by the fourth hypothesis (H4).

Chapter 3 Impact of Motivation on Public Sector Employees

In Chapter 3, our focus is on the third hypothesis (H3) by assessing the impact of motivation on public sector employees.

Chapter 4 Empirical Research on Employee Motivation in the Public Sector

This chapter is designed to answer the research questions, particularly focusing on the mechanisms of employee motivation (Q1), the systemic dependence between motivation and performance (Q2), and the correlation between major social processes and employee motivation (Q4).

Chapter 5 Results

Chapter 5 examines a dataset of 732 participants across sectors (Public, Private, NGO/Charity) and countries (South Africa, Somalia, Nigeria, UK, Germany, Romania) to analyse the impact of demographic factors on employee motivation and organizational performance. It uses statistical tests to show how salary, job security, career opportunities, and workplace environment correlate with motivation. The chapter indicates a higher female presence in the public sector and underscores the importance of customized motivational strategies. Overall, the thesis contributes to understanding the dynamics of motivation in the public sector's HR management.

RESEARCH QUESTIONS

1. What are the main mechanisms and characteristics of employee motivation systems in the public sectors of some representative states in Europe and Africa?
2. How can the systemic dependence between motivation and organisational performance be described?
3. Professional Mobility and Characteristics in some African countries?
4. What is the correlation between some major social processes (migration, JAPA syndrome, etc.) and employee motivation?

CHAPTER 1

MOTIVATION AND PERFORMANCE IN THE PUBLIC SECTOR: A COMPARATIVE PERSPECTIVE

Overview

Chapter 1 provides a comprehensive analysis of employee motivation within the public sector and its impact on organisational performance. It explores various motivational theories and their practical application in public sector environments.

Key Themes

- 1. Theoretical Foundations:* The chapter discusses classical motivation theories, including Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, and their relevance in the public sector.
- 2. Motivation in Different Geographies:* It offers a comparative perspective on motivational strategies and challenges in Europe and Africa's public sectors.
- 3. Impact on Performance:* The chapter evaluates how different motivational factors influence the efficiency and effectiveness of public organizations.

Alignment with Thesis Objectives

Chapter 1 aligns with the thesis objectives by establishing a foundational understanding of employee motivation in the public sector and its impact on organizational performance. It introduces essential motivational theories and examines their application in diverse geographic contexts, specifically Europe and Africa. This sets the stage for the thesis's broader aim to analyse and compare motivational strategies and their effectiveness in different public sector environments. The chapter's focus on linking motivational factors to organizational performance directly supports the thesis's objective of exploring and improving efficiency and effectiveness in public sector organizations globally.

Contribution to the Thesis

Chapter 1 serves as a critical foundation for the thesis by:

- ❖ **Establishing the Theoretical Basis:** It introduces key motivational theories, creating a theoretical framework for analysing motivation in the public sector.
- ❖ **Highlighting Geographic Variations:** The comparative analysis between Europe and Africa underscores the diversity in motivational strategies, enhancing the thesis's global perspective.
- ❖ **Linking Motivation to Performance:** The chapter effectively ties motivational factors to organisational performance, setting the stage for deeper exploration in subsequent chapters.

Role in the General Conception of the Thesis

- ⇒ **Foundation for Comparative Analysis:** This chapter lays the groundwork for understanding the variances in motivational approaches across different geographical regions.
- ⇒ **Basis for Empirical Studies:** The theoretical and comparative insights provide a robust platform for the empirical investigations in later chapters.
- ⇒ **Framework for Recommendations:** By establishing a clear link between motivation and performance, this chapter paves the way for future recommendations on enhancing public sector efficiency.

CHAPTER 2

COMPLEMENTARY PROCESSES OF EMPLOYEE MOTIVATION IN THE PUBLIC SECTOR: PROFESSIONAL MOBILITY, MIGRATION

Overview

Chapter 2 delves into the interaction between employee motivation, professional mobility, and migration within the public sector. This chapter builds upon the foundational concepts of motivation introduced in Chapter 1, exploring how these dynamics uniquely influence public sector organizations.

Key Themes

- 1. Professional Mobility:* The chapter examines the role of career progression and opportunities within the public sector, and how this influences employee motivation.
- 2. Migration Patterns:* It also explores migration trends among public sector employees, considering the reasons behind these movements and their impact on organizational performance.
- 3. Interplay with Motivation:* The chapter investigates how professional mobility and migration patterns interact with and impact employee motivation in the public sector.

Alignment with Thesis Objectives

Chapter 2 aligns with the thesis objectives by providing a comprehensive understanding of how professional mobility and migration influence employee motivation in the public sector. This alignment is achieved through the exploration of the interconnected nature of these elements, offering insights into their collective impact on organizational performance and employee satisfaction. The chapter expands the thesis's discussion on motivational factors, introducing new dimensions that are crucial for effective human resource management and policy formulation in the public sector, thereby enriching the overall thesis narrative.

Contribution to the Thesis

Chapter 2 significantly advances the thesis by:

- ❖ **Enhancing Understanding of Motivational Dynamics:** It provides a deeper insight into how professional mobility and migration influence employee motivation in the public sector.
- ❖ **Broadening the Motivational Framework:** The chapter extends the discussion beyond traditional motivational theories, integrating the aspects of professional mobility and migration.

Role in the General Conception of the Thesis

- ⇒ **Contextualizing Motivational Factors:** This chapter contextualizes motivation within the realities of professional movement, offering a more comprehensive view of motivation in the public sector.

⇒ Informing Policy and Management Practices: The insights gained here are crucial for formulating effective human resource policies and management practices in the public sector.

CHAPTER 3

IMPACT OF MOTIVATION ON PUBLIC SECTOR EMPLOYEES

Introduction

Chapter 3 of the thesis delves into the intricate dynamics of employee motivation within public sector organizations, exploring various motivational theories and their practical implications. This chapter is pivotal, as it bridges the theoretical underpinnings of employee motivation with the practical aspects of organizational performance in the public sector.

Key Issues Addressed

The chapter comprehensively discusses several critical issues:

1. *Theoretical Frameworks*: It examines key motivational theories, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McClelland's Theory of Needs, applying them to the public sector context.
2. *Motivation in the Public Sector*: The unique challenges and opportunities for motivating employees in the public sector are explored, highlighting the differences from the private sector.
3. *Case Studies and Comparative Analysis*: Real-world examples and comparative studies provide practical insights into how motivation impacts organizational performance.

Contribution to the Thesis

Chapter 3 significantly contributes to the thesis by:

- ❖ *Bridging Theory and Practice*: It successfully connects motivational theories with their real-world implications in the public sector.
- ❖ *Empirical Insights*: The inclusion of case studies offers empirical evidence supporting the theoretical discussion, enhancing the thesis's credibility.

Role in the General Conception

This chapter serves as a cornerstone in the thesis by:

- ⇒ Deepening Understanding: It enriches the reader's understanding of the complexities involved in employee motivation in the public sector.
- ⇒ Setting the Stage: The chapter lays the groundwork for subsequent discussions on strategies to enhance motivation and performance.

CHAPTER 4

EMPIRICAL RESEARCH ON EMPLOYEE MOTIVATION IN THE PUBLIC SECTOR

Introduction

Chapter 4 of the thesis focuses on the practical strategies for enhancing employee motivation and organisational performance in the public sector. This chapter is crucial as it translates the theoretical understanding from previous chapters into actionable strategies and interventions.

Key Issues Addressed

The chapter addresses several key areas:

1. *Motivational Strategies*: It delves into various strategies and programs that have been successful in enhancing motivation in the public sector.
2. *Comparative Analysis*: Through comparative studies, the chapter examines different approaches used in various public sector organisations.
3. *Challenges and Solutions*: It discusses the challenges in implementing these strategies and proposes practical solutions.

Contribution to the Thesis

Chapter 4 makes a significant contribution to the thesis by:

- ❖ Bridging the Gap: It bridges the gap between theory and practice by providing actionable strategies.

- ❖ Empirical Evidence: The inclusion of case studies and comparative analysis provides empirical support for the strategies discussed.

Role in the General Conception

The chapter plays a pivotal role in the thesis:

- ⇒ Enhancing Practical Understanding: It enhances the reader's understanding of how theoretical concepts are applied in practice.
- ⇒ Complementing Earlier Chapters: The chapter builds upon the theoretical foundations laid in previous chapters, showing their practical implications.

CHAPTER 5

RESULTS

Introduction

Chapter 5 of the thesis critically examines the outcomes and impacts of motivational strategies in the public sector. This chapter is essential as it evaluates the effectiveness of the strategies discussed in Chapter 4, linking them directly to organizational performance.

Key Issues Addressed

The chapter comprehensively explores several pivotal areas:

1. *Effectiveness of Strategies*: It evaluates the success and limitations of various motivational strategies in the public sector.
2. *Impact Assessment*: The chapter provides an in-depth analysis of how these strategies have affected organizational performance.
3. *Comparative and Impact Studies*: Utilizing comparative studies, assesses the impact of different strategies across various public sector organizations.

Logic and Compatibility

The chapter is structured logically, beginning with an evaluation of the strategies' effectiveness, moving into impact assessment, and culminating with comparative studies. This structure is aligned with the thesis's objectives, providing a critical analysis of the practical application of motivational theories.

Contribution to the Thesis

Chapter 5 significantly contributes to the thesis by:

- ❖ **Evaluating Practical Applications:** It provides a critical analysis of the effectiveness of motivational strategies in real-world settings.
- ❖ **Empirical Insights:** The chapter's focus on impact studies offers valuable empirical data supporting the theoretical discussions from previous chapters.

Role in the General Conception

In the context of the thesis, this chapter:

- ⇒ **Solidifies Understanding:** Enhances the reader's comprehension of the practical implications of motivational strategies.
- ⇒ **Integrates Theory and Practice:** Serves as a bridge between the theoretical discussions in earlier chapters and the practical outcomes observed in the public sector.

CONCLUSION

This thesis, "Employees Motivation and Organizational Performance in the Public Sector: Comparative and Impact Studies," primarily aimed to explore and understand the dynamics of employee motivation and its impact on organisational performance within the public sector. The study was set against diverse socio-economic and cultural backdrops, notably contrasting the scenarios in Europe and Africa. The research was guided by specific hypotheses, objectives, and research questions, which aimed to dissect the multifaceted nature of employee motivation and its interplay with organizational efficiency and effectiveness.

The methodology adopted for this research was comprehensive, involving both qualitative and quantitative analyses. It encompassed a comparative study between the European and African public sectors, scrutinizing various factors such as socio-political dynamics, resource availability, and cultural influences that potentially impact employee motivation and, in turn, organisational performance.

This study provides an extensive analysis of employee motivation systems and their impact on organisational performance in the public sectors of select European and African countries. It underscores the critical role of employee motivation as a driver of organizational efficiency and effectiveness, highlighting diverse mechanisms and strategies employed across different socio-economic and cultural contexts. The research reveals the systemic interdependence between employee motivation and organisational performance, demonstrating that motivated employees significantly contribute to the success of public sector organisations. Additionally, the study delves into the complexities of professional mobility and the influence of major social processes on employee motivation, offering insightful perspectives on the challenges and opportunities within public sector human resource management.

Future research should aim to build upon the foundations laid by this study, exploring the evolving nature of employee motivation and organisational performance in the public sector. Longitudinal studies would provide valuable insights into how motivation and performance dynamics change, especially in response to global trends such as digital transformation, economic fluctuations, and political shifts. Further comparative studies across different regions could deepen the understanding of cultural and economic impacts on employee motivation strategies. Additionally, research focusing on the integration of technological advancements in motivation systems, such as gamification and digital rewards, could offer innovative approaches to enhancing employee engagement. Investigating the impact of remote and hybrid work models on employee motivation in the public sector is another area ripe for exploration, given the shift in work patterns due to recent global events. Such studies would contribute significantly to developing more effective and adaptable motivation strategies, ultimately enhancing public sector performance and service delivery.

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