

Motivation and Employees' Performance in Uyo Local Government Council, Akwa Ibom State, Nigeria

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Abstract

This study was carried out to ascertain if the motivational tools used by the Uyo Local Government Council affect the performance of the employees. The main objective of the study was to investigate the effect of motivation on employee performance in Uyo Local Government Council, while the specific objectives were to examine the effect of promotion, recognition and pay raise on the performance of employees in Uyo Local Government Council. Expectancy theory as propounded by Vroom in 1964 was adopted as the theoretical framework of the study. Primary and secondary sources of data were adopted in the study. The primary data were obtained through the administration of 240 copies of the questionnaire though 200 were correctly filled and returned. Secondary data were obtained from journals, the internet, books and government publications. Simple percentages and chi-square statistical tools were used to analyze the data obtained. The findings revealed that Uyo Local Government promotes members of staff when due and that recognition of staff plays an important role in employee performance. Also, the study indicated that there is a relationship between pay rise and employee performance. Based on the findings, the study recommended that the Management of Uyo Local Government Council should continue in its efforts to promote its hardworking staff for effective and efficient performance; the Council should design an effective system for the regular recognition and award to employees; also, the Council should ensure that pay rise within the capacity of the council is encouraged and improved for greater performance.

Keywords: Motivation, employee, performance, promotion and recognition

Introduction

Every organization or sector (whether it is public or private) needs financial, physical, and human resources to achieve its targeted goals. This is possible only when motivated employees use their full potential to do the work. Employees who are highly engaged and more willing to do their work only take responsibility when they are motivated. (Kuvaas & Dysvik, 2009). Employee motivation refers to those factors (internal and external) to the employee that can influence staff morale positively and boost

his output. It is what drives the employee to try to do more, operate at his maximum capacity and produce outstanding results which would normally not be so in the absence of the motivating factor(s). To attain maximum achievement in the organizations, the employees must inevitably perform optimally. It is a consensus that workers will accomplish their tasks better when they are highly motivated. Wehrich et al., (2008) believe that to succeed in any business organization whether public or private sectors, important and appropriate incentives are what will guarantee the effectiveness and efficiency of each employee.

In the aspect of employee performance, the recognition of their achievements may be translated into intrinsic rewards and through these rewards, the employees may be motivated to perform up to their maximum capacity. Whether these motivational factors are intrinsic or extrinsic, the underlying fact remains that there is a basic need to be met. Intrinsic and extrinsic rewards are considered the principal motivators for the employees.

There are numerous techniques used by employers to motivate their employees to achieve organizational objectives (Manzoor et al., 2019). Employee motivation has been established as one key factor for maximizing organisational performance and enhancing their productivity (Ekundayo, 2018; Waiyaki, 2017). Hence, this study seeks to examine the effect of motivation on employee performance in the public sector using the Uyo local government council as a case study

Statement of the Problem

Employee motivation has been a central concern of every organisation because of its effect on organisational performance. Employee performance in an organisation is a function of his abilities and motivating factors. It involves goals and ambitions, recognition and achievement of an organisation as well as the employee. The civil service which Uyo L.G. Council is part of, is an agent of the government transformation agenda and has often been confronted with the problem of organisational performance which some can be attributed to organisational motivation.

Motivation in itself is a complex psychological factor that influences organisational performance. Members of staff in an organisation relate with each other because they are driven by psychological, social and economic forces that have the power to motivate them to behave in a particular way. It is through motivation that productivity can be increased and conflict avoided (Mamoria & Gankar, 2010). Employees in the civil service, oftentimes are confronted by a variety of factors such as low pay, career advancement opportunities (promotion), lack of recognition and appreciation, work environment, professional development opportunities and so on. In the civil service, employees often have limited opportunities for growth and development. These avalanches of employee motivational problems can lead to a sense of stagnation, low productivity and difficulty in attracting and retaining hard-working employees. Also, the feeling of apathy and lack of commitment to work are noticed when an employee is not properly motivated. It is from this premise that the study is conducted to ascertain if the motivational tools used by the Uyo Local Government Council affect employee performance.

Objective of the Study

The main objective of the study is to examine the effect of motivation on employee performance in public service in the Uyo Local Government Council.

The specific objectives of the study were to:

1. Examine the relationship between promotion and employee performance in Uyo local government Council.
2. Examine the relationship between recognition and employee performance in Uyo local government Council
3. Examine the relationship between pay raises and the performance of employees in the Uyo local government Council

Research Hypotheses of the Study

The following hypotheses were formulated to guide the study:

1. There is no significant relationship between promotion and employee performance in Uyo local government Council.
2. There is no significant relationship between recognition and employee performance in the Uyo local government Council.
3. There is no significant relationship between pay raises and the performance of employees in Uyo Local Government Council.

Literature Review

Concept of Motivation

Motivation is conceived as the activities which involve the satisfaction of an individual's need to act in a desired manner, though, motivation is viewed, conceptualised and interpreted in similar but varied ways depending on their perception. Cole & Kelly (2011) view motivation as a driving force that encourages an individual to behave in a particular way as they seek to achieve a goal. Similarly, it is a way of setting specific objectives aimed at satisfying some individual needs in an organisation. Hence, work motivation has been referred to as the process that contributes to the initiation and maintaining goal-directed performance (Larsson et al., 2018).

Cameron & Green (2019) conceptualize motivation as the inner force which gives energy to individuals for the accomplishment of organizational and personal goals. Supporting their views, Mile (2004) cited in Ekundayo, (2018) posits that motivation constitutes those conditions that influence "the arousal, direction and maintenance of behaviours. It comprises a psychological process that equips a person's behaviour with the vigour, purpose, passion and direction to satisfy a need. It is seen as the internal or external factors that could induce an individual to respond to the achievement of desired goals.

Mikkelsen et al., (2017) assert that the motivation concept refers to internal factors that impel action and external factors that can act as inducements to action. It is an inducement or a driven force that can energize individuals to respond to achieving a desired objective. Cook & Artino (2016) argue that goals, incentives, needs or wants, aims and wishes or desires are the common enclosure of words that motivation has. So, for the achievement of goals, the individual must be energetic and motivated effectively and focused on accomplishing their goals, and for the realization of objectives they agree to utilize their energies for a long period.

No single human being is an island, as such cannot accomplish all his goals without the input of other like-minded individuals. Managers alone cannot achieve organizational goals; they need the contributions of others to get things done. It, therefore, becomes the task of the manager to adequately motivate his staff, enough to get them to perform at the maximum point that can trigger and activate the actualization of organizational objectives. As opined by Chhotray et al., (2018), employee motivation means empowerment to the employees for leading the company towards competitiveness. For the employees, empowerment and motivation are important for employee retention purposes in the organization. Retention of staff in an organisation is one of the critical functions of the managers and it has been considerably important for healthy performance (Atairet & Ndaeyo, 2022).

Employee motivation is "a reflection of the level of energy, commitment, and creativity that company workers bring to their jobs (Shahzadi, et al.,2014). Motivation is achieving organisational main goals by satisfying individual employee's needs or demands (Ekundayo, 2018). According to Froese et al. (2016), in an organisation, managers can increase the effectiveness of job administration among other employees by having employee motivation as a procedure. The employee works for the company and helps in performing the important task for the proper functioning of the company (Drucker, 2017)

Organisational commitment and turnover are functions of effective employee motivation. Moodley & Hove (2018) believe that employee turnover can be affected by employee

motivation and that the demotivation employee tends to leave the organisation. There are different factors which affect employee performance such as the structure of the organisation, job security, training, compensations, employee satisfaction, motivation, and appraisal system. In an organisation, the most dedicated employees can give the best performance. According to Cameroon & Green (2019), the acquisition of abilities and skills of employees can be affected by motivation. Employee motivation can be of two types: extrinsic and intrinsic motivation. The people who have extrinsic motivation are the ones who are never interested in doing any kind of odd jobs, but they get ready for the sake of getting some extra incentives such as wages or promotion, some praise and appreciation (Larsson, 2018).

According to Breugh et al., (2018), the best form of motivation is intrinsic because it has a long-term and strong effect on employees. In his perspective, Jacoby (2018) argues that people with intrinsic motivation are internally motivated or self-motivated people, they perform their jobs well, they just don't need extra praise and rewards and they enjoy doing the challenging jobs and completing their targets efficiently. Intrinsic motivation cannot be imposed by the management on employees as it is inherited in employees (Vanek, 2017). The importance of achievement motivation in work is seen as focusing on intrinsic motivation, the level of the "motivational state in which individuals are attracted to and energized by the task itself might be obtained (Beal, 2017). This is supported by Jocoby (2018) who suggests that people can be motivated by the nature of work itself.

Promotion as a Motivational Tool

Employees in almost every organisation are overwhelmingly interested in organisational policy on staff promotion. Promotion is a form of reward that involves moving an employee from one position to a higher one in the hierarchy of an organization or an actual upward change in employees' status within an organization (Roszyk-Kowalska & Duda 2017). It is the advancement of positions of employees in an organization.

Among the many benefits of promotion is its ability to increase employees' zeal and passion, and enhance performance and individual self-concept. But for promotion to achieve its aim, it must be fair and deemed commensurate with the efforts of the employees (Roszyk-Kowalska & Duda, 2017). A well-deserved promotion encourages and challenges both the promoted employee(s) and others, while an unjust promotion deters efforts, discourages committed employees, strains relationships within the organization and increases turnover intentions/rate (Duda 2017; Jane et al., 2012). Promotion is a vital instrument for staff performance. It is a move within the organisation to a higher position that has greater responsibilities and requires more advanced skills. It usually involves a rise in status and pay (Wehrich et al., 2008). Members of staff put in their best in an organisation because of the desire and aspiration to get to the top. No one wishes to remain static.

Recognition as a Motivational Tool

Harrison (2005) defines recognition as "the timely, informal and/or formal acknowledgement of a person's behaviour, effort or business result that supports the organization's goals and values, and which has been beyond normal expectations". Recognition is an expression of management appreciation and acknowledgement of employees' performance, personal dedication and engagement at all times (Nyakundi et al., 2012). It is an indication that their efforts are being seen by management. Brun & Dugas (2008) identified key areas for recognition as personal recognition, employee work practice, employee job dedication and results. Any recognized staff strives to do more for the organisation and others who are not recognized strive to put in more effort for recognition thereby contributing to a greater extent to organisational performance.

Recognition of staff by management confers on the recognized employees a sense of belonging and boosts their morale, loyalty and retention rate. Brun & Dugas, 2008). Recognition takes several forms such as notes of appreciation, verbal thank you, periodic public awards of certificates/trophies shopping vouchers, theatre tickets, reserved parking space, dinner; domestic

goods and use of some facilities (Grote, 2006; Nolan, 2012). This tool plays a pivotal role in organisational performance.

Pay Rise as a Motivational Tool

The role of a pay rise is fundamental in every organisation. A worker is entitled to some form of financial reward for his/her labour. This reward could be in the form of wages (hourly payment), salary (monthly payment) or piece rate (payment based on the number of items produced within a specified period). Pay rise comprises an increase in wage or salary, bonus payments or commission and monetary incentives. Monetary incentives have little value, and many organizations use them as a way of motivating their employees. (Ude & Coker, 2012; Eshun et al., 2011). Stajkovic & Luthans (2003) have observed that money is a strong basis for meeting people's needs through the purchasing power it offers. According to these scholars, these payments increase both the speed and production level of employees. More so, employees get more motivated when they are granted pay raises periodically either as promotion benefits, length of service to the organization or special recognition of outstanding performance (Chien-Chung, 2003). In the global economy, pay rise in an organisation has become a central issue for organisational performance and growth.

Salaries given to employees can be well understood as a way of motivating them towards job satisfaction and productivity. This can well be explained in the role of money as a condition reinforced, an incentive which is capable of satisfying needs, and an anxiety reducer that serves to erase feelings of dissatisfaction (Jones, 2015). Salaries in the Unified Local Government Service Commission, including Uyo Local Government Council are regularly paid. The challenges faced by the Council are untimely and irregular payment of promotion area.

Modalities of Promotion, Recognition and Pay Raise in Uyo Local Government Council

Staff promotion in Uyo Local Government Council, like other local government councils in Akwa Ibom State is conducted by the Unified Local Government Service Commission through Senior and Junior Staff Management Committees.

Table1: Composition of Promotion Committees in Uyo Local Government Council

S/N	Senior Staff Management Committee	Junior Staff Management Committee	Positions
01	Head of Local Govt. Service	Dir. of Administration & General Services	Chairman
02	Dir. of Works, Transports, Housing, Land & Survey	Dir. of Works, Transports, Housing, Land & Survey	Member
03	Dir. of Finance	Dir. of Finance	Member
04	Dir. of Social Dev., Education, Information, Sports and Culture	Dir. of Social Dev., Education, Information, Sports and Culture	Member
05	Dir. of Agriculture & Natural Resources	Dir. of Agriculture & Natural Resources	Member
06	Dir. of Budget, Planning, Research & Statistics	Dir. of Budget, Planning, Research & Statistics	Member
07	Dir. of Primary Health Care	Dir. of Primary Health Care	Member
08	Two (2) representatives from the Local Govt. Service Commission		In Attendance
09	Dir. of Administration (LGSC)		Observer
10	Dir. of Administration & General Service	One (1) Administrative Officer	Secretary

Senior Staff Management Committee is responsible for the recommendations of staff on salary grade level 07 to 17 for recruitment, promotion, discipline, and dismissal.

The Junior Staff Management Committee is responsible for the recruitment, promotion, and discipline of staff on salary grade levels 01 to 06 through the recommendations and approval of the local Government service commission.

Promotion exercise commences with the screening of staff due for promotion, with their physical appearance, scrutinizing their service records, and academic documents presented during employment as well as the year of service by the appropriate Staff Management Committee of the Unified Local Government Service Commission. Thereafter, the oral interview is conducted for the assessment of the physical and mental capabilities of staff due for promotion. However, promotions are given to duly promoted staff as a result of good performance. The promotional period for employees in Uyo Local Council is usually two (2) years for Grade Level 01 to 06, three (3) years for Grade Level 07 to 14 and four (4) for Grade Level 15 to 17. (Office of the Head of Administration, Uyo L.G.A).

Table 2: The Number of Staff Screened and Cleared for Promotions in their Respective Departments in 2022

S/No.	Departments	No. of Staff Cleared for Promotion	No. of Staff Absent
01	Department of Administration & General Services	40	01
02	Finance and Supplies Department	13	01
03	Budget, Planning, Research & Statistics	02	-
04	Department of Social Dev., Education, Information, Sports & Culture	07	-
05	Department of Works, Transport, Housing, Lands & Survey	11	3
06	Department of Primary Health Care	17	01
	Total	90	6

Author's Compilation

Table3: Number of Staff Promoted in Respective Cadres in the Year 2022

S/No.	Officers Cadres	No. of Staff Promoted
01	Legal Officer Cadre	01
02	Food Scientific Officer Cadre	02
03	Executive Officer (G/D) Cadre	34
04	Accountant Cadre	04
05	Administrative Officer Cadre	01
06	Stores Officer Cadre	01
07	Education Officer Cadre	05
08	Social Welfare Officer Cadre	01
09	Revenue Superintendent Cadre	03
10	Works Superintendent/Assistant Cadre	09
11	Clerical Officer Cadre	02
12	Confidential Secretary Cadre	04
13	Foreman Cadre	01
15	Hall Supervisor Cadre	01
16	Community Health Ext. Worker Cadre	13
17	Technical Officer Cadre	01
18	Executive Officer (A/cs) Cadre	04
19	Market/ Motor Part Supt. Cadre	01
20	Nursing Officer Cadre	01
21	Medical (Science) Lab. Technologist Cadre	01
	Total	90

Source: LGSC/AD/S/21/VOI.X/1, June 19,2023

Summarily, a total of ninety-six (96) members of staff were due to promotion. Of the total, ninety (90) were screened and promoted, while six (6) were absent. However, at the end of the screening and oral interview, promotion letters were forwarded to Uyo Local Government Council by the Local Government Service Commission for distribution to the successful staff.

Theoretical Framework

This study is anchored on Vroom's expectancy theory propounded in 1964. Expectancy theory relates in its basic form to choice of behaviour. Individuals evaluate various strategies of behaviour and then choose the particular strategy that they believe will lead to those related organisational rewards that they value, for example, promotion, recognition and pay increment. If a worker believes that working hard every day will lead to a pay increase, expectancy theory would predict that this will be the behaviour he or she will choose.

Vroom (1964) cited in Wehrich (2008) presents the first systematic, comprehensive formulation of expectancy theory as it relates to the work situation. The expectancy theory of motivation believes that motivation is based on the expectation of desired outcomes. The theory is based on the concepts that include valence, expectancy, instrumentality and force. Valence is the attractiveness of potential rewards, outcomes, or incentives. Expectancy is a person's belief that they will or will not be able to reach the desired outcome. Instrumentality is the belief that a strong performance will be well rewarded. Force is a person's motivation to perform. Generally, people will work hard when they think that it is likely to lead to desired organizational rewards. According to Vroom (1964), people are motivated to work toward a goal if they believe the goal is worthwhile and if they perceive that their efforts will contribute to the achievement of that goal. $\text{Force} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$.

In Vroom expectancy theory of motivation, individual makes conscious evaluations concerning the result of their effort and the outcome of their performance. Through this, managers or administrators can clarify and increase the efforts of subordinates to performance through the use of such techniques as coaching, guidance and participation in various skills training programs. Rewards must be closely related to the behaviours of individuals that are important to the organisation. The theory provides the framework for explaining the direction of behaviour of employees and for highlighting certain organisational influences that may have effects on their motivated behaviour. However, it is assumed that the expectation of the potential rewards could energize workers in Uyo local government council to perform optimally for the achievement of the Council's goals.

Empirical Review

Amadi et al., (2020) investigated employee involvement and organizational productivity in the Bayelsa State banking sector. The study examined the empirical link between employee involvement and organizational productivity. The methodology was quantitative, and the research design was a cross-sectional survey. The population of the study was 215 staff. A sample of 140 was determined using the Krejcie & Morgan sample size determination table and was surveyed using the questionnaire instrument. The research hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of the SPSS. The data showed a positive and significant relationship between the constructs examined. The finding indicated that employee involvement is a strategic direction that invokes a competitive advantage for organizations. The study recommended that the involvement of employees should be strengthened for them to see and feel the problems of the organization as theirs.

Miah (2018) researched the impact of employee motivation on the organizational performance of private sector employees in Kuching, East Malaysia. Employee behaviour is very crucial for the organization. The focal point of this study was to discover which type of satisfaction (intrinsic or extrinsic) employees expect more from the organization. In addition, this identified job satisfaction based on gender, age categories and position in the job sector. The analysis showed that there is a strong positive relationship between employee job satisfaction and organizational performance. Also, the analysis showed that "remuneration" and "promotion" are the two crucial factors of job satisfaction that are closely related to job satisfaction.

Imran et al., (2021) conducted a study on job satisfaction and organizational performance in Pakistan's Banking sector. The research investigated the relationship between five factors of job satisfaction and organizational performance in Pakistan's banking sector. The partial least square (PLS)

3.2.9 was used, whereas both the Fornell-Larcker criteria and the Heterotrait-Monotrait ratio (HTMT) were used to determine validity in this study. For organizational performance, supervision, fringe benefits, and contingent rewards were suitable. The study findings indicated that pay rise and promotion were rejected depending on their connection to organizational performance.

Materials and Methods

The study used a descriptive survey method. The population of the research consists of the entire staff of Uyo Local Government Council, Akwa Ibom State which is 490 staff. The sample size was 220 respondents determined through the Taro Yamani formula. However, the main instrument used in collecting data was a well-designed questionnaire. 220 copies of questionnaire were administered but 180 questionnaires were correctly filled and returned. This indicates 81% of compliance. The data were analyzed using both descriptive and inferential statistics. The descriptive statistics were frequency count and percentage analysis, while the inferential statistics used chi-square in testing the research hypotheses.

Testing of Hypothesis and Discussion

The Chi-square statistical method was used in testing the hypotheses.

Hypothesis one

Ho1: There is no significant relationship between promotion and employee performance in Uyo local government Council.

Table 5: Contingency Table showing the relationship between promotion and employee performance in Uyo local government Council

Responses	Frequency	Percentage
SA	68	38
A	52	29
SD	38	21
D	22	12
Total	180	100

Source: field survey, 2023

Table 6: Chi-square Computed Table for Hypothesis One (1)

Variables	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{Fo - Fe)^2}{Fe}$
Strongly Agreed	68	45	23	529	11.755
Agreed	52	45	7	49	1.088
Strongly Disagreed	38	45	-7	49	1.088
Disagreed	22	45	-23	529	11.755
Total	180	300			15.686

Calculated $x^2 = 15.686$

Table $x^2 = 7.344$ (at 50% confidence level of chi-square distribution)

Decision Rule

Since the calculated chi-square value of 15.686 is greater than the critical value (chi-square table value) of 7.344, the null hypothesis (Ho) is rejected. Therefore, there is a significant relationship between promotion and employee performance in Uyo local government Council.

Hypothesis Two

Ho2. There is no significant relationship between recognition and employee performance in Uyo local government Council.

Table 7: Contingency Table showing the relationship between recognition and employee performance in Uyo local government Council.

Responses	Frequency	Percentage
SA	31	17
A	77	43
SD	48	27
D	24	13
Total	180	100

Table 4.12 Chi-square computed table for hypothesis two (2)

Variables	Fo	Fe	Fo-fe	(Fo-Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
Strongly Agree	31	45	-14	196	4.35
Agree	77	45	32	1,024	22.75
Strongly Disagree	48	45	3	9	0.2
Disagree	24	45	-21	441	9.8
Total	180	180			37.1

Calculated $x^2 = 37.1$

Table $x^2 = 7.344$ (at 50% confidence level of chi-square distribution)

Decision Rule

Since the calculated chi-square value is 37.1 which is greater than the table value (7.344), the null hypothesis is rejected. i.e. there is a significant relationship between recognition and employee performance in Uyo local government Council.

Hypothesis Three

Ho 3: There is no significant relationship between pay raises and the performance of employees in Uyo local government Council.

Table 7: Contingency Table showing the Relationship between Pay Rise and Performance of Employees in Uyo Local Government Council.

Responses	Frequency	Percentage
SA	87	48
A	71	39
SD	10	6
D	12	7
Total	180	100

Table 4.14 Chi-square Computed Table for Hypothesis 3

Variables	Fo	Fe	Fo-fe	(Fo-Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
Strongly Agree	87	45	42	1,764	39.2
Agree	71	45	26	676	15.02
Strongly Disagree	10	45	-35	1,225	27.22
Disagree	12	45	-33	1,089	24.2
Total	180	180			105.64

Calculated $\chi^2 = 105.64$

Table $\chi^2 = 7.344$ (at 50% confidence level of chi-square distribution)

Decision rule

The calculated value was 105.64 which is greater than the table value of 7.344. Thus, the null hypothesis is rejected while the alternate hypothesis is accepted. This implies that there is a significant relationship between pay raises and the performance of employees in Uyo local government Council.

Discussion of Findings

The study investigated the relationship between motivation and employee performance in Uyo local government council. Three motivation variables (promotions, recognition and pay rise) were used to explain its influence on employees' performance. Following the test of hypothesis one and the responses from the respondents, it was revealed that promotion influences employee performance in Uyo local government council. The research shows that employees are promoted when due. This also comes with all the entitlements and incentives that accompany promotion. This explains why promotion is given prompt action in the local government council as shown in Table 3. In the year under review, 96 staff were shortlisted for promotion, 90 attended the screening interview, and 6 were absent. After the promotion interview, 90 members of staff that attended the promotion interview were all promoted, indicating that Uyo Local Government Council considers promotion as a vital tool for organisation performance. The finding of this study supports Miah's (2018) study which indicated that promotion is a crucial factor in job satisfaction and organisational performance. In hypothesis two, the study revealed that there is a significant relationship between recognition and employee performance in the Uyo local government council. It was gathered that highly performing employees are always recognised through awards, prizes and other forms of recognition but not all the time.

On hypothesis three, pay rise in any organisation including Uyo local government enhances employee performance as indicated in the study. The success of Uyo local government in achieving a high level of performance depends very much on the quality of allowances received by members of staff. The result of hypothesis three shows that employees in Uyo local government pay attention to pay rise which comes in the form of promotion, overtime, incentives and other allowances for high performance. This is in line with the finding of Ekundayo (2018) that motivation is achieving organisational main goals by satisfying individual employee's needs or demands.

Conclusion

Generally, most organisations are faced with numerous challenges; one of such is how to utilize their resources effectively and efficiently to achieve organisational goals and boost their performance. This is centred on employee motivation such as staff promotion, recognition and pay raise. This distinguishes one organisation from the other. Based on the findings of the study, it can be

concluded that the motivation of employees significantly affects their performance. As discovered in the study promotion, pay rise and recognition are indices of motivation that affect employees' performance in Uyo Local Government Council.

Recommendations

Based on the findings and conclusion drawn in this study, the following recommendation was made:

1. Uyo Local Government Council should continue in its efforts to promote its hardworking staff for effective and efficient performance.
2. UyoLocal Government Council should design an effective system for employees' regular recognition and award.
3. UyoLocal Government Council should ensure that pay rise within the capacity of the council is encouraged and improved for greater performance.
4. Uyo local government council should ensure that motivational packages designed/distributed to well-performing employees are dynamic and constantly re-evaluated to ensure their transparency and fairness to all employees

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