

Motivation and Organizational Productivity of Nigeria Communication Commission, Abuja, Nigeria

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ABSTRACT

The study examined the relationship between motivation and organizational productivity of Nigeria Communication Commission. The specific objectives include to; examine the extent of relationship between salary and feedback of Nigeria Communication Commission from 2015 to 2023 and investigate the extent of relationship between compensation and labour turnover of Nigeria Communication Commission from 2015 to 2023. A descriptive survey design was adopted for the study. The population of the study was one thousand one hundred and fifteen (1,115) which were obtained from governing body, executive and non-executive members staff of Nigerian communications commission (2023). The sample size of the study was 294 using Taro Yamine (1968) statistical formula. Convenience and simple random sampling techniques was used in selecting the good number of staff that constitutes the sample size and structured questionnaire was used for instrument of data collection. The findings revealed that salary had a positive relationship with feedback of Nigeria Communication Commission from 2015 to 2023 ($r=0.912$, $p<0.000$) and compensation had a positive relationship with labour turnover of Nigeria Communication Commission from 2015 to 2023 ($r=0.918$, $p<0.000$). Based on findings, the study recommended that management of Nigeria Communication Commission should adopt standard salary scheme model that will enable staff to put in their best while discharging duties and management of Nigeria Communication Commission should integrate compensation policies into organizational policy in order to boost workers ways of seriousness.

Keywords: Compensation, Labour Turnover, Motivation and Organizational Productivity.

INTRODUCTION

Effective Communication among the organization and team members depends on what inspires them to work, the benefit it brings and the attendant fulfillment of the employees who derive it. The fundamental motivation concept is the driving force in individuals who attempt to reach a goal to meet a need or an expectation. In essence, for office managers to perform optimally, there must be a propelling force. Motivation is an inner desire to satisfy an unsatisfied need. It has been observed that the presence of certain positive stressors or stress, coerces workers to work with a competitive spirit (Raimi, & Obindah, 2020). Motivation on the other hand means so many things to different people. The impact of motivation on an individual depends also on his perception of what he considers beneficial to him and invariably influences his actions and/or inactions. Motivation can be described as a set of incentives which can be monetary or praises; also includes reward and punishment systems which determine or influence staff performance and attitude to work. Motivation is a product of Human Resource Management's (HRM) departments activities and its impact goes a long way in determining the quality and quantity of production in an organization and the level of industrial and labour harmony or disharmony in the organization (Orogbu 2015). Generally speaking, motivating workers to perform assigned functions to meet predetermined goals is one of the major problems confronting management. Motivation is that energizing force that induces or compels and maintains employee's behaviour. This implies that Individual behaviour arises from the driving force of needs which are directed towards some desired goals or ends. In this sense, motivation best explains why people do or refrain from doing certain things. The correlation between motivation, remuneration, and employee performance has been a well-established organizational policy over time, serving as a means to enhance workforce efficiency and subsequently elevate overall productivity (Egwurudi, 2018). According to Egwurudi (2018) characterizes

motivation as a potent force that fortifies behavior, guides its trajectory, and triggers a persistent drive. This perspective underscores the need for individuals to exhibit sufficient vigor and a clear sense of purpose to attain set objectives. Furthermore, Eze (2019) elaborates that motivation is an internal drive aimed at satisfying unfulfilled needs and attaining goals. This intrinsic impetus propels and sustains goal-directed actions (Jibowo, 2017), functioning as an internal engine that compels individuals to achieve both personal and organizational objectives (Nwachukwu, 2020). In essence, motivation operates as a dynamic force that propels productivity towards specific targets (Rukhmani, Ramesh, and Jayakrishman, 2020). Among the triad of financial, economic, and human resources, the latter holds particular significance and the potential to confer a competitive advantage upon a company. While several factors influence employee productivity, including performance appraisals, satisfaction, compensation, training, job security, and organizational structure, this study centers its focus exclusively on employee motivation due to its potent impact. Employee motivation is a pivotal strategy employed by managers to foster effective job performance within organizations. Griffin (2018) productivity in the general sense is a measure of economic efficiency that summaries the value of inputs used to create them. In relation to our study office manager productivity is referred to the number of tasks accomplished by an organization unit or department with the output level achieved by a single individual. Efficiency refers to estimated productivity effects; precisely, productivity with minimal form of waste. This has to do with the abilities of workers to work efficiently with minimum waste in relations to energy, cost and time. Efficiency is likewise more or less a contrast between using an input in an evidently defined process and an output that is generated. It can be quantitatively measured by designing and achieving a share of the company's input-output ratios such as funds, electricity, equipment, labour, etc (Griffin, 2018). These needs arise as a result of numerous responsibilities that an employee shoulders in the society which urge him to act in a certain manner geared towards satisfying them. The study therefore sought to examine the relationship between motivation and organizational productivity of Nigeria Communication Commission from 2015 to 2023.

Statement of the Problem

The public sector organizations are charged with the responsibility of executing the policies and programmes of government. In other words, they are expected to take steps to give effect to government policies and programmes with overall intent to address the numerous and varied needs of the masses when it comes to communication. These Nigeria Communication Commission are manned by trained personnel from various disciplines who on daily basis strive to meet the above objectives. In like manner, the Nigeria Communication Commission is a leading agency that established for the purpose of proposing, adopting, publishing and enforcing technical specifications and standards for the importation and use of communications equipment in Nigeria and for connecting or interconnecting communications equipment and systems. Most employees of Communication Commission in Nigeria oftentimes complain about their wages, salaries, appraisals, compensation, training, job security, poor working condition, welfare, provision of adequate machinery and materials at work place, provision of proper appliance and their maintenance etc. the above complaints are indications that things are not going smoothly with the employees. Nevertheless, it is regrettable that these public servants are oftentimes neglected in matters affecting their welfare and morale. Consequently, there has been poor attitude to work as many public servants play truancy in the workplace and few patriotic workers perform their functions grudgingly. It is no longer news that public servants in Nigeria usually proceed on strike to press home their demands for improved salaries, improvement in their conditions of service, provision of working tools, institution of capacity building programmes among others. Thus, in order to ensure that people employed in the sector perform optimally towards the realization of public organizational goals, they need to be motivated to work. Consequently, employee attitude has lead most of Nigeria Communication Commission into poor management functions as a result of change in government, low attendance to work, low knowledge know how and poor attendance of commitment. It is in view of these that this study wants to investigate the relationship between motivation and organizational productivity: A study of Nigeria Communication Commission from 2015 to 2023.

LITERATURE REVIEW

Salary and Feedback

Firdaus, Suryadi, Govindaraju, Samadhi, and Fuad (2018) described that Herzberg's motivation hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction. Expectancy theory described that people make an effort because they want some rewards in term of money, promotion, and other benefits. Aul-Mku, Chirzendan, Tavershima, and Igbashangev (2023) studied relationship between motivation and productivity in Konshisha Local Government of Benue State, Nigeria employees. A total of 372 people participated in the study. The study also found out that workers in the local government under review are not adequately rewarded, the management of the local government does not show more significant concern for the welfare of their workers, and salary increase is not enough a tool to motivate workers of the council area.

Oshireku, Omuya, Adaviriku, Zainab, Oziofu and Abosede (2023) examined Examining the influence of motivation on employees' productivity: A case study of first bank of Nigeria Plc. Head Office, Lagos Nigeria. The outcomes derived from the analysis revealed a significant connection between motivational factors and employees' performance within the organizational context.

Compensation and Labour Turnover

Garba (2022) assessed the effects of compensation on employee performance with particular reference to the Ministry of Environment Sokoto. The study was descriptive and based on quantitative techniques to obtain primary data for the study. The study found that financial compensation has a positive and significant effect on employee performance in the Ministry of Environment Sokoto State Nigeria, Thapa (2020) examined the effect of financial and nonfinancial compensation on employee job satisfaction with their education, and working department. The study found that both financial and nonfinancial compensation had a significant effect on employee job satisfaction. The finding also shows that job satisfaction significantly depends on their current education, Job position, and, working department too. Similarly, the impact of financial compensation on job satisfaction was higher than that of non-financial compensation on employees' job satisfaction. Riatmaja and Wibawanto (2022) determine the effect of compensation on the performance of employees of startup companies in Yogyakarta with motivation as an intervening variable; to determine the effect of financial compensation on employee performance, to determine the effect of non-financial compensation on employee performance. The study found that there is a significant influence between non-financial compensation and employee performance; there is a significant influence between financial compensation and non-financial compensation on employee performance with motivation as an intervening variable. Maryam and HadizaSaidu (2023) examined the effect of compensation on employee job performance of deposit money banks in Kano State, Nigeria. This study examines the effect of compensation (measured by financial and non-financial compensation) on employees' job performance at Deposit Money Banks (DMBs) in Kano State, Nigeria. The study found that financial compensation has a positive and significant effect on employee job performance, while nonfinancial compensation has a positive but insignificant effect on employee job performance of DMBs in Kano State, Nigeria.

Motivation and Organizational Productivity

Syed and Shakh (2012) examined the views of junior and senior staff of Raw Materials Research and Development Council (RMRDC), Nigeria concerning motivation as a tool for enhancing productivity. The main objective was to investigate how employees would be motivated so as to achieve organizational goals. The survey results revealed that 20 (39.3%) of the respondents were satisfied with their job, while majority of them 40 (50.6%) were unsatisfied. findings show 20 (30%) prefer job security 16 (24.2%) prefer salary as factors that could motivate employees to perform their duties. A study by Ude and Coker (2012) on employee motivation and productivity in organizations in Nigeria: Analytical Linkages examined the impact of incentive scheme on employee motivation and productivity. The results showed that incentive schemes have high significant linkages with employee motivation and productivity in the public sector organization in Nigeria. Ouwe. Abah and Nwekwu (2013) conducted a tmdoy on "motivation as a veritable tod for effective leadership

in the Nigerian health sector. The study examined the place of motivation in enhancing effective leadership in the Nigerian health sector. The study adopted content analytical method to review the works of concerned scholars on the subject matter. The findings of the study showed that the anomalies noticeable in the sector is as a result of ineffective leadership bereaved of innovative motivational ideas to direct the behaviour of health personnel to goal directed actions to improve the health conditions of Nigerian citizens. Nwokwu (2015) conducted an empirical study on the role of motivation in enhancing productivity in Nigeria civil service with focus on Ebonyi state civil service system. The findings of the study revealed that there is a positive correlation between promotion of civil servants and increased productivity in Ebonyi State civil service. That there exists a strong relationship between capacity building and increased productivity. Alhaji (2019) examined impact of motivation on worker's productivity in an organization Nigeria. The study also focused on de-motivation factors affecting employee performance negatively. Employees of Lallu Nigeria limited were selected at random, interviewed with self-administrated questionnaire in order to obtain primary data. The data were analyzed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals. Ankita and Himanshu (2020) studied impact of employee motivation on organizational performance in Nigeria. This research focuses on the literature, which links the impact of employee participation and the relationship between award systems on organizational performance. The results suggest the viability and efficiency of employees who are optimistic and paid to increase organization performance. The questionnaire was used to gather information. The hypothesis procedures were used in combination. The study indicates that businesses should be motivated to produce better results.

METHODOLOGY

The study adopted a survey design methodology, which was appropriate for describing and explaining conditions as they exist without manipulation of variables. According to Kothari (2019), descriptive research is useful for examining events occurring at a specific time and place, allowing the researcher to arrange, summarize, and present data while observing trends and relationships between variables under study. The research was conducted in Nigeria, focusing specifically on the Nigerian Communications Commission (NCC) located at Plot 423, Aguiyi Ironsi Street, Maitama, Abuja. Both primary and secondary data sources were used. Primary data were obtained through structured questionnaires administered to respondents, while secondary data were gathered from internal records and relevant publications. The target population comprised governing body members, executive, and non-executive staff of the NCC, totaling 1,115. Using Taro Yamane's formula at a 5% level of significance, a sample size of 294 respondents was determined. The study employed both convenience and simple random sampling techniques. Convenience sampling enabled the researcher to access respondents at the NCC head office, while simple random sampling ensured equal representation. Bowley's proportional allocation formula was used to distribute the questionnaires across different strata of staff. Data collection was carried out using structured questionnaires divided into two sections: one covering the main study variables such as salaries, promotion, feedback, and labor turnover, and the other covering demographic information. The questionnaire was designed on a five-point Likert scale. Content and face validity were ensured through expert review and pilot testing, while reliability was assessed using Cronbach's Alpha, which yielded a coefficient of 0.768, indicating good internal consistency. Data analysis employed descriptive statistics such as frequencies, percentages, and tables, while inferential analysis was carried out using correlation analysis through Spearman's rank correlation to test hypotheses at a 5% level of significance.

RESULT

Table 4.1 Bio-Data of Respondents

Option	Staff Frequency	Percentage%
Gender		
Male	150	60%
Female	100	40%
Total	250	100
Age		
25-30	100	40%
31-40	100	40%
41-50	30	12%
51-60	20	8%
Total	250	100
Marital Status		
Single	50	20%
Married	200	80%
Total	250	100
Highest Ed Qualification		
Ph.D.	20	8%
Masters	30	12%
First Degree	40	16%
OND/NCE	50	20%
SSCE	40	16%
PSLC	50	20%
Total	250	100

Source: Field Survey, 2024

From table above, it was found for staff that 60 percent of the respondents were male, 40 percent were female. 40 percent of the respondents were within the aged bracket of 25- 30years, 40 percent of the respondents were within aged bracket of 31-40years, 12 percent of the respondents were within aged bracket of 41-50years, 8 percent of the respondents were within aged bracket of 51-60years. 80 percent of the respondents were married and 20 percent of the respondents remain single. 8 percent of the responders were Ph.D. holders, 20 percent of the respondents were masters' holders, 16 percent of the respondents were first degree holders, 20 percent of the respondents were OND/NCE holders, 16 percent of the respondents were SSCE, and finally, 20 percent of the respondents were FLSC holders.

Research Question 1: What is the extent of relationship between salary and feedback of Nigeria Communication Commission from 2015 to 2023?

Table 4.2: Relationship between Salary and Feedback of Nigeria Communication Commission

Options (N =250)	SA (Freq %)	A (Freq %)	UD (Freq %)	D (Freq %)	SD (Freq %)	Mean	Remark
My commission pays staff continuously without delay.	140 700 (56%)	40 160 (16%)	10 30 (4%)	50 100 (20%)	10 10 (4%)	250 1000 100%	4.0(A)
Salary boosts staff strength in the commission.	105 525 (42%)	50 200 (20%)	20 60 (8%)	50 100 (20%)	25 25 (10%)	250 910 100%	3.6(A)

Source: Field Survey, 2024

Descriptive statistics were used to examine the respondents' level of agreement/disagreement with the two (2) items used to measure relationship between salary and feedback of Nigeria Communication Commission. Respondents were asked whether our commission pays staff continuously immediately, 140(56%) of respondents strongly agreed, 40(16%) agreed, 10(4%) undecided, 50(20%) disagreed and 10(4%) agreed. Majority of the respondents strongly agreed that commission pays staff continuously immediately. Respondents were questioned whether salary boosts staff strength in the commission, 105(42%) strongly agreed, 50(20%) agreed, 20(8%) undecided, 50(20%) disagreed and 25(10%) strongly disagreed. Majority of the respondents strongly agreed and agreed that salary boosts staff strength in the commission.

Table 4.3: Feedback.

Options (N =300)	SA (Freq %)	A (Freq %)	UD (Freq %)	D (Freq %)	SD (Freq %)	Mean	Remark
I frequently got feedback from NCC.	140 700 (56%)	40 160 (16%)	10 30 (4%)	50 100 (20%)	10 10 (4%)	250 1000 100%	4.0(A)

Source: Field Survey, 2024

Respondents were asked whether they are frequently got feedback from NCC, 140(56%) strongly agreed, 40(16%) agreed, 10(4%) undecided, 50(20%) disagreed and 10(4%) agreed. A majority of the respondents strongly agreed and agreed that they are frequently got feedback from NCC.

Tests for Hypothesis One

H01: There is no positive relationship between salary and feedback of Nigeria Communication Commission from 2015 to 2023.

Ha1: There is positive relationship between salary and feedback of Nigeria Communication Commission from 2015 to 2023.

Table 4.4: Correlation Analysis Result

Correlations				
My commission pays staff continuously without delay.	Pearson Correlation	1	.458**	.500**
	Sig. (2-tailed)		.000	.000
	N	250	250	250
Salary boosts staff strength in the commission.	Pearson Correlation	.458**	1	.912**
	Sig. (2-tailed)	.000		.000
	N	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

From the correlation result shown above, we have salary and feedback, with a probability value of .000 and r912, which indicates that there was positive relationship between salary and feedback of Nigeria Communication Commission.

Decision for Hypothesis One

Evidence given probability value of .000 is less than 0.05 level of significant and coefficient value of 912. We reject the null hypothesis and accept the alternate concluding that salary had positive relationship with feedback of Nigeria Communication Commission.

Research Question 2: What is the extent of relationship between compensation and labour turnover of Nigeria Communication Commission from 2015 to 2023?

Table 4.5: Relationship between Compensation and Labour Turnover of Nigeria Communication commission.

Options (N =250)	SA (Freq %)	A (Freq %)	UD (Freq %)	D (Freq %)	SD (Freq %)	Mean	Remark
Compensation are always available to anyone.	140 700 (56%)	40 160 (16%)	10 30 (4%)	50 100 (20%)	10 10 (4%)	250 1000 100%	4.0(A)
Compensation are given based on merit.	105 525 (42%)	50 200 (20%)	20 60 (8%)	50 100 (20%)	25 25 (10%)	250 910 100%	3.6(A)

Source: Field Survey, 2024

Descriptive statistics were used to examine the respondents' level of agreement disagreement turnover of Nigeria Communication Commission with the two (2) items used to measure relationship between compensation and labour Respondents were asked whether compensation are always available to anyone, 140(56%) of respondents strongly agreed, 40(16%) agreed, 10(45%) undecided, 50(20%) disagreed and 10(45%) agreed. Majority of the respondents strongly agreed that compensation are always available to anyone. Respondents were questioned whether compensation are given based on merit, 105(35%) strongly agreed, 100(33%) agreed, 20(7%) undecided, 50(17%) disagreed and 25(81%) strongly disagreed. Majority of the respondents strongly agreed that compensation are given based on merit.

Table 4.6: Labour Turnover

Options (N =250)	SA (Freq %)	A (Freq %)	UD (Freq %)	D (Freq %)	SD (Freq %)	Mean	Remark
Our turnover determines extent of workers ability to work.	140 700 (56%)	40 160 (16%)	10 30 (4%)	50 100 (20%)	10 10 (4%)	250 1000 100%	4.0(A)

Source: Field Survey, 2024

Respondents were asked whether our turnover determines extent of workers ability to work, 140(56%) strongly agreed, 40(16%) agreed, 10(45%) undecided, 50(20%) disagreed and 10(4%) agreed. Majority of the respondents strongly agreed that turnover determines extent of workers ability to work.

Tests for Hypothesis Two

H02: There is no positive relationship between compensation and labour turnover of Nigeria Communication Commission from 2015 to 2023.

Ha2: There is no positive relationship between compensation and labour turnover of Nigeria Communication Commission from 2015 to 2023.

Table 4.7: Correlation Analysis Result Correlations

Correlations				
Compensation are always available to anyone.	Pearson Correlation	1	.457**	.510**
	Sig. (2-tailed)		.000	.000
	N	250	250	250
Compensation are given based on merit.	Pearson Correlation	.457**	1	.918**
	Sig. (2-tailed)	.000		.000
	N	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).				

From the correlation result shown above, we have compensation and labour turnover of Nigeria Communication Commission, with a probability value of 000 and 1-918 which indicates that there was positive relationship between research compensation and labour turnover of Nigeria Communication Commission.

Decision for Hypothesis Two

Evidence given probability value of .000 is less than 0.05 level of significant and coefficient value of 912. We reject the null hypothesis and accept the alternate concluding that compensation had positive relationship with labour turnover of Nigeria Communication Commission.

DISCUSSION OF FINDINGS

The results of this research are good indications of how critical salary and compensation is in influencing employee performance like feedback and labour turnover. Findings of the first question of the research indicate that feedback mechanisms are strongly and positively related to salary practices at the Commission in the period between 2015 and 2023. Descriptive statistics indicates that most of the respondents strongly supported the view that the Commission pays staff salaries on time and continually whereas it is also important to indicate that staff salaries are a motivating factor in enhancing staff strength. The result of the correlation analysis ($r = 0.912$; $p < 0.05$) confirms this fact as the analysis indicates that the relationship between salary and feedback is statistically significant. What it means is that prompt and proper pay frameworks build confidence, promote transparency, and add to employee readiness to give constructive critique to administrative assistance. This is in line with Herzberg Two-Factor Theory in which salary would be classified as a hygiene factor that reduces dissatisfaction and increases employee commitment levels. The second research question also tested the linkage between labour turnover and compensation. The descriptive outcomes showed that the majority of employees were in strong agreement that compensation packages exist and are frequently merit-based, which implies that employees find fairness in distribution of rewards. Correlation analysis also indicated a positive strong relationship ($r = 0.918$; $p < 0.05$) between labour turnover and compensation. This implies that with reasonable and merit-based pay, employees tend to remain with the organization hence enhancing retention. On the other hand, poor pay systems might result in more turnover, thus jeopardizing the stability of the organization. This observation echoes the Expectancy Theory of Vroom who argues that when the people think that they will receive equitable rewards and cherished results in their work, they will be encouraged to work hard. The combination of these findings indicates that both the salary

and the compensation systems are a strong motivator that affects productivity in NCC. Salary motivates employees to be active and to give positive feedbacks that can foster organizational learning and decision making. Compensation policies are perceived to be fair and merit-based and hence lower labour turnover and maintain organizational knowledge and human capital. Notably, the research highlights the fact that motivation does not only focus on monetary compensations, but the manner in which such compensations are fairly and consistently dispensed. The findings provide that NCC has done admirable work in ensuring it motivates its employees with on-time payment of salaries and compensation packages. Nevertheless, the only way to maintain productivity is to ensure that these policies are continuously improved and with transparency, equity, and responsiveness to the needs of the employees. This would not only increase the motivation but also the organizational culture, decrease the attrition, and increase productivity in the long term.

CONCLUSION

Therefore, this study concludes that motivation had positive relationship with organizational productivity in Nigeria Communication Commission. Therefore, the study also conclude that salary and compensation had a positive relationship with feedback and labour turnover in Nigeria Communication Commission. Salary had a positive relationship with feedback of Nigeria Communication Commission from 2015 to 2023 ($r=0.912$, $p<0.000$). Compensation had a positive relationship with labour turnover of Nigeria Communication Commission from 2015 to 2023 ($r=0.918$, $p<0.000$). The following recommendations were made;

1. Management of Nigeria Communication Commission should adopt standard salary scheme model that will enable staff to put in their best while discharging duties.
2. Management of Nigeria Communication Commission should integrate compensation policies into organizational policy in order to boost workers ways of seriousness.

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