



## Work Environment, Motivation and Operational Efficiency in Nigeria Customs Service

By

**Nwaodike, Chibuzor Ayodele, PhD.**

Department of Political Science and Public Administration,  
 Babcock University, Ilishan-Remo, Ogun State, Nigeria.  
 nwaodikec@babcock.edu.ng

&

**Idris Sule Dan**

Department of Political Science and Public Administration,  
 Babcock University, Ilishan-Remo, Ogun State, Nigeria.  
 nwaodikec@babcock.edu.ng

### Abstract

Nigeria Customs Service operational efficiency is critical to attainment of domestic economic growth through border protection and implementation of trade policies. However, the performance of this agency has been on a declining state from 2015 to 2019. These have been attributed to the nature of work environment and motivation of employees. Therefore, the study investigated the effects of motivation on operational efficiency and work environment on employee commitment. A mixed research design was adopted with a population of 7,347 officers and men of the NCS. A sample size of 383 was computed through Krejcie and Morgan sample-size determination formula. The study adopted the stratified random sampling to select employees of NCS in Abuja and Lagos command units from three management cadres. Questionnaire and interview guide were the instrument of data collection. Response rate of 87.7% was achieved, and data was analyzed and presented through descriptive and inferential statistics. Results reveal that motivation had positive and significant effect on employee productivity in the NCS ( $\beta = 0.318$ ,  $t = 7.196$ ,  $p=0.000$ ); work environment had positive and significant effect on job commitment in the NCS ( $\beta = 0.461$ ,  $t = 8.777$ ,  $p=0.000$ ). The study concluded that motivation has significant effect on the operational efficiency, however, on the strength of the effect, revealed a weak contribution to operational efficiency. Work environment contribution to employee commitment is weak. The ripple effect of weak commitment was unethical work behaviour. The study recommended timely measures to inspire employees' moral to perform efficiently and create enabling work environment that would boost job commitment in NCS.

**Keywords:** Nigerian Customs Service, Work Environment, Motivation, Operational Efficiency, Public Service.

### Introduction

The customs services generally play a crucial role in the economic well-being of every country. The Nigeria Customs Service is not an exception as there is hardly any sector of the Nigerian economy that is not influenced by the activities of the Nigeria Customs Service. The functions of this agency include the collection of revenue, anti-smuggling activities, security functions, licensing, and registration of customs agents, among others. The Customs is equally considered a policy instruments for enforcing trade policies in favour of the domestic economy.





However, within the last five years, there has been an overwhelming public outcry on the activities and the services NCS render. The Service has not been able to effectively carry out its statutory functions because of the inadequacies in the number of employees. A World Bank logistic performance Index survey (2018) put NCS in a reclining position when compared with its performances in 2016. The report placed the NCS 90th of 160 countries. However, barely two years later in 2018, the NCS occupied the 112th position.

The Vice president of Nigeria, Yemi Osinbajo in 2019 criticized the agency for being one of two government agencies responsible for frustrating the ease of doing business policy instituted by the President Buhari administration. Also, the transportation minister Rotimi Amechi observed that Customs personnel have shared the majority of this blame for the adverse outcomes of the agency's performance. He pointed out that counter-productive work habit such as absenteeism and lateness of officers and men to perform their primary duties at the Lagos seaport is a thing of concern that has frustrated the economic activities in the country.

In addition, the chairman, National Council of Managing Directors of Licensed Customs Agents, Apapa chapter, Emeka Enweluin 2018 revealed that the examination of cargoes at Apapa has gone down from 300 to 200 containers per day due to the officers' attitude to work. The alleged multiplier effect of the ineptitude of customs officers have led to loss of revenue for the federal government of Nigeria. As a result of this, some importers prefer to route their cargo via neighbouring countries since it is cheaper and faster to clear their imported goods. Again, other challenges encountered includes congestion of the port, frustration of trade and investment, increasing cost of product as importer transfer the tax burden to citizens, and occupying unfavourable position on the global ease of doing business index thereby discouraging foreign investment.

In addition, Comptroller Olugboyega Peters revealed that the NCS needs more staff to manage the border activities in the country and that the officers and men of the NCS are the least paid agency of the government; suggesting overall poor employee welfare (Peters, 2019). Perhaps, the poor employee welfare can be attributable as the cause of the inefficiency allegedly rampant among the officers and men of the service. It is against this backdrop that this study investigated the effects of motivation on operational efficiency and work environment on employee commitment in the Nigeria Customs Service.

### **Research Hypotheses**

The following hypotheses were tested in this study.

H<sub>1</sub> Motivation has no significant influence on operational efficiency in the NCS.

H<sub>2</sub> Work environment has no significant effect on job commitment in the NCS.

### **Conceptual Clarifications**

#### **Work Environment**

Work environment comprises the physical topographical locations as well as the immediate settings of the workplace. This is the location where workforce execute their daily responsibilities in order to achieve organizational objectives. Ordinarily, it involves other issues relating to the condition of service, such as the ventilation, illumination, noise level, and





additional incentives and benefits of employment such as free child care, adequate parking space among others. In this context, the workplace environment is the entirety of the components that exist amongst workforce and the organisation, which they work. This entails the physical setting as well as the immediate locations, behavioural procedures, programs, guidelines, culture, resources, working interactions, work scene that affect the input and output of the Nigeria Customs Service.

### **Motivation**

*It is important to note that the needs, desires and wants of employees at whatever level are been driven by certain incentives, therefore, workers are instigated to be effective and efficient in attaining maximum expectations.* Motivation is the process of inspiring workforce to actions to attain the organizational goals. In this study, there are psychological factors stimulating the behaviour of public servants in the Nigeria Customs Service, which differ from each personnel, as such, it may be monetary or non-monetary in nature, rewards, bonuses. It is the responsibility of the management of customs service to identify these motivational factors and adequately apply such to inspire officers and men of the force. On this note, motivation means to inspire workforce in order to bring out the best in them and on the other hand achieve operational efficiency.

### **Operational Efficiency**

Operational efficiency refers to the capability of an organization to deliver products or services to its customers in the most cost-effective manner possible while still ensuring the high quality of its products, service, and support (Nasra, 2014). Operational efficiency looks at an organization's capabilities and performance. It is further described as an organization's ability to minimize waste of inputs and maximize resource utilization to deliver quality, cheaper products, and services to its customers. It is a useful measure utilized in managing the available resources (Nsikan, Etim, & Ime, 2015).

Operational efficiency is also known as operational effectiveness or operational productivity. As an evaluation strategy, it measures the level of output compared to unit of input. That is, the service rendered by the Nigeria Customs Service must correspond to the expectations of Nigerians and federal government's budgetary allocations. There are yearly expectations or target the service but meet, anything less implied that customs underperformed. The focus of attention in this regard is that customs service must incorporate all efforts both policy initiatives and practices that enables it to reduce cost while on the other hand is effective and productive. This means that the agency must provide consistent and quality services with minimal cost in human and material resources.

### **Theoretical Framework: Ability-Motivation-Opportunity Theory**

The AMO framework as popularly called was borne out of the proposition of Bailey (1993) that focused on high-performance work systems. The scholar suggested that the desire for employee to contribute significantly to organization performance is a direct correlation of three components: the employee must possess necessary skills, they should be motivated systematically and the employers must provide an enabling environment for the employees to





grow and participate in organization's affairs. This perspective later gave rise to the AMO theory developed by Appelbaum, Bailey, Berg and Kalleberg (2000).

Dejmal (2016) argued that the theory suggests three independent work system components that shape employee characteristics and contribute to the success of the organization. Accordingly organizational interests are best served by a system that attends to the employees ability, motivation, and opportunity (AMO). The focus of attention of organizations in this context includes increased in the ability of the employees, motivation of employees and ability to provide opportunities so they can contribute to organizational goals.

Ability of employees in this context is knowledge and skills the employee accumulated that necessitated his employment or recruitment and selection process and subsequent training and development he is subjected to, as well as provision of necessary tools and material resources to facilitate his responsibilities. Motivation on the other hand is creating enabling environment and ability of the management to inspire these employees to consistently offer their best at all times. However, these previous two key component may be inadequate if the employee is denied from expressing his initiatives and exhibit dynamism both in decision making and execution of organizational programmes.

Ability, Motivation and Opportunity (AMO) theory has been adopted extensively to potentially explain the complex relationship between how people are managed and subsequent performance outcomes. It is therefore, concerned with individual characteristics and more applicable in the human resource management field (Kellner, Cafferkey and Townsend, 2019).

The relevance of this theory to the study is on the premise that employees are likely to perform exceedingly well when they are provided with enabling environment that give opportunity to be part of decision making and involved in the implementation of such actions jointly taken. This will invariably propel motivation that involves extrinsic and intrinsic in nature. That is, monetary incentives and career opportunities. Therefore, Nigeria Customs service ought to motivate its employees appropriately based on efforts and commitment to service and create a working environment that creates growth and participation in work discussions. Once this is achieved, NCS would not be amongst the two agencies in Nigeria that is frustrating the easy-of-doing-business agenda of the federal government under the Buhari-Osinbajo led administration.

However, some authors have criticized the over-simplistic nature of the theory in relation to work environment, motivation and operational efficiency. They point out that this issue should be handled in a more comprehensive way by integrating mediating variables. Examples of mediating variables are: employee's individual characteristics which include attitudes and behaviour (Block & Pickl, 2014), and on the part of management, these involves leadership style and commitment to duty (Demortier et al., 2014), or organizational level dimensions such as climate or culture.

### **Research Method**

The paper adopted cross-sectional survey design. The population of the study comprised officers and men of Nigerian Customs Service, specifically, Abuja Command Unit and Federal Operating Unit, Lagos State, Nigeria, with a numerical population of 7,347. The justification for





these two units was on the premise that Abuja Command Unit is responsible for human resource management of the NCS, while Lagos Command Unit is in charge of NCS operations. Specifically, Abuja Command Unit has a population of 3,389 and Lagos Command Unit has 3,958 respectively. Sample size was computed using Krejcie and Morgan (1970) formula for determining sample size of 383. The paper adopted stratified random sampling to access the Officers and Men of NCS. Structured questionnaire was self-developed and validated. Structured interview was used to complement the survey method. Cronbach's Alpha reliability coefficient range from 0.645 to 0.942. The response rate of 87.7% was achieved. Data were analyzed through descriptive and inferential statistics.

### Data Analysis and Discussion of Findings

**Objective One:** identify the effect of motivation on operational efficiency in the Nigeria Customs Service.

**Table 1: Descriptive Statistics on Respondents Responses of the effect of Motivation on operational efficiency**

Motivation factors	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Mean	Standard Deviation
Transparent reward system	16.1%	36.3%	29.8%	6.5%	9.5%	1.8%	4.38	1.215
Structure pension plan for personnel	18.5	33.6%	38.4%	6.5%	1.2%	1.8%	4.56	1.017
Develop highly motivated workforce	12.5%	41.7%	31.5%	13.7%	0.6%	0.0%	4.52	0.901
Provide opportunity for personal growth	6.0%	29.5%	55.1%	7.7%	0.9%	0.9%	4.29	0.802
Adequate Health insurance coverage for personnel	9.2%	34.5%	38.4%	12.8%	3.3%	1.8%	4.29	1.028
Average							4.40	0.992
<b>Operational efficiency</b>								
Exhibit personal readiness to serve in different capacity in customs duties	21.1%	63.1%	12.5%	3.3%	0.0%	0.0%	4.99	0.827
Avoid unproductive activities	20.5 %	56.8%	17.9%	4.8%	0.0%	0.0%	4.91	0.829





Increase in task performed	27.1 %	45.5%	22.9%	3.6%	0.9%	0.0%	4.94	0.850
Reduce smuggling activities	32.1 %	39.3%	25.9%	0.6%	1.2%	0.9%	4.98	0.925
Increase revenue generation to the Government	41.7	28.3	21.7%	7.1	1.2	0.0%	5.01	1.055
Average							4.96	0.897

**Source: Field Survey Results (January, 2020)**

According to results in Table 1, 16.1% of the respondents strongly agreed that NCS engage transparent reward system, 36.3% agreed, 29.8% partially agreed, 6.5% partially disagreed, and 11.3% disagreed. On average, the respondents indicated that the reward system obtainable in NCS is transparent with a mean of 4.38 and standard deviation of 1.215. Results also indicated that 18.5 of the respondents strongly agreed that NCS have structured pension plan for personnel, 33.6% agreed, 38.4% partially agreed, 6.5% partially disagreed, and 3.0% disagreed. On average, the respondents indicated that NCS have structured pension plan for personnel is high with a mean of 4.56 and standard deviation of 1.017.

Also 12.5% of the respondents strongly agreed that the NCS develop highly motivated workforce, 41.7% agreed, 31.5% partially agreed, 13.7% partially disagreed, and 0.6% disagreed. On average, the respondents indicated that the company only gives people the maximum amount of training is high with a mean of 4.52 and standard deviation of 0.901. Also 6.0% of the respondents strongly agreed that the NCS provide opportunity for personal growth, 29.5% agreed, 55.1% partially agreed, 7.7% partially disagreed, and 1.5% disagreed. On average, the respondents indicated that the NCS provide opportunity for personal growth is high with a mean of 4.29 and standard deviation of 0.802.

Last on the table shows 9.2% of the respondents that strongly agreed that the NCS provide adequate health insurance coverage for personnel, 34.5% agreed, 38.4% partially agreed, 12.8% partially disagreed, 5.1% disagreed. On average, the respondents indicated that the NCS provide adequate health insurance coverage for personnel is high with a mean of 4.29 and standard deviation of 1.028. The grand mean for motivation is 4.40 with standard deviation of 0.992, indicating that motivation is partially high. The value of standard deviation implies that the response was clustered around from the mean.

According to results in Table 1, 21.1% of the respondents strongly agreed that they exhibit personal readiness to serve in different capacity in customs duties, 63.1% agreed, 12.5% partially agreed, and 3.3% partially disagreed. On average, the respondents indicated that they exhibit personal readiness to serve in different capacity in customs duties with a mean of 4.99 and standard deviation of 0.827. Results also indicated that 20.5% of the respondents strongly agreed to they Avoid unproductive activities, 56.8% agreed, 17.9% partially agreed, and 4.8% partially





disagreed. On average, the response to avoid unproductive activities is high with a mean of 4.91 and standard deviation of 0.829.

Also 27.1% of the respondents strongly agreed that they are able to Increase in task performed, 45.5% agreed, 22.9% partially agreed, 3.6% partially disagreed, and 0.9% disagreed. On average, the respondents agree they are able to Increase in task performed with a mean of 4.94 and standard deviation of 0.850. Furthermore, 32.1% of the respondents strongly agreed that they are able to reduce smuggling activities, 39.3% agreed, 25.9% partially agreed, 0.6% partially disagreed, 1.2% disagrees and 0.9% strongly disagreed. On average, the respondents agree that are able to Reduce smuggling activities with a mean of 4.98 and standard deviation of 0.925.

Lastly, 41.7% of the respondents strongly agreed that they are able to Increase revenue generation to the Government, 28.3% agreed, 21.7% partially agreed, 7.1% partially disagreed, and 1.2% disagreed. On average, the respondents agree that are able to Increase revenue generation to the government with a mean of 5.01 and standard deviation of 1.055. The grand mean for operational efficiency 4.96 which indicates that on average, respondents agreed with most of the statements as it relates to employee performance with the overall standard deviation of 0.897 implies that the response were clustered around the mean.

The findings suggest that motivation may likely influence employee operational efficiency in the NCS. To substantiate the effect motivation, have on operational efficiency, a hypothesis was formulated and analysed using simple linear regression analysis as an example of inferential statistics.

### Restatement of Hypothesis One

**H<sub>1</sub>:** Motivation has no significant influence on Operational Efficiency in the Nigeria Customs Service.

**Table 1.1: Regression Result of effect of Motivation on Operational Efficiency in the NCS**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366 <sub>a</sub>	.134	.132	.55704
a. Predictors: (Constant), Motivation				
b. Dependent Variable: Operational Efficiency				

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.562	.197		18.058	.000



	NEWMTV	.318	.044	.366	7.196	.000
a. Dependent Variable: Operational Efficiency						

**Source: Field Survey Results (January, 2020)**

To test the objective one, linear regression analysis was used. Using SPSS version 24 package, the resulting regression coefficients have been used to interpret the direction and magnitude of the relationship. The  $\beta$  coefficients show the responsiveness of the dependent variable as a result of unit change in each of the independent variable (Motivation). The error term  $\varepsilon$  captures the variations that cannot be explained by the model. The dependent variable was operational efficiency. The regression results are presented in Tables 1.1.

Table 1.1 provides details of results of linear regression on the effect of motivation on operational efficiency of the Nigerian Customs Service. The results reveal that motivation has positive and significant effect on employee productivity in the NCS ( $\beta = 0.318$ ,  $t = 7.196$ ,  $p=0.000$ ). The estimated coefficient of correlation (R) was  $.366^a$  indicating that there is a relationship between motivation and operational efficiency. The result also revealed that motivation only account for 13.4% of employee productivity while 86.6% of operational efficiency is as a result of exogenous factors apart from recruitment & selection ( $R^2 = 0.134$ ). The regression model was thus established as follows:

$$Y = 3.562 + 0.318x_3 + \varepsilon_i \dots\dots\dots \text{Eq. i}$$

Where: Y = Operational Efficiency  
 $x_1$  = Motivation

The regression equation showed that holding motivation constant at zero, operational efficiency is 3.562. The result shows that the coefficient of motivation is 0.318 with probability value of 0.000 indicates that motivation has positive and significant contribution to employee productivity in the NCS. The results reveal that a unit improvement in motivation brings about 0.318 increase in operational efficiency in the NCS. In other word, an improvement in motivation determinants, results into a corresponding increase in operational efficiency in the NCS. Based on these result, the null hypothesis ( $H_1$ ) which states that motivation has no significant effect on operational efficiency in the NCS was rejected.

To have an in depth understanding of how motivation influence operational efficiency in the Nigeria Customs Service, an interview was conducted to support the quantitative analysis presented above. Fifty personnel took part in the interview session. All the personnel interviewed affirm that staff motivation is crucial for the enhancement of customs operational efficiency. This is because a happy worker is a motivated one and a motivated worker is a productive worker. Despite the critical nature of motivation, 90% of the personnel who cut across the three cadres investigated stressed that although the NCS service is trying in this regards to see that its personnel stay consistently motivated, yet a lot still remain undesirable. Also, they stressed that the welfare package for officers and men who die in active service is a cause of concern and the families left behind usually do not get adequate support for the commission. With this in mind, personnel of the commission are not overly motivated. Hence, the ripple effect of low morale, have a concomitance effect on operational efficiency in NCS. The interview conducted



corroborate the quantitative result which reveals that motivation explained only 13.4% variation in operational efficiency of the NCS.



## Restatement of Research Objective Two

**Objective Two:** examine the effect of the work environment on employee commitment in the Nigeria Customs Service.

**Table 2: Descriptive Statistics on Respondents Responses to Work Environment**

Work Environment	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Mean	Standard Deviation
Conducive organizational climate	17.6%	46.4%	29.2%	4.8%	2.1%	0.0%	4.73	0.879
Team-spirit	13.4%	60.7%	22.3%	1.8%	1.8%	0.0%	4.82	0.748
Communication of organizational culture	13.4%	45.2%	31.8%	7.7%	9.6%	1.8%	4.61	0.878
Compliance to global Human Resource best practises	8.9%	39.0%	44.6%	3.6%	3.9%	0.0%	4.45	0.886
Provide opportunity to for personnel participation in goal setting	8.9%	35.7%	39.6%	14.0%	1.8%	0.0%	4.36	0.893
Provide technology that drive work effectiveness	7.1%	33.9%	49.1%	7.7%	2.1%	0.0%	4.36	0.810
Average							4.55	0.84
<b>Employee commitment</b>								
Follow-up on commitment	28.0%	34.2%	31.5%	6.3%	0.0%	0.0%	4.84	0.907
Sets organization mission as priority	37.8%	42.9%	18.5%	0.9%	0.0%	0.0%	5.18	0.754
Contribute to the progress of the Customs service	36.9%	39.9%	20.5%	1.8%	0.9%	0.0%	5.10	0.847
Compliant to due process in getting things done	26.2%	42.3%	19.3%	8.6%	3.6%	0.0%	4.79	1.040
Perceived as a team-player	25.9%	42.9%	23.8%	6.3%	1.2%	0.0%	4.85	0.935
Average							4.95	0.896

Source: Field Survey Results (January, 2020)





According to results in Table 2, 17.6% of the respondents strongly agreed that NCS has conducive organizational climate, 46.4% agreed, 29.2% partially agreed, 4.8% partially disagreed, and 2.1% disagreed. On average, the respondents indicated that NCS has conducive organizational climate is high with a mean of 4.73 and standard deviation of 0.879. Results also indicated that 13.4% of the respondents strongly agreed that there is team-spirit in the service, 60.7% agreed, 22.3% partially agreed, 1.8% partially disagreed, and 1.8% indicated disagreed. On average, the respondents indicated there is team-spirit in the service is high with a mean of 4.82 and standard deviation of 0.748.

Also 13.4% of the respondents strongly agreed that the NCS communicates organizational culture, 45.2% agreed, 31.8% partially agreed, 7.7% partially disagreed, 9.6% disagreed, and 1.8% strongly disagreed. On average, the respondents indicated that the NCS communicates organizational culture is high with a mean of 4.61 and standard deviation of 0.878. Also 8.9% of the respondents strongly agreed that the NCS comply to global human resource best practices, 39.0% agreed, 44.6% partially agreed, 3.6% partially disagreed, and 3.9% disagreed. On average, the respondents indicated that the NCS comply to global human resource best practices is high with a mean of 4.45 and standard deviation of 0.886.

Also 8.9% of the respondents strongly agreed that the NCS provide opportunity to for personnel participation in goal setting, 35.7% agreed, 39.6% partially agreed, 14.0% partially disagreed, and 1.8% disagreed. On average, the respondents indicated that the NCS provide opportunity to for personnel participation in goal setting is partially agree with a mean of 4.36 and standard deviation of 0.893. Last on the table shows 7.1% of the respondents that strongly agreed that the NCS provide technology that drive work effectiveness, 33.9% agreed, 49.1% partially agreed, 7.7% partially disagreed, 2.1% disagreed. On average, the respondents indicated that the NCS provide technology that drive work effectiveness is high with a mean of 4.36 and standard deviation of 0.810. The grand mean for work environment is 4.55 with standard deviation of 0.840, indicating that motivation is partially high. The value of standard deviation implies that the response were clustered around from the mean.

In addition, the results in Table 2, shows that 28.0% of the respondents strongly agreed that they Follow-up on commitment, 34.2% agreed, 31.5% partially agreed, and 6.3% partially disagreed. On average, the respondents indicated that they Follow-up on commitment with a mean of 4.84 and standard deviation of 0.907. Results also indicated that 37.8% of the respondents strongly agreed to Sets organization mission as priority, 42.9% agreed, 18.5% partially agreed, and 0.9% partially disagreed. On average, the response to Sets organization mission as priority is high with a mean of 5.18 and standard deviation of 0.754.

Also 36.9% of the respondents strongly agreed that they are able to contribute to the progress of the Customs service, 39.9% agreed, 20.5% partially agreed, 1.8% partially disagreed, and 0.9% disagreed. On average, the respondents agree they are able to contribute to the progress of the customs service with a mean of 5.10 and standard deviation of 0.847. Furthermore, 26.2% of the respondents strongly agreed that they are able to compliant to due process in getting things done, 42.3% agreed, 19.3% partially agreed, 8.6% partially disagreed, and 3.6% disagrees. On average, the respondents agree that are able to compliant to due process in getting things done with a mean of 4.79 and standard deviation of 1.040.



Lastly, 25.9% of the respondents strongly agreed that they are perceived as a team-player, 42.9% agreed, 23.8% partially agreed, 6.3% partially disagreed, and 1.2% disagreed. On average, the respondents agree that are perceived as a team-player with a mean of 5.01 and standard deviation of 1.055. The grand mean for job commitment 4.95 which indicates that on average, respondents agreed with most of the statements as it relates to employee performance with the overall standard deviation of 0.896 implies that the response were clustered around the mean.

Relating results in table 2, work environment has similar patterns of increase with job commitment of the NCS. The findings suggest that work environment may likely influence job commitment in the NCS. To substantiate the effect work environment has on job commitment, a hypothesis was formulated and analysed using simple linear regression analysis as an example of inferential statistics.

### Restatement of Hypothesis Two

**H<sub>2</sub>:** Work Environment has no significant influence on Job Commitment in the Nigeria Customs Service.

**Table 2.1: Regression Result of effect of Work Environment on Job Commitment in the NCS**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433 <sub>a</sub>	.187	.185	.53829
c. Predictors: (Constant), Work Environment				
d. Dependent Variable: Job Commitment				

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.	
		B	Std. Error			Beta
1	(Constant)	2.852	.241		11.832	.000
	NEWWE	0.461	.053	.433	8.777	.000
b. Dependent Variable: Job Commitment						

**Source: Field Survey Results (January, 2020)**

To test the objective two, linear regression analysis was used. Using SPSS version 24 package, the resulting regression coefficients have been used to interpret the direction and magnitude of the relationship. The  $\beta$  coefficients show the responsiveness of the dependent variable as a result of unit change in each of the independent variable (Work Environment). The error term  $\epsilon$  captures the variations that cannot be explained by the model. The dependent variable was job commitment. The Regression results are presented in Tables 2.1.



Table 2.1 provides details of results of linear regression on the effect of work environment on job commitment of the Nigerian Customs Service. The results reveal that work environment has positive and significant effect on job commitment in the NCS ( $\beta = 0.461$ ,  $t = 8.777$ ,  $p=0.000$ ). The estimated coefficient of correlation (R) was .433<sup>a</sup> indicating that there is a relationship between work environment and job commitment. The result also revealed that work environment account for 18.7% of employee productivity while 81.3% of job commitment is as a result of other factors apart from work environment ( $R^2 = 0.187$ ). The regression model was thus established as follows:

$$Y = 2.852 + 0.461x_2 + \varepsilon_i \dots\dots\dots \text{Eq. i}$$

Where: Y = Job Commitment

$x_4$  = Work Environment

The regression equation showed that holding work environment constant at zero, job commitment is 2.852. The result shows that the coefficient of work environment is 0.461 with probability value of 0.000 indicates that work environment has positive and significant contribution to job commitment in the NCS. The results reveal that a unit improvement in work environment brings about 0.461 increase in job commitment in the NCS. In other word, an improvement in work environment, results into a corresponding increase in job commitment in the NCS. Based on these result, the null hypothesis ( $H_2$ ) which states that work environment has no significant effect on job commitment in the NCS was rejected.

To have an in depth understanding of how work environment affect job commitment in the Nigeria Customs Service, an interview was conducted to support the quantitative analysis presented above. Fifty personnel took part in the interview session. All the personnel interviewed uphold that just like training and development, and staff motivation, a positive work environment is vital for the sustenance of employee job commitment in the NCS. Work environment create an atmosphere that facilitate employee's commitment to the organization. However, 83% of the personnel who took part in the interview stressed that although the NCS service is trying in this regards, yet the physical work environment is still behind when compared to international standard. The use of technology in the commission is limited hence restricting their capability to deliver. The multiplier effect of working in a limiting work environment, create stress for personnel which subsequently impact commitment to work. The interview conducted corroborate the quantitative result which reveals that work environment explained a meagre 18.7% variation in personnel commitment in the NCS.

### **Discussion of Findings**

#### **Motivation and Operational Efficiency**

The first objective assessed the effect of motivation on operational efficiency of officers and Men of the NCS. The finding of the linear regression revealed that motivation has significant effect on operational efficiency of officers and men of the NCS. One of the previous works that corroborated the findings of this study is Odukah (2016) which submitted that there is a significant positive relationship between employee motivation and productivity. It revealed the various ways by which an employee could be motivated, which include monetary and non-monetary recognition-based incentives, employee performance recognition, working conditions, training, and development.





Furthermore, Kuranchie-Mensah and Amponsah- Tawiah (2015) reported in their study of employee motivation and work performance that due to the risk factors that are associated with the mining industry, the management had to ensure that employees were well motivated to curb the rate at which employees embarked on industrial unrest, which negatively affected performance.

In another similar study that support the findings of this study but focusing on the Nigerian banking industry, Onyeukwu and Ekere (2018) posits that there is a significant relationship between staff motivation strategies, the attraction of skilled labour force, labour turnover, and fraud incidences in the banking industry hence boosting organizational efficiency. Onyeukwu and Ekere (2018) found that the presence of motivation explained a significant variation in employee efficiency. Hence, lending support for the findings of this study.

### **Working Environment on Employee Commitment**

The second objective examined the effect of working environment on employee commitment of officers and men of the NCS. The finding of the linear regression revealed that working environment has significant effect on employee commitment of officers and men of the NCS. In support of the finding of this study Awan and Tahir (2015) observed that the factors like supervisor support, relation with co-workers, training, and development, attractive and fat incentives and recognition plans, the adequate workload at the workplace help develop a working environment that has a positive impact on employee's level of commitment and productivity in the organizations. Lending support for the finding of this study, Hope et al. (2018) and Ushie et al. (2015) established that work environment such as consistent communication flow, a manageable workload, availability of electricity, and workplace that is free from known dangers, are positively associated with employees' commitment, and hence performance. Study by Nnamani and Ajagu (2014) revealed that there was an unsafe and unhealthy workplace environment, poor motivation, lack of innovation and high cultural interference. All of these hurts the employees' commitment to work.

Akinyele (2010) on his part submits that employee commitment and productivity problems are within the work environment. Conducive work environment stimulates the creativity of workers. Improvement in the work environment and lousy working conditions contribute to the low commitment to work, which results in low productivity of employees. Furthermore, and corroborating the finding of this study, Al-Omari and Okasheh (2017) posit that the situational constraints such as noise, office furniture, ventilation, and light, are the extreme work environment conditions that hurt employee performance. In all, the above submission aligns with the finding of this study to suggest that work environment is crucial for employee performance.

### **Conclusion and Recommendations**

Although Motivation has significant effect on the operational efficiency in the Nigeria Customs Service however, on the strength of the effect, revealed a weak contribution to operational efficiency. It is imperative for the management of the NICs to provide motivation factors that will be perceived as accessible to every officer and men of the NCS. Timely financial and non-financial measures should be instituted to boost officers' moral to perform efficiently.





The work environment in the NCS has positive and significant influence on employee commitment in the Nigeria Customs Service. Probing the result further revealed that work environment contribution to employee commitment is weak. The ripple effect of weak commitment to work would give way to unethical work behaviour. Hence, it is important for the NCS to strengthen its work force by creating a work environment that would boost the job commitment of its work force. Also, the introduction of technology to aid service delivery at the port will enhance the NCS work environment in improving the outputs of the service.

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