CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The productivity of the employees can be related to the extent of which he/she can utilize these resources of the organization (Time, skills, knowledge etc) and how efficiently he/she can utilize them to turn it into productive output which can help in achieving the objectives of the organization. Today productivity isn't just about production but other things such as efficiency, accuracy, invention, speed of completing tasks and attitude at work. (Shuaibu & Saleh, 2025; Omolambe & Menon, 2024).

Motivation is a psychological and behavioural phenomenon, it is phenomenon that initiates, guides and maintains the human behaviour in an organization both inside and outside. It is an indicator of the workers' work effort, stamina and commitment to work. (Affainie & Qutieshat, 2024; Farhan, 2025). So one of the most crucial ways to make organisational goals goal-directed behaviours is by using motivation.

The correlation between employee motivation and productivity is already in the literature on organizational behaviour because the employee who is motivated, has a higher level of engagement, higher efficiency and is more productive in his/her job. The use of organized efforts, such as rewards, recognition and participation management, is associated with increased employee productivity as it boosts their job satisfaction and engagement (Affainie and Qutieshat, 2024). However, lack of motivation can lead to reduced productivity, poor work performance, poor attendance and poor commitment; which can have an impact on company performance and competitiveness in the current fast-paced business world. (Celebi & Terkan, 2020).

There are different factors which are affecting the productivity of the employees, one important factor which stands out in the financial aspect and the appreciation of the organisation towards the contribution of the employees is salary which is one of the important extrinsic factor. Paying the right salary and competitive market rates to employees can help in improving their engagement, retention and performance. (Kolawole, 2024; Affainie & Qutieshat, 2024).

Job security is one of the key motivators which greatly influence the productivity of employees as it is a sign of stability and permanence of the job in a business organization. Employees will be more loyal to the organisation, work harder and harder towards the desired goals of the organisation if they feel safe within the organisation. Conversely, if employment is uncertain, it causes psychological stress, worry and uncertainty that can have a negative impact on the concentration and performance. (Kolawole, 2024; Shuaibu & Saleh, 2025).

Productivity can be greatly affected through recognition as it is one way to acknowledge the employee and his/her success in the workplace. One of the psychological reinforcements that can contribute to enhancing the morale of the employees, their job satisfaction and motivates them to maintain good performance is the recognition (Affainie & Qutieshat, 2024, Farhan, 2025).

Autonomy in the context of work is now known to be an important contributor to productivity in today's work settings. By giving the employees some autonomy, they will be more creative, responsible, innovative, self-motivated and therefore more productive. (Omolambe & Menon, 2024; Shuaibu & Saleh, 2025). This is because autonomy increases the employees' happiness and engagement with their work, in addition to their job performance. The present study attempts to understand the impact of motivation on Productivity of employees of an institution with focus on the motivational factors of the employees which are; Compensation, Job security, Recognition and Autonomy.

1.2 Statement of the Problem

A major gap that was noticed in the literature of organisational behaviour is that, the level of employees' motivation is a good indicator of the level of employees' productivity in public sector organisations yet a number of the public sector organisations in developing economies such as Nigeria experience low and inconsistent employees' productivity despite the implementation of some motivational strategies. From the theory and the practical experiences in the work place, it can be learned that motivational factors like salary, job security, recognition and autonomy have significant impact on employee productivity however, the public institutions is faced with poor performance with a huge gap between theory and practice as reported by Akinsola et al., (2024); Omolambe and Menon, (2024) and Farhan (2025).

One of the factors, salary, have been studied by several scholars such as Akinsola et al., (2024) and Kolawole (2024) as a factor that motivate employee to determine their performance and concluded that it has a positive effect on employee commitment, satisfaction and performance. Compensation packages has been one of the ways of improving production in the organizational setting particularly in recent times as revealed in the previous studies (Akinsola et al., 2024 and Kolawole, 2024) to boost employee morale and reduce employee turnover. However, most of these studies are conducted on the business of the private sector which has a relatively stable remuneration system based on performance measure. However, Edo State Geographic Information Service, like all the other public sector institutions in Nigeria struggles with some of the issues such as inflexibility of salary regimes, delay and difference in salary structures. There is lack of some facts about context, relation with employee productivity.

One of the factors identified to have an impact on employee motivation and productivity is their level of job security; an employee that feels secure about his/her job, is more likely to be committed and productive. Based on the results of empirical studies one can infer that good psychological well-being and organisational commitment result in good production output as

well as job security (Imam & Javed, 2019; Shuaibu & Saleh, 2025). Much of the studies, however, have been conducted in fairly stable organisational contexts and little has been paid to public sector agencies in Nigeria where job security is at risk due to the unstable nature of the public sector, political cabals and ambiguous promotion procedures. This shows the lack of awareness of the relationship of Employment and Production in Edo state Geographic Information Service (GIS).

The result of the study is that one of the motivator which can be used to increase employees' morale is recognition which can induce positive employee's behaviour and further can increase the employees' productivity. Such recognition of their work can lead to a sense of achievement and motivation among these employees, thereby improving their job satisfaction and productivity, as revealed in Affainie & Qutieshat (2024) and Farhan (2025) studies. A lot of the research that's been done to date is based on the recognition of formal, inconsistent or politically motivated systems in a company or college. Empirical studies on the effect of recognition on the productivity of Nigerian state institution, therefore seem to be lacking.

Autonomy can be one of the motivational factors that can truly propel the productivity in the employees, innovation, accountability and self-motivation. Recent research studies have revealed that the provision of flexibility to make decisions boost workers' productivity due to the boost in engagement and job satisfaction (Omolambe & Menon, 2024; Shuaibu & Saleh, 2025). But, these studies have been conducted mostly in a private sector or in a hybrid work space, and few studies have been done in a situation of centralized and strict decision making such as in a strict bureaucratic situation. There is little investigation of the impact of staff autonomy in productivity in an organisation like Edo State Geographic Information Service.

This study is therefore done to bridge this gap by studying the net effect of compensation, job security, recognition and autonomy on productivity of Edo State Geographic Information Service staff as well as the individual effect of each of the variables on productivity.

1.3 Research Questions

The following research question were raised to guide this study;

1. How does Salary affect Employee Productivity in Edo State Geographic information service?
2. How does Job Security influence Employee Productivity in Edo State Geographic information service?
3. What is the effect of Recognition on Employee Productivity in Edo State Geographic information service?
4. How does Autonomy affect Employee Productivity in Edo State Geographic information service?

1.4 Objectives of the Study

The general objective of this study is to assess the effect of Motivation on Employee Productivity in Edo State Geographic information service. Specifically, the study aims to:

1. Examine the effect of Salary on Employee Productivity in Edo State Geographic information service.
2. Assess the extent to which Job Security influence Employee Productivity in Edo State Geographic information service.
3. Determine the effect of Recognition on Employee Productivity in Edo State Geographic information service.
4. Evaluate how Autonomy affect Employee Productivity in Edo State Geographic information service.

1.5 Research Hypotheses

The following hypotheses are formulated in their null forms to guide the study:

$H_{0\ 1}$: Salary has no significant effect on Employee Productivity in Edo State Geographic information service.

$H_{0\ 2}$: Job Security do not significantly influence Employee Productivity in Edo State Geographic information service.

$H_{0\ 3}$: Recognition has no significant impact on Employee Productivity in Edo State Geographic Information Service.

$H_{0\ 4}$: Autonomy do not significantly affect Employee Productivity in Edo State Geographic information service.

1.6 Scope of the Study

This study is about the effect of motivation on productivity of employees in the organization from the point of view. The four factors (independent variables) that were studied in this research on motivation are salary, job security, recognition and autonomy. One of the significant extrinsic motivators, which influences work behaviour and performance is salary, which refers to the amount of pay that an employee receives from his/her work. Job security is a feeling that the job will last or be secure, continuous and influences the confidence, commitment and willingness to contribute to the organisation and do a meaningful job. Recognition: It is acknowledging and thanking employees' efforts and accomplishments for the improvement of employee morale and performance.

On the geographic side the study is restricted to the Edo State Geographical information service. The Edo State was chosen because of its growing economic, administrative and productive significance, and the presence of a number of organizations keen on improving the

productivity and performance of their staff. The chosen site offers an appropriate setting to study the factors that motivate employees' productivity in a typical Nigerian organization.

Timewise, the study ran from April to October 2026, which represents a specific period of time in the workplace and the current practices in the organization that are impacting employee motivation and productivity. This guarantees that the results are up to date and mirror the current realities in the workplace and the insights it offers into current employee experience.

1.7 Significance of the Study

The importance of this study is that it adds to the body of theoretical knowledge and practical knowledge on the role of motivation in the productivity of the employees in the organisations of Edo State Geographic information service. Study will focus on the role played by the key motivational factors: salary, job security, recognition and autonomy in influencing an employee's performance and the effectiveness of an organization.

The study provides practical information for the organizations and management on the application of motivational strategies to increase productivity. It highlights that equitable and competitive compensation systems can help to increase employee engagement, and job security can help to foster stability and a long-term focus. It also highlights the importance of recognition systems and how it can motivate employees and help them achieve greater levels of performance and the importance of autonomy and how it can encourage creativity, productivity and efficiency. These insights can be used to assist managers to design human resource practices that may help to enhance the success of the organization.

The study adds to the literature on the study of employee motivation and productivity particularly in the developing countries such as Nigeria. It offers a different point of view in the study of motivation because it takes into account various factors simultaneously and the

synergistic impact of these factors on productivity. It could serve as a source for the future research in HRM, organizational behavior and workplace motivation.

The results provide policy makers with evidence-based advice for creating effective labor and employment policies. It points towards the importance of fair compensation mechanism, better job security, effective employee recognition mechanism, and better policies for the design of the job which can lead to productivity improvement in both public and private sectors.

The study could help the employees to understand the impact of motivating factors on their performance and career growth. Helps staff to see that pay, job security, status and autonomy are important aspects of their performance and happiness in their work and adjust their work to the organisation's goals.

Last but not least, for society, the research highlights that increased employee motivation equals greater productivity, which means better growth in the organization, more jobs, economic development, and better service delivery. It supports greater social and economic progress more generally, through the development of more efficient and motivated workforces.

1.8 Limitations to the Study

The study is limited to Edo State Geographical information service and this might affect the validity of the findings of this study due to the effect of motivation on employee productivity. These limitations are recognized to present an overall picture of the results of the study.

A drawback of the study is that the data is self-reported from the respondents. Due to the use of questionnaires for the study, bias may occur in the employees' perceptions or exaggeration/underreporting of the information. The data collected may also be limited by the percentage of respondents who may give socially desirable answers, rather than objectively reflecting their experiences in the workplace.

Geographical limitation is another constraint in the study as study was limited to selected organizations in Edo State. This is helpful to give a focused and context-specific findings but on the other hand, the generalizability of the findings to other state or region in Nigeria is limited. Conditions at the various sites may vary as a result of organizational cultures, management practices, and motivational structures; thus, the results may not be fully representative of other settings.

Limited time is also a limitation of the study. The study is limited to a period of time and may not be long enough to observe changes in employee motivation and productivity over a longer time frame. Motivation and productivity can be dynamic, change over time as a result of organizational policies, economic conditions, or individual circumstances and a cross-sectional approach may not capture these long-term trends.

Furthermore, the research only includes four motivational variables: salary, job security, recognition and autonomy, and other motivating factors, such as leadership style, working conditions, training and development, and organizational culture, have not been included. These omitted variables can also influence the productivity of employees, but are not a part of this research.

Last, limitations may be due to access and cooperation of organizations and employees. Some organisations may be hesitant to share sensitive data and some employees may not be keen to fully engage for fear of disclosure or for not being interested. This can impact the data's scope and depth that can be gathered for the study.

However, despite these limitations, it is expected that this study will be able to come up with meaningful findings on the relationship between motivation and employee productivity in the context selected.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the conceptual, theoretical and empirical literature as well as identifying the gaps noted in the literature review

2.2 Conceptual Review

2.2.1 Employee Productivity

Productivity is one of the key success in any organisation, that is how the employees use their knowledge, skill, effort and time to get the results of the organisation. But it's not only about quantity of work, there are other facets of performance like problem-solving and creativity, good adaptability etc. all the multi-dimensionality of the modern work environment (Zuo, 2024). Employee productivity, human capital, employee engagement and employee motivation are closely related to the productivity of an employee, which depends on various factors: individual, organizational and environmental. At the moment, productivity is seen not only as a criterion of the employee's ability to work efficiently with the job they are assigned to, but also to display his/her actions beyond the job assigned to him, which lead him/her to better results in the organization, such as collaboration, innovation, permanent education (Rad & Bocoș, 2024). Therefore, it is crucial that along with the quantitative results, the qualitative results should also be taken into account in the productivity measurement framework, specifically competencies, proactivity and adaptation to the economic and technological environment (Monsalve-Fonneg et al., 2024).

Productive employees are goal oriented, have self-efficacy and are able to handle ever changing situations and complex tasks. In particular, those who are successful in their work are known for their cognitive flexibility, learning, and acquiring skills, as well as their response to

feedback, especially in knowledge-intensive or innovative industries (Baomar & Islam, 2024). Employee engagement is a key component to gauge productivity it motivates staff to do more, align their work objectives with the company's objectives (Pincus, 2022). This has been linked to improved productivity outcomes in previous studies as intrinsic factors (recognition, promotion and meaningful work) have been seen to contribute significantly to the productivity of people while extrinsic factors (salary and benefits, and reward systems) also influence people's work behaviour (Enesi, Oni, Dauda, & Ochepa, 2022; Li, 2023). Perhaps more relevant to this, aspects of a person's demographics such as age and education level, work experience and cognitive style are playing a role in relation to the organizational practices, and hence, impacting their productivity, making it imperative to tailor a particular management approach to them (Gautam & Baral, 2025; Børing & Grøgaard, 2021). These findings indicate that focusing on the human being in management is an important element to maintain performance at a high level, and in the case of knowledge workers, a management philosophy that provides autonomy, creativity and opportunities for problem-solving, has a positive impact on performance.

Employees' productivity might have different uses and be subject to environmental influences. The research findings showed that technological solutions like electronic Human Resource Management (e-HRM) system can help in the organizations to streamline the administrative tasks, knowledge sharing and ease training, which leads to efficiency and engagement in the organizations (Wijayande, 2021). For example, in the banking sector, defined as an enabler of systemic change (Igudia, 2021), organizational change processes like using technology, leadership development and culture change have demonstrated their efficacy in boosting worker productivity and banking sector's success. Technology and workforce management go hand in hand to maximize productivity in the construction and engineering industries, for instance with Business Information Modeling (BIM), which optimizes collaboration among

team members, minimizes errors and supports productivity. The trend of hybrid work, which automatically involves remote and in-office work, further demonstrates the significance of flexibility, digital tools, and leadership support to keep high levels of employee engagement and productivity, especially in knowledge-intensive fields like information technology (Vanitha & T, 2024; Melati, 2025). It might be well utilized in eHRM and digital communication in higher education field where we can train them, knowledge can be transferred to them and can coordinate their activities as well.

More employee productivity can manifest in so many ways and can make a huge difference. Operational efficiency, innovation, competitiveness, profitability as well as minimising the cost of inefficiency and labour turnover, are all linked to the productivity gain of the organisation (Kavitha, 2019; Li, 2023). Moreover, productivity improvements can help organizations adapt to shifts in the landscape, and aid in sustainability and resilience in a more volatile economic climate (Zuo, 2024). Productivity can contribute to employee engagement and happiness in their work, increased opportunities for promotion, and recognition at the workplace which can help them stay engaged and committed to achieving the organization's goals (Pincus, 2022). Social and strategic aspects of productivity, such as inclusive approaches to work, such as neurodiversity initiatives, have been proven to tap into talent pools, mobilize unique talents and improve team performance (Chammas & Hernandez, 2025). The correlations derived from the finding of Bothra (2024) and Baomar & Islam (2024) are highly correlated with employee needs and organizational incentives as well as motivational practices (intrinsic and extrinsic) are of significant importance to sustain the performance. Besides, the training programme and the continuous upskilling improves the employee's productivity both quantity and quality especially specialized for the nature and problems of the specific industry (Kavitha 2019). It is also known that hybrid or telecommuting can lead to an improvement in productivity, flexibility, reduction in burnout, and work-life balance if managed properly and

there is technological integration (Vanitha & T, 2024; Melati, 2025). Leadership, especially transformational leadership plays a crucial role as a mediator in aligning an individual's motivation, engagement and emotional intelligence with the target of an organization and as a result amplifies the impact of the productivity. (Baomar & Islam, 2024)

Productivity measurement has come a long way from the traditional output per hour metrics, expanding to include qualitative, behavioral and technological aspects, in a transdisciplinary model (Monsalve-Fonneg et al., 2024; Zuo, 2024). But, to consider the uncertainty in the human behavior and the complexity of the organization, fuzzy inference systems, data mining and decision tree models can provide more detailed information (Nikmanesh, Feili, & Sorooshian, 2023; Mellisa, 2019). Through the tools, the manager will be able to identify weak areas in performance, and can predict performance and make targeted interventions that will boost the individual and group productivity. The Training Process, Continuous Engagement, Wellness Program and Recognition Program have been demonstrated to be very effective in improving productivity in all sectors such as financial services, education, technology and construction (Kavitha, 2019; Hamanzangwa & Mundende, 2025; Puspitasari, Indarti, Sudiyatno & Meiranto, 2024).

As can be seen there are numerous benefits that come with maximizing employee productivity, there are still some challenges that need to be conquered. Various factors such as expectation gap, lack of engagement strategies, diversity management gap and even integration technology gaps (Li, 2023; Gautam & Baral, 2025) can impact the productivity outcome. This article from Vanitha & T (2024) highlights some of the issues that can be tackled and tracked in a remote/hybrid context: Engagement, Communication and Productivity. Organisations, however, need to constantly adapt their performance indicators and make sure to include both qualitative and quantitative dimensions of performance, especially when it comes to the nature of work and knowledge needs, and the need for innovation. Moreover, inclusive environments

and the embracing of neurodiversity more than ever before, are crucial in the context of human resource and talent maximisation, emphasizing the need for strategic human resource policies and equitable management practices (Chammas & Hernandez, 2025).

In conclusion, employee productivity is multifaceted and dynamic as it may be impacted by various factors such as employee skills, organizational policies, technology and motivational programs. It has a significant influence on company's performance and competitiveness, sustainability, satisfaction of individuals, innovation as well as resilience of labour.

2.2.2 Motivation

A key foundation of organizational behaviour and HRM is complex and dynamic concept of employee motivation. In individual aspect it can be defined as a force pushing people to action regarding achievement of their goals, and in group aspect as a force pushing people to action regarding achievement of their group goals (Boryshkevych & Yakubiv, 2023). Motivation is said to be a state of mind which is connected with needs, wants, internal needs (growth, recognition and self-fulfillment) or external needs (incentives, promotion and support) (Pincus, 2022; Vynnychuk, 2021). This ‘duality’ is a reflection of the complexity of this discipline and why this is an ideal discipline to study as there is clear correlation with employee performance, engagement, productivity and retention (Rogowska, 2021; Chintalapati, 2021). Nowadays, it is believed that motivation is not just a trait but it is a dynamic process, which can differ depending on the organisation's culture, leadership style and outside environmental factors, thus emphasizing the need to be adaptive and context-sensitive (Biewendt, Blaschke & Böhnert 2021).

Motivated employees can have a variety of characteristics all of which are interrelated. The general goal-oriented personality is persistent, initiates and tries to overcome obstacles to achieve the goal. They are also characterized by a high degree of involvement, cognitive

activity and emotional strength, essential for their high productivity and adding value to the organisation (Pincus, 2020; Janovac, Karabašević, Maksimovic, & Radanov, 2018). Motivation also directly relates to creativity, proactivity, and taking ownership, knowing for instance, that it is problem-solving and innovation in knowledge-intensive sectors that is vital to success (Jiang & Ruanggoon, 2025). Motivational profile which is the combination of some demographic factors (age, education, culture and work experiences) and organizational factors and individual differences should be taken into consideration when designing motivational strategies (Güney & Arıkan, 2019). Furthermore, if there is congruence in values and beliefs of the organization and employees, the motivational level of the employees is highly affected. Congruent organizational values and beliefs enhance the process of employees' self-motivation, commitment and identification with organizational values and goals while incongruent values and beliefs decrease the level of performance outcomes (Güney & Arıkan, 2019).

Motivation is applied in different ways in a variety of contexts in an organization from the traditional manufacturing and service to new knowledge-based industries. In mining industry, the choice of the optimal motivational factors influencing both productivity of workers and the work performance of the organization by applying MCDM techniques (multi-criteria decision making) seems to be promising approach, for example Gray relational analysis (Janovac et al., 2018). In literatures of the higher education and knowledge-intensive company (KIC) fields, it is found that HRM practices and theories of motivating employees can be applied to improve employee performance and motivation including flexible compensation, performance appraisal systems, employee training and development (Jiang & Ruanggoon, 2025). For specific industries that are using remote and hybrid working arrangements, digital tools and organised engagement actions are instrumental in contributing to motivation, clear communication, recognition and participative decision-making, and in turn, commitment and productivity

(Vanitha & T, 2024). In addition to other non-salary motivational approaches, such as flexible scheduling, priority setting and autonomy about the order of task completion contribute to high productivity, avoidance of burnout and increase engagement (Vintoniak, 2023). The examples highlight that the concept of motivation is not a single one but a tool to an end to be deployed strategically for the organisation, the individuals in it and the aims of the operation.

Effective employee motivation will not only have impact on individual level, but also on organizational level as well. A motivated employee is more productive, delivers a better quality of service, exhibits less absenteeism and is more creative, which results in more efficient operations, and competitiveness of the organization (Mulang, 2023; Chintalapti, 2021). Furthermore, employee motivation is crucial to retain employees and consequently to prevent high employee turnover rate, and to preserve institutional knowledge especially in knowledge based organizations or industries which necessities special skills (Ramachandran & Prasad, 2022). Moreover, the synthesis of tangible and intangible rewards and professional incentives has a synergic impact on the process of the workforce performance, which builds a culture of constant improvement, involvement and working towards the company's goals (Havrylova, 2023; Vynnychuk, 2021). Intrinsic motivators like recognition, growth and autonomy, are not just on top of the extrinsic motivators like money and promotion but these motivators are combined and used collectively to ensure a holistic approach to employee motivation that maximises the performance and increases the job satisfaction of the employees (Pincus, 2020; Biewendt et al., 2021).

Empirical studies have revealed that motivation is one of the key factors to be considered in the understanding of work outcomes. The study has demonstrated that the level of employee motivation is correlated with employee productivity, innovation and adaptability of the organisation and employee motivation level helps increase employee productivity. Leadership and culture in the organization are mediators while leadership style (Transformational

leadership) and management practices (Supportive management practices) are found effective in the motivational climate (Biewendt et al., 2021; Narasimha & Neena, 2024). Furthermore, motivation could be associated with HRM practices such as training, appraisal and rewards which can further contribute to high performance in the long run (Jiang & Ruanggoon, 2025). Considering that the industries are knowledge and IT, the application of participatory methods to engage employees in decision-making, gamification, and motivation is emerging as more common practice because it has been proven to boost intrinsic motivation, satisfaction and decrease employee attrition (Rogowska, 2021; Narasimha & Neena, 2024).

Motivation needs are complex as there are several needs, cultural differences and changing work conditions. Misaligned expectations and incentives along with rewards, and communication can lead to a decrease in motivation, engagement and productivity (Ramachandran & Prasad, 2022; Biewendt et al., 2021). Therefore, to keep the motivation of various groups of workers in different workplaces, one must take adaptive and individual approaches, with the use of material and non-material motivators, participatory management and professional development programs (Havrylova, 2023; Vynnychuk, 2021). Additionally, managers can use current theories, such as complete human motivation (more commonly referred to as the taxonomy of human motivation) and the AMO theory, to provide evidence-based interventions for increasing employee productivity and/or to help align employee goals with organizational goals (Kellner, Cafferkey & Townsend, 2019; Pincus, 2022).

To conclude, the employees' motivation is an important internal and external individual/organizational performance that can positively or negatively impact employee engagement, productivity and retention. Successful employees are motivated to meet their goals, creative, proactive and flexible, which in turn results in enhanced and effective organizational performance and competitiveness. Good motivational practices is a blend of material and non-material, time management, leadership approaches and HR

policies/procedures which can be applied as per individual and contextual requirement. However, this association between motivational systems employed and the organizational culture, leadership styles, technological contexts is significant in the present context as this further reinforces the multifaceted and dynamic nature of motivation that can lead to long-term performance, innovation and employee satisfaction (Pincus, 2022; Vynnychuk, 2021; Narasimha & Neena, 2024; Mulang, 2023).

2.2.2.1 Salary

The role of the salary is vital and integral in an employee's compensation package and this is a must in employee's motivation, engagement, productivity and organisational performance. This can be regarded as a sum of money that is paid out intermittently to the labourers instead of their services, and skills, usually as a contractual agreement or as a policy of the organization (Reddy, 2020). Beyond the responsibility, other important implication of the salary is that of recognition, equity and value to the employees which in turn affects their attitude, commitment and behaviours in the organisational space (Sulastri, 2021; Ogbonnaya, Gambo, & Abubakar, 2024). Current studies focus on the necessity of salary to be interrelated with other forms of compensation (Vynnychuk, 2021; Putra, Wijayanto, & Junus, 2025) both direct and indirect (benefits, bonuses, allowances and non-monetary) will provide better results to individuals and the organization.

The following elements should be part of a good salary system: transparency, equity, competitiveness and performance/organisational goals. Transparent compensation systems can help build trust and prevent perceived inequities among employees, and a fair payroll system can help employees feel valued and fairly compensated, leading to higher employee retention rates (Mwangi & Muli, 2024). Skill cost (at the right wage as per industry) creates an environment to attract and retain skilled workers, particularly in the areas that require more skilled workers like the IT sector, financial and knowledge based service sectors (Varalakshmi

et al., 2024). Salaries are seen as a motivator and have a direct impact on the willingness to work, as well as a motivator to pursue a career in the future and salary as a recognition of employee's work and work performance which show the signal for future promotions (Kamaruddin et al., 2023; Lukmana, Wijayanto, & Junus, 2025). Additionally, other elements that are closely related to salary such as career growth, independence and appreciation which implies that it needs to be connected to other motivator and HR practices (Yani, 2021; Mulang, 2023).

The word salary is significant at the individual level, the collective level of an organizational level and at different industry and sector level in terms of their performance and productivity. The empirical study in banking and education sectors as well as in corporate businesses, (Sulastri, 2021) (Kamaruddin et al., 2023) claims that salary increase and structured incentive based pay (or performance based pay) affect their level of motivation, engagement in work and efficiency in their work. For instance, in Rwanda, public institutions, the results showed that well-timed, competitive and fair wages have a direct effect on performance outcomes, which means that when wages are well-timed, competitive and fair, they can directly affect the performance outcomes, incentivizing public employees to work consistently and exceed the performance standards (Rulisa, Namusonge, & Iravo, 2023). The studies carried out in the Knowledge Economy/IT Sector showed that salary administration (as a dimension of pay fairness), pay benchmarking, and having pay maps is correlated with higher job satisfaction, lower employee turnover, and increased employee productivity (Varalakshmi et al., 2024). Moreover, green compensation a sustainable wage along with welfare benefits in a social entrepreneurship context has been found to enhance motivation, engagement, and performance, indicating that the design of the compensation system can also align with other goals of the organization, such as sustainability and social responsibility (Putra et al., 2025). Use of salary

results revealed that the salary is no longer being used for exchange but rather as strategic tool to impact the culture of the organisation, employee attitudes and effectiveness of organisation.

A pay plan can have a lot of beneficial results if it is designed. Good and competitive pay raise employee motivation, decrease employee turnover, promote employee loyalty and improve their engagement, which in turn improves employee productivity and organizational performance (Ogbonnaya et al., 2024; Mwangi & Muli, 2024). Though salaries also are a short term motivational tool, it also acts as a long term retention tool due to the fact that it symbolizes value, opportunity and security (Reddy, 2020; Suryanti & Panjaitan, 2021). Beyond that, salary can also be a major factor in employee intrinsic motivation which will then lead to discretionary behaviors and efforts in turn followed by increased innovation, service quality and overall competitiveness of the organization through other motivational factors like incentive programs, a reward system and professional development opportunities (Luitel & Humagain, 2025; Yani, 2021). Furthermore, it is proven that pay inequity or inadequate compensation can have a negative impact on the motivation, job satisfaction and productivity levels of the company, making pay one of the key points in the organizational strategies (Przychodzeń & Gómez-Bezares, 2021; Aini, Rukmini, & Yap, 2024).

The results from the data obtained in this study reveal that the workers' performance and productivity is related to salary. The results of the study in various fields like Public Administration, Banking, Education and Private Company show that there is positive relationship between Salary and employee performance measures, Job engagement and Job motivation (Rulisa et al., 2023; Kamaruddin et al., 2023; Luitel & Humagain, 2025). By linking Performance Based Salary system with individual, team or organizational performance, employees' accountability, focus and productivity can be ensured while at the same time employees will achieve satisfaction and retention (Sulastri, 2021; Mulang, 2023). Moreover, there are other variables such as recognition, work environment and training which impact

employee performance and thus the performance of an organization in a multiplicative relationship with salary. On the contrary, poor and unfair wages have been associated with employee dissatisfaction, absenteeism and employee turnover which highlights the need to have a competitive, transparent and fair wage practice for effective employee performance (Reddy, 2020; Ogbonnaya et al., 2024).

Finally, a major determinant of salaries is the amount of the salary and this can have a significant impact on the level of motivation, performance and worker group organisation goals. Used as a tangible incentive and as a sign of work place appreciation, equality and value. Having a well structured salary system, and correlating salary with productivity and other benefits based on productivity, motivates staff to work, engage and be productive. If it isn't there and there is not equity in compensation it can impact the effectiveness of the employees. The significance of a holistic and context-specific salary scheme in the compensation system of an employee has been emphasized in this study to ensure high performance, job satisfaction and competitiveness of an organization (Reddy, 2020; Sulastri, 2021; Kamaruddin et al., 2023; Putra et al., 2025).Last but not least, salary is one of the most important factors in considering salary management and can affect the level of the employees' motivation, performance and organization goals. It's utilized as a tangible reward, as a gauge to appreciation, equality and value in the workplace. An effective salary structure and tying salary to productivity and other benefits through performance encourages employees to work, engage and be productive. The absence of this structure and equality in the pay can have an impact on the effectiveness of workers. This study has shown that salary scheme is one of the elements of employee's remuneration which can ensure high employee performance, satisfaction and competitiveness of the organization as it has been emphasized in Reddy (2020), Sulastri (2021), Kamaruddin et al (2023) and Putra et al (2025).

2.2.2.2 Job Security

Job security is an important term in organizational behaviour and human resource management which indicates the degree of stability and security felt by the employee in his/her job. It is viewed as security or confidence that an employee has to maintain his or her job without the threat of being fired or losing his or her employment, or having poorer working conditions, and it is manifested by both explicit contractual conditions and impression of organization's commitment towards the employee (Biyela et al., 2025). The importance of job security is not only financial and economic, but has an impact on psychological aspects, motivation, participation and the overall performance of the organization. Unemployment or job insecurity affects stress, motivation, job satisfaction, productivity, as job insecurity arises due to economic fluctuations, organizational restructuring and changes in the industry, but employees who feel that their job is more secure are likely to be more committed, proactive and put in more effort (Siswoyo Haryono, Supardi, & Udin, 2020; Shittu & Elizabeth, 2019).

The emergent properties of highly job secure employees is that they are more engaged, willing to give discretionary effort and are more proactive in organisational initiatives. They have more resilience, commitment to organizational goals and adaptability to the problems in workplace (Kayar & Yeşilada, 2024). Job security, along with motivational aspects such as compensation, work experience and motivation influences the performance outcomes with the research indicating that perceived job security has a positive effect on both intrinsic and extrinsic motivational mechanism (Tolofari, Abubakar, Hauwa, & Bagobiri, 2024). Job security fosters job engagement, job satisfaction, and discretionary behaviors, which in turn result in better employee efficiency in performing their tasks and greater productivity (Biyela et al., 2025; Hasan, 2019).

Job security has many layers of meaning and in a variety of organisations. In manufacturing and production setting, the implementation of transactional leadership with the competitive

compensation system and having clear career path will mitigate the negative impacts on job insecurity and enhance job performance (Syaharudin et.al, 2022). For example, in the banking industry, job security has been empirically proven to have a positive effect on sustainable performance and organizational commitment, and employee motivation is seen as the mediator of this relationship, indicating that policies aimed at ensuring employment security can bring about substantial gains in individual and organizational results (Kayar & Yeşilada, 2024). Job security also helps in retaining staff and reduces quit intentions which together with opportunities for professional development, recognition of performance, and a positive workplace culture, boosts engagement (Tiwari et al., 2023), particularly in IT and knowledge worker roles. Empirical evidence also highlights the importance of transparent communication, investing in employee career growth and a positive organizational culture as effective ways to reinforce the employees' perception of job security and consequently improve their morale, loyalty and productivity (Biyela et al., 2025; Butt, Wen, & Hussain, 2020).

Job security has various benefits to both employees and organizations. It helps to reduce financial burden on workers, job satisfaction and boost workers' feeling of being valued and appreciated which in turn boosts employee engagement and discretionary efforts, (Shittu & Elizabeth, 2019; Hasan, 2019). The positive influence of job security is manifested in organizations that retain and keep skilled employees and reduce employee turnover rate, as well as in their productivity, quality of work and organizational resilience (Kayar & Yeşilada, 2024; Tolofari et al., 2024). Furthermore, the job security helps to make other human resource interventions like compensation, promotion, training and motivation programmes more effective as it instills confidence in the employees that their efforts are appreciated and rewarded in a sustainable manner (Bhandari, 2024; Nicholas & Hilary, 2019). However, job insecurity due to lack of job security has a negative impact on employee motivation, engagement, and productivity, therefore the aspect of job security needs to be addressed

through job security policy and practices in order to create job security and stability in the workplace (Syaharudin et.al, 2022; Tolofari et al., 2024).

From the empirical studies, it is found that job security is an important factor to boost the organizations' performance. Prior research on emerging economies, like the study conducted by Biyela et al. (2025) in South Africa and Kayar and Yeşilada (2024) in Northern Cyprus, has revealed that job security is an important proxy for predicting sustainable employee performance with organizational commitment and employee motivation standing out as significant mediators. The perception of security in production and administration has a positive influence on the completion of production activities, production quality and participation in production initiatives (Syaharudin et.al, 2022; Shittu & Elizabeth, 2019). In addition, job security interventions do not seem to be effective for older workers, as they are not as sensitive to job security as are younger workers (Biyela et al., 2025), suggesting the need for situation- and age-specific management interventions. Job security, along with other factors like salary, motivation, training and development, makes it an important factor in human resource management which affects employee satisfaction and competitiveness of the organization (Bhandari, 2024; Tolofari et al., 2024).

In conclusion, job security is one of the key factors that influence the motivation, employee engagement, job performance and productivity. It is a psychological and physical process that encourages employee engagement, employee intentions to leave and employee resilience of the organization. Job security, combined with good communication, provides employees with career progression and supportive management, which enables them to perform at their best, maximise productivity and improve their performance to help the company flourish. On the other hand, job insecurity links to stress, demotivation, decreased engagement and decreased productivity. Job security policies have been identified in recent studies as one of the key issues in human resource management (HRM) which has been associated with compensation,

motivation and training policies in order to achieve optimal employee welfare and performance of the organization (Biyela et al., 2025; Kayar & Yeşilada, 2024; Tolofari et al., 2024; Shittu & Elizabeth, 2019).

2.2.2.3 Recognition

Employee recognition is a crucial element in today's HRM which acts as a catalyst to motivate, involve and enhance the performance and productivity of the organisation. Recognition is a formal or informal action that acknowledges an employee's contribution, achievement and efforts through the formal reward and/or informal praise and affirmations, symbolized action that supports positive behavior (Imran, Ghazwan, & Firmansyah, 2024). Recognition is not only an external motivator as it serves to offer rewards and reinforce the desired behaviors, however, it is also an internal motivator because it is linked to the fulfillment of the psychological need for competence, relatedness and autonomy, which in turn leads to greater emotional involvement and, consequently, continued commitment (Imran et al., 2024). But recent research shows that recognition does not just have to be a by-product of HR activities, but can be a strategic tool to drive increased employee engagement, discretionary work and a positive work culture aligned to strategic goals.

Those employees who are most positively affected by praise, report higher morale, more desire to go above and beyond the standards of their employment and more innovation a higher percentage report those outcomes. The successful ones are likely to be organizations that have job satisfied and motivated staff and the workers' productivity (Falalu & Gwarzo, 2025). Frequent and timely recognition in a positive and just way is more effective, while the more inconsistent the student's recognition, the less motivation the student will feel, the more resentful will be the student to peers (Cheng & Zhou, 2024). Another important finding of this study is that recognition systems should be aligned with the goals of the organization, the likes

and dislikes of employees and employee values to ensure maximum psychological and performance outcomes of recognition systems (Affainie & Qutieshat, 2024; Chauhan, 2025).

Recognition can be applied in various organisations' contexts, like in the classical manufacturing or service sector, knowledge-intensive organisations or even public institutions. Use of recognition programmes with monetary reward/assesment can also be used as a good instrument to boost employee motivation and thus employee effectiveness and commitment to organisation, particularly for early stage start-ups.Reward and assessment based recognition programmes can be a real game-changer when it comes to employee motivation, thereby resulting in increased employee engagement, performance and commitment to the organisation, especially in the start-up organisations. In manufacturing, job recognition (along with training and skill development programmes) has a positive impact on employee performance because it enhances employee intrinsic motivation, their culture of continuous improvement and reduces employee intentions to quit. Peer recognition, managerial or formal recognition has been proven to enhance collaborative behaviour, innovation, discretionary effort which all have been seen to have a positive impact on productivity and operational excellence (Affainie & Qutieshat, 2024; Chauhan, 2025). Other empirical studies have demonstrated that there is a greater impact on recognition when using technology immediate recognition, social sharing and feedback loops help sustain the employee's motivation both in and beyond the workplace.

Employee recognition can have a lot of positive effects, not only on the individual, but on the organisation as well. The psychological need for competence and relatedness, coupled with the uplifting effect on self-esteem, employee motivation and subsequent actions towards individual and organizational goals makes recognition a powerful employee tool. Recognition has a positive impact on organisations as it boosts productivity, lowers absenteeism and turnover rates, helps to build organisational commitment and helps to create a culture of accountability

and high performance. In addition, the recognition is not considered to be a single HR approach but used in conjunction with other approaches such as training, remuneration, performance management etc. to obtain the desired results when it comes to motivating, engagement and performance outcomes (Affainie & Qutieshat, 2024; Chauhan, 2025). Research has shown that to be effective, it must be personalised, frequent and must form part of a greater recognition strategy that encompasses individual recognition and is linked to the goals of the organisation, which ultimately results in a better performance and employee satisfaction (Imran et al., 2024).

Studies have shown the benefit of acknowledgment, which is a strategy that can be used to enhance performance and productivity. Formal and informal recognition programs were determined to have a significant impact on their motivation, engagement, job satisfaction and organisational commitment which in turn affects their productivity, innovation and organisational citizenship behaviour (Imran et al., 2024; Falalu & Gwarzo, 2025). The result suggests that the multi-level recognition or inter-level recognition is very effective when it comes to maintaining the non-recognized employees' motivation, which can further improve the overall motivation of the team and curb the gap between employees in performance (Cheng & Zhou, 2024). The recognition programs seem to be universal and can be implemented in every industry and in different sectors, such as banking, information technology, manufacturing, municipal sector etc., and are found to be effective in motivating the wellbeing of employees and the effectiveness of the organisation (Puspitasari, 2024; Chauhan, 2025). Also, recognizing and rewarding employees' efforts is important as it links the motivational efforts and the attainment of desired performance which is the behavior of the employees (Falalu & Gwarzo, 2025).

To wrap it up, employee recognition is a vital strategic tool to enhance employee motivation, engagement, performance and productivity in various organizations. By acknowledging contributions in a timely, fair and way that is meaningful, organisations can engender a high-

performance culture, reinforce positive behaviours and promote intrinsic and extrinsic motivation. Combined with pay and technology based feedback systems, followed by training, a huge difference in employees' happiness, retention, discretionary effort and success can be made with a recognition program. In the context of research, scholars have pointed out the importance of personalised, equitable and consistent recognition strategies which are an integral part of sustainable HRM practices to gain long-term success on the part of the organisation and its employees (Imran et al., 2024; Cheng & Zhou, 2024; Puspitasari, 2024; Falalu & Gwarzo, 2025; Chauhan, 2025).

2.2.2.4 Autonomy

Employee autonomy has some connection with employee freedom, discretion and independence in making decisions on how, when and where they work—important in today's context of organisational behaviour and human resource management. In general terms, it means the range of the employees to adopt their work method, namely, within the scope of the activities of an organization, increasing employees' autonomy, and adjusting their work method to get the best achievement (Kidane & Xuefeng, 2021). Three psychological needs that are related to autonomy are perceived competence, perceived relatedness and perceived self-determination, which are associated with increased engagement, increased job satisfaction and increased performance (Wahab, Ani, Muhsain, Razali, & Bakhary, 2020; Veenstra et al., 2022). Autonomy is not just structural, but also dynamic and may interact with organisational culture and leadership styles, and performance expectations to impact productivity and innovation (Jang & Kim, 2025; Glock, 2025).

The more independent (autonomous) he/she is, the more proactive he/she will be as a problem solver, the more creative, engaged and resilient. They are more likely to engage in discretionary effort (Cai, Huo, Lan, Chen, & Lam, 2018), take initiative and take ownership of their role to ensure their performance and their team's performance is better. Autonomy is also coupled with

other motivational and behaviour as a mediator between job knowledge, satisfaction, motivation and performance especially in public sector and knowledge intensive organisation (Almusaddar & Ravanramzan, 2018). More autonomy is related to less stress (Johannsen & Zak, 2020; Trifunović, 2024), which in turn is associated with more satisfaction and increased wellbeing (Johannsen & Zak, 2020; Trifunović, 2024) and consequently to higher commitment and less turnover intentions (Johannsen & Zak, 2020; Trifunović, 2024). Such factors as supportive leadership, good communication, and skill development opportunities will likely increase the effectiveness of HR strategies (Soegiarto, Sihite & Usmany, 2024).

In different organisations the roles of autonomy of employees are different. This autonomy in decision making and task management in banking and financial institution leads to engagement, adopts to the market and productivity (Kidane & Xuefeng, 2021). Autonomy in Healthcare: To give autonomy to the workers in healthcare, regarding life and death. It contributes to the high quality of care provision, motivates and promotes proactive behaviour (Veenstra et al., 2022; Trifunović, 2024). Autonomy gives employees the scope to experiment, explore new ideas, share knowledge and collaborate, and boost productivity in knowledge and creative industries like those mentioned by Jang & Kim (2025) and Cai et al. (2018). The empirical results of the construction industry also show that work autonomy is one of the important aspects to improve labour productivity. Task execution and workers' overall performance are efficient when workers are given autonomy, which helps them to feel competent and connected (Tâm, Watanabe, & Hai, 2022). In today's workplace, especially in a highly digitalised workplace which interacts with various technologies, autonomy is one of the most critical factors (Glock, 2025).

Autonomy has important value and can be related to the individual and organisational outcomes. At the individual level, autonomy leads to the increase of intrinsic motivation, job satisfaction and job involvement that in turn leads to an increase of creativity, problem-solving

and discretionary efforts (Kidane & Xuefeng, 2021; Wahab et al., 2020). There is a correlation between autonomous work and less stress/well-being related to work itself, as the more autonomous one becomes about the workload and decisions one has to make in the course of one's work within the scope of one's ability and preferences, the more one feels like he/she owns the work and grows from it (Veenstra et al., 2022). Autonomy (and supportive leadership) is correlated with productivity, innovation and quality of high performance, retention (Jang & Kim, 2025; Soegiarto et al., 2024), absenteeism and turnover. Moreover, autonomy increases the efficiency of other HR strategies such as recognition systems, remuneration system and motivational programmes since it encourages employees to be involved with and react to such programmes (Cai et al., 2018; Johannsen & Zak, 2020). However, some empirical research has shown that autonomy is also a mediator between job satisfaction and knowledge and between autonomy and motivation and performance, and that it could be a way to transform the potential of human capital into the actual results of the organisation (Almusaddar & Ravanramzan, 2018; Trifunović, 2024).

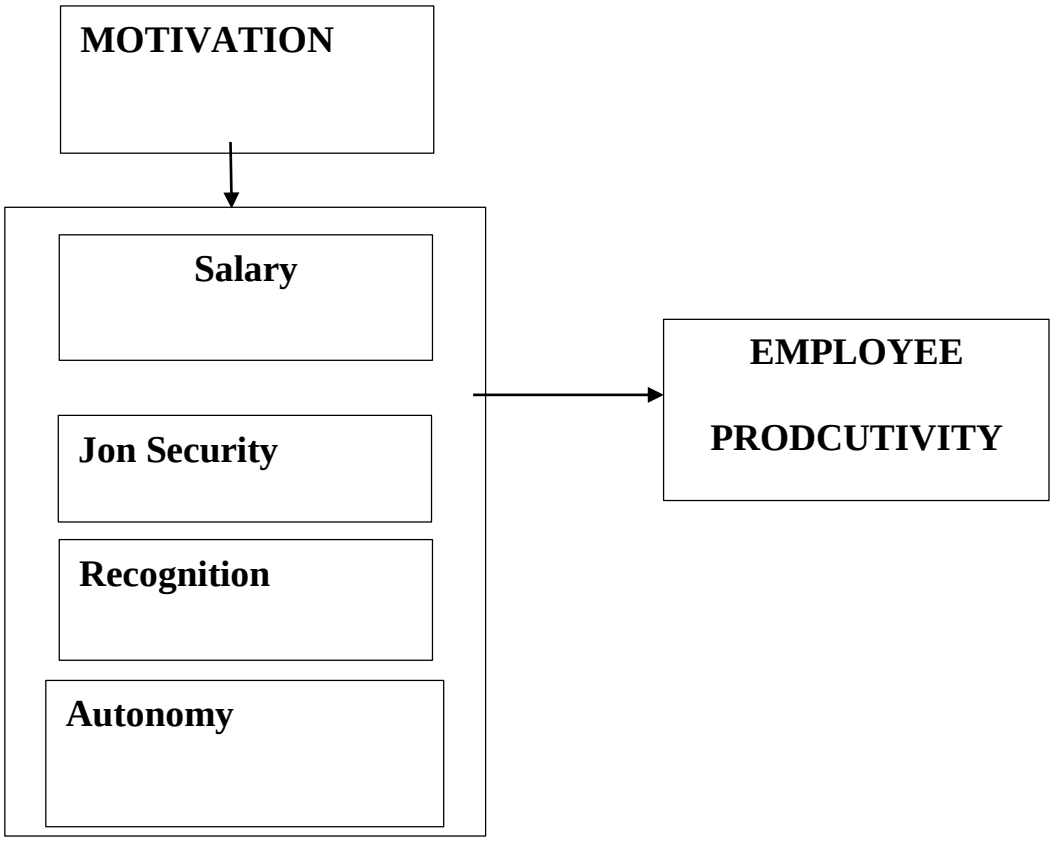
Other results in favor of the autonomy and outcome connection were also uncovered. Laboratory evidence shows that increased autonomy results in greater productivity, positivity and physiological engagement (Johannsen & Zak, 2020), and that there is a direct link between increased autonomy and increased performance and emotional well-being. Furthermore, there are connections between prosocial motivation and job performance, conditional on the amount of autonomy. The behavior of initiating and displaying behavior beneficial to the organization, positively correlates with employee's autonomy (Cai et al., 2018). In addition, autonomy is also moderated by organisational structures (leadership support and performance pressure) on engagement and innovative behaviour. Finally, it is crucial to effectively manage autonomy to maintain a balance between autonomy and responsibility and offer support (Jang & Kim, 2025; Glock, 2025). Finally, autonomy is dynamic and multidimensional and it affects employee

engagement, employee motivation and employee performance, as well as employee innovation and is at the very centre of HRM and work design.

Employee autonomy is one of the key attributes for employee motivation, engagement, performance and productivity. Organisations are implementing the processes whereby staff can impact their own work habits, plan their work and make decisions, leading to increased levels of staff engagement, job satisfaction and innovation. Like all of the other elements, autonomy is a free tool which needs to be used in conjunction with leadership support, recognition and training and technological interventions to amplify employee results and reduce stress and turnover. The finance industry, healthcare, knowledge-based industries and construction industry among others can provide evidence of the importance of autonomy within the modern Human Resource Management (HRM) and how it can impact employee and organisational performance. Autonomy, guidance and support, at the organizational level, will likely lead to motivated employees, high productivity and innovation that can lead to long-term competitive advantages (Kidane & Xuefeng, 2021; Wahab et al., 2020; Veenstra et al., 2022; Jang & Kim, 2025; Cai et al., 2018).

2.2.3 Conceptual Framework

Figure 2.1: Relationship between Motivation and Employee Productivity



2.3 Theoretical Review

2.3.1 Maslow's Hierarchy of Needs

Abraham Maslow came up with Maslow's Hierarchy of Needs in 1943. It's one of the first and most fundamental concepts. Humans are driven by a hierarchy of needs, from the lowest (safety and health) to the highest (belonging, esteem and self-actualization), Maslow said. This theory states that workers will be more motivated to perform in a quality manner when their basic needs are satisfied, such as having a good salary, job security, and a safe working place. This allows them to enjoy activities such as achievement, praise and personal development (Affainie & Qutieshat, 202". Maslow's theory is still useful today, especially when it comes to making complete HR strategies that use both intrinsic and extrinsic motivators to get employees more

involved and increase their output (Yan, 2018). By catering to their diverse needs systematically, companies can enhance their productivity and employee happiness. It demonstrates motivation is a complex, dynamic process which influences performance outcomes.

2.3.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory was developed in the year 1959 by Frederick Herzberg. Pay, rules and conditions are "hygiene factors," which prevent a person from being unhappy, but don't actually motivate them to do more, Herzberg said. Praise, responsibility, success and opportunities for advancement on the other hand are "motivators" that keep people more engaged and productive, he said. Herzberg's theory is significant for modern-day business to boost employee performance, as it entails employing various interventions to make them happy and motivated (Affainie & Qutieshat, 2024; Lalzuiliana & Kumari, 2024). Halim and Mansyur (2023) found that firms which implement strategies to focus on the motivator and hygiene factors have a higher engagement, morale and productivity of its employees. That's because employees are content and wish to do an excellent work on the own. Motivators that boost discretionary effort, and boost the efficiency of an organization include structured recognition programs, career development programs and task autonomy. This shows how Herzberg's theory is in practice and directly correlates the theory to the findings of productivity within the workplace today.

2.3.3 Vroom's Expectancy Theory

Expectancy Theory was put forth by Victor H. Vroom in 1964. This theory considers three important factors of motivation: expectancy, instrumentality and valence. Expectancy is whether or not an employee thinks that with more effort he or she will produce more; instrumentality is whether or not the employee thinks that more effort will result in higher

rewards; and valence is the value placed by the employee on the rewards. Vroom's theory highlights the importance of ensuring that the reward system in the organization corresponds to how the employees perceive it, ensuring that their efforts are linked to a reward they desire, which will consequently boost their motivation and productivity (Affainie & Qutieshat, 2024). Designing good and suitable motivational programs such as financial incentives, promotion, rewards and recognition, and career development can reinforce this expectancy-instrumentality-valence relationship and thus improve the performance and employee productivity (Lalzuiliana & Kumari, 2024; Ekatama, ArmaliaReny, Astuti, & Yudhinanto, 2022). Vroom's model is applicable in situations where an employee's performance will affect their competitiveness or effectiveness, as it also clarifies how effort is linked to performance and, ultimately, to employee rewards, which is important for designing and communicating effective reward systems, encouraging employees to work hard and perform well.

Theoretical Framework

The theoretical framework is appropriate because it explains the relationship between motivation and employee productivity in EDOGIS. The theory highlights the importance of both intrinsic and extrinsic motivational factors in enhancing employee satisfaction and performance, while Vroom's Expectancy Theory emphasizes employees' expectations that effort will lead to valued rewards. Together, these theories provide a comprehensive explanation of how motivation influences productivity in a public-sector organization. They also support the study's objective of examining how motivational strategies can improve employee performance and organizational effectiveness within Edo State Geographical Information Service.

2.4 Empirical Review

The survey design was used by Hanaysha and Bin Majid (2018) where the numbers of respondents were 242 employees in the universities in the North of Malaysia, and they was analysed by using structural equation modelling (SEM). The study showed that the motivation had a significant positive impact on productivity of employees. This translates to employees that are more motivated, more engaged in their work and better performance. The authors recognise that the results of the study are not easily transferable to other companies, given the sector (higher education) and emphasise the need for more and wider sectoral studies. Based on the findings of Ojogbo, Ofili and Anthony (2018) which was carried out through survey and interview of 62 respondents in Delta State, Nigeria, it can be concluded that the level of motivation and productivity of the Nigerian Media industry is not satisfactory. They found a very good relationship of incentive and productivity of their employees and financial incentives proved to be very successful. Despite the knowledge acquired in the study, the small number of samples made the external validity and representativeness of the results limited and led to the need for further studies on a larger scale in similar media context.

The regression analysis was employed in the study on "Effect of Employee Motivation on Organisational Productivity" by May and Baker (2018) involving 185 employees of the organisation in Ogun State, Nigeria in finding out the effect of employee motivation on the productivity of the organisation. Numerous studies have shown the importance of employee motivation on the efficiency of the organisation. There is greater power in extrinsic motivators than intrinsic motivators: monetary more important than enjoyment and appreciation of work. The findings across different organisational context was however limited in generalisability due to the fact that it was a single company. Wang et al., (2024) conducted a meta-analysis study on the link between motivational and job performance. They have analysed samples of 4389 from multiple countries by using the meta-analytic structural equation modelling. The

results of the study indicate that motivation has a positive causal impact to the indicators of job performances. It's a good enough evidence that the productivity of employees can be increased to a high level if they are motivated. The study was however not particularly directed towards organisational productivity measures, this leaving a research void to be filled in organisational productivity measures and motivation.

Ndudi, Kifordu and Egede (2023) investigated the effects of intrinsic and extrinsic motivation on productivity of construction workers using survey and regression analysis of 151 construction workers in Delta State, Nigeria. Extrinsic factors, especially, like compensation, promotion etc., have strong impacts. Extrinsic and intrinsic motivation positively affect productivity, including promotion and salary/bonus, job satisfaction, and recognition. These impacts were industry specific and this implies a need for replication of this study in other industries to delineate the extent of impacts more fully. Nwankwo et al (2024) conducted a survey and Chi-Square Analysis of Motivation and Staff Productivity in Local Government in Ebonyi State, Nigeria. They concluded that there is a positive association between motivation and production. Training and incentive schemes were important but the representativeness/generalisability of results were not clearly discussed due to lack of sample size reporting.

In a survey of 140 circularly selected employees of manufacturing organisations in Port Harcourt Nigeria, Hart (2020) looked into the motivation and productivity of the employees. The study suggested that employee involvement in decision making and status recognition were more significant then income (which was less significant and context dependent), and found that the question of the motivation of drivers within an organisation was complex. The study to determine the relationship between monetary and non-monetary motivational incentives to the job performance of 206 bank senior staff of First Bank Nigeria in Ibadan, Nigeria was conducted by Alase and Akinbo (2021). Their study shows that there is a positive

relationship between monetary and non-monetary motivational incentives and job performance. As stated by the authors this study was carried out with the older employees in the banking profession and this study is not necessarily generalisable.

Rahmat, Jokosugiharjo and Bakhour (2023) The effect of work discipline, work motivation and compensation to the employees productivity using quantitative regression analysis of 178 employees at the company in Indonesia. The factors of motivation, work discipline and compensation were identified as good predictors of worker productivity. If this is discovered it is a good example of the complexity of the productivity factors. The cross sectional design did not provide any causal relationships and further longitudinal studies are recommended. Nwakoby (2026) adopted survey and correlation analysis to look at the impact of employee motivation on the productivity of Bank Organisation in banking sector of Nigeria in Anambra State, Nigeria. The research indicated that there was a significant relationship between employee's motivation and productivity in banks but the number of banks that was used in the study were not mentioned. Onivefu et al (2023) conducted a study titled "Examining Influence of Motivation on Employees' Productivity: First Bank Nigeria Plc" which involved a sample of 40 employees of First Bank Nigeria, Lagos in the chi-square analysis, and revealed a strong relationship between motivation and productivity in the banking sector. The size of the samples and volunteer nature of the sample limits the generalisation.

Adeoti & Ozimede (2023) undertook an investigation on Relationship between employee motivation and Organisational Productivity. The study found the employees in manufacturing sector in Abuja, Nigeria to be 280 and the results found were that there was a positive relationship between employee motivation, compensation/welfare and productivity. In addition to intrinsic motivation (engagement and acknowledgement), the authors indicated that bringing in extrinsic motivation is also important. Alase and Akinbo (2021) carried out a research study "Employee Motivation and Job Performance: Empirical Evidence from Nigeria" that

confirmed a similar result among the 206 senior employees in Ibadan that monetary and non-monetary incentives has significant association with employee performance, but only in the senior position. Wang, Luan and Ma (2024) conducted a meta-analysis titled ‘Detecting Causal Relationships between Motivation and Performance' where the total number of samples used was 4,389, which was aggregated from different countries, and they found that ‘motivation is a reliable predictor of job performance when productivity in the organisation is not directly measured' (p. 1).

Okeke-Uzodike and Anusi (2024) did a qualitative study on Motivation and employee efficiency and productivity in FMCG companies. There were roughly 78 employees in South Africa who were studied as a whole. It was concluded that, motivation has a positive impact on the efficiency and production of staff but due to the qualitative nature of the research it is not possible to be able to be generalised the findings statistically. Therefore, Hart (2020) re-analysed the problem of Motivation and Employees' Productivity in Manufacturing Firms. The study emphasises the importance of engagement and recognition to productivity and more indirect effects of salary, with industry-specific results. Adeoti and Ozimede (2023) conducted a study involving a large number of manufacturing workers in Abuja and concluded that factors such as salary, welfare and participation in decision making are productivity enhancing factors and varies from one sector to another.

Hidayat and Tedi (2023) conducted a study on survey of employees as respondents in Indonesia which used quantitative analysis and method of Structural Equation Modelling (SEM) in work motivation and work environment towards productivity. It was found that motivation and good work environment had a significant influence on the performance but the combined effect was not entirely because of the influence of motivation, which means that the motivation needs to be studied more in-depth as an independent predictor. A study on the Effect of Motivation on Organisational Productivity in Beverage Manufacturing by Ishaya (2024) adopted survey and

regression methodology in Nigeria which concluded that, there is a positive relationship between motivation and productivity of the organization in Nigeria. However, the detailed information of the samples is provided in the full text. According to Lawani et al. (2024), employee motivation has been a subject of study on 450 MSME employees in Abuja, Nigeria and the impact of employee motivation on MSME performance was studied. The results showed that there was a significant effect of motivation on productivity and performance, however, the results were only specific to MSME.

Sutrisno and Sunarsi (2019) in their research on the Effect of Work Motivation & Discipline to Employee Productivity, conducted the survey in Jakarta, Indonesia to 85 respondents workers and found that there is a significant relationship between work motivation and employee productivity (even though the data was old). For example, the study "Employee Motivation & Organisational Productivity" (2023) carried out by Olalekan Adeoti and Ozimide, revealed that certain incentives of employees in the manufacturing industries of Abuja are strongly related to decision making and the productivity of the organization such as salary and welfare benefits of employees. This points to the need for sectoral and contextual uniqueness.

In the 124 samples of the multinationals analyzed by van den Broeck et al. (2021), intrinsic motivation proved to be a very robust predictor of performance behaviours, in addition to intrinsic and extrinsic motivation. The study however, was on behavioural outcomes and not directly on productivity. In a study, Alam et al., (2022) named "Effects of Motivation on Work Performance" surveyed 153 employees of Bangladesh and concluded that the impact of motivation on the productivity of the employees and organisational commitment was positive but limited to certain sectors. The two Mensah and Amponsah who had 250 workers under their supervision, had explored and listed the methods for improving staff productivity in their article titled "Motivation & Staff Productivity in Ghanaian SMEs" and found recognition,

awards and leadership as effective ways to boost productivity but only in small and medium businesses.

Table 2.1: Summary of Empirical Review

S/N	Author/Date	Title	Methodology	Sample Size	Location	Findings	Gaps
1	Hanaysha & Bin Majid (2018)	Employee motivation & productivity in higher education	Survey; SEM	242	Northern Malaysia	Motivation significantly improves employee productivity.	Limited industry generalizability beyond education sector.
2	Ojogbo, Ofili & Anthony (2018)	Motivation & productivity in Nigerian media industry	Survey & Interviews	62	Delta State, Nigeria	Incentives significantly relate to work productivity; monetary rewards stronger.	Very small sample; limits external validity.
3	May & Baker Study (2018)	Effect of employee motivation on organizational productivity	Survey; Regression	185	Ogun State, Nigeria	Employee motivation positively affects productivity; extrinsic > intrinsic effects.	Single-company focus; sector-specific.
4	Wang et al. (2024)	Meta- analysis: motivation & job performance	Meta- analytic Structural Equation	4,389 (multi- study)	Cross- national	Motivation has a positive causal effect on job performance indicators.	Not specific to organizational productivity metrics.
5	Ndudi, Kifordu & Egede (2023)	Intrinsic & extrinsic motivation's influence on productivity	Survey; Regression	151	Delta State, Nigeria	Both intrinsic and extrinsic motivation positively influence productivity; promotion & salary key.	Limited to construction industry workers.
6	Nwankwo et al. (2024)	Motivation & employee productivity in local government	Survey; Chi- square	Data unspecified	Ebonyi State, Nigeria	Motivation positively correlates with productivity; training & incentives matter.	Does not specify exact sample numbers.
7	Hart (2020)	Motivation & employees' productivity in manufacturing firms	Survey; Random sampling	140	Port Harcourt, Nigeria	Employee participation and status significantly link to productivity.	Salary effects weaker/insignificant; context specific.
8	Alase & Akinbo (2021)	Employee motivation & performance	Survey	206	Ibadan, Nigeria	Motivational incentives correlate	Limited to financial sector

		at First Bank Nigeria				positively with job performance.	senior employees.
9	Rahmat, Jokosugiharjo & Bakhour (2023)	Effect of Work Discipline, Work Motivation, and Compensation on Employee Productivity	Quantitative; Regression	178	Indonesia	Work motivation significantly predicts productivity alongside discipline and pay (positive significant effect).	Cross-sectional design limits causal inference.
10	Nwakoby (2026)	Employee Motivation and Organizational Productivity: Banks	Survey; Correlation	Not stated (full survey)	Nigeria (Anambra State)	Employee motivation significantly relates to organizational productivity in banks.	Exact sample size unclear in abstract.
11	Onivefu et al. (2023)	Examining Influence of Motivation on Employees' Productivity: First Bank Nigeria Plc	Survey; Chi- square	40	Nigeria (Lagos)	Significant link between motivation and employee productivity in banking context.	Small volunteer sample; limited generalizability.
12	Adeoti & Ozimede (2023)	Relationship Between Employee Motivation and Organizational Productivity	Survey; Correlation	280	Nigeria (Abuja)	Positive significant relationship between staff motivation, salary/welfare, and productivity.	Manufacturing sector only.
13	Alase & Akinbo (2021)	Employee Motivation and Job Performance: Empirical Evidence from Nigeria	Survey; Descriptive	206	Nigeria (Ibadan)	Monetary and non- monetary motivators positively correlate with performance.	Focused on senior cadre employees only.
14	Wang, Luan & Ma (2024)	Detecting Causal Relationships between Motivation and Performance (Meta- analysis)	Meta- analytic SEM	4,389 (aggregated)	Cross- national	Motivation significantly predicts job performance measures.	Not organization- specific productivity.
15	Okeke- Uzodike & Anusi (2024)	Motivation on Employee Efficiency and Productivity in FMCG Firm	Qualitative Case Study	78 (approx.)	South Africa	Motivation enhances employee efficiency and productivity.	Qualitative; findings not statistically generalizable.
16	Hart (2020)	Motivation & Employees' Productivity in	Survey; Regression	140	Nigeria (Port Harcourt)	Participation and status boost productivity;	Industry specific; salary indirect effect.

		Manufacturing Firms				salary less impactful.	
17	Adeoti & Ozimede (2023)	Relationship Study (Extended)	Survey; SPSS	280	Nigeria (Abuja)	Staff salary, welfare and decision involvement increase productivity.	Sector limited to manufacturing.
18	Hidayat & Tedi (2023)	Work Motivation and Work Environment on Productivity	SEM; Quantitative	102	Indonesia	Motivation + environment positively influence performance.	Combined predictor effects; not isolated.
19	Ishaya (2024)	Effect of Motivation on Organizational Productivity in Beverage Manufacturing	Survey; Regression	Not stated	Nigeria	Positive effect of motivation on organizational productivity in manufacturing.	Sample details available in full text.
20	Lawani et al. (2024)	Effect of Employee Motivation on MSME Performance in Abuja	Survey; Correlation	450	Nigeria (Abuja)	Motivation significantly impacts productivity and performance.	Focus on MSMEs; not broader industries.
21	Sutrisno & Sunarsi (2019)	Effect of Work Motivation & Discipline on Employee Productivity	Survey; Regression	85	Indonesia (Jakarta)	Employee motivation significantly affects productivity.	Older data; smaller sample.
22	Olalekan Adeoti & Ozimede (2023)	Employee Motivation & Organizational Productivity	Survey	280	Nigeria (Abuja)	Salary, welfare and decision involvement linked to productivity.	Sector manufacturing; single country.
23	Van den Broeck et al. (2021)	Beyond Intrinsic and Extrinsic Motivation (Meta- analysis)	Meta- analysis (124 samples)	124 samples aggregated	Multi- national	Intrinsic motivation most predictive of performance behavior.	Focuses on employee behavior, not productivity per se.
24	Alam & colleagues (2022)	Effects of Motivation on Work Performance	Survey; Regression	153	Bangladesh	Positive influence of motivation on productivity & commitment.	Sector focused; limited generalization.
25	Mensah & Amponsah (2023)	Motivation & Staff Productivity in Ghanaian SMEs	Survey	250	Ghana	Significant effect of recognition and rewards leadership on productivity.	Focused on SMEs.

Source: Author's Compilation, 2026.

2.5 Gaps in Literature

The literature on the relationship between employee motivation and productivity in companies in different sectors and countries in the world is quite contradictory, and despite some strong and consistent arguments pointing to a positive relationship, there are some serious conceptual, methodological and contextual flaws that limit the scope of generalisation or even completion of the arguments in terms of theory. A problem for many of these studies is that they are "snapshot" research designs and it is hard to establish a causal relationship between motivation and productivity. A review of the designs of such studies like Onivefu et al. (2023), Hart (2020) and Lawani et al. (2024) in the literature shows that they all had statistically significant relationships but most of the designs were associations at one time. One wonders if higher productivity is more likely to bring about more motivation or if a more motivated employee is more likely to believe he/she is more productive. But the case of emerging economy has been hardly discussed in the literature related with the problem of reverse causality.

Another important limitation is that the data were self-reported in a survey format and this may result in a social desirability response bias, and an overestimation of the duration of motivation and productivity. Some of the studies reviewed in this paper, for instance Alase and Akinbo (2021), Adeoti and Ozimide (2023) and Sutrisno and Sunarsi (2019) are based on the perception of one or more employees instead of actual measurement of productivity (such as output per employee, sales performance or performance in service delivery). This methodologically introduces a disjuncture between production that is actually perceived and production that is measurable and hence produces a lack of trustworthiness of the results and questions of construct validity. Also, there are inadequate variations and triangulations of the study method and questionnaires are used as a big data collection tool.

Secondly, there is limited research that discusses mediation and moderation, in order to explain the motivation-productivity relationship. The positive relationship has been replicated in

research, however, there is a lack of research that has looked into the relationship between motivation and productivity in depth. However, the majority of these characteristics such as employee engagement, work happiness and organisational culture, leadership and psychological empowerment are not examined in causation models. Van den Broeck et al. (2021) state that intrinsic motivation is important, but there are few empirical research that have sufficiently theorised the relationship between intrinsic motivation and continued productivity results. This results in a gap in the psychological/organisational processes in action.

Moreover, the literature is skewed with respect to the context as most studies are undertaken in emerging economies such as Nigeria, Indonesia and Ghana. This provides some valuable data on new labour markets but with limited generalisability and applicability to the world. Moreover, banking, manufacturing and SMEs and sectors focused on high skills and knowledge - especially in the area of information technology, healthcare innovation and advanced services - are under-represented even here. This leaves a gap in the knowledge in how to boost productivity through motivation in more digitalised, more knowledge dense, less tangible, more cognitive contexts.

Another important factor is there is no uniformity of measurement. None of the studies have a consistent definition and measurement for employee productivity. Some consider it as Productivity as Performance (Wang et al., 2024), some consider it as Productivity as Efficiency and Output (Ishaya, 2024) and some consider it as Combination between Behavioural and Organisational expansion (Alam and al., 2022). Such conceptual difference gives rise to major issues in comparing results of different studies, and in establishing theories in a cumulative approach. However, there is some evidence that these categories might have varied impacts on productivity results although motivational constructs are frequently not differentiated between motivational dimensions (intrinsic and extrinsic) and hybrid motivation.

Besides, most researches do not sufficiently include technological and environmental developments impacting today's employment. The age of digitalisation, automation and remote work is impacting the productivity drivers of the previous years. The research assessed, however, most of which also includes previous research Hart (2020) and Sutrisno and Sunarsi (2019), fails to take into account the effect of digital tools, hybrid work systems and artificial intelligence on employee productivity. It doesn't really matter as the present work environment is more tech dependent than ever.

Lastly, there is some evidence in the form of meta-analysis studies (Wang, Luan and Ma, 2024; Van den Broeck et al., 2021) in presenting the aggregated evidence, but this is mostly along the lines of work performance, and not as a unique organisational or economic concept. It can't be right as there is overlap in concepts and further research in the form of a meta analysis would be useful, particularly on productivity. But it should be mentioned that this is the measure of productivity, and not the outcome of behaviour.

Last but not least, many of the literature referred in the discussion indicate that there are some positive relationships between motivation and the productivity of the staff. The gap finding indicates that there is a need to do research in the literature in future. Using a multi-method approach, longitudinal study and integrating technology. Future research needs include more complex causal models, the use of psychological mediating processes, the use of more common methods to measure productivity and an expansion of the sectoral scope of the study, especially for the new digital sectoral economies.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The methodology adopted for this study, which was set to examine the effect of Motivation on Employee Productivity in Edo State Geographic information service is presented in this chapter. In the chapter, the research design, the research population, sample size, sampling techniques, data source, data collection instrument, the validity and reliability of the data collection instrument, data analysis technique, and research model are emphasized. These methodological procedures aim to bring reliability, validity and generalizability of the findings of the study.

3.2 Research Design

In this study, the design used was survey research design which was a cross sectional type of study. The design was deemed suitable since the data collected from the respondents were one-shot, and can be used to describe the relationships between variables as they exist naturally in the field without conditions.

The cross-sectional survey design is very common in organisational and health research, as it allows one to get a picture of people's opinions, experiences and behaviour within a certain time frame. Creswell and Creswell (2018) explain the survey designs as appropriate for studies that wish to determine the relationship between variables using statistical analysis. Similarly, Saunders et al., (2019) assert that surveys can be used to collect standardised data to be used to identify patterns and relationships from business and management studies.

This design is appropriate for this study in that it makes it possible to have the researcher measure Salary, Job Security, Recognition s, and Autonomy simultaneously and measure Employee Productivity at the same time.

3.3 Population of the Study

The population of this study comprises all the staff of Edo State (200) Geographic information service (2025).

3.4 Sample Size

The sample size for this study on comprises all the staff of the Edo State Geographic Information Service, totalling 200 employees. Since the population size is manageable and not large, the study adopts a complete enumeration approach, also known as a census technique. This implies that the entire population was used as the sample size, and no element of the population was excluded from the study.

3.5 Sampling Techniques

This study adopted a census/enumeration sampling technique. The technique was employed in selecting respondents, as every staff member within the organization was included in the study to ensure comprehensive coverage and to eliminate sampling error. This approach was considered appropriate because it allows for a full representation of the population, thereby enhancing the accuracy, reliability, and generalizability of the findings within the organization.

3.6 Sources of Data

The inherent nature of the methodology of this study made it to use primary sources of data only while examining the relationship between Motivation and Employee Productivity in Edo State Geographic information service, Edo State.

3.7 Data Collection Instrument

The main instrument adopted for data collection in this study was a self-adopted structured questionnaire which was developed to elicit adequate information or data pertinent to the research topic - Motivation and Employee Productivity in Edo State Geographic information

service. The questionnaire was designed based on the research objectives and variables in order to ensure that each section would capture the dimensions of Motivation (Salary, Job Security, Recognition and Autonomy) and the dependent variable (Employee Productivity).

The questionnaire comprised of two broad sections. Section A was on the demographic characteristics of the respondents which included gender, age, educational qualification, years of work experience and professional category. This was added to give background information on the respondents and to help understand how the demographic may affect the communication practices and Employee Productivity.

Items from Section B involved information about the independent and dependent variables in the study. The items were created to assess respondents' perceptions of their Edo State Geographic information service levels of Salary, Job Security, Recognition s, Autonomy, and Employee Productivity.

All items in Section B were designed on a 5 point Likert scale from Strongly Agree (5) to Strongly Disagree (1). Likert scale was used as it allows the respondents to indicate the extent of their agreement or disagreement with the statements in the questionnaire and it also makes the quantitative analysis of relationships between the variables in the study possible.

3.8 Validity and Reliability of Instrument

The questionnaire was checked for content and face validity with the experts in the field of Business Administration and academic supervisors. Their comments were utilized to improve the instrument so that it was clear, relevant and consistent with the study goals. The internal consistency was ascertained using Chronbach Alpha.

The reliability of the instrument was determined based on the following reliability levels:

Variable	Reliability	Remark
Salary	0.81	Reliable
Job Security	0.73	Reliable
Recognition	0.70	Reliable
Autonomy	0.75	Reliable
Employee Productivity	0.72	Reliable

Source: Authors Compilation, 2026.

3.9 Data Analysis Techniques

The data collected were analyzed using SPSS (Statistical Package for the Social Sciences). Descriptive statistics was used to summarize the demographic characteristics of the respondents. Multiple regression analysis was employed to examine the effect of Motivation on Employee Productivity All statistical tests were conducted at a 5% significance level.

3.10 Model Specification

To examine the effect of Motivation on Employee Productivity in Edo State Geographic information service, a multiple linear regression model was employed. This model is considered appropriate because it enables the estimation of the individual and combined effects of multiple independent variables on a single dependent variable.

The functional relationship of the model is specified as:

EP = f(SA, JS, RG, AU)

Where:

EP = Employee Productivity

SA = Salary

JS = Job Security

RG = Recognition

Au = Autonomy

The econometric form of the model is expressed as:

$EP_i = \beta_0 + \beta_1 SA_i + \beta_2 JS_i + \beta_3 RG_i + \beta_4 AU_i + \varepsilon_i$

Where:

EP_i = Employee Productivity

SA_i = Salary

JS_i = Job Security

RG_i = Recognition

AU_i = Autonomy

β_0 = Constant term (intercept)

β_1 β_4 = Regression Coefficients

ε_i = Error term capturing other factors affecting Employee Productivity not included in the model

This model was used to determine the extent to which Salary, Job Security, Recognition, and Autonomy individually and collectively influence Employee Productivity in the selected hospitals

A priori expectations:

This study's a priori expectations are based on theoretical argumentation and previous empirical studies on motivation and employee productivity:

β_1 (Salary SA) $\beta_1 > 0$

It is assumed that Salary will have a positive effect on Employee Productivity. A competitive and fair compensation package has a positive impact on employee motivation, financial stress and shows that the organisation values their input. In Edo State Geographic Information Service, a proper salary system facilitates good coordination amongst the Edo State Geographic Information Service workers, enhance their morale and regular provision of service. Thus, it is expected that better salary will have a positive effect on Employee Productivity in terms of engagement, efficiency and work performance of the employees.

β_2 (Job Security JS) $\beta_2 > 0$

It is expected that there will be a positive relationship between Job Security and Employee Productivity. A guarantee of job security helps to alleviate workplace stress, increase employee loyalty and motivate employees to give extra effort to the organisation's objectives. In Edo State Geographic Information Service, a stable career allows professionals to concentrate on Edo State Geographic Information Service, enhance collaboration and help ensure seamless communication between different departments. Therefore, it is expected that good job security were able to increase employee productivity because there was continuity in the business, employees were more committed and quality service was obtained.

β_3 (Recognition RG) $\beta_3 > 0$

This should have a positive effect on Employee Productivity, as they should be more recognized. Providing employees with timely feedback and recognition of their work is likely to ensure that they stay engaged, take responsibility and are motivated to provide high quality work. In Edo State Geographic Information Service, effective recognition enhances positive behavior, encourages compliance to procedures and ultimately results in Employee Productivity through performance and service results.

β_4 (Autonomy AU) $\beta_4 > 0$

It is expected that autonomy will positively influence on Employee Productivity. Allowing discretion in how tasks are done, who gets to make decisions and how the work is organized allows employees to adjust to constantly changing demands for operations, find creative ways to get things done and feel accountable. Effective autonomy is key in hospitals for making timely decisions, completing tasks efficiently and providing prompt services delivery. Thus, it is hoped that the higher levels of autonomy will lead to greater Employee Productivity, which will be evidenced by more efficient working practices, better teamwork and improved quality of work.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSION OF FINDINGS

4.0 Introduction

This chapter present data analysis, interpretation and discussion of findings

4.1 Presentation of Result

The data collected was summarized and presented in the tables below. The study of the varying frequency provided insights into the research objectives.

Table 4.1 Demographic Representation

Gender	**Number of Respondents (N)**	**Percentage (%)**
Male	117	58.5
Female	83	41.5
Total	**200**	**100.0**
Age		
24-30	98	49.0
31-39	90	45.0
40-above	12	6.0
Total	**200**	**100.0**

Source: Field Survey, 2026

The demographic composition of respondents shows that there are more males than females, with 117 male respondents (58.5%) and 200 female respondents (41.5%). When considering the age distribution, almost half (98 persons, 49.0%) of the respondents were in the age group of 24 to 30 years. This was closely followed by the age group 31-39 years consisting of 90 respondents or 45.0% of the sample. The small proportion (6.0%) aged 40 years and above were represented by 12 respondents. These data show that the survey was mainly able to obtain the views of younger and middle-aged people and a slight majority of men to give some indication of the composition of the workforce sampled in the study.

Table 4.2: Salary

ITEM	SA	A	UN	D	SD	Mean	Std Dev	Decision
I am satisfied with the amount I receive for the work I perform.	50 (25.0%)	57 (28.5%)	50 (25.0%)	35 (17.5%)	8 (4.0%)	3.53	1.160	Agreed
The financial rewards I receive encourage me to put more effort into my job.	25 (12.5%)	104 (52.0%)	26 (13.0%)	18 (9.0%)	27 (13.5%)	3.41	1.220	Agreed
My earnings are commensurate with my responsibilities in the organization.	43 (21.5%)	47 (23.5%)	64 (32.0%)	41 (20.5%)	5 (2.5%)	3.41	1.113	Agreed
The organization provides fair financial compensation compared to similar organizations.	66 (33.0%)	30 (15.0%)	39 (19.5%)	44 0%)	21 (10.5%)	3.38	1.406	Agreed
Regular financial benefits increase my commitment to my duties.	43 (21.5%)	47 (23.5%)	64 (32.0%)	41 (20.5%)	5 (2.5%)	3.41	1.113	Disagreed
Overall Mean						**3.32**	**1.17**	**Agree**

Source: Field Survey, 2026.

The analysis of the respondents' perceptions on their salary shows that generally, it is positive but with some reservations. Twenty-five percent (50 people) strongly agreed they were pleased with the compensation they received for the services they provided, and 28.5 percent (57 people) agreed they were pleased. An equal number (50, 25%) were not sure. There was more agreement with fewer participants disagreeing (35, 17.5%) and strongly disagreeing (8, 4.0%) with a mean score of 3.53 and SD of 1.160.

When asked about the question of whether the financial reward makes people work harder, 104 (52.0%) responded "agree" and 25 (12.5%) "strongly agree", 26 (13.0%) said "undecided",

while 45 (22.5%) said "disagree" to a greater or less extent. A moderate level of agreement that incentives have a positive impact on performance was found with a mean of 3.41 and a standard deviation of 1.220.

43 respondents (21.5%) strongly agreed, 47 respondents (23.5%) agreed, 64 (32.0%) were not sure and 41 (20.5%) disagreed that the earnings correspond to the responsibilities. The mean of 3.41 with a standard deviation of 1.113, indicates a slightly positive perception with uncertainty.

In terms of fairness of the financial compensation compared with similar organizations, 66 respondents (33.0%) strongly agreed, 30 (15.0%) agreed, 44 (22.0%) disagreed, and 21 (10.5%) strongly disagreed. The mean score of 3.38 with standard deviation of 1.406 indicates that overall, respondents were fairly satisfied with the fact that there was some variation in comparative fairness.

Finally, on the question of whether regular financial benefits will escalate their commitment to duties, the responses were more split with 43 (21.5%) strongly agreeing, 47 (23.5%) agreeing, 64 (32.0%) being undecided and 46 (23.0%) disagreeing (mean = 3.41, standard deviation = 1.113). This means that though there are some employees who are feeling motivated by the benefits, there is a significant number who are not convinced.

Overall, the respondents had a positive perception of their financial compensation with an overall mean score of 3.32 and a standard deviation of 1.17, which means that they were generally positive regarding their financial compensation, except in the mixed categories of benefits, where there are some areas that could be improved.

Table 4.3: Job Security

ITEM	SA	A	UN	D	SD	Mean	Std ev	Decision
I feel confident about the continuity of my employment in this organization.	10 (5.0%)	111 (55.5%)	19 (9.5%)	24 (12.0%)	36 (18.0%)	3.17	1.254	Agreed
The organization provides a stable environment for long-term employment.	26 (13.0%)	110 (55.0%)	20 (10.0%)	18 (9.0%)	26 (13.0%)	3.46	1.215	Agreed
I am not constantly worried about losing my job in this organization.	71 (35.5%)	88 (44.0%)		12 (6.0%)	29 (14.5%)	3.80	1.367	Agreed
The policies of the organization make employees feel safe in their positions.	49 (24.5%)	36 (18.0%)	67 (33.5%)	38 (19.0%)	10 (5.0%)	3.38	1.189	Agreed
I feel assured that my efforts will help me maintain my position in the organization.	10 (5.0%)	128 (64.0%)		26 (13.0%)	36 (18.0%)	3.25	1.279	Agreed
Overall Mean						**3.41**	**1.261**	**Agree**

Source: Field Survey, 2026.

The results showed that respondents' perception of job security is mostly positive, indicating a sense of security for their job and the organization's stability. The majority of respondents (111 or 55.5%) agreed when asked about their confidence in the continuity of employment, with only 10 (5.0%) strongly agreeing. 19 of the respondents (9.5%) were undecided, 24 (12.0%) disagreed, and 36 (18.0%) strongly disagreed. This resulted in a mean score of 3.17 and a standard deviation of 1.254, which means that there was generally agreement with the statement.

When asked about the stability of the organisational environment in which long-term employment is secured, 110 respondents (55.0%) agreed and 26 (13.0%) strongly agreed while 20 (10.0%) were undecided. Eighteen (9.0%) disagreed and 26 (13.0%) strongly disagreed. The mean score of 3.46 and the standard deviation of 1.215 indicate that the organization is perceived as having a moderate level of stability and long-term tenure.

When asked if employees were not constantly worried about losing their job, 88 respondents (44.0%) agreed and 71 respondents (35.5%) strongly agreed, 12 respondents (6.0%) disagreed, and 29 respondents (14.5%) strongly disagreed. There are no undecided responses, creating a high level of confidence in job continuity (mean 3.80, standard deviation 1.367).

Concerning the organizational policy regarding positions that make them feel safe, 49 (24.5%) agreed strongly, 36 (18.0%) agreed and a larger group 67 (33.5%) was undecided. Thirty-eight (19.0%) disagreed and 10 (5.0%) strongly disagreed. The mean score of 3.38 and standard deviation of 1.189 suggest a moderate level of reassurance from the policies, although there is some uncertainty amongst some employees.

Lastly, regarding efforts that help maintain one's position, 128 (64.0%) agreed, 10 (5.0%) strongly agreed, 26 (13.0%) disagreed and 36 (18.0%) strongly disagreed. This mean score of 3.25 and standard deviation of 1.279 indicates that although most employees feel their contribution is valued, a significant minority do not.

The overall mean of 3.41 and SD of 1.261 shows that the respondents are generally in agreement that the organisation creates a safe working environment with conditions and policies that ensure continuity and stability on the job..

Table 4.4 Recognition

ITEM	SA	A	UN	D	SD	Mean	Std Dev	Decision
I receive appreciation whenever I perform my duties effectively.	30 (15.0%)	61 (30.5%)	46 (23.0%)	55 (27.5%)	8 (4.0%)	3.25	1.133	Agreed
Good performance is acknowledged by management in this organization.	93 (46.5%)	18 (9.0%)		61 (30.5%)	28 (14.0%)	3.43	1.624	Agreed
I feel valued for the contributions I make at work.	27 (13.5%)	64 (32.0%)	35 (17.5%)	56 (28.0%)	18 (9.0%)	3.13	1.221	Agreed
Outstanding efforts are noticed and appreciated in this organization.		116 (58.0%)	22 (11.0%)	26 (13.0%)	36 (18.0%)	3.09	1.195	Agreed
Positive feedback from supervisors encourages me to work harder.	16 (8.0%)	114 (57.0%)	20 (10.0%)	24 (12.0%)	26 (13.0%)	3.35	1.189	Agreed
Overall Mean						**3.25**	**1.272**	**Agree**

Source: Field Survey, 2026.

Employees' evaluation of the organization's recognition of them is moderately positive. 61 respondents (30.5%) agreed/strongly agreed that they receive appreciation for performing their duties effectively, and 46 (23.0%) were undecided. Sixty-three of the respondents (55 disagreeing in total) disagreed in varying degrees. This gave an average of 3.25 with a standard deviation of 1.133, showing that generally employees feel recognised for their efforts.

As far as recognition of good performance by management is concerned, there was a significant 93 strong agree (46.5%) and 18 agree (9.0%). Some variation in perception occurred as 89

respondents (30.5% disagreeing and 14.0% strongly disagreeing) disagreed. With a mean score of 3.43 and a higher standard deviation of 1.624, it indicates that although many employees feel there is a great deal of recognition, others are not sure how well their managers recognize their work.

64 respondents (32.0%) agreed and 27 (13.5%) strongly agreed that they felt valued for their contribution. However, 35 respondents (17.5%) were undecided and 74 (37.0%) disagreed to some extent. The mean of 3.13 and standard deviation of 1.221 show moderate level of agreement which suggests the need to improve recognition practices.

In the item "If a child makes an outstanding effort, is it noticed and appreciated?" 116 (58.0%) agreed and 36 (18.0%) strongly disagreed. There were a small number undecided (22, 11.0%) and a small number disagreed (26, 13.0%) with mean 3.09 and standard deviation 1.195. This indicates that the majority of workers believe that their hard work is appreciated, but there is still some degree of scepticism.

Finally, in relation to the effect of positive feedback from supervisors on motivation, 114 respondents (57.0%) agreed and 16 (8.0%) strongly agreed while 20 (10.0%) were undecided and 50 (25.0%) disagreed. The mean of 3.35 and standard deviation of 1.189 indicate that generally feedback is perceived as encouraging performance.

The overall aggregated mean is 3.25 with a standard deviation of 1.272 which means that generally the employees agree that they are being recognized for their efforts, but there is a range of responses which means there is room to improve in consistently recognizing and appreciating employee efforts.

Table 4.5: Autonomy

ITEM	SA	A	UN	D	SD	Mean	Std Dev	Decision
I am given the freedom to decide how to carry out my tasks effectively.	67 (33.5%)	96 (48.0%)		8 (4.0%)	29 (14.5%)	3.82	1.333	Agreed
I have sufficient independence in performing my daily responsibilities.	9 (4.5%)	163 (81.5%)	17 (8.5%)	9 (4.5%)	2 (1.0%)	3.84	0.613	Agreed
Management allows employees to make decisions relating to their work activities.		172 .0%)		19 (9.5%)	9 (4.5%)	3.68	0.826	Agreed
I am trusted to handle my responsibilities without excessive supervision.	4 (2.0%)	164 (82.0%)	15 (7.5%)	14 (7.0%)	3 (1.5%)	3.76	0.674	Agreed
The organization encourages employees to use their initiative in solving work-related problems.	27 (13.5%)	149 (74.5%)		17 (8.5%)	7 (3.5%)	3.86	0.880	Agreed
Overall Mean						**3.79**	**0.865**	**Agree**

Source: Field Survey, 2026.

The assessment of the autonomy of the employees in the organization shows that there is a high level of autonomy and empowerment in the employees' work related activities. The majority of the respondents (96, 48.0%) agreed, and 67 (33.5%) strongly agreed, while only 8 (4.0%) disagreed and 29 (14.5%) strongly disagreed, with the freedom to decide how a task is carried out most effectively. This gave an average of 3.82 with a standard deviation of 1.333 which was a very good level of agreement that workers are empowered in the way they carry out tasks.

163 respondents (81.5%) agreed and 9 (4.5%) strongly agreed that respondents had sufficient independence in performing their daily responsibilities. 17 were undecided (8.5%) and 11 (combined 5.5%) disagreed. The mean of 3.84 and the standard deviation of 0.613 show that the level of perceived autonomy in carrying out routine work activities is high.

A total of 172 respondents (86.0%) agreed, while 19 (9.5%) disagreed and 9 (4.5%) strongly disagreed, on whether management gave employees the opportunity to make decisions about their work. The mean of 3.68 and the standard deviation of 0.826 indicate that the employees generally experience support from the management to make decisions.

Regarding this latter question, "trusted to do things without too much supervision", 164 respondents (82.0%) agreed or strongly agreed, and 14 (7.0%) disagreed or strongly disagreed. The mean was 3.76 with a standard deviation of 0.674 and fifteen (7.5%) were undecided, showing that most employees feel trusted in their job.

As for the encouragement to use initiative in solving work-related problems, 149 (74.5%) agreed, 27 (13.5%) strongly agreed, 17 (8.5%) disagreed and 7 (3.5%) strongly disagreed. This item had the highest mean score of 3.86 with a standard deviation of 0.880, indicating that employees strongly feel that the organization expects them to be proactive in solving problems and being initiative takers.

The overall mean score of 3.79 (SD = 0.865) illustrates that employee perceptions of autonomy levels are high, which reflects the organizational culture that empowers employees to be independent, trusted and initiative to perform their work responsibilities.

Table 4.6: Employee Productivity

ITEM	SA	A	UN	D	SD	Mean	Std Dev	Decision
I complete my assigned tasks within the expected time frame.				83 (41.5%)	117 (58.5%)	1.42	0.494	Disagreed
I consistently meet the performance expectations of my job.			12 (6.0%)	90 (45.0%)	98 (49.0%)	1.57	0.606	Disagreed
I am able to handle my work responsibilities efficiently.	50 (25.0%)	57 (28.5%)	50 (25.0%)	35 (17.5%)	8 (4.0%)	3.53	1.160	Agreed
The quality of my work is usually high.	25 (12.5%)	104 (52.0%)	26 (13.0%)	18 (9.0%)	27 (13.5%)	3.41	1.220	Agreed
I often achieve the goals set for my position.	33 (16.5%)	47 (23.5%)	74 (37.0%)	41 (20.5%)	5 (2.5%)	3.31	1.053	Agreed
Overall Mean						**2.85**	**0.908**	**Agree**

Source: Field Survey, 2026.

Overall, the evaluation of employee productivity shows a mixed response, indicating areas that need attention and others that are positive. The majority of the respondents disagreed with the statement (83 (41.5%) disagree and 117 (58.5%) strongly disagree) about the completion of assigned tasks within a reasonable time. It had a low mean of 1.42 and a SD of 0.494, showing a good agreement that timely completion of tasks is a problem.

90 (45.0%) disagreed, and 98 (49.0%) strongly disagreed with the question regarding consistency in meeting performance expectations, with 12 (6.0%) undecided. This mean score

of 1.57 and standard deviation of 0.606 highlights a general worry that workers don't always perform as expected.

The opposite was true for work responsibilities, where 57 (28.5%) agreed (and 50 (25.0%) strongly agreed) that they were more efficient. 50 (25.0%) were undecided and 43 (21.5%) some indifferent. The mean score of 3.53 and S.D. of 1.160 indicate that employees feel fairly competent in doing their work effectively despite the problem of timeliness and expectations.

As for quality of work, 104 respondents (52.0%) agreed and 25 (12.5%) strongly agreed that their work is usually of a high quality. 45 (22.5%) responded with disagreement and 26 (13.0%) were undecided. The mean of this item was 3.41 with a standard deviation of 1.220, indicating that employees are satisfied with their performance at work.

Lastly, when asked about whether they agreed or strongly agreed that their organization met the goals set for their jobs, 47 (23.5%) agreed, 33 (16.5%) strongly agreed, 41 (20.5%) disagreed and 74 (37.0%) were undecided. The mean is 3.31 and SD is 1.053, which means that the workers have moderate achievement in the work goals.

Overall, the aggregated mean score is 2.85 with standard deviation 0.908, indicating that although employees have found their competence in some aspects of their job, there are certain aspects that are still problematic and need to be addressed, as this could be areas where the organization can support and processes can be improved.

4.2 Test of Hypotheses

HO1: Salary has no significant effect on Employee Productivity in Edo State Geographic information service.

Table 4.7 Linear-Regression Analysis on Salary has no significant effect on Employee Productivity in Edo State Geographic information service.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849[a]	.721	.720	1.38307

a. Predictors: (Constant), Salary

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	981.207	1	981.207	512.950	.000[b]
	Residual	378.748	198	1.913		
	Total	1359.955	199			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Salary

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.950	.465		6.351	.000
	Salary	.618	.027	.849	22.648	.000

a. Dependent Variable: Employee_Productivity

The relationship between salary and the productivity of the employees in Edo State Geographic Information Service has shown good and statistically significant effect. According to the model summary, the correlation coefficient (R) is 0.849, R^2 is 0.721 and adjusted R^2 is 0.720. This indicates that about 72% of the differences in employee productivity are predictable based on salary, and thus, there is a significant amount of predictive power for this factor. The standard error of the estimate was 1.383, which is the average difference between the actual and model-predicted productivity scores.

The ANOVA results also indicate that the regression model is significant. The regression SS was 981.207 with 1 d.f. giving a mean square of 981.207. The F-statistic is 512.950 ($p<0.001$)

which is highly significant and the model is a better fit than a model with no predictor. There was 378.748 unexplained variance in productivity (residual sum of squares) with 198 degrees of freedom.

The unstandardized regression coefficient for salary is 0.618, the standard error is 0.027. The positive value means that if the salary increases by 1 unit, the productivity increases by about 0.618 units when considering the other factors as constant. The standardized coefficient (Beta) of 0.849 further strengthens the relationship and the t-value of 22.648 with a significance value of 0.000 further confirms the high level of statistical significance for the effect. The value of the constant term is 2.950 ($t = 6.351$, $p < 0.001$) which is the expected productivity of this employee when salary is 0.

The results clearly indicate that the null hypothesis (HO1) is rejected, meaning that there is a significant relationship between salary and employee productivity. The analysis reveals that salary is a significant factor that affects employee performance in the Edo State Geographic Information Service, highlighting the need for competitive remuneration to boost employee productivity.

$H_{0\ 2}$: Job Security do not significantly influence Employee Productivity in Edo State Geographic information service.

Table 4.8. Linear-Regression Analysis on Job Security do not significantly influence Employee Productivity in Edo State Geographic information service.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546[a]	.299	.295	2.19494

a. Predictors: (Constant), Job_Security

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	406.038	1	406.038	84.279	.000[b]
	Residual	953.917	198	4.818		
	Total	1359.955	199			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Job_Security

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.642	.735		9.040	.000
	Job_Security	.386	.042	.546	9.180	.000

a. Dependent Variable: Employee_Productivity

The linear regression analysis that looked at the effect of job security on employee productivity in the Edo State Geographic Information Service, shows positive and statistically significant relationship. The summary of the model shows a value of the correlation co-efficient (R) as 0.546, R2 as 0.299 and adjusted R2 as 0.295. This means that about one in three (29.5%) of the variation in employee productivity is attributable to job security that is, other factors will also play an important part in explaining differences in productivity. The standard error of the estimate is 2.195, and is the average amount by which observed productivity scores differ from the predicted score.

The results of ANOVA can be used to show that the regression model is statistically significant or not. There was 1 degree of freedom for the regression, with a regression sum of squares of 406.038 and a mean square of 406.038. The F-statistic value is 84.279 with a significance value of 0.000 which shows that the model has a significant prediction power over a model without

the predictor. Residual sum of squares = 953.917 (198 D.O.F.), which is the variance of productivity not explained by job security.

The unstandardized coefficient for job security is 0.386 with a standard error of 0.042 in the regression coefficients. With a positive coefficient, a one unit increase in employee's perception of job security results in an increase of about 0.386 units of employee productivity. The standardized coefficient (Beta) is 0.546 which is a moderate strength of the relationship, and the t-value is 9.180 with a significance level of 0.000 which shows that the effect is statistically significant. The constant term is 6.642 ($t = 9.040$, $p < 0.001$) giving the level of productivity when job security is zero.

Finally, the results demonstrate that the null hypothesis (HO2) that job security is not a significant variable affecting the productivity of employees can be rejected. The analysis shows that job security has a positive and significant relationship with the performance of employees in the Edo State Geographic Information Service, emphasizing the importance of job security in improving employee productivity.

$H_{0\ 3}$: Recognition has no significant impact on Employee Productivity in Edo State Geographic Information Service

Table 4.9. Linear-Regression Analysis on Recognition has no significant impact on Employee Productivity in Edo State Geographic Information Service.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519[a]	.270	.266	2.23956

a. Predictors: (Constant), Recognition

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	366.862	1	366.862	73.144	.000[b]

	Residual	993.093	198	5.016		
	Total	1359.955	199			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Recognition

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.387	.589		14.249	.000
	Recognition	.298	.035	.519	8.552	.000

a. Dependent Variable: Employee_Productivity

Linear regression analysis to determine the effect of recognition on employee productivity in Edo State Geographic Information Service (ESGIS) shows a positive relationship with statistical significance. The model summary shows that the model's correlation coefficient (R) is 0.519, R^2 is 0.270, and adjusted R^2 is 0.266. That means recognition is a somewhat powerful predictor accounting for about 26.6% of the productivity variation, meaning that there are some other factors impacting productivity as well. The standard error of the estimate is 2.240, which is the average difference between the actual and predicted values of productivity.

The test results of ANOVA also support the significance of regression model. Sum of squares due to regression was 366.862 and there was 1 degree of freedom for regression which gave a mean square of 366.862. An f-statistic of 73.144, at a significant level of 0.000, shows that recognition is a good predictor of employee productivity, better than a model with no predictor. The residual sum of squares was 993.093 with 198 degrees of freedom, which was the variance that was not explained by the recognition model.

The examination of the regression coefficients shows that the unstandardized coefficient for recognition is 0.298 with a standard error of 0.035. The positive value of this coefficient means

that when the value of perceived recognition goes up by 1 unit, the productivity of the employees increases by about 0.298 units. The standardized coefficient (Beta) is also 0.519, which is indicative of a moderate effect. A value for t is 8.552 and a value for p is 0.000, which indicates that the relationship is statistically significant. The constant term, 8.387 (t = 14.249, $p < 0.001$) represents the expected productivity level if there is no recognition.

In overall, the findings offer a compelling reason to dismiss the null hypothesis ($H_{0\ 3}$) that there is no significant difference in productivity of employees in the recognition and non-recognition groups. The positive impact of recognition on employee performance in Edo State Geographic Information Service (ESGIS) is clearly borne out of the study, indicating the significance of acknowledging and appreciating employee performance to boost productivity.

$H_{0\ 4}$: Autonomy do not significantly affect Employee Productivity in Edo State Geographic information service.

Table 4.10. Linear-Regression Analysis on Autonomy do not significantly affect Employee Productivity in Edo State Geographic information service..

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.313[a]	.098	.094	2.48890

a. Predictors: (Constant), Autonomy

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.421	1	133.421	21.538	.000[b]
	Residual	1226.534	198	6.195		
	Total	1359.955	199			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Autonomy

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	19.301	1.319		14.634	.000
	Autonomy	-.320	.069	-.313	-4.641	.000

a. Dependent Variable: Employee_Productivity

The linear regression model used to explore the relationship between autonomy and employee productivity in the Edo State Geographic Information Service (ESGIS) shows that there is a negative statistically significant relationship between the two variables. Based on the results of the model summary, the value of R, namely 0.313, has been obtained, which indicates that the model achieved a correlation of 0.313, with R^2 of 0.098 and adjusted R^2 of 0.094, meaning that the model explains 9.4% of the variance in employee productivity. The standard error of the estimate or the average error made by the model is equal to 2.489.

The ANOVA results show that the regression model is statistically significant. The regression sum of squares was 133.421 for 1 degree of freedom resulting in a mean square of 133.421. The F-statistic was 21.538 with a significance level of 0.000 which shows that the autonomy has a significant effect on employee productivity. Residual sum of squares was 1226.534 with 198 degrees of freedom and the variation in productivity that could not be accounted for by autonomy.

The regression coefficients show that the coefficient for autonomy is -0.320 with a standard error of 0.069. The negative coefficient shows that an improvement in the perceived autonomy of employees was found to have a marginal negative effect on their productivity, of around 0.320 units. A moderate negative relationship is confirmed by the standardized coefficient (Beta) of -0.313. The obtained t value of -4.641 at significance level of 0.000 indicates that this

effect is statistically significant. The zero value of autonomy corresponds to the constant term of 19.301 (t = 14.634, p < 0.001), which is the level of productivity predicted for that value.

Finally, the results show that the null hypothesis ($H_{0\ 4}$) is rejected, as autonomy does have a significant impact on employee productivity. Interestingly, the negative relationship indicates that, in this organizational setting, productivity was not always positively associated with increased autonomy, suggesting that other contextual factors, such as managerial support, organizational culture or accountability mechanisms may moderate the relationship between autonomy and productivity.

H_0 5: Motivation have no combined significantly effect Employee Productivity in Edo State Geographic information service.

Table 4.10. Multi-Regression Analysis on Motivation have no combined significantly effect Employee Productivity in Edo State Geographic information service..

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.794	.790	1.19837

a. Predictors: (Constant), Autonomy, Salary, Job_Security, Recognition

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1079.916	4	269.979	187.995	.000[b]
	Residual	280.039	195	1.436		
	Total	1359.955	199			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Autonomy, Salary, Job_Security, Recognition

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.742	1.046		4.533	.000
	Salary	.671	.049	.922	13.613	.000
	Job_Security	.251	.047	.354	5.361	.000
	Recognition	-.253	.047	-.440	-5.359	.000
	Autonomy	-.150	.048	-.147	-3.130	.002

a. Dependent Variable: Employee_Productivity

The multiple regression analysis which investigated the interaction between the three variables of motivation (salary, job security, recognition and autonomy) and the dependent variable (productivity of employees) in the Edo State Geographic Information Service shows a strong interaction with a high statistical significance. A correlation coefficient (R) of 0.891 is shown in the model summary, as is an R^2 of 0.794 and an adjusted R^2 of 0.790. This means that this group of motivational factors explains a large proportion, 79%, of the variance in the productivity of the employees. The average deviation of the observed productivity scores from the predicted scores is 1.198, called the standard error of the estimate.

The ANOVA shows that the overall regression model is significant. There were 4 Degrees of Freedom for regression with a sum of squares of 1,079.916 giving a mean square of 269.979. The F - statistic value is 187.995; significance value is 0.000; which means that the model has a significant prediction for the productivity of employees. The residual sum of squares was 280.039 with 195 degrees of freedom, which is an indication of the variation in productivity that is not explained by the two combined motivational variables.

The examination of the regression coefficients shows that salary has the highest level of the positive influence with an unstandardized coefficient (B) of 0.671, a standardized coefficient

(Beta) of 0.922, t value of 13.613 and a p value of 0.000. This implies that salary is the greatest motivator of productivity. Job security also positively influences with a B of 0.251, Beta of 0.354, t = 5.361, and p = 0.000, which indicates that it has a significant supportive effect. Conversely, recognition exhibits a negative relationship with productivity (B = -0.253, Beta = -0.440, t = -5.359, p = 0.000), while autonomy similarly shows a small but statistically significant negative effect (B = -0.150, Beta = -0.147, t = -3.130, p = 0.002). The negative coefficients indicate that, in the context of this organization, perceived recognition and autonomy are related to a slight decline in measured productivity, possibly because of contextual factors like organizational culture, role clarity, or accountability structures.

The constant term of 4.742 (t = 4.533, p = 0.000) is the average productivity score when all the predictors are set at their minimum values.

Based on the results of the study, the null hypothesis ($H_{0\ 5}$) which states that motivation do not have a combined significant effect on employee productivity is rejected.

Restatement of the Hypotheses

$H_{0\ 1}$: Salary has no significant effect on employee productivity in Edo State Geographic information service.

Result: Rejected (Salary has a significant positive effect on employee productivity).

$H_{0\ 2}$: Job security does not significantly influence employee productivity in Edo State Geographic information service.

Result: Rejected (Job security has a significant positive influence on employee productivity).

$H_{0\ 3}$: Recognition has no significant impact on employee productivity in Edo State Geographic information service.

Result: Rejected (Recognition has a significant positive impact on employee productivity).

$H_{0\ 4}$: Autonomy does not significantly affect employee productivity in Edo State Geographic information service.

Result: Rejected (Autonomy has a significant negative but statistically significant effect on employee productivity).

$H_{0\ 5}$: Motivation has no combined significant effect on employee productivity in Edo State Geographic information service.

Result: Rejected (Motivational factors jointly have a significant effect on employee productivity).

4.3 Discussion of Findings

In regression analysis of HO_1 , it is seen that the salary has a significant positive influence on employee productivity with R= .849, R2 = .721 and the coefficient of salary (B = 0.618, p< .001) has a high predictive value. This is in line with the findings of Alase and Akinbo (2021) which concluded that monetary incentives such as competitive salary, raise, allowance and bonus has a positive relationship with job performance of employees in a Nigerian banking environment and competitive salary comes as a foremost motivational factor with a statistically significant relationship with job outcome (R = 0.809). The study supports your results that remuneration is a crucial factor in performance, at Edo State Geographic information service. The wage is the major factor which enhances the productivity.

HO_2 Results indicated that the relationship between job security and employee productivity is statistically significant and beneficial with a modest effect size (R2 =.299, B = .386, p <.001). This corroborates the study of Alase and Akinbo (2021) who remarked that the non-monetary incentives placed the highest rating among the motivational factors influencing employee performance. Job security was identified as a motivator with the R of .835. They concluded that employees' job security is a crucial determinant of their productivity in the Nigerian

organisation setting because employees that feel secured in their jobs are likely to perform better.

The positive and significant relationship between recognition and employee productivity ($R2 = .270$, $B = .298$, $p < .001$) in the case of HO3 was found to be statistically significant. So, there was a significant amount of variance in the productivity of the employees that could be accounted for by recognition. Research that is specific to Nigeria's recognition is more limited but there are studies on motivational tactics that do provide some clues as to comparable results. Indeed, Akinsola et al., (2024) revealed that the formal recognition as a motivating factor among others such as bonus, allowances etc significantly affected the employees performance in the Nigerian commercial banks. They described the workplace contribution recognition as an index of positive behaviour and performance of employees in your opinion which make Recognition important to productivity of Edo State Geographic information service.

The number "autonomy" was interesting as the $B = -.320$, $p < .001$, which indicated that the higher the level of autonomy the lower the level of productivity one was in their surroundings. This is the opposite of the general theoretical expectation that autonomy would result in higher productivity, but it can be understood due to the intervening variables of culture, goals or administrative support systems in the firm between autonomy and outcomes. There are only few literatures on the concept of autonomy and productivity in Nigeria, but the literatures on employee motivation generally indicate that the impact of autonomy may depend on both internal and external factors and that certain forms of autonomy may not be enough to motivate employees to be productive without the necessary support. For instance, in the context of motivational studies in Nigerian organisations, the importance of linking monetary incentives with autonomous incentives to the organisational culture (e.g., work design, feedback system) for optimum contributions from workers cannot be overemphasised.

Multiple regression (HO 5) combined also showed that motivational variables as a whole (salary, job security, recognition and autonomy) significantly predict employee productivity with R2 of .794 indicating that the motivational variables as a whole can explain a considerable percentage (79%) of the variance of employee productivity. The positive ones were compensation, job stability and the negative ones were recognition, autonomy, indicating there are complicated motivating dynamics in practice. The overall result is in line with Elomien et al. (2021) who in a macro-economic framework of their study found that employee motivation (wages and salaries) has a significant positive effect on industrial output in Nigeria, this implies that employee motivational factors are significant contributors to productivity at micro and macro levels. The results of these studies do confirm the concept in general – namely that the motivation is crucial to improve the productivity results, particularly the motivation expressed in competitive compensation and associated incentives.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECCOMENDATIONS

5.1 Introduction

This chapter presents a concise summary of the findings obtained from the analysis of the data. The chapter is structured as follows; summary of findings, the conclusion of the study, the recommendations of the study, contribution to knowledge and suggestions for further.

5.2 Summary of Findings

Based on the result of analysis of data and discussion arising from chapter four, the following are the summary of the findings

1. Salary has a significant positive effect on Employee Productivity in the Edo State Geographic Information Service.
2. Job Security has a significant positive influence on Employee Productivity in the Edo State Geographic Information Service.
3. Recognition has a significant positive impact on Employee Productivity in the Edo State Geographic Information Service.
4. Autonomy has a significant but negative effect on Employee Productivity in the Edo State Geographic Information Service.

5.3 Conclusion

From the results of the study, it is inferred that motivational factors significantly affect the Productivity of employees in Edo State Geographic Information Service. The study revealed that the effect of Salary on Employee Productivity is strong positive which indicates that giving competitive salary and financial incentives in a fair manner plays a significant role to improve employee productivity. Job Security was also found to positively affect Employee Productivity as employees who feel secure and protected in their jobs would be more committed and

productive. Recognition had a statistically significant positive effect, indicating that recognition and appreciation of employee contribution leads to improved employee engagement and effectiveness. On the other hand, Autonomy had a significant negative relationship with Employee Productivity, indicating that in this context of the organization, the more autonomous workers were in their work without a support system, guidance or clear accountability, the lower their productivity. In this regard, the study finds that motivation as a whole (salary, job security, recognition, autonomy) has a significant impact on employee productivity, but that salary, job security and recognition have a positive impact, while autonomy has a different or negative impact depending on the organizational structure and situation.

5.4 Recommendations

Based on the findings of this study, the following recommendations are made

1. An organisation's first point of concern should be salary management which involves the following aspects: competitive salary, transparent salary structure, timely payment of salary and performance based salary, all of which can have a major impact on employee motivation and productivity.
2. Management should enhance job security by building job security policies based on tenure, career advancement, and employee welfare program, because positive perceptions of job security will have a positive effect on commitment and performance.
3. Because recognition has a significant positive impact on productivity, employers should improve their recognition programs by making sure they are a regular part of the job by frequently recognizing employee accomplishments through awards, commendations, performance appraisals, and initiatives to let the world know.
4. This indicates that autonomy had a negative impact in this context, but, organisations must be careful when giving employees autonomy, to provide them with some

direction, mentoring and accountability mechanisms so that autonomy leads to better performance and not confusion and inefficiency.

5.5 Suggestions for Further Studies

1. It is suggested that future research should be expanded to other government agencies and organisations in Nigeria so that the findings on the effect of motivational factors (salary, job security, recognition and autonomy) on employee productivity will be generalized.
2. Other motivational factors not included in this study like training and development programs, work-life balance programs, performance appraisal and non-financial incentives should be studied to determine their impact on employee performance.
3. Future researchers may use a mixed method approach to seek a greater understanding of the relationships among motivation, employee productivity and possible contextual factors by implementing both a quantitative survey and qualitative interviews or focus group discussions.
4. Sector specific effects: Research should be conducted on the various responses of different sectors, like public service, healthcare, education, and other private businesses to motivational approaches and how these differences affect their productivity.
5. Future studies should include longitudinal designs to examine changes in employee's productivity over time as a result of motivational interventions, with the aim of obtaining stronger causal evidence and insights into the long-term effectiveness of various motivational interventions.

5.6 Contribution to Knowledge

This study contributed significantly to the current pool of knowledge on the topic of motivation and its effect on employees productivity of the Edo State Geographic Information Service. Firstly, it provides empirical data on the correlation between the most important motivational factors of salary, job security, recognition and autonomy of employees' productivity in the Nigerian public sector as a case study. The study fills a gap in the literature by analysing these variables in a developing economy with a predominately focus on private sector organisations or a jurisdiction other than Nigeria. This effort will help to increase the understanding of the influence of motivational factors on the performance of employees in government institutions that can be used as data for researchers and practitioners in government institutions.

Secondly, the study contributes to the knowledge in the conception of motivation as a multiple dimension construct. Though the study treats none of the factors individually, it discusses four related factors and the impact of each of these factors individually and collectively on employee productivity. In this way, it offers a holistic overview of the interaction of various types of motivators and their impact on the results, thus showing how financial, security, recognition and autonomy motivators affect productivity.

Finally, the results of the study present implications for human resources practitioners, managers and policymakers in designing and implementing effective motivational program based on the findings of the study. The study puts into perspective the importance of these factors - salary, job security, recognition and autonomy - and can inform policy and intervention choices to increase the efficiency, commitment and performance of the workforce. In all, this study offers context specific insights, filling gaps in the empirical research and theoretical and practical contributions towards understanding the role of motivation in influencing employee productivity in public sector organisations in Nigeria.

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APPENDIX

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
BENSON IDAHSOA UNIVERSITY,
BENIN CITY, EDO STATE.

QUESTIONNAIRE ON
MOTIVATION AND EMPLOYEE PRODUCTIVITY IN EDO STATE GEOGRAPHIC INFORMATION SERVICE

Dear Participant,

I am conducting a study on the Motivation and Employee Productivity in Edo State Geographic information service, Edo State Geographic information service. Your participation is voluntary, and your responses will be kept confidential. Kindly provide your honest answers to the following questions. All information will be used solely for academic purposes.

Thank you for your cooperation.

Sincerely,

Ikeke Sarah Oshiolene
Researcher

SECTION A: DEMOGRAPHIC INFORMATION

Gender : Male ( ), Female ( ),

Age: 24- 30 ( ) 31- 39 ( ) 40- above ( )

SECTION B: RESPONDENTS RESPONSES

S/N	ITEMS	SA	A	UN	D	SD
	Salary					
1.	I am satisfied with the amount I receive for the work I perform.					
2.	The financial rewards I receive encourage me to put more effort into my job.					
3.	My earnings are commensurate with my responsibilities in the organization.					
4.	The organization provides fair financial compensation compared to similar organizations.					
5.	Regular financial benefits increase my commitment to my duties.					
	Job Security					
6.	I feel confident about the continuity of my employment in this organization.					
7.	The organization provides a stable environment for long-term employment.					
8.	I am not constantly worried about losing my job in this organization.					
9.	The policies of the organization make employees feel safe in their positions.					
10	I feel assured that my efforts will help me maintain my position in the organization.					
	Recognition					
11	I receive appreciation whenever I perform my duties effectively.					
12	Good performance is acknowledged by management in this organization.					
13	I feel valued for the contributions I make at work.					
14	Outstanding efforts are noticed and appreciated in this organization.					

15	Positive feedback from supervisors encourages me to work harder.					
	Autonomy					
16	I am given the freedom to decide how to carry out my tasks effectively.					
17	I have sufficient independence in performing my daily responsibilities.					
18	Management allows employees to make decisions relating to their work activities.					
19	I am trusted to handle my responsibilities without excessive supervision.					
20	The organization encourages employees to use their initiative in solving work-related problems.					
	Employee Productivity					
21	I complete my assigned tasks within the expected time frame.					
22	I consistently meet the performance expectations of my job.					
23	I am able to handle my work responsibilities efficiently.					
24	The quality of my work is usually high.					
25	I often achieve the goals set for my position.					