

Innovations

Impact of Employee Motivation on Organisational Productivity in the Public Sector: A Study of Oye Local Government Area, Ekiti State

¹ Ogunsakin, Yetunde Aderonke; ² Yakibi, Ayodele Afolabi;

³ Babatunde, Bayode Olusanya; ⁴ Adeoti, Bunmi Sarah;

⁵ Olarinoye, Adedamola Oluwagbeminiyi; ⁶ Owolabi, Julius Ilesanmi

^{1,2,3,4,5,6} Department of Business Administration, Faculty of Management Sciences,
Federal University, Oye -Ekiti

Abstract: This study specifically focused on the Oye Local Government Area in Ekiti State to examine how employee motivation affects organizational productivity in the public sector. Herzberg's Two-Factor Theory of Motivation served as the foundation for the study. It makes a distinction between extrinsic hygiene factors that avert dissatisfaction and intrinsic motivators that improve job satisfaction. A descriptive survey design was used for the study, and structured questionnaires were used to gather data from 150 employees. Structural Equation Modelling (SEM) and other descriptive and inferential statistics were used to analyse the data. The descriptive results showed that the following factors significantly influenced motivation and productivity: job security (86.7%), training and career advancement (86.7%), recognition and rewards (86.7%), and financial incentives (76.7%). Employee motivation and organisational productivity were found to be strongly positively correlated by the SEM results ($\beta = 0.68$, $CR = 6.12$, $p < 0.001$). The most significant motivating antecedents were found to be financial incentives ($\beta = 0.32$, $p < 0.001$) and training and career advancement ($\beta = 0.28$, $p < 0.001$). The robustness of the relationships was validated by the model's good fit indices ($CFI = 0.962$; $TLI = 0.951$; $RMSEA = 0.048$). According to the study's findings, motivation plays a crucial mediating role in the relationship between institutional practices and productivity outcomes in the administration of local governments. It is recommended that public sector organisations implement all-encompassing motivation strategies that incorporate intrinsic motivators like professional growth, recognition, and participatory management with monetary incentives. These results highlight the significance of incorporating human-centered motivation policies to attain long-term increases in public sector productivity in Nigeria.

Keywords: Herzberg's Two-Factor Theory, Public Sector, Employee Motivation, Organisational Productivity, Local Government Administration

1. Introduction

In the public sector, where efficiency and service delivery frequently face systemic challenges, employee motivation has long been acknowledged as a critical

determinant of organisational productivity (Aguinis, 2020; Iheriohanma, 2021). The internal and external elements that encourage people to act in the direction of accomplishing organisational goals are collectively referred to as motivation (Deci & Ryan, 2020). According to Obi and Okenwa (2022), motivated workers are more likely to exhibit dedication, ingenuity, and receptivity to the needs of the public, all of which are critical for efficient governance and institutional accomplishment. Notwithstanding its recognised significance, low motivation among Nigerian public sector employees continues to be a problem, frequently associated with low pay, unfavourable working conditions, few prospects for career progression, and ineffective administrative frameworks (Ogunleye & Alabi, 2023).

The observed discrepancy between the actual performance outcomes and the anticipated level of productivity within the Nigerian public service serves as the justification for this investigation. Public organisations' ability to accomplish development goals is hampered by bureaucratic inefficiencies, delayed service delivery, and inadequate accountability (Ezeani & Nwosu, 2021). Researchers contend that these inefficiencies stem from human resource issues, specifically those about motivation and job satisfaction, rather than just being institutional (Okpara, 2020; Adeniji & Salako, 2022). The Oye Local Government Area of Ekiti State provides a relevant case for analysing these issues since it perfectly captures the typical structure and challenges of grassroots administration in Nigeria. A demotivated workforce usually limits the effectiveness of local governments, despite their critical role in rural development and service delivery (Adebayo & Olaniyi, 2023). With an emphasis on Oye Local Government Area, the study aims to explore how employee motivation affects organisational productivity in the public sector.

Developing successful human resource management plans and increasing the effectiveness of local government administration depend on an understanding of this relationship. The larger question of how intrinsic and extrinsic motivational factors impact employee output, commitment, and overall productivity in the public sector thus serves as the research's compass. By answering this query, the study hopes to support legislative changes that improve public servants' performance and motivation in Nigeria.

2. Empirical Review of Literature and Theoretical Framework

The empirical review and theoretical framework of this study examine existing scholarly evidence and conceptual foundations relating to employee motivation and organisational productivity within the Nigerian public sector. This section critically explores relevant studies, identifies existing research gaps, and applies Herzberg's Two-Factor Theory to contextualise motivation-productivity dynamics in Oye Local Government Area, Ekiti State.

2.1 Employee Motivation's Impact on Organisational Outcomes

Adebayo and Ojo (2019) assert that both intrinsic and extrinsic motivation are essential for raising employee morale, which in turn boosts output and institutional performance. Financial incentives, job security, and recognition were found to be powerful predictors of employee commitment and work output in their study of local government employees in Nigeria. They pointed out that structured motivational frameworks that can maintain long-term productivity are still lacking in many public institutions.

Similarly, Eze and Nwosu (2020) discovered that extrinsic rewards like bonuses and pay raises had a less significant and longer-lasting impact on performance than intrinsic motivation, which includes feelings of accomplishment and professional development. While financial incentives can boost short-term performance, intrinsic factors encourage deeper engagement and creativity, according to their research on public servants in South-East Nigeria. This is consistent with the findings of Afolabi and Ogunyemi (2021), who found that workers who were encouraged to develop their skills and participate in decision-making had greater levels of efficiency and job satisfaction.

On the other hand, Usman and Yakubu (2022) noted that political meddling and bureaucratic bottlenecks frequently erode the connection between productivity and motivation in many Nigerian local governments. They maintained that even with well-meaning incentive programs, the motivational impact on workers' output is frequently limited by insufficient oversight and subpar leadership. Additionally, public sector organisations often rely too much on extrinsic rewards without properly addressing psychological and environmental factors like workplace culture, recognition, and autonomy, which are critical for sustained performance, according to Bello et al. (2023).

Importantly, even though these studies support the link between motivation and productivity, there is still a lack of contextual knowledge regarding how particular motivational techniques work in local government environments such as Oye Local Government Area. Understudied local government systems are the result of the majority of current research concentrating on federal or state-level organisations. Furthermore, there is little longitudinal data regarding the long-term impacts of motivation on output in public sectors located in rural areas. Consequently, more research should look into how locally created motivational strategies that are adapted to institutional and sociocultural realities can raise local government employees' productivity in Ekiti State.

2.2 Financial and Non-Financial Rewards as Productivity Enhancers

It has long been believed that financial incentives like pay raises, bonuses, and allowances can effectively encourage improved performance. Since workers frequently view financial incentives as a sign of appreciation and value for their labour, Adeoye and Akinlabi (2019) claim that they have a significant impact on employee productivity within Nigerian local government administrations. In a similar vein, Adebayo and

Ogunyemi (2020) found that consistent wage payments and performance-based bonuses increase public employees' job satisfaction and productivity. Although financial incentives improve performance right away, there is ongoing debate regarding their long-term viability in raising intrinsic motivation.

Recent research has also looked at the value of non-monetary incentives such as recognition, advancement, training, and positive work conditions. Olatunji (2021) discovered that recognition and career progression chances significantly increased employees' loyalty and productivity in Ekiti State's public institutions. Similarly, Chukwuma and Amah (2022) found that non-monetary incentives, such as public recognition and participatory decision-making, increased morale and decreased absenteeism. These findings are consistent with Herzberg's two-factor theory, which holds that while financial incentives reduce discontent, non-financial motivators are essential for long-term contentment and performance.

Comparative assessments of monetary and non-monetary motivation emphasise sectoral heterogeneity. According to Eze and Okeke (2023), public sector employees place a higher value on job stability, recognition, and advancement opportunities than on immediate money benefits, in contrast to private sector workers who prioritise monetary remuneration. Similarly, Bello and Yusuf (2024) noted that in resource-constrained public organisations, non-financial incentives frequently replace limited fiscal advantages, sustaining motivation through intrinsic and social variables.

Despite these discoveries, there are still gaps in the research. Many empirical studies have focused on metropolitan administrative centres while ignoring rural local governments, such as Oye in Ekiti State. Furthermore, there is insufficient longitudinal evidence on how the combination of financial and non-financial incentives influences long-term productivity patterns in public organisations. Future studies should look at the contextual dynamics of incentive systems in local government contexts, including how cultural, economic, and institutional factors influence employees' motivational reactions. Addressing these shortcomings will allow for a more nuanced understanding of how integrated incentive systems might improve productivity and service performance in Nigeria's public sector.

2.3 Workplace Environment and Employee Commitment

Employee commitment is heavily influenced by the work environment, particularly in the public sector, where bureaucratic inefficiencies frequently limit motivation and productivity. A favourable work environment—characterized by supportive supervision, suitable facilities, and a positive organisational culture—has been shown to have a considerable impact on employee morale, reduce absenteeism, and improve organisational performance (Agyemang & Ofei, 2019). According to empirical data, individuals who see their work environment as safe, helpful, and

enabling are more likely to demonstrate higher emotional and normative commitment to their organisations (Okoro & Musa, 2021).

Research has also shown that organisational culture has a significant impact on staff motivation and productivity. A culture that values inclusivity, recognition, and cooperation has been demonstrated to increase employees' emotional attachment and motivation to achieve institutional goals (Nnaji & Ude, 2020). In the public sector, where resource constraints and bureaucratic conservatism are common, an empowering culture might reduce discontent and turnover intentions (Ogunleye & Ayeni, 2022). Furthermore, a favourable physical environment, which includes appropriate workspace, ventilation, and ergonomic design, is linked to lower stress levels and improved job satisfaction (Adeleke & Omotayo, 2023).

However, while these data support the favourable relationship between work environment and employee commitment, some research shows inconsistency. For example, Adebayo and Fapohunda (2020) suggest that in Nigerian public institutions, structural inefficiencies and politicised management practices frequently reduce the motivating effect of a favourable atmosphere. Similarly, Musa and Eze (2021) observe that, while physical circumstances enhance comfort, psychological elements such as justice, recognition, and trust are more important in employee commitment. This shows that environmental improvements may not be adequate in the absence of leadership and organisational justice changes.

Despite the rising amount of information, there are still gaps in our knowledge of how work environment factors influence employee motivation in local government systems. Most prior research has concentrated on federal or state-level institutions, with little emphasis paid to grassroots administrative settings such as Oye Local Government Area in Ekiti State. Furthermore, empirical research using longitudinal or mixed methodologies is limited, restricting the capacity to demonstrate causal linkages. Future research should investigate how environmental, cultural, and leadership variables influence the link between the work environment and employee commitment in Nigeria's public sector.

2.4 Leadership Style and Employee Motivation

Employee commitment is heavily influenced by the work environment, particularly in the public sector, where bureaucratic inefficiencies frequently limit motivation and productivity. A favourable work environment characterized by supportive supervision, suitable facilities, and a positive organisational culture has been shown to have a considerable impact on employee morale, reduce absenteeism, and improve organisational performance (Agyemang & Ofei, 2019). According to empirical data, individuals who see their work environment as safe, helpful, and enabling are more likely to demonstrate higher emotional and normative commitment to their organisations (Okoro & Musa, 2021).

Research has also shown that organisational culture has a significant impact on staff motivation and productivity. A culture that values inclusivity, recognition, and cooperation has been demonstrated to increase employees' emotional attachment and motivation to achieve institutional goals (Nnaji & Ude, 2020). In the public sector, where resource constraints and bureaucratic conservatism are common, an empowering culture might reduce discontent and turnover intentions (Ogunleye & Ayeni, 2022). Furthermore, a favourable physical environment, which includes appropriate workspace, ventilation, and ergonomic design, is linked to lower stress levels and improved job satisfaction (Adeleke & Omotayo, 2023).

However, while these data support the favourable relationship between work environment and employee commitment, some research shows inconsistency. For example, Adebayo and Fapohunda (2020) suggest that in Nigerian public institutions, structural inefficiencies and politicised management practices frequently reduce the motivating effect of a favourable atmosphere. Similarly, Musa and Eze (2021) observe that, while physical circumstances enhance comfort, psychological elements such as justice, recognition, and trust are more important in employee commitment. This shows that environmental improvements may not be adequate in the absence of leadership and organisational justice changes.

Despite the rising amount of information, there are still gaps in our knowledge of how work environment factors influence employee motivation in local government systems. Most prior research has concentrated on federal or state-level institutions, with little emphasis paid to grassroots administrative settings such as Oye Local Government Area in Ekiti State. Furthermore, empirical research using longitudinal or mixed methodologies is limited, restricting the capacity to demonstrate causal linkages. Future research should investigate how environmental, cultural, and leadership variables influence the link between the work environment and employee commitment in Nigeria's public sector.

2.5 Challenges of Motivation in Nigeria's Public Sector

Employee motivation research in Nigeria's public sector has consistently identified systemic and structural difficulties that hinder workers' morale and productivity. According to studies, bureaucratic delays, low compensation, and limited career growth prospects all hurt effective motivation and performance results. The hierarchical and restrictive administrative systems that characterise Nigerian public institutions frequently result in delayed decision-making procedures, which stifle employee initiative and creativity. According to Adeyemi (2021), bureaucratic tendencies hinder autonomy and inventiveness, resulting in indifference and inefficiency among public personnel.

Poor compensation has also been noted as a significant demotivating issue. Employees in the public sector sometimes experience salary delays, erratic promotions,

and lower wage structures than their private-sector counterparts (Onye& Nwosu, 2022). These factors contribute to low morale, absenteeism, and a desire to augment income through moonlighting or unscrupulous activities. Similarly, limiting career advancement prospects has been demonstrated to reduce employees' dedication to institutional aims. Olatunji (2023) found that the lack of open promotion procedures and professional development activities in local government administrations leads to feelings of stagnation and decreased productivity.

Empirical research from case studies in Nigerian local government contexts has shown the motivation-productivity divide. For example, Adebayo and Alabi (2021) discovered that in Ekiti State local government councils, a lack of performance-based awards and insufficient recognition systems demotivated employees, resulting in inefficiency and poor service delivery. Furthermore, the predominance of political influence in human resource choices has undermined meritocracy, leaving employees disillusioned and dissatisfied (Bamidele &Ojo, 2022).

Despite these discoveries, there are still considerable research gaps. Existing research tends to generalise motivational difficulties throughout the Nigerian public sector without considering contextual differences within local government districts. Few studies have looked especially at how motivation affects productivity at the grassroots level, where public services directly affect residents. Furthermore, there is no empirical research on how current motivational strategies as intrinsic incentives, participative management, and digital performance monitoring, can increase efficiency in local government administration.

As a result, more study focusing on the Oye Local Government Area of Ekiti State is required to gain a better understanding of how these motivational issues impact organisational performance. Such studies might offer context-specific advice for improving staff morale and attaining long-term performance results in Nigeria's public sector.

2.6 Theoretical Framework and Implications for the Study

Herzberg's Two-Factor Theory of Motivation, often known as the Motivation-Hygiene Theory, is an important theoretical framework for studying the influence of employee motivation on organisational productivity in the public sector. The theory, developed by Frederick Herzberg in 1959 and extended in subsequent studies, is still widely used to describe workplace incentive dynamics. Herzberg identified two types of elements that impact employee attitudes towards work: motivators (intrinsic factors) and hygienic factors (extrinsic factors). Motivators such as recognition, achievement, responsibility, and opportunities for advancement lead to job satisfaction and increased productivity, whereas hygiene factors such as salary, working conditions, and job security prevent dissatisfaction but do not necessarily improve motivation (Herzberg, 1968; Alshmemri et al., 2019).

Herzberg's paradigm is useful in evaluating the link between motivation and productivity in the public sector, notably in local government administrations like Oye Local Government Area in Ekiti State. Employee intrinsic motivation can be hampered by restrictive bureaucratic systems, restricted career advancement prospects, and insufficient reward schemes in the public sector. Applying Herzberg's theory aids in distinguishing between elements that just maintain employment (such as regular compensation) and those that truly drive employees to exceed expectations (such as recognition and professional development chances) (Arogundade & Akinbode, 2020).

The implications of this hypothesis for the research are varied. For starters, it establishes a conceptual distinction between what motivates and satisfies employees, allowing policymakers and administrators to develop more effective motivational measures. For example, addressing hygiene factors such as poor working conditions and irregular remuneration may prevent dissatisfaction among public servants, but these efforts must be supplemented by motivational factors such as autonomy, recognition, and clear career advancement paths to improve overall productivity (Onyema, 2021). Second, Herzberg's theory emphasises the significance of work enrichment and employee empowerment as measures for increasing engagement and performance, especially in situations where bureaucratic limitations are widespread.

Furthermore, this theory suggests that sustainable productivity in the public sector can only be achieved when motivational efforts are tailored to meet employees' psychological needs for achievement and self-actualization, rather than focusing solely on extrinsic rewards (Okolie et al., 2022; Uche & Emeh, 2023). The use of this concept in Oye Local Government can demonstrate if present motivational measures, like as promotions, allowances, or recognition systems, are effective in driving workers' intrinsic drive towards organisational goals.

3. Methodology

This study adopted a descriptive survey research approach to investigate the effect of employee motivation on organisational productivity in the public sector, with a focus on Oye Local Government Area, Ekiti State. The design was judged acceptable since it allowed the researcher to get information from employees and management about numerous motivating variables and their impact on performance. The research population included all Oye Local Government employees, and a sample of 150 respondents was chosen using stratified random selection to ensure equitable representation across departments. Data were gathered using structured questionnaires and evaluated with descriptive and inferential statistics.

4. Results and Discussion

This section describes the socioeconomic and demographic characteristics of the respondents from Oye Local Government Area, Ekiti State. Understanding these traits is

critical because it provides insights into the workforce mix and helps explain differences in motivation, perception, and productivity levels among public sector employees in the research region.

Table 1: Socio-Economic and Demographic Characteristics of Respondents

Variable	Category	Frequency (n = 150)	Percentage (%)
Gender	Male	85	56.7
	Female	65	43.3
Age (Years)	20–29	25	16.7
	30–39	45	30.0
	40–49	50	33.3
	50 and above	30	20.0
Marital Status	Single	40	26.7
	Married	95	63.3
	Divorced/Widowed	15	10.0
Educational Qualification	OND/NCE	30	20.0
	HND/B.Sc.	70	46.7
	M.Sc. and above	50	33.3
Years of Experience	1–5 years	35	23.3
	6–10 years	45	30.0
	11–15 years	40	26.7
	Above 15 years	30	20.0
Department	Administration	40	26.7
	Finance	35	23.3
	Health and Environmental Services	30	20.0
	Works and Housing	25	16.7
	Agriculture and Community Development	20	13.3

Source: Field Survey, 2025.

4.1 Discussion of Findings and Implications

Table 1 shows the socioeconomic and demographic characteristics of 150 respondents from Oye Local Government Area, Ekiti State. The gender distribution shows that males (56.7%) slightly outweigh females (43.3%), indicating a fairly balanced representation across gender lines. Such inclusion improves the credibility of

motivational dynamics results, since gender might impact choices for incentives such as cash rewards or recognition (Adebayo & Ojo, 2019; Eze & Nwosu, 2020).

The majority of responders (63.3%) were between the ages of 30 and 49, indicating a workforce at its peak productive years. This age group is often career-oriented and receptive to motivators such as promotion and professional growth (Ogunleye & Afolabi, 2021). Younger employees, on the other hand, may choose employment security and skill development (Adedeji, 2022). Marital status study found that 63.3% of respondents were married, implying that financial incentives, health benefits, and work stability may have a significant impact on their motivation and productivity (Nwachukwu and Eme, 2020; Eze, 2021).

Educational attainment was very high, with 80% having at least a higher national diploma or bachelor's degree. This study suggests that respondents have a high intellectual ability for implementing motivating tactics such as training, recognition, and participatory management (Olatunji & Akintunde, 2023; Adeoye & Hassan, 2020). Furthermore, 76.7% of respondents had more than five years of experience, indicating a well-versed workforce with institutional structures and motivational systems (Ogunyemi, 2022). Overall, the characteristics of the respondents indicate an experienced and literate workforce that values both intrinsic and extrinsic motivation, which supports Herzberg's Two-Factor Theory (Herzberg, 1959, quoted in Awolusi & Ojo, 2021). To increase productivity, public sector incentive methods should consider demographic diversity (Afolabi & Ojo, 2023)

4.2 Descriptive Statistics of Respondents

The descriptive statistics used to look at how different motivational factors affect organisational productivity in Oye Local Government Area, Ekiti State, are presented in this section. It provides a basis for comprehending the degree to which motivation influences worker performance in the public sector by summarising respondents' opinions of incentives, working conditions, leadership, communication, and career development.

Table 4.2: Descriptive Statistics of Respondents on Employee Motivation and Organisational Productivity

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Financial incentives, such as salaries increase workers' output.	60 (40.0)	55 (36.7)	15 (10.0)	12 (8.0)	8 (5.3)
Employee dedication and morale are raised through awards and recognition.	70 (46.7)	60 (40.0)	10 (6.7)	7 (4.7)	3 (2.0)
Employees are encouraged to perform better with training and	75 (50.0)	55 (36.7)	10 (6.7)	7 (4.7)	3 (2.0)

career promotion opportunities.					
An atmosphere that is favourable to work leads to increased production from employees.	65 (43.3)	60 (40.0)	15 (10.0)	7 (4.7)	3 (2.0)
Employee performance and motivation are impacted by leadership style.	68 (45.3)	55 (36.7)	12 (8.0)	10 (6.7)	5 (3.3)
Welfare benefits and job security promote greater organisational commitment.	72 (48.0)	58 (38.7)	8 (5.3)	7 (4.7)	5 (3.3)
Motivation is increased when management and employees communicate well.	66 (44.0)	60 (40.0)	10 (6.7)	9 (6.0)	5 (3.3)
Merit-based promotions encourage workers to increase their output.	70 (46.7)	58 (38.7)	8 (5.3)	9 (6.0)	5 (3.3)
Participation of employees in decision-making enhances output.	62 (41.3)	60 (40.0)	13 (8.7)	10 (6.7)	5 (3.3)
In general, motivation greatly raises organisational output.	74 (49.3)	56 (37.3)	10 (6.7)	6 (4.0)	4 (2.7)

Source: Field Survey, 2025.

4.3 Discussion of Findings and Implications

Employee motivation has a significant impact on organisational productivity in Oye Local Government Area, Ekiti State, according to the descriptive data results. Adebayo and Ojo's (2019) assertion that financial incentives are still significant factors influencing employee performance in the Nigerian public sector is supported by the majority of respondents (76.7%) who strongly agreed that pay and financial incentives increase productivity. Similarly, awards and recognition were demonstrated to be significant motivators, corroborating the results of Eze and Nwosu (2020), who found that employees become more committed when they believe their efforts are valued.

Opportunities for training and career progression were also viewed as powerful motivators by 86.7% of respondents, corroborating Okafor and Adeniran's (2021) claim that capacity-building programs improve motivation and competence. In line with the results of Musa and Adeyemi (2022), who pointed out that working circumstances and leadership style affect employees' psychological involvement and job satisfaction, it was also observed that a supportive leadership style and a favourable work environment had a favourable impact on productivity.

Additionally, 86.7% of respondents regarded welfare benefits and work security as highly motivating elements, which is in line with Ogundele and Ajayi's (2023) assertion that employment stability increases loyalty and lowers the desire to leave. Additionally, the study discovered that good communication and employee participation in decision-making foster a feeling of community, supporting the findings of Chukwu

and Eze (2024), who highlighted participatory management as a driver of enhanced performance.

Overall, the results suggest that increasing productivity in public sector organisations requires a comprehensive strategy to motivate that includes monetary incentives, career advancement, welfare, and participatory management. This emphasises the necessity of legislative changes that formalise long-term incentive structures in the management of local governments.

4.4 Hypotheses

H0: In the public sector, there is no significant relationship between employee motivation and organisational productivity.

H1: In the public sector, there is a significant relationship between employee motivation and organisational productivity.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.821	0.674	0.669	3.215
a. Predictors: (Constant), Employee Motivation				
b. Dependent Variable: Organisational Productivity				

Source: Field Survey, 2025.

Interpretation of Model Summary

The findings of the regression study on the connection between organisational productivity and employee motivation in Oye Local Government Area, Ekiti State, are shown in the model summary in Table 4.3. Employee motivation and organisational production are strongly positively correlated, as indicated by the correlation coefficient (R) of 0.821. This implies that employees' productivity tends to improve greatly when their motivation levels rise.

Changes in employee motivation may account for around 67.4% of the variance in organisational productivity, according to the coefficient of determination (R Square) of 0.674. This finding demonstrates the significant impact that motivating elements like rewards, acknowledgement, training, and comfortable working conditions have on public sector productivity results. The model's dependability is further supported by the Adjusted R Square value of 0.669, which shows that even after controlling for the number of predictors, the predictor variable's explanatory power is still high. The estimate's standard error (3.215) indicates that the model's predictions are quite accurate.

These results support the alternative hypothesis (H_1), which states that there is a substantial correlation between organisational productivity and employee motivation in the public sector. The null hypothesis (H_0) is thus disproved. The findings suggest that

local government institutions may significantly increase production by strengthening motivating factors, including welfare benefits, equitable promotion, and participatory management.

4.5 The analysis of variance (ANOVA)

Using data gathered from Oye Local Government Area, Ekiti State, the analysis of variance (ANOVA) was used to ascertain the link between organisational productivity and employee motivation in the public sector. To determine whether differences in motivational factors like pay, recognition, training opportunities, work environment, leadership style, job security, communication, promotion, and employee involvement could statistically explain the variations in organisational productivity, the ANOVA test was used. The ANOVA's findings are shown in Table 4 below.

Table 4: ANOVA for the Relationship between Employee Motivation and Organisational Productivity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52,314	1	52.314	18.672	0.000
	Residual	413.986	148	2.797		
	Total	466.300	149			
a. Predictors: Employee Motivation						
b. Dependent Variable: Organisational Productivity						

Source: Field Survey, 2025.

The computed F-value of 18.672 is significant at a p-value of 0.000, which is below the 0.05 level of significance, according to the ANOVA result shown in Table 4. This result suggests that organisational productivity and employee motivation in the public sector in Oye Local Government Area, Ekiti State, are statistically correlated. The residual sum of squares (413.986) considers changes that cannot be explained, while the regression sum of squares (52.314) shows the percentage of overall production variation that can be accounted for by the predictor variable, employee motivation.

According to this research, motivational variables have a significant role in the variations in productivity levels among workers in the public sector. Higher organisational production and efficiency can result from improving motivating tactics such as offering monetary incentives, promoting career progression, guaranteeing job stability, and promoting participative decision-making. The null hypothesis (H_0) is thus rejected, whereas the alternative hypothesis (H_1), which asserts that employee motivation and organisational productivity are significantly correlated, is further supported by the outcome.

In conclusion, the ANOVA analysis demonstrates that one of the most powerful factors influencing productivity in the public sector is employee motivation. To maintain better performance results, managers in local government administrations should implement integrated motivational frameworks that address financial incentives as well as possibilities for growth, recognition, and a positive work environment.

Table 5: Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.412	1.326	—	6.344	0.000
Salary and Financial Incentives	0.328	0.079	0.354	4.152	0.000
Recognition and Rewards	0.276	0.084	0.298	3.286	0.001
Training and Career Advancement	0.315	0.092	0.312	3.424	0.001
Work Environment	0.247	0.076	0.264	3.250	0.002
Leadership Style	0.229	0.088	0.238	2.602	0.010
Job Security and Welfare	0.334	0.081	0.346	4.123	0.000
Communication	0.218	0.090	0.205	2.422	0.017
Decision-Making Involvement	0.241	0.085	0.254	2.835	0.006
a. Organisational Productivity					

Source: Field Survey, 2025.

Interpretation of Results

Employee engagement and organisational productivity among employees in Oye Local Government Area, Ekiti State, are significantly positively correlated, according to the regression analysis shown in Table 5. The consistent value of 8.412 shows that organisational productivity stays at a low level when motivating elements are absent. The strongest influence on productivity is exerted by job security and welfare benefits ($\beta = 0.346$, $p < 0.01$) and salary and financial incentives ($\beta = 0.354$, $p < 0.01$) among the predictors, confirming that employment assurance and financial stability are important factors that determine employee performance in the public sector.

Opportunities for training and job promotion ($\beta = 0.312$, $p < 0.01$) also have a substantial impact on productivity, indicating that professional growth raises morale and competence. By encouraging a feeling of gratitude and comfort at work, awards and recognition ($\beta = 0.298$, $p < 0.01$) and a positive work atmosphere ($\beta = 0.264$, $p < 0.01$) also enhance performance. Effective communication ($\beta = 0.205$, $p < 0.05$) and leadership

style ($\beta = 0.238$, $p < 0.05$) are similarly significant, highlighting the significance of inclusive and transparent management methods.

Additionally, employee participation in decision-making ($\beta = 0.254$, $p < 0.01$) was shown to be a significant predictor, suggesting that participatory governance improves workers' sense of ownership and belonging to the business. Overall, the model supports the alternative hypothesis (H_1) that there is a strong link between employee motivation and organisational productivity in the public sector by showing that several variables of motivation work together to explain differences in productivity. These results confirm that increasing the effectiveness and quality of services provided by local government administration requires consistent investment in financial, psychological, and developmental motivating techniques.

4.6 Structural Equation Modelling (SEM) Results

The findings of structural equation modelling (SEM) offer a thorough examination of the connections between the major factors affecting organisational productivity. The model assesses how leadership style, job stability, communication, training and career progression, financial incentives, and employee engagement all have an impact on productivity results and how these impacts are mediated by employee motivation.

Table 6: Structural Equation Modelling (SEM)

Path (Predictor → Outcome)	Standardised Estimate (β)	Critical Ratio (CR)	P-Value	Decision
Employee Motivation → Organisational Productivity	0.68	6.12	< 0.001	Significant
Financial incentives → Employee Motivation	0.32	4.10	< 0.001	Significant
Training & career advancement → Employee Motivation	0.28	3.80	< 0.001	Significant
Leadership Style → Employee Motivation	0.22	2.95	0.003	Significant
Job security & welfare → Employee Motivation	0.24	3.20	0.001	Significant
Effective Communication → Employee	0.18	2.50	0.012	Significant

Motivation				
Employee involvement → Employee Motivation	0.20	2.70	0.007	Significant
Training & career advancement → Organisational Productivity (direct)	0.12	2.20	0.028	Significant (partial mediation)
Leadership style → Organisational Productivity (direct)	0.05	1.10	0.270	Not significant
Job security & welfare → Organisational Productivity (direct)	0.10	1.95	0.051	Not significant (marginal)

Source: Field Survey, 2025.

$\chi^2/df = 2.10$, Tucker–Lewis Index (TLI) = 0.951, Comparative Fit Index (CFI) = 0.962, RMSEA = 0.048, and SRMR = 0.035 are the model fit indices.

Maximum likelihood was used to estimate the SEM; significance was determined at $\alpha = 0.05$.

4.7 Discussion of SEM Results

The stated relationships appropriately reflected the covariances seen in the field survey, according to the structural equation model's strong overall fit to the data ($\chi^2/df = 2.10$; CFI = 0.962; TLI = 0.951; RMSEA = 0.048; SRMR = 0.035).

Organisational productivity strongly and statistically significantly benefited from employee motivation ($\beta = 0.68$, CR = 6.12, $p < 0.001$). This result supports the main theory that, in the context of the Oye Local Government Area's public sector, motivation is a significant predictor of productivity.

Financial incentives, training and career progression, leadership style, work stability and welfare, effective communication, and employee engagement are examples of exogenous motivational variables that exhibit positive and statistically significant impacts on employee motivation (β s = 0.18–0.32; $p < 0.05$).

The most significant antecedents were financial incentives ($\beta = 0.32$, $p < 0.001$) and training and career development ($\beta = 0.28$, $p < 0.001$), which is consistent with the descriptive-statistics findings that respondents gave high ratings to monetary rewards and capacity-building. Job security ($\beta = 0.24$, $p = 0.001$) and leadership style ($\beta = 0.22$, $p = 0.003$) also significantly raised motivating levels, although involvement and communication had less pronounced but still noteworthy impacts. To investigate the

nature of motivational mediation, the model also investigated the direct impacts of a few antecedents on organisational productivity.

Career progression and training had a little but significant direct impact on production ($\beta = 0.12$, $CR = 2.20$, $p = 0.028$), indicating partial mediation: training increases motivation and directly boosts productivity through enhanced competence and skills. The lack of substantial direct relationships between leadership style and job security and productivity (leadership: $\beta = 0.05$, $p = 0.270$; job security: $\beta = 0.10$, $p = 0.051$) suggests that these factors largely affect productivity through employee motivation rather than as separate direct drivers.

When combined, the SEM findings support the idea that motivation plays a crucial mediating role in the relationship between organisational productivity and personnel policies and institutional practices. Practically speaking, the results indicate that policy interventions that seek to increase local government productivity should give priority to initiatives that boost employee motivation, particularly through competitive financial incentives, ongoing training and career development, safe welfare arrangements, participatory communication, and engagement-promoting leadership practices. Training's direct effect also shows that investing in capacity development improves organisational performance by increasing competency and motivation.

Finally, the SEM analysis supported the alternative hypothesis (H1), which holds that there is a substantial link between employee motivation and organisational productivity, whereas the statistical evidence led to the rejection of the null hypothesis (H0), which holds that there is no significant association.

4.8 Thematic Results: Respondents' Perspectives

According to the study's findings, respondents' opinions on how employee motivation affects organisational efficiency in Oye Local Government Area, Ekiti State, were varied but on the rise. The qualitative observations enhanced the quantitative findings and provided a more thorough comprehension of how performance outcomes in the public sector are influenced by motivating variables.

Theme 1: Financial Incentives as a Primary Driver of Productivity

Salary increases, bonuses, and other financial incentives are essential for improving performance and morale, according to the majority of respondents. "We feel encouraged to work harder and meet our targets when salaries are paid promptly and allowances are increased," said one responder. This opinion is in line with Adebayo and Ojo's (2019) findings that financial incentives continue to be a major source of motivation in the Nigerian public service. Similar to this, Adeyemi and Musa (2022) pointed out that financial incentives maintain productivity and lower absenteeism by providing a concrete acknowledgement of work.

Theme 2: Recognition, Career Advancement, and Capacity Building

Respondents repeatedly underlined that competence and dedication are increased through training, promotions, and praise for excellent work. "Whenever we are promoted on merit or sponsored for training, it encourages us to contribute more to the organization's development," one participant said. This viewpoint is consistent with that of Okafor and Adeniran (2021), who discovered that employee self-efficacy and creativity are increased when they have access to professional development opportunities. Additionally, recognition-based systems promote an accomplishment culture and organisational civic conduct, according to Eze and Nwosu (2020).

Theme 3: Leadership, Communication, and Participation

The significance of participative management and leadership style was another recurring issue. Respondents said that open and encouraging leaders foster an atmosphere where staff members feel appreciated and involved. "A good leader listens, communicates clearly, and involves us in decisions that affect our work," one respondent said. Chukwu and Eze (2024), who found that inclusive leadership and good communication foster trust and collaboration, agree with this. Similarly, Ogundele and Ajayi (2023) argued that employees' psychological ties to the company are strengthened via participatory decision-making.

Theme 4: Job Security and Welfare as Sources of Stability

Additionally, respondents emphasised how welfare benefits and employment security foster stability and loyalty. "Knowing that our jobs are secure and that we are cared for makes us more committed," said one respondent. The results of Bello and Taiwo (2022), who claimed that welfare-oriented policies lower turnover intentions and increase long-term production, are corroborated by this.

In conclusion, the viewpoints of the respondents support the idea that there are several facets to employee motivation in the public sector, including relational, psychological, and financial considerations. According to these results, combining material rewards with chances for growth, encouraging leadership, and a safe workplace is essential for long-term productivity (Eze & Nwosu, 2020; Okafor & Adeniran, 2021; Ogundele & Ajayi, 2023).

5. Conclusion

The study concluded that, especially in Oye Local Government Area, Ekiti State, staff motivation is essential to raising organisational productivity in the public sector. According to the results, motivated workers are more likely to demonstrate greater levels of dedication, effectiveness, and output. A helpful framework for differentiating between inner and extrinsic motivating elements impacting productivity was offered by Herzberg's Two-Factor Theory. Employee motivation is greatly influenced by monetary

incentives, training and career development, leadership style, welfare benefits, effective communication, and employee participation, according to empirical data from both descriptive and structural equation modelling investigations. The most significant motivators among them were monetary incentives and capacity-building programmes.

The findings also showed that institutional practices and organisational performance outcomes are mediated by employee motivation. As a result, the study concluded that enhancing productivity in public sector companies necessitates a comprehensive motivating approach that considers both motivator and hygiene elements. Therefore, it is advised that to promote long-term motivation and maximum productivity among public employees, policymakers and administrators give competitive compensation, ongoing professional development, participative management, and recognition systems top priority.

5.1 Policy Recommendations

Several policy proposals are put forth to improve institutional efficiency and employee performance in light of the study's results about the relationship between employee motivation and organisational productivity in the public sector, specifically in Oye Local Government Area, Ekiti State.

A thorough motivation policy that incorporates both extrinsic and intrinsic components should be institutionalised by the local government administration, to start. Financial incentives like monthly pay, bonuses, and allowances are still important, but they should be supplemented with non-monetary ones like professional growth, promotion opportunities, and recognition. According to Herzberg's Two-Factor Theory, this two-pronged strategy meets workers' fundamental requirements while also igniting their inherent drive for improved performance.

Second, as a strategic goal, programs for career progression and capacity-building have to be reinforced. The study found that training opportunities somewhat impact productivity results and greatly increase employee motivation. Staff competency, creativity, and dedication to organisational objectives would all be improved by regular training workshops, seminars, and educational sponsorships. Such programs ought to be connected to systems of performance-based promotions to foster a meritocratic and ongoing learning culture.

Thirdly, the study suggests that the local government use participatory management techniques. Workers should actively participate in decisions about welfare issues, policy creation, and work practices. Good management-employee communication would foster inclusivity, openness, and trust, which would boost morale and productivity. Institutionalising suggestion programs, staff consultation forums, and feedback procedures will promote teamwork and shared accountability.

Fourth, to encourage organisational loyalty and lower turnover intentions, it is imperative to improve welfare and job security arrangements. The results showed that

welfare benefits and employment security are powerful motivators in the public sector. Therefore, the local government should guarantee prompt salary payments, enhanced pension plans, healthcare assistance, and comfortable working conditions. Long-term productivity is boosted by safe and encouraging work environments, which help maintain employee satisfaction.

Lastly, the study recommends that, to improve management performance, leadership development programs be implemented. Local government administrators should embrace transformational and participative leadership styles that prioritise mentorship, empowerment, and recognition since leadership style has a big impact on staff engagement. A more interesting and effective workplace culture would result from executives receiving training in emotional intelligence, communication, and conflict resolution.

All of these policy suggestions point to the necessity of an all-encompassing and long-lasting motivational approach that considers the psychological as well as the structural components of employee engagement. In Oye Local Government and the larger Nigerian public sector, such changes will increase productivity, encourage accountability, and improve service delivery.

References

1. Adebayo, K., & Alabi, F. (2021). *Motivation and employee productivity in local government administration in Ekiti State, Nigeria. Journal of Public Administration Studies*, 9(2), 45–58.
2. Adebayo, K., & Fapohunda, T. (2020). *Workplace conditions and employee morale in the Nigerian public service. Journal of Management Studies*, 15(3), 122–134.
3. Adebayo, T., & Ojo, F. (2019). *Motivation and employee productivity in Nigerian public institutions. Journal of Public Administration and Development Studies*, 11(2), 45–57.
4. Adebayo, T., & Olaniyi, K. (2023). *Motivation and productivity in local government administration: The Nigerian perspective. Journal of Public Administration and Policy Studies*, 15(2), 45–59.
5. Adededeji, A. (2022). *Employee motivation and generational differences in Nigerian organisations. African Journal of Management Studies*, 9(1), 32–48.
6. Adeleke, O., & Omotayo, S. (2023). *Physical work environment and job satisfaction among civil servants in South-West Nigeria. African Journal of Human Resource Management*, 8(2), 77–89.
7. Adeniji, A., & Salako, M. (2022). *Human resource management and organisational performance in Nigeria's public sector. African Journal of Management Research*, 10(1), 34–50.

8. Adeoye, B., & Hassan, R. (2020). Education and intrinsic motivation: Evidence from the Nigerian civil service. *Journal of Human Capital and Organisation Studies*, 8(3), 112–126.
9. Adeoye, O., & Akinlabi, B. (2019). Financial incentives and employee productivity in local government administration in Nigeria. *Journal of Public Sector Studies*, 12(3), 45–58.
10. Adeyemi, B., & Musa, L. (2022). Financial motivation and organisational effectiveness in local government administration. *African Journal of Public Administration*, 10(3), 72–85.
11. Adeyemi, T. (2021). Bureaucratic structures and employee motivation in Nigeria's public service. *African Journal of Management and Social Sciences*, 7(1), 32–47.
12. Afolabi, F., & Ogunyemi, K. (2021). Intrinsic motivation and job performance among public sector workers in South-West Nigeria. *African Journal of Management Studies*, 9(1), 77–92.
13. Afolabi, J., & Ojo, L. (2023). Departmental dynamics and work motivation in Nigerian local governments. *International Journal of Management and Policy Research*, 15(1), 77–92.
14. Aguinis, H. (2020). *Performance management for organisational success*. Routledge.
15. Agyemang, C., & Ofei, S. (2019). Employee commitment and organisational performance: The role of work environment. *International Journal of Business Research*, 12(4), 55–68.
16. Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2019). Herzberg's two-factor theory. *Life Science Journal*, 16(3), 70–74.
17. Arogundade, B. B., & Akinbode, G. A. (2020). Motivation and employee productivity in the Nigerian public sector. *African Journal of Management Studies*, 12(2), 45–59.
18. Awolusi, O., & Ojo, F. (2021). Herzberg's motivation-hygiene theory and public sector productivity in Nigeria. *Journal of Human Resource Management*, 13(4), 59–72.
19. Bamidele, R., & Ojo, J. (2022). Political interference and motivation in Nigerian local government systems. *Nigerian Journal of Industrial Relations*, 11(3), 76–90.
20. Bello, J., & Taiwo, S. (2022). Job security, welfare, and employee retention in Nigeria's public service. *International Review of Human Resource Studies*, 9(1), 101–116.
21. Bello, M., Hassan, U., & Salihu, I. (2023). Re-examining employee motivation and performance in Nigerian public organisations. *Public Policy Review*, 18(3), 112–126.
22. Bello, R., & Yusuf, A. (2024). Non-financial rewards and employee morale in resource-constrained organisations. *Journal of Public Administration and Policy Research*, 8(2), 34–50.
23. Chukwu, I., & Eze, C. (2024). Participatory leadership and employee engagement in local governments. *Public Administration Review*, 12(1), 33–47.
24. Chukwuma, L., & Amah, E. (2022). Recognition and productivity: The role of non-monetary rewards in Nigerian public service. *Management Review Quarterly*, 14(1), 23–40.

25. Deci, E. L., & Ryan, R. M. (2020). Self-determination theory and work motivation. *Contemporary Educational Psychology*, 61(3), 101–112.
26. Eze, C. (2021). Work-life balance and employee motivation in local government service. *Nigerian Journal of Industrial Relations*, 10(2), 65–79.
27. Eze, C., & Nwosu, P. (2020). Gender and motivation: Assessing productivity differentials in Nigeria's public service. *International Review of Administrative Sciences*, 86(4), 902–918.
28. Eze, J., & Okeke, V. (2023). Comparative analysis of motivational factors in Nigeria's public and private sectors. *International Journal of Social and Management Sciences*, 11(4), 55–72.
29. Ezeani, E., & Nwosu, C. (2021). Public sector efficiency and service delivery in Nigeria. *Nigerian Journal of Social Sciences*, 8(4), 88–102.
30. Iheriohanma, E. (2021). Motivation and employee commitment in public institutions: A sociological review. *International Journal of Sociology and Development*, 12(2), 67–81.
31. Musa, A., & Adeyemi, K. (2022). Leadership style and employee performance in Nigeria's public service. *International Journal of Organisational Behaviour*, 10(3), 112–126.
32. Musa, L., & Eze, J. (2021). Psychological climate and commitment among Nigerian public employees. *Journal of Public Sector Studies*, 9(1), 45–60.
33. Nnaji, P., & Ude, C. (2020). Organisational culture and employee motivation in public service institutions in Nigeria. *Public Administration Review*, 7(2), 101–114.
34. Nwachukwu, I., & Eme, O. (2020). Family obligations and extrinsic motivation among Nigerian civil servants. *Journal of Social and Management Sciences*, 14(2), 41–55.
35. Obi, N., & Okenwa, P. (2022). Employee engagement and performance in the Nigerian civil service. *Journal of African Public Sector Management*, 9(1), 20–36.
36. Ogundele, F., & Ajayi, A. (2023). Welfare policies and employee loyalty in Nigerian public administration. *African Public Sector Management Review*, 15(1), 33–49.
37. Ogunleye, A., & Afolabi, T. (2021). Age and motivation: A study of employee engagement in public sector organisations. *Journal of African Business Research*, 7(2), 94–107.
38. Ogunleye, F., & Alabi, O. (2023). Public service motivation and job performance in Nigeria. *West African Journal of Human Resource Management*, 6(2), 77–92.
39. Ogunleye, T., & Ayeni, F. (2022). Work culture, leadership style, and employee retention in the Nigerian public sector. *Journal of Workplace Behaviour*, 10(3), 56–69.
40. Ogunyemi, B. (2022). Work experience and commitment among Nigerian public employees. *Nigerian Journal of Employment Studies*, 12(1), 21–38.
41. Okafor, A., & Adeniran, T. (2021). Training and development as drivers of motivation and productivity in the civil service. *Journal of Organisational Behaviour in Africa*, 6(2), 51–68.

42. Okolie, U. C., Eze, A., & Nwosu, I. (2022). *Motivation and productivity nexus in public service: A review of Herzberg's perspective. Journal of Public Administration and Development, 9(1), 33–47.*
43. Okolie, U., & Edeh, A. (2020). *Public service motivation and productivity challenges in developing economies. International Review of Administrative Sciences, 86(4), 601–615.*
44. Okoro, E., & Musa, D. (2021). *Conducive work environment and employee commitment in government establishments in Nigeria. Journal of Management and Social Sciences, 6(1), 84–97.*
45. Okpara, J. (2020). *Job satisfaction and motivation among Nigerian public sector workers. Public Organisation Review, 20(3), 421–435.*
46. Olatunji, M. (2021). *Non-financial motivation and organisational commitment in Ekiti State civil service. Nigerian Journal of Human Resource Studies, 6(2), 89–104.*
47. Olatunji, M. (2023). *Career development and employee engagement in Nigeria's public sector institutions. Public Policy and Governance Review, 12(1), 22–39.*
48. Onye, C., & Nwosu, D. (2022). *Remuneration, morale, and performance in Nigeria's public service. Journal of African Human Resource Management, 10(2), 55–70.*
49. Onyema, E. M. (2021). *Employee motivation and job satisfaction in Nigerian local governments. Nigerian Journal of Human Resource Management, 8(1), 24–38.*
50. Uche, C. A., & Emeh, J. I. (2023). *Intrinsic motivation and productivity in the Nigerian civil service: Revisiting Herzberg's theory. Public Policy and Administration Review, 11(2), 56–68.*
51. Usman, L., & Yakubu, A. (2022). *Challenges of motivating employees in Nigerian local governments. Nigerian Journal of Administrative Science, 11(1), 98–115.*