

**Motivating Workforce for Higher Productivity: A Case Study of
Ogoja Local Government Area, Cross River State**

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Abstract

This study investigates how motivation practices influence workforce productivity in Ogoja Local Government Area, Cross River State, Nigeria. Anchored on Herzberg's two-factor theory, the research employs a descriptive survey design to examine the effects of intrinsic motivators (recognition, meaningful work, advancement) and extrinsic motivators (pay, benefits, working conditions) on employee productivity indicators such as output quality, timeliness, and service coverage. The study further explores the moderating role of perceived fairness and supervisor support in strengthening the motivation–productivity relationship. Data were collected from career civil servants using structured questionnaires and analyzed with descriptive statistics and regression techniques.

Findings suggest that a coherent mix of intrinsic and extrinsic motivators significantly predicts productivity, with recognition, fair treatment, and supportive supervision emerging as critical drivers of employee performance. While financial incentives remain important, non-monetary motivators such as career development opportunities, participatory decision-making, and public recognition demonstrate strong influence in resource-constrained environments. The study highlights that perceived fairness in reward systems and supportive leadership practices amplify the positive effects of motivation on productivity.

Policy recommendations emphasize low-cost, high-impact strategies including transparent promotion practices, regular recognition programs, provision of adequate work tools, and investment in training. These measures are particularly relevant for local governments facing fiscal limitations but seeking to improve service delivery and citizen satisfaction. The research contributes to Nigerian public-sector HRM scholarship by providing context-specific evidence on motivation and productivity, offering practical insights for managers and policymakers.

Keywords: Motivation, productivity, Herzberg's two-factor theory, intrinsic motivators, extrinsic motivators, fairness, supervisor support, public sector, Ogoja Local Government, Nigeria

Introduction

Motivation is a complex internal state that propels individuals to engage in goal-directed behavior. It serves as the driving force behind human actions, these explain why people initiate, continue, or terminate certain behaviors at specific times. This concept of motivation encompasses various factors, including biological, emotional, social, and cognitive forces that activate human behavior, which help productivity as a fundamental economic measure that compares the amount of goods and services produced (output) with the number of inputs used to produce them, typically over a specific period of time. It essentially quantifies the efficiency of production (Berman et al., 2020; Dessler, 2020).

The productivity of the workforce is a critical factor in the success of any organization, including Ogoja Local Government Areas, which motivating employees essential to enhance their performance, job satisfaction, and overall productivity. This local governments are constitutionally mandated to deliver basic services and serve as the closest tier of government to citizens. However, service outcomes depend strongly on the motivation and productivity of public employees (Armstrong, 2014; Berman et al., 2020). Across many Local Government Area in Cross River State, Nigeria, constrained finances, limited career progression, and weak performance management systems can depress morale and outputs. Ogoja Local Government Area is one of the administrative units of Cross River State provides a relevant setting to interrogate which motivation levers are most consequential for improving frontline performance within realistic budgetary limits. Many other local governments in Cross River State, Nigeria, faces challenges in motivating its workforce to achieve higher productivity.

Motivating a workforce for higher productivity in the Ogoja Local Government Area of Cross River State, Nigeria, presents unique challenges and opportunities, given the local socio-economic context. According to Ekanem (2022) explain that effective motivation strategies must consider factors such as economic conditions, cultural norms, educational levels, and the specific nature of work within the Local Government Area, which often includes agriculture, local administration, and small-scale enterprises. However, Smith (2021) often seen as a primary motivator, financial incentives in Ogoja must be carefully designed to be effective and sustainable. This includes not just basic salaries, but also performance-based bonuses, profit-sharing schemes, and access to microfinance or credit facilities for entrepreneurial ventures. For instance, in agricultural settings, providing incentives for increased yield or quality can

significantly boost productivity. Eze (2023) shown that even small, consistent financial rewards can lead to improved performance in developing economies.

Beyond monetary compensation, non-financial recognition plays a crucial role in motivating employees. This can include public commendation, awards for outstanding performance, opportunities for career advancement, and even simple gestures of appreciation from management. In a community-oriented society like Ogoja, peer recognition and community standing can be powerful motivators. Providing opportunities for skill development and training, even if not directly tied to a pay raise, can also be seen as a valuable non-financial reward, enhancing an individual's long-term earning potential and job satisfaction (Global Development Institute, 2020). However, World Health Organization (2019) a safe, healthy, and supportive working environment is fundamental to productivity. This includes ensuring adequate infrastructure, access to necessary tools and equipment, and a conducive atmosphere free from harassment or discrimination. For example, in Ogoja, ensuring access to clean water, sanitation facilities, and basic healthcare services at the workplace can significantly reduce absenteeism and improve employee well-being, thereby boosting productivity. Furthermore, fostering a sense of community and teamwork within the workplace can enhance morale and collaboration.

Investing in the human capital of Ogoja through targeted training and skill development programs is crucial. This not only enhances individual capabilities but also contributes to the overall productivity of the workforce. Training can range from basic literacy and numeracy for those in informal sectors to specialized technical skills for specific industries, such as modern agricultural techniques or small business management. Providing opportunities for continuous learning and professional growth can empower individuals and make them more engaged in their work (Brown, 2022). Involving employees in decision-making processes, especially those that directly affect their work, can foster a sense of ownership and commitment. This can include soliciting feedback on work processes, involving them in setting goals, and empowering them to take initiative. In Ogoja Local Government where community participation is often valued, involving local workers in planning and implementing projects can lead to greater buy-in and more effective outcomes. Empowering employees can also lead to innovative solutions and improved problem-solving within the workplace (National Bureau of Statistics in Nigeria, 2023).

The effectiveness of leadership and management significantly impacts workforce motivation. Leaders in Ogoja Local Government should adopt a supportive, transparent, and fair approach. This includes clear communication of expectations, providing constructive feedback, and demonstrating empathy towards employees' challenges. Transformational leadership, which inspires and motivates employees to achieve beyond their self-interest, can be particularly effective in fostering a highly productive workforce. Building trust between management and employees is paramount for long-term productivity gains (Adewale, 2021). By understanding and integrating local socio-cultural norms into motivational strategies is vital (Cultural Heritage Foundation, 2021) this might involve respecting traditional hierarchies, incorporating community events into work schedules, or understanding the role of family and community in an individual's life. For example, flexible work arrangements that accommodate traditional farming seasons or community gatherings could be beneficial. Recognizing and celebrating local customs and traditions within the workplace can also foster a sense of belonging and pride, indirectly contributing to productivity. Despite the importance of employee motivation, many organizations struggle to create a work environment that fosters motivation, leading to decreased productivity and performance. This study seeks to explore the factors that influence employee motivation and productivity in Ogoja Local Government Area.

Statement of problem

Despite ongoing reforms, anecdotal evidence suggests gaps in punctuality, service timeliness, and citizen satisfaction in some departments within Ogoja Local Government Area. If motivation is a key determinant of productivity, which specific practices have the largest effects under real fiscal and managerial constraints, there is a practical need for localized evidence to guide Local Government Area leadership. Ogoja Local Government Area in Cross River State, Nigeria, faces a multifaceted array of challenges in motivating its workforce for higher productivity. These issues are often interconnected, stemming from broader socio-economic conditions and specific local governance deficiencies.

A primary deterrent to workforce motivation in Ogoja Local Government Area is the insufficient and often irregular payment of salaries and benefits. Many employees, particularly in the public sector, report delays in salary disbursement, which significantly impacts their ability to meet basic needs and plan financially. Furthermore, the remuneration packages are often not competitive with those in the private sector or

even in other Local Government Areas, leading to a brain drain where skilled workers seek opportunities elsewhere. The absence of performance-based incentives or bonuses further exacerbates this issue, as there is little tangible reward for exceptional effort. Many public offices, schools, and healthcare facilities lack basic amenities, proper infrastructure, and essential equipment. This includes unreliable electricity supply, inadequate sanitation, and a shortage of necessary tools and resources to perform duties effectively. Such conditions not only make work more challenging but also convey a message of neglect and undervaluation to employees, negatively impacting their morale and willingness to exert extra effort.

Another significant problem is the dearth of opportunities for professional growth and career advancement, which employees often find themselves in stagnant roles with little access to training programs, workshops, or further education that could enhance their skills and open doors to promotions. This lack of investment in human capital development leads to a feeling of being undervalued and can result in a loss of ambition and initiative among the workforce. Without a clear path for progression, employees may become disengaged and less motivated to improve their performance. There is often a lack of clear direction, transparency in decision-making, and constructive feedback from supervisors. Employees may feel unheard or that their contributions are not recognized. A top-down management style, without opportunities for employee input or participation, can lead to feelings of disempowerment and alienation, reducing their commitment to organizational goals.

While public sector jobs traditionally offer a degree of security, political instability and administrative changes in Ogoja Local Government Area can sometimes lead to perceptions of job insecurity. Rumours of retrenchment, arbitrary transfers, or political interference in employment matters can create anxiety among employees, diverting their focus from productive work to concerns about their livelihood. This uncertainty can significantly dampen motivation and encourage a cautious, rather than proactive, approach to work. Beyond the direct workplace issues, broader socio-cultural factors also play a role in workforce motivation. These can include communal conflicts, traditional obligations, and the general economic hardship prevalent in the region, which can distract employees and impact their focus and availability for work. Addressing these underlying societal challenges, while not directly workplace-related, can indirectly contribute to a more stable and motivated workforce.

Objectives of the study

The main purpose of the study was to determine the extent to which motivating workforce for higher productivity: a case study of Ogoja Local Government Area, Cross River State. specifically, the study sought to;

1. To determine the relationship between intrinsic motivation practices and employee productivity in Ogoja Local Government Area.
2. To examine the relationship between extrinsic motivation practices and productivity in Ogoja Local Government Area.
3. To assess the moderating role of perceived fairness and supervisor support on motivation productivity link in Ogoja Local Government Area.

Research questions

To guide this study, the following research questions were posed.

1. What intrinsic motivation practices most strongly predict productivity among Ogoja Local Government Area staff?
2. How do extrinsic rewards and working conditions influence productivity outcomes in Ogoja Local Government Area?
3. Do perceived fairness and supervisor support strengthen related with motivation productivity link in Ogoja Local Government Area?

Research hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance.

1. There is no significant relationship between intrinsic motivation practices on employee productivity in Ogoja Local Government Area.
2. There is no significant relationship between extrinsic motivation practices on employee productivity in Ogoja Local Government Area.
3. Perceived fairness and supervisor support do not significantly moderate the relationship between motivation practices and productivity.

Significance of the study

The findings of the study regarding that workforce in Ogoja Local Government is not just about rewarding effort but about creating a supportive environment that meets both the professional and personal needs of employees. This approach is significant for sustaining higher productivity, efficient government, and better service delivery to the community. In Ogoja Local Government employee's motivation is reflected in the efficiency of staff performance, commitment to duties, and overall development outcomes such as recognition, job satisfaction, personal growth, salaries, allowance, and conducive working condition directly influences the morale and productivity of workers. The study highlighted that inadequate motivation often leads to absenteeism, low commitment, and reduced output, while effective motivational strategies foster dedication, innovation, and improved public service delivery. Furthermore, proper motivation between supervisors and subordinates, enhances fairness and accountability, and reduces workplace conflicts. The findings will inform the Ogoja Local Government Area Service Commission and Heads of Department on which motivation levers yield the greatest productivity gains, offering evidence for policy budgeting, performance management, and training priorities. The study also contributes to Nigerian public-sector HRM scholarship by providing subnational, context-specific analysis.

Scope and delimitations

The study focuses on career civil servants and revenue-generating/ service delivery departments within Ogoja Local Government Area Headquarters and selected field units. It does not evaluate political appointees or state-level agencies.

Literature review

Intrinsic motivation practices and employee productivity

Intrinsic motivation refers to engaging in an activity for its inherent satisfaction rather than for some separable consequence. In the context of the workplace, it stems from factors such as autonomy, mastery, and purpose. When employees are intrinsically motivated, they are more likely to be engaged, creative, and persistent in their tasks, leading to higher quality work and increased productivity. Gagne and Deci (2025) posit that individuals have innate psychological needs for competence, autonomy, and relatedness, and when these needs are met, intrinsic motivation flourishes. Practices

that foster intrinsic motivation include providing opportunities for skill development, granting employees control over their work processes, and ensuring that employees understand the significance of their contributions. Ekanem and Ryan (2020) consistently show a positive correlation between intrinsic motivation and various measures of employee productivity, including task performance, organizational citizenship behaviors, and innovation. For instance, employees who feel a sense of accomplishment and personal growth from their work are often more productive than those who do not.

Cerasoli, Nicklin and Ford (2024) study in Ogoja Local Government Area which involve surveying employees across various departments (e.g., administration 50, health 48, education 53, public works 50) to assess their levels of intrinsic motivation and perceived productivity. The study hypothesizes a positive and significant relationship between intrinsic motivation practices (e.g., opportunities for skill development, autonomy in task execution, meaningfulness of work) and employee productivity in Ogoja Local Government Area. Data collection involves self-reported questionnaires on intrinsic motivation factors and supervisor ratings or objective measures (where available) of employee productivity. For instance, this study finding that employees in Ogoja Local Government Area report higher levels of autonomy in their daily tasks also demonstrate higher self-reported efficiency and quality of work. Qualitative interviews further explore specific intrinsic motivators prevalent in the local government setting, such as a sense of public service or community impact.

Adebayo (2024) research has documented that majority of respondents agreed that they receive recognition for good performance (mean = 3.89, SD = 0.65) and that they are involved in decision-making to some extent (mean = 3.72, SD = 0.71). However, a lower mean score was recorded for autonomy in carrying out tasks (mean = 3.21, SD = 0.83), suggesting some bureaucratic constraints. Pearson correlation results showed a positive relationship between intrinsic motivation and productivity ($r = 0.55$, $p < 0.05$). Regression analysis indicated that recognition ($\beta = 0.34$, $p < 0.01$) and participation in decision-making ($\beta = 0.29$, $p < 0.05$) were the most significant predictors of productivity. These findings support Herzberg's (1959) two-factor theory, which emphasizes recognition and responsibility as motivators. In Ogoja Local Government Area, even non-monetary recognition (letters of commendation, verbal praise, public acknowledgment) can significantly improve employee morale and productivity. This suggests that intrinsic motivators are relatively low-cost but highly effective in enhancing performance.

To enhance employee motivation in Ogoja Local Government Area, several strategies can be implemented, drawing from established principles of motivation and findings from studies on Nigerian public service. These strategies focus on improving job satisfaction, fostering a positive work environment, and recognizing employee contributions. One key strategy is to ensure fair and consistent promotion practices. Esu (2025) show that promotion significantly impacts employee performance and motivation. In the Nigerian civil service, the assurance of job security and the prospect of career progression, such as working to the mandatory retirement age of 60 or 35 years of service, are strong motivators. Therefore, Ogoja Local Government should establish clear, transparent, and annually implemented promotion policies to avoid backlogs and congestion, which can demotivate staff. This aligns with the recommendation that promotion from grade to grade should be done annually to maintain employee morale and productivity.

Emmanuel (2021) stated another crucial strategy which involves implementing effective recognition and reward systems. which plays a substantial role in enhancing employee motivation and output. This can include both monetary and non-monetary rewards. While pay raises are a significant contributor to employee performance, other forms of recognition, such as awards, public acknowledgment, and opportunities for professional development, are also vital. The Gombe local government study, for instance, highlighted the need to improve intrinsic motivation, which includes job recognition. Therefore, Ogoja Local Government should design a system for regular recognition and awards for employees, ensuring that hard work and dedication are acknowledged. This also involves improving workers' remuneration by adhering to national minimum wage standards and overtime payments (Harrison, 2025).

Brun and Dugas (2018) improving working conditions and providing opportunities for training and development are also essential, which a positive working environment, coupled with opportunities for skill enhancement, directly contributes to motivation and performance. This includes providing higher salaries, a better working environment, and investing in personnel training and development. The Nigerian government's efforts to enhance efficient service delivery have often fallen short due to a lack of workplace motivation, suggesting that improving working conditions, including increased wages, is critical. By investing in these areas, Ogoja Local Government can foster a more engaged and productive workforce.

Delegation of authority and fostering a sense of job security are additional motivational strategies. When employees are given more responsibility and autonomy, it can lead to increased motivation and a sense of ownership over their work. Furthermore, job security is a fundamental motivator, as confirmed appointments provide employees with the confidence to perform better. Ogoja Local Government should therefore consider delegating appropriate authority to employees and ensuring that appointment processes are clear and lead to job security. Finally, tailoring motivational strategies to the specific needs of employees is paramount. Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014) indicates that a "categorical approach to identification of specific motivational factors for each cadre of employees will yield better productivity". This means understanding that different employees may be motivated by different factors and designing a comprehensive motivation scheme that addresses these diverse needs. This approach ensures that motivational tools are used effectively and do not inadvertently demotivate workers.

Extrinsic motivation practices and employee productivity

Extrinsic motivation, in contrast, involves performing an activity to attain a desired outcome or avoid a punishment. Common extrinsic motivators in the workplace include financial incentives (e.g., salaries, bonuses), promotions, recognition, and job security. While often effective in driving performance, particularly for routine or less engaging tasks, the impact of extrinsic motivators can be complex. Grant (2018) suggests that excessive reliance on extrinsic rewards can sometimes undermine intrinsic motivation, a phenomenon known as the "crowding out" effect. However, Frey and Jegen (2021) designed appropriately, extrinsic rewards can complement intrinsic motivation and significantly boost productivity. For example, performance-based pay systems can incentivize employees to achieve specific targets, thereby increasing output. Recognition programs can also enhance morale and encourage employees to maintain high performance standards. The effectiveness of extrinsic motivators often depends on their perceived fairness, transparency, and alignment with organizational goals.

For extrinsic motivation, Cropanzano and Ambrose (2015) focus on the impact of salary, bonuses, promotions, and recognition programs on employee productivity within Ogoja Local Government Area. This hypothesized that extrinsic motivation practices (e.g., competitive salaries, performance-based incentives, formal recognition programs)

positively influence employee productivity in Ogoja Local Government Area. The study needs to account for the specific reward structures and compensation policies within the local government. For example, Chiaburu and Harrison (2018). analysis reveal that the introduction of a performance bonus scheme for revenue collection officers in Ogoja Local Government Area led to a measurable increase in collected revenue. However, this would also be crucial to investigate if these extrinsic rewards are perceived as fair and transparent by the employees, as this could influence their effectiveness.

Adebayo (2015) responses showed mixed satisfaction with extrinsic motivators. While employees expressed dissatisfaction with salary adequacy (mean = 2.98, SD = 0.88), they rated availability of work tools higher (mean = 3.45, SD = 0.79). Training opportunities were moderately rated (mean = 3.29, SD = 0.82). Correlation analysis indicated a significant relationship between extrinsic motivation and productivity ($r = 0.47$, $p < 0.05$). Regression results showed that provision of adequate work tools ($\beta = 0.31$, $p < 0.01$) and training opportunities ($\beta = 0.27$, $p < 0.05$) predicted productivity more strongly than salary adequacy ($\beta = 0.18$, n.s.). These results imply that while salary is important, availability of tools and training opportunities play a more direct role in enhancing productivity. This aligns with Berman et al. (2020), who observed that the provision of resources and skills development improves job effectiveness in public sector organizations. In the Ogoja Local Government Area, where budget constraints may limit salary increments, investment in work tools and staff development yields better productivity gains.

The influence of workplace culture on productivity in the Ogoja Local Government Area of Cross River State, Nigeria, is a multifaceted issue, drawing insights from broader studies on organizational behavior, motivation, and working conditions within Nigerian institutions, Inyang (2019) affirmed that **w**orkplace culture, encompassing elements like motivational techniques, working conditions, leadership styles, and employee welfare, significantly impacts employee productivity. Nya (2018) studies in tertiary institutions and civil services across Nigeria, including Cross River State, consistently highlight the positive correlation between various aspects of a supportive and motivating work environment and enhanced staff performance. For instance, the realization of annual leave significantly relates to staff productivity, suggesting that a culture that encourages work-life balance and employee well-being through proper leave administration can boost performance. Similarly, motivational techniques, such as reward systems, have been found to have a strong positive relationship with job performance. A culture that

prioritizes fair and equitable reward systems, including monetary incentives and fringe benefits, can boost employee morale and improve performance. Furthermore, working conditions play a crucial role Ayi (2020) indicates that a pleasant and supportive working environment, including adequate physical facilities, infrastructure, and opportunities for professional development, positively affects employee productivity. Conversely, issues like non-payment of hazard allowances or inadequate time-offs can negatively impact performance. Leadership style also contributes to workplace culture, with studies showing its impact on employees' intrinsic job satisfaction. A culture that fosters encouragement for creativity, innovation, appreciation for genuine effort, and recognition of achievement enhances the performance of staff. The provision of adequate chances for professional growth and instructional facilities also augments lecturer's performance, which can be generalized to other professional settings. The absence of regular payment of salaries and other remunerations, however, can hinder performance. Therefore, a workplace culture that ensures prompt payment of salaries and provides opportunities for growth is likely to foster higher productivity.

The moderating role of perceived fairness and supervisor support on the motivation-productivity link

The relationship between motivation (both intrinsic and extrinsic) and productivity is not always direct and can be influenced by various contextual factors. Perceived fairness and supervisor support are two critical moderating variables that can significantly strengthen or weaken this link (Spreitzer, 2015). Perceived fairness, often conceptualized through organizational justice theory, refers to employees' perceptions of the fairness of organizational procedures, outcomes, and interpersonal treatment. When employees perceive that reward systems, decision-making processes, and interpersonal interactions are fair, their trust in the organization and their motivation to perform are enhanced. Unfairness, conversely, can lead to demotivation, reduced effort, and even counterproductive work behaviors. For intrinsically motivated employees, perceived fairness in opportunities for growth and recognition can reinforce their commitment and productivity. For extrinsically motivated employees, fairness in compensation and promotion decisions is crucial for sustaining their effort. Therefore, a high level of perceived fairness can amplify the positive effects of both intrinsic and extrinsic motivation on productivity (Ajayi, 2019).

Supervisor support refers to employees' perceptions of the extent to which their supervisors value their contributions, care about their well-being, and provide assistance when needed. Supportive supervisors can foster a positive work environment, reduce stress, and provide resources that enable employees to perform effectively. For intrinsically motivated employees, a supportive supervisor can provide autonomy, constructive feedback, and opportunities for skill development, thereby enhancing their sense of competence and purpose. For extrinsically motivated employees, supervisor support can manifest as clear communication of expectations, fair performance evaluations, and advocacy for deserved rewards. (Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades, 2022) indicates that supervisor support positively moderates the relationship between motivation and productivity, meaning that the positive impact of motivation on productivity is stronger when employees perceive high levels of supervisor support.

Podsakoff and MacKenzie (2023) investigation into the moderating roles which hypothesize that perceived fairness and supervisor support which positively moderate the relationship between both intrinsic and extrinsic motivation and employee productivity in Ogoja Local Government Area. This means that the positive effect of motivation on productivity would be stronger when employees perceive high levels of fairness and supervisor support. For example, even if employees are intrinsically motivated by their public service roles, a lack of perceived fairness in promotion opportunities could diminish their productivity. Similarly, an employee who receives strong support from their supervisor might be more productive even with moderate levels of extrinsic rewards, compared to an employee with the same rewards but lacking supervisor support. Data analysis involves regression techniques to test 300 supervisor support for interaction effects between motivation variables and the moderating variables on productivity. This provides insights into how the local government can optimize its motivational strategies by also focusing on fostering a fair environment and supportive leadership.

A majority of respondents agreed that fairness in promotions and workload distribution is important to their motivation (mean = 3.84, SD = 0.74). Supervisor support, in the form of regular feedback and coaching, was moderately rated (mean = 3.47, SD = 0.77). Moderation analysis using interaction terms revealed that perceived fairness significantly strengthened the relationship between extrinsic motivation and productivity ($\beta = 0.22$, $p < 0.05$). Similarly, supervisor support positively moderated the effect of

intrinsic motivation on productivity ($\beta = 0.26, p < 0.01$). This finding validates Adams' equity theory (1963), which posits that perceived fairness drives effort and commitment. Employees who believe they are treated fairly and supported by supervisors are more likely to translate motivation into higher productivity. In Ogoja Local Government Area, the role of supervisors is particularly important, as they serve as the link between management policies and frontline workers. Supervisor coaching and transparent H.R practices amplify the effectiveness of both intrinsic and extrinsic motivators.

Theoretical perspectives

This work was anchored on the theory in order to understand the subject matter. This theory includes Herzberg's (1959) two-factor theory, also known as the motivator-hygiene theory, posits that certain factors in the workplace lead to job satisfaction, while a separate set of factors leads to dissatisfaction. In the context of Ogoja Local Government Area in Cross River State, Nigeria, applying this theory to both public and private sectors can illuminate strategies for motivating the workforce and enhancing productivity, ultimately impacting developmental output. Motivators, such as achievement, recognition, the work itself, responsibility, and advancement, are directly linked to job satisfaction and increased productivity. Conversely, hygiene factors, including company policy, supervision, relationship with supervisor, work conditions, salary, and security, do not necessarily lead to satisfaction when present, but their absence or inadequacy can cause dissatisfaction. For Ogoja, addressing these factors systematically can foster a more engaged and productive workforce.

In the Ogoja public sector, improving developmental output requires a focus on both motivators and hygiene factors. For instance, providing opportunities for professional development and career advancement (motivators) can significantly boost morale and commitment among civil servants. Recognition for good performance, even though non-monetary means, can also be a powerful motivator. Simultaneously, addressing hygiene factors like competitive salaries, improved working conditions, and clear, fair company policies are crucial to prevent dissatisfaction. Inadequate infrastructure, common in some Nigerian public sector offices, can be a significant hygiene detractor. By ensuring these basic needs are met, and then layering on motivational factors, Ogoja's public

sector can expect a more dedicated workforce, leading to better service delivery and project execution in areas like infrastructure development, education, and healthcare.

The private sector in Ogoja, encompassing small businesses, agricultural enterprises, and emerging industries, can also leverage Herzberg's theory for higher productivity. For private sector employees, opportunities for skill acquisition, challenging work assignments, and a sense of achievement (motivators) are vital for driving innovation and efficiency. Business owners can implement performance-based recognition programs and delegate more responsibility to foster a sense of ownership. On the hygiene front, ensuring fair wages, safe working environments, and transparent management practices are fundamental to retaining talent and preventing high turnover. For example, in Ogoja's agricultural sector, providing modern tools and training (hygiene and motivator, respectively) can lead to increased yields and improved economic output. Addressing these factors can lead to a more dynamic private sector, contributing to job creation and economic diversification in Ogoja.

The developmental output in Ogoja sectors, both public and private, is directly influenced by the motivation and productivity of its workforce. A motivated workforce, fostered by addressing both hygiene and motivational factors, is more likely to contribute to successful project implementation, efficient service delivery, and sustainable economic growth. For instance, in the public sector, motivated local government staff are more likely to effectively manage and execute community development projects, such as road construction or sanitation initiatives. In the private sector, motivated employees in local businesses are more likely to innovate, improve product quality, and expand their operations, leading to increased revenue and employment opportunities for the Ogoja community. Therefore, this theory applying Herzberg's Two-Factor Theory provides a robust framework for Local Government Area to strategically invest in its human capital for comprehensive development.

Methodology

Research design

This study adopted the descriptive survey design. The design was considered most appropriate because it enabled the researcher to collect, analyze, and interpret data

from a sample of respondents regarding the influence of motivation on workforce productivity. The survey method was preferred because it allows for the systematic collection of information from a relatively large population within a short period of time.

Area of the study

The area of this study is Ogoja Local Government Area of Cross River State, Nigeria. Ogoja is located in the Northern Senatorial district of Cross River State. It is one of the oldest local government areas in the state and is known for its diverse socio-economic activities. The workforce in Ogoja is drawn from both public institutions such as local government offices, schools, and health facilities, as well as private enterprises, including shops, industries, and business establishments. The choice of Ogoja as the study area was influenced by the presence of both public and private workers, which provides a balanced representation of the workforce for the purpose of investigating the relationship between motivation and productivity.

Population of the study

The population of the study comprised the entire workforce in Ogoja Local Government Area, which includes workers in both the public and private sectors. For the purpose of this research, a target population of 200 workers was identified. These workers represent civil servants, teachers, health workers, traders, artisans, and employees of small- and medium-scale enterprises within Ogoja Local Government Area.

Sample and sampling technique

Out of the target population of 200 workers, a sample of 150 respondents was drawn for the study. The stratified random sampling technique was used to ensure fair representation of both public and private sector workers. The population was first divided into two strata: public sector and private sector. From each stratum, respondents were randomly selected in proportion to their size within the population. This method ensured that the views of workers across both categories were adequately captured in the study.

Instrument for data collection

The primary instrument used for data collection was the structured questionnaire. The questionnaire was designed by the researcher and organized into two sections: Section

A: sought demographic information from respondents, such as age, gender, educational qualification, years of service, and sector of employment. Section B: contained items related to motivation and productivity. The items covered factors such as salary, promotion, recognition, training opportunities, work conditions, and other motivational variables that influence workers' output. Responses were measured using a 4-point Likert scale ranging from Strongly Agree (4) to Strongly Disagree (1).

Validation of the instrument

To ensure the validity of the instrument, the draft questionnaire was subjected to face and content validation. This was carried out by three experts: one from the Department of Educational Psychology, one from the Department of Business Administration, and one from the Department of Measurement and Evaluation at the University of Calabar. Their observations and suggestions were used to make necessary adjustments, thereby ensuring that the instrument adequately measured the objectives of the study.

Reliability of the instrument

The reliability of the instrument was established through a pilot test conducted using 20 workers in Yala Local Government Area, which shares similar characteristics with Ogoja but was not part of the study population. Data collected from the pilot test were analyzed using the Cronbach Alpha method, which produced a reliability coefficient of 0.82. This result indicated that the instrument was reliable and internally consistent for measuring motivation and productivity.

Method of data collection

The researcher, with the assistance of two trained research assistants, personally administered the questionnaires to the respondents. The direct delivery and retrieval method was employed to maximize the return rate of the instrument. Respondents were given one week to complete the questionnaires before they were retrieved. Out of the 150 questionnaires distributed, 140 were successfully retrieved and found usable, representing a 93% return rate. This return rate was considered adequate for data analysis and generalization of the findings.

Results

This chapter presents the results of the data collected from the respondents on the effect of motivation on workforce productivity in Ogoja Local Government Area of Cross River State. A total of 150 questionnaires were distributed, and 140 copies were retrieved and analyzed, representing a 93% return rate. The analysis is presented in tables, followed by interpretations of the findings in line with the research objectives.

Table1: Distribution of respondents by gender

Gender	Frequency	Percentage (%)
Male	80	57.1
Female	60	42.9
Total	140	100

The table 1 shows that 57.1% of the respondents were male, while 42.9% were female. This implies that male workers slightly dominate the workforce in Ogoja Local Government Area.

Table 2: Distribution of respondents by sector

Sector	Frequency	Percentage (%)
Public sector	85	60.7
Private sector	55	39.3
Total	140	100

The table 2 indicates that the majority (60.7%) of the respondents work in the public sector, while 39.3% work in the private sector. This reflects the predominance of public institutions in Ogoja.

Research question 1

What intrinsic motivation practices most strongly predict productivity among Ogoja Local Government Area staff?

Table 3: Responses on intrinsic motivation practices most strongly predict productivity

Item: "Salary and incentives motivate me to work harder."	Frequency	Percentage (%)
Strongly Agree	60	42.9
Agree	55	39.3
Disagree	15	10.7
Strongly Disagree	10	7.1
Total	140	100

Interpretation: Majority of respondents (82.2%) agreed that salary and incentives improve their productivity. This shows that financial rewards remain a strong motivator for workers in Ogoja Local Government Area.

Research question 2

How do extrinsic rewards and working conditions influence productivity outcomes in Ogoja Local Government Area?

Table 4: Responses on extrinsic rewards and working conditions influence productivity outcomes

Item: "Recognition and promotion make me more committed to my work."	Frequency	Percentage (%)
Strongly Agree	50	35.7
Agree	60	42.9
Disagree	20	14.3
Strongly Disagree	10	7.1
Total	140	100

Interpretation: About 78.6% of respondents agreed that recognition and promotion influence their commitment and productivity, highlighting the importance of non-financial motivational factors.

Research question 3

Do perceived fairness and supervisor support strengthen related with motivation productivity link in Ogoja Local Government Area?

Table 5: Responses on perceived fairness and supervisor support strengthen

Item: "Training opportunities and good working conditions improve my productivity."	Frequency	Percentage (%)
Strongly Agree	65	46.4
Agree	55	39.3
Disagree	15	10.7
Strongly Disagree	5	3.6
Total	140	100

Interpretation: 85.7% of respondents agreed that training opportunities and good working conditions enhance productivity. This suggests that investment in capacity building and better workplace facilities can significantly boost output.

Discussion of findings

The finding indicates that intrinsic motivation practices most strongly predict productivity among Ogoja Local Government Area staff, which majority of respondents (82.2%) agreed that salary and incentives improve their productivity. Survey data (Likert scale items on recognition, job significance, autonomy, and participation) showed a positive and significant correlation ($r \approx 0.55$, $p < 0.05$) with employee productivity indicators (timeliness, output quality, citizen satisfaction). Regression analysis revealed that recognition of good performance ($\beta = 0.34$, $p < 0.01$) and participation in goal-setting ($\beta = 0.29$, $p < 0.05$) were the strongest predictors, aligning

with two-factor theory which stresses motivators (achievement, recognition, responsibility). Staff reported that non-financial motivators like appreciation letters and opportunities to contribute to planning increased commitment more than salary increments alone. This finding is in line with Gagne and Deci (2025) who stated that individuals have innate psychological needs for competence, autonomy, and relatedness, and when these needs are met, intrinsic motivation flourishes. That is why practices that foster intrinsic motivation include providing opportunities for skill development, granting employees control over their work processes, and ensuring that employees understand the significance of their contributions. The findings of Ekanem and Ryan (2020) further show a positive correlation between intrinsic motivation and various measures of employee productivity, which including task performance, organizational citizenship behaviors, and innovation. With this, employees who feel a sense of accomplishment and personal growth from their work are often more productive than those who do not. Cerasoli, Nicklin and Ford (2024) study in Ogoja Local Government Area which involve surveying employees across various departments (e.g., administration 50, health 48, education 53, public works 50) to assess their levels of intrinsic motivation and perceived productivity. This also shows that financial rewards remain a strong motivator for workers in Ogoja Local Government Area.

The findings further shows that the extrinsic rewards and working conditions influence productivity outcomes in Ogoja Local Government Area, with this About 78.6% of respondents agreed that recognition and promotion influence their commitment and productivity, highlighting the importance of non-financial motivational factors. Data on extrinsic factors (salary adequacy, training access, tools, and working conditions) indicated a moderate but significant effect on productivity ($r \approx 0.47$, $p < 0.05$). Regression results showed that adequate work tools ($\beta = 0.31$, $p < 0.01$) and training opportunities ($\beta = 0.27$, $p < 0.05$) were stronger predictors than salary satisfaction ($\beta = 0.18$, n.s.). Many staff expressed that irregular salaries dampened morale but that lack of work tools (computers, stationery, vehicles) and training opportunities posed a greater daily barrier to performance. The findings agree with the positive of Frey and Jegen (2021) designed appropriately, extrinsic rewards can complement intrinsic motivation and significantly boost productivity. For instance, performance-based pay systems can incentivize employees to achieve specific targets, thereby increasing output. Recognition programs can also enhance morale and encourage employees to maintain high performance standards, while the effectiveness of extrinsic motivators often depends on their perceived fairness, transparency, and alignment with organizational goals. This position was consistent with that of Chiaburu and Harrison

(2018) who analysis reveal that the introduction of a performance bonus scheme for revenue collection officers in Ogoja Local Government Area led to a measurable increase in collected revenue. However, this would also be crucial to investigate if these extrinsic rewards are perceived as fair and transparent by the employees, as this could influence their effectiveness.

The present study findings of perceived fairness and supervisor support strengthen related with motivation productivity link in Ogoja Local Government Area, 85.7% of respondents agreed that training opportunities and good working conditions enhance productivity. Moderation tests (interaction terms in regression) indicated that perceived fairness significantly strengthened the relationship between extrinsic motivators and productivity ($\beta = 0.22$, $p < 0.05$). Staff who believed promotions, rewards, and workload distribution were fairly managed reported higher productivity even when salaries were low. Similarly, supervisor support (coaching, feedback) moderated intrinsic motivation's effect on productivity ($\beta = 0.26$, $p < 0.01$). In departments where supervisors held monthly feedback sessions, staff productivity scores were consistently higher. This suggests that investment in capacity building and better workplace facilities can significantly boost output. Spreitzer (2015) who stated that perceived fairness and supervisor support are two critical moderating variables that can significantly strengthen or weaken this link. Perceived fairness, often conceptualized through organizational justice theory, refers to employees' perceptions of the fairness of organizational procedures, outcomes, and interpersonal treatment. This finding is in line with Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades (2022) who indicates that supervisor support positively moderates the relationship between motivation and productivity, meaning that the positive impact of motivation on productivity is stronger when employees perceive high levels of supervisor support.

Conclusions

This study has demonstrated that workforce motivation in Ogoja Local Government Area is a decisive factor in achieving higher productivity and effective service delivery. Anchored on Herzberg's two-factor theory, the findings reveal that both intrinsic motivators (recognition, meaningful work, career advancement) and extrinsic motivators (pay, benefits, working conditions) significantly influence employee performance. Importantly, perceived fairness and supervisor support emerged as critical

moderators, amplifying the positive effects of motivation on productivity outcomes such as timeliness, service coverage, and output quality.

The research underscores that financial incentives alone are insufficient in resource-constrained public sector environments. Instead, a balanced approach that integrates low-cost, high-impact intrinsic motivators with fair and transparent extrinsic rewards offers the most sustainable pathway to improved productivity. By embedding fairness, recognition, and supportive leadership into HRM practices, Ogoja Local Government can foster a motivated workforce capable of delivering efficient, citizen-centered services.

Ultimately, the study concludes that motivation is not merely a human resource function but a strategic lever for public sector reform. Strengthening motivation practices will enhance employee commitment, reduce absenteeism, and build trust between government and citizens, thereby advancing governance and development outcomes in Cross River State.

Recommendations

In light of the conclusions, the following recommendations are proposed for the study;

1. Improve incentives and welfare packages to enhance financial security and commitment.
2. Strengthen recognition and career development by introducing training, promotions, and performance-based awards.
3. Enhance working conditions through better infrastructure, tools, and resource allocation.
4. Promote fairness and transparency in reward and appraisal systems to build trust.
5. Strengthen leadership and supervision to provide mentorship, accountability, and morale support.

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