

Staff Motivation and Workers Performance in Federal University Otuoke

Jacob Ogedi

Department of Political Science
Federal University Otuoke, Bayelsa State
jacoboged@gmail.com

Matawa, Rose Datuwei

Department of Political Science
Federal University Otuoke, Bayelsa State
DOI: 10.56201/jpslr.v10.no5.2024.pg1.19

Abstract

This study examined staff motivation and workers performance in Federal University Otuoke. It was anchored on social exchange theory. The descriptive research design was adopted in the study. The population of this study consists of one 1,537 staff in Federal University Otuoke. Taro Yamen's formula was used to draw up a sample size of 317 participants made up of non-academic staff comprising 743 senior staff and 456 junior staff. Academic staff includes 58 Professors, 212 PhD holders, 3 graduate assistants and 65 technologists. The instrument for data collection was questionnaire formatted in a multiple five-point Likert scale. The instrument was subjected to face and content validity. A reliability co-efficiency of 0.86 was obtained using the Cronbach's Alpha formula. Pearson Correlation Analysis was used to answer the research questions while linear regression was used to test the hypotheses at 0.05 level of significance. The results showed that motivation significantly contributes to work innovativeness, task completion and effective communication. Conclusively, the study highlights the crucial role of motivation in driving creativity, problem-solving abilities, and innovation in Federal University Otuoke. The study emphasized the positive relationship between motivation and task completion and underscores the importance of motivation in enhancing effective communication among staff. The study recommended among others that Federal University Otuoke should foster a culture of innovation by providing employees with opportunities and resources to explore and implement new ideas. Also, the University should prioritize task completion by establishing clear goals, providing sufficient resources, and ensuring effective project management.

Keywords: Staff Motivation, Work Performance, Innovativeness, Task Completion, Effective Communication

Background to the Study

Employees are very critical for the survival of most organizations. Organizations cannot achieve meaningful results without the appropriate contributions of employees. The performance of the employee is important for the organization to achieve its goals and objectives. An employee at his work place is a very important asset of the organization. There cannot be meaningful organizational performance without reliable and sustainable employee performance.

In any organization, the performance of employees occupies a strategic position because it helps them determine the achievability of their goals (Ozigi& Onyeukwu, 2022). Employee performance in the organization determines the success or failure of the organization. Employee performance is a factor that can significantly affect the profitability of an organization characterized by work results with the best quality work. Employee performance is critical to a business's success (Omar, Cob, Sakarji, Thani & Bakar, 2022).

Lack of motivation among employees in universities can have significant negative effects. It leads to decreased job performance, low morale, and reduced job satisfaction, which can impact the overall functioning of the institution. Employees who lack motivation may exhibit lower productivity, decreased commitment, and may be more likely to leave the university. Additionally, a lack of motivation hampers creativity, innovation, and collaboration among employees, hindering the university's ability to adapt and progress.

Conclusively, this particular study investigates the staff motivation and workers performance in Federal University Otuoke.

The Statement of the Problem

There is a concern that employees may lack motivation, leading to decreased productivity and work performance in Federal University Otuoke. This problem may manifest as missed deadlines, low-quality output and a general lack of enthusiasm or commitment to work tasks. Less motivated people can cause low performance, bad inspiration for co-workers and employees burnout (Abid, Itbar & Zakirullah, 2016). Insufficient staff motivation can contribute to high employee turnover rates. When employees feel unmotivated or unengaged, they may be more likely to seek opportunities elsewhere, resulting in increased recruitment and training costs for Federal University Otuoke.

This study is also prompted by the absence of innovative and creative contributions from employees. When staff motivation is low, employees may be less inclined to think outside the box, take risks, and generate novel ideas that can drive growth and improvement. Low worker morale is responsible for the declining performance and productivity of workers in organizations (Harold-Juwah, 2023). Inadequate staff motivation can lead to communication breakdown within the Federal University Otuoke. This problem may manifest as lack of effective collaboration, poor information sharing, and misunderstandings among team members, hindering overall productivity and performance. This study is guided by the following research questions:

1. Does staff motivation enhance innovativeness in Federal University Otuoke?
2. Does staff motivation promote task completion in Federal University Otuoke?

Objectives of the Study

The main objective of this study is to investigate the impact of staff motivation on work performance in Federal University Otuoke. But the specific objectives are to:

- 1.Examine whether staff motivation enhances innovativeness in Federal University Otuoke.
- 2.Assess whether staff motivation promote task completion in Federal University Otuoke?

Conceptual Clarification

Motivation

Motivation can be defined as the complexity of forces that inspires a person at work to intensify his desires and willingness to use his potential to perform in order to achieve organizational objectives (Ekundayo, 2018).Motivation is an important part that is beneficial to improving organizational services. Improvement in organizational services can be effective to gain the sales rate effectively. At the same time, it is also be found that employee engagement is necessary to develop a strong relationship between the employees (Grant & Shandell, 2022).

Motivation consists of intrinsic motivation and extrinsic motivation (Mardanov, 2020). Motivation is considered a significant factor in organizational growth, and every employer is always obliged to implement the most effective motivational approach to achieve sustainable development (Kalogiannidis, 2021). Bawa (2017), cited in Abdulrahman, Abdullah, Abdullah, Basahel and Saleh (2022), describes employee motivation as “to be inspired to go beyond the call of duty” and to complete a task or produce a good out of personal desire.

Dashwep and Macha(2022), states that the importance of motivation on the performance of public sector organizations has necessitated the need to pay attention to both the intrinsic and extrinsic factors that drive employees’ performance. Overall, promoting employees is seen as a win-win situation because both the employee and the organisation benefit from the promotion.For employees to be motivated to work, managers must ensure appropriate policies for each individual to promote their work motivation (Dinh, Gildersleve, Blex & Yasseri, 2022).

Motivation is the psychological force that generates complex processes of goal-directed thoughts and behaviours (Shkoler & Kimura, 2020). These processes revolve around an individual’s internal psychological forces alongside external environmental/contextual forces and determine the direction, intensity, and persistence of personal behaviour aimed at a specific goal (Kanfer, Frese & Johnson, 2017).Motivated or engaged employees are more creative than non-motivated/non-engaged employees.

Motivation could be extrinsic and intrinsic. Intrinsic motivation is the innate motivation that is associated with the behaviour itself.They stem from motivation that is characteristic of the job itself. Examples are receiving positive recognition, appreciation, and a sense of achievement and meeting the challenge (Mudany, Awuor, Aosa & Ogutu, 2021). According to Bawa (2017), cited in Abdulrahman et al., (2022), motivation stems predominantly from the prospect of acquiring financial and non-financial rewards, like bonuses, promotions, and recognition.

Nurun, Monirul, Tanvir and Abdullah (2017), noted that though motivation is an internal resolution to achieve a goal. The authors noted that motivation alone cannot be sufficient enough for effective performance when there is no skill and knowledge of the expected task by the employees. Khan, Ali, Hussain and Safdar (2017), cited in Dashwep et al., (2022), stated that

motivation is enhanced when employees that transfer knowledge and skills are effectively rewarded.

Motivation is concerned with the different reasons why people behave in a particular manner and how such behaviour impacts their attitude and performance in various fields of life (Kalogiannidis, 2021). A strong relationship by developing the interaction strategy aids to avoid the complexity between the employees (Yongliang, 2022). Motivation as a meaningful construct is a desire to satisfy a certain want and is a central pillar at the workplace (Forson, OfosuDwamena, Opoku & Adjavon, 2021)

Employees have many reasons to be motivated, which can be classified in two major sets: those related to personal goals and others related to organizational goals. Most of the employees are motivated through the feeling of enthusiasm to successfully accomplish good work for attaining their own personal and organizational goals (Taohid, Sujai, & Nugraha, 2021). Others prefer to be motivated by being acknowledged or recognized by the managers in front of the colleagues who might look at the employee as a role model in the workplace (Braganza, Chen, Canhoto & Sap, 2021).

The aim of promoting employee motivation is to enhance the level of commitment, increase the level of display of skills, and intelligence of the employees for competitive performances. Motivation is an indispensable arsenal that can be used to unleash the best out of employees of an organization (Dashwep et al., 2022). Many organizations flourish to achieve their employee's motivation by creating various methodologies and strategies. Frequently these administrative techniques created to improve employee motivation achieve in a noteworthy positive change in the association (Korlen et al., 2017).

Workers should be well motivated for high performance and for the production of good quality products to increase organizational productivity and economic growth and development (Ogoh, Garba, Christopher & Shadrach, 2019). Workers face limits on compensation and advancement opportunities because of their age and years of experience (Nguyen, Nguyen & Tran, Van, 2021). They expect the organization to provide them with career advancement opportunities, motivation can offer them such opportunities to carry out satisfactorily.

Motivated employee to put more effort and be proud of belonging to an organization is the degree of commitment of the organization. If employees are involved in the affairs of an organization, they invariably become committed (Clack, 2021). The performance of employees in an organization has been central to researches and studies. For a long, researchers and professionals have explored ways to improve the capacity of employees' performance, which is multiple variants that all conform to a work (Chang & Hung, 2021).

George, Aboobaker and Edward (2020), emphasized that employee's job performance, which is a behavioural variable, is grossly influenced by employee satisfaction, which is an attitudinal variable. Rewards are a link between these personal goals and their motive to work (Noor, Nayaz, Solanki, Manoj & Sharma, 2020). Rewards are a management tool that hopefully contributes to firms' performance by influencing individual or group behaviour. Motivated employees feel good and are encouraged to do quality work (Kim & Patel, 2021).

Non-monetary motivators are also essential in attaining high levels of motivation among employees. Incentives, which are influential motivators that drive a certain behavior, are extensively used by the employers (Uka & Prendi, 2021). They may take different forms, such as

paid leave, bonuses, and cash. Employees need incentives and rewards from their employers to work productively (Ali & Anwar, 2021). Employee remuneration includes the wages and rewards the organization pays employees for their contributions (Heimerl, Haid, Benedikt & Schollgrissemann, 2020).

Employee Performance

Performance is a metric used by successful businesses to measure their work accomplishments (Omar et al., 2022). Employee performance refers to the level of achievement of the tasks that make up the work of an employee (Al Banin, Eliyana & Latifiyah, 2020). Performance is the work that can be achieved by both individual and group employees in an organization, in accordance with assigned authority and responsibility.

Physical work environment, meaningful work, standard operating procedures, reward for good influence employee's job performance, in addition to knowledge, skills and attitudes. Purwanto (2020), states that the achievement of superior performance of employees is determined by several factors, namely compensation, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication (Novitasari, 2020).

Performance is a set of results that are achieved and refers to the action of achievement and implementation of the requested work and performance is a function of motivation and ability (Gibson, Ivancevich & Donnely, 2017). Employee performance is key to the overall achievement of organizational goals and objectives, the output of staff in an organization determines the performance of that organization which can either be positive or negative. Performance is measured based on the results attained by the individual (Archibong & Ibrahim, 2021).

The performance of the employee is important for the organization to achieve its goals and objectives. Employees are an important asset of the organization that may affect it either positively or negatively. An employee at his work place is a very important asset of the organization (Zamanan, 2021). Employees, in carrying out their daily tasks, feel the need to obtain supporting factors that can provide job satisfaction so that they can carry out their main tasks and functions and can improve the performance expected by the organization.

Employee performance is achieved by applying flexibility in working hours and work-life balance (Susanto, Nuraini, Gunadi & Endri, 2020; Silitonga, Sujanto, Luddin, & Susita, & Endri, 2020). Likewise, the evaluated performance measurement system proved not to be significantly different from the supervisor's assessment of employee job performance (Yurchisin & Park, 2010).

The quantity and quality of research outputs produced by faculty members in Federal University Otuoke define their level of productivity in terms of academic performance. The quality and quantity of institutional research output are some of the key hallmarks of academic excellence (Atieno, Onyancha & Kwanya, 2022). This analyzes elements like the number of research publications, such as conference proceedings, articles in peer-reviewed journals, authored books and book chapters. The effect of their research, like as citation counts and immersion with other researchers are considered.

Assessing the ability of faculty members to engage students, deliver high-quality lectures to improve effective learning outcomes is hinged on teaching effectiveness. Teaching effectiveness as a multidimensional construct that measures different aspects of teaching such as subject mastery, lesson preparation, lesson presentation, establishing friendly ties with pupils and a teacher's ability to communicate effectively and clarify things (Adeleke, Adesua & Jimola, 2022). Innovative teaching methods, teaching evaluations and student feedback are used to improve student learning and academic achievement.

Commitment to professional development involves attending seminars, and training programs workshops and conferences to improve knowledge and skills set. It involves providing a development programme and training courses that are suitable for the programme. The success of an educational organization hinges on the strength and quality of the staff members. It takes cognizance of the number of active involvement in professional associations, presentations given and professional development activities attended.

Measures of Work Performance

Employee innovativeness, task completion and job knowledge are used in the study as the measures of employee performance.

Innovativeness

Innovation in its widest sense refers to the process that organizations undertakes to conceptualize brand new products, processes, and ideas, or to approach existing products, processes, and ideas in new ways technologically (Yahaya, 2022). It entails introduction of a new commodity, introduction of a new production method, opening up of a new market, change in source of supply and reorganization of industry, which will all leads to increased performance of organizations and make them grow financially (Purcell, 2019). Innovation is the process of pursuing oriented change to achieve the organization's goals.

In the modern world, the purpose of every organization is to reach innovative levels of performance, which can create more value in their complex and always-changing environments (Chen & Ronald, 2020). Investing in innovation is a lot like buying call options for the future, and a company's innovative ideas give it an edge over its rivals on a consistent basis (Avelino, 2021). Innovating is bringing fresh ideas, procedures, products, to adoption units in a way that is both relevant and intended to benefit the individual, group, or society (Avelino, et al. 2019).

Furthermore, innovation contributes to less stressful workplaces, increased productivity, and improved work quality through the generation of new competitive methods of conducting business operations, overcoming obstacles, resolving market orders, and enhancing the current organization (Chen, Muhammad, Jawad & Noor Ul, 2022). All of an organization's employees are responsible for sparking its culture of innovation through their creative actions (Batool, Jihad, Siti & Tahir,

2022). Each person brings something to the group as a whole, which is the foundation upon which new ideas can be thought up, made real, and sustained.

The foundation of any high-performing organization is the innovative behaviour of its employees (Tidd & Bessant, 2020). The creative work generated by innovative actions forms the foundation for the growth of the product or service competitiveness (Weisburd & Braga, 2019). Innovation climate supports employee creativity and innovative behaviour, as well as the effort to explore and apply new ideas throughout the business (Park & Jo, 2017). In addition, there is growing support for the idea that innovative employee behaviour is what drives continuous innovation (Zhang & Yang, 2020).

Organizational innovation is the product of employees' innovative work behaviour. Innovative work behaviour refers to employees engaging in new ways of thinking and acting that create value for their organization (Sulphey & Naushad, 2019). This includes developing new products or services, improving processes, or finding new ways to interact with customers. On the other hand, organizational innovation is the implementation of new ideas or approaches within an organization (Lowman, Trott, Hoecht & Sellam, 2012).

Employee innovativeness entails the involvement of individual employees in creating new and valuable ideas, products, processes, and values (Cai, Lysova, Khapova & Bossink, 2019). Employee innovativeness is one of the most critical aspects of employee leadership (Bagheri, Akbari & Artang, 2022). Employee innovativeness refers to the ability of employees to come up with new and innovative ideas that can help improve the organizations.

Massive technological alterations shapes today's economic environment and, along with globalization, give birth to innovation as a salient solution for improving performance and achieving sustainable competitive advantage (Hossain, Hussain, Kannan & Kunju Raman Nair, 2021). Innovation capability is critical for an organization to succeed in a fast-changing business environment (Ode & Ayavoo, 2020) as it allows companies to be more adaptable and flexible to face changes (Denicolai, Zucchella & Magnani, 2021; Leckel, Veilleux, & Dana, 2020).

Organizations may magnify their creativity and transform resources into dynamic competencies through knowledge networks, knowledge quality, and knowledge-sharing processes (Areed, Salloum & Shaalan, 2021). Organizations with excellent innovation capability equip employees with requisite skills and knowledge (Ferreira, Coelho & Moutinho, 2020). Without employee innovativeness, businesses would quickly become stale and outdated (Lee, Legood, Hughes, Tian, Newman & Knight, 2020).

Accordingly, innovativeness obliges opportunities for new, original, and practical ideas because it is considered an essential element of innovation. Although innovativeness and innovation are commonly interchangeable, they are not synonymous (Bhatti, Vorobyev, Zakariya, & Christofi, 2020). Innovativeness is generally viewed as the capacity to produce new and valuable work in a particular domain (Ferreira et al., 2020).

Innovation is the deliberate introduction and use of the concept (idea), method (process), products, or procedures that are novel to the job, work team, or organization and are meant to benefit those entities in their work, teamwork, or organization (Ba, Mao, Ma & Liang, 2021). Innovation capability permits organizations to attain long-term performance. Innovation is fundamental to successful organizations (Migdadi, 2020) because it involves complex processes, such as new product/service development, improvisation, and competence.

Innovative work behaviour of employees can play a vibrant role in improving the innovativeness of business organizations, as a result, improvement in the innovation index of the country (Abdullah, Xuan, Abdul Hamid, Takala & Wahab, 2021). Innovative work behaviour involves the deliberate development, enhancement, and application of innovative concepts for the benefit of businesses. Innovation is a driving force in economic activity and, most of the time, considered important for organizational development (Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019).

Innovative work behaviour interconnects with the knowledge, skills and speciality of individual workers, are therefore demonstrating workers' competencies (Stoffers, Van der Heijden & Jacobs, 2018). Innovative work behaviour characteristically includes searching for chances and creation of novel thoughts, but also includes behaviours concentrating towards applying the change, realizing new knowledge, and refining processes to enhance employees' business performance and implementation behaviour at the workplace (Mandang, 2020).

Task Completion

Human resource development practices play a vital role to encourage human capital towards determined organizational goals and objectives (Manresa, Bikfalvi & Simon, 2019). Training is the most influential predictor of HRD practices used by organizations as a strategic mechanism to propel the employees towards pre-determined goals (Otoo & Mishra, 2018), as well as a key determinant for improving individual and organizational performance (Bell, Tannenbaum, Kevin Ford, Noe & Kraiger, 2017).

When employees feel that their respective organization or supervisor used to take care about their personality welfare, they perform beyond expectations (Afzal, Arshad, Saleem & Farooq, 2019). Support for training is also positively related to performance of employees because it is an influential means of developing their skills, making it possible to solve work-related problems and stimulating the habit taking efforts to perform efficiently.

Employee's performance connotes the financial and non-financial outcomes as a result of making steady strives by an individual towards meeting organizational objectives. Task performance is recognized as an essential factor on which organizational success depends. One's cognitive, emotional and physical attachment towards assigned job as well as organization encourages one for being diligent to achieve desired results; such degree of attachment elevates task performance of employees (Pattnaik & Sahoo, 2020; Ohemeng, Obuobisa Darko & Amoako-Asiedu, 2020).

Employee engagement facilitates the relationship of training and performance of employees which ultimately influences the performance (Kerdpitak & Jernsittiparsert, 2020). High-quality work performance in these settings requires highly knowledgeable and technically skilled employees. These employees must also be in optimal physical and mental states in order to obtain and maintain high levels of alertness, vigilance and situational awareness.

Theoretical Framework

Social Exchange Theory

This work is anchored on Social Exchange Theory, which is credited to the work of George Homans in 1958, a sociologist. This theory is said to be among one of the most significant theories used in organizations to measure and predict behaviour of employees. Aligning with this position, Cropanzano and Mitchell (2005), averred that social exchange theory is one of the most influential conceptual paradigms in organizational behaviour. Social exchange is a voluntary action of personalities that are motivated by the returns they are anticipated to bring and classically do in fact bring from others (Blau, 1964).

According to Helm, Rolfes and Günter (2006), the basic assumption of the theory is that human beings strive for a positive outcome when considering rewards and costs of a relationship. Furthermore, humans are rational beings; hence, they will attempt to control their environments to achieve specific objectives, in order to aim for a maximization of their own benefits (Gardner, Paul & Patel, 1995). The central message is that people weigh the pros and cons before making a decision. In economics, individuals can decide between costs and benefits before approving in an exchange (Okyere-Kwakye, Nor & Ologbo, 2012).

The implication of the theory is that it accounts for how motivation influences employee performance in terms of the use of innovation, task completion and effective communication.

Conceptual Framework

Based on the study, the independent variable is motivation and dependent variable employee performance is measured by (innovativeness and task completion), the model is conceptualized and depicted in **Figure 1.1**.

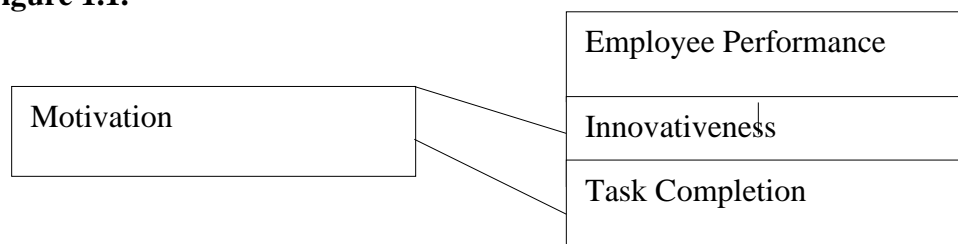


Figure 1.1: Conceptual Model (Source: Researcher, 2023)

Methodology

The descriptive research design was adopted for the study. The population of this study consists of one thousand five hundred and thirty seven (1,537) staff in Federal University Otuoke. Taro Yamen's formula was used to draw up a sample size of three hundred and seventeen (317) participants made up of non-academic staff comprising 743 senior staff and 456 junior staff. Academic staff includes 58 Professors, 212 PhD holders, 3 graduate assistance and 65 technologists. The instruments for data collection was developed by the researcher and titled "Staff Motivation and Work Performance Descriptive Questionnaire (SMWPDQ)" formatted in a multiple five-point Likert scale. The validity of the instrument was done by the supervisor in the Department of Political Science Federal University Otuoke and one lecturer from the Department of Political Science, National Open University respectively. Pearson Correlation Analysis was used to answer the research questions while linear regression was used to test the hypotheses at 0.05 level of significance.

Empirical Verification

Results and Discussion

Research Question 1: Does staff motivation enhance innovativeness in Federal University Otuoke?

		Correlations	
		Motivation	Innovativeness
Motivation	Pearson Correlation	1	.898**
	(2-tailed)		.000
	N	317	317
Innovativeness	Pearson Correlation	.898**	1
	Sig. (2-tailed)	.000	
	N	317	317

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

Table 1 presents the results of Pearson's Correlation between staff motivation and work innovation. The Pearson's r of .898 is an indication that there is a high positive correlation between the two variables which means that application of motivational strategy by the management of Federal University Otuoke enhances their work innovativeness.

Research Question 2: Does staff motivation promote task completion in Federal University Otuoke?

		Correlations	
		Motivation	Task Completion
Motivation	Pearson Correlation	1	.9383**
	(2-tailed)		.000
	N	317	317
Task Completion	Pearson Correlation	.933**	1

Sig. (2-tailed)	.000	
N	317	317

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

Table 2 showed that the Pearson's Correlation Coefficient, r was .933. This is an indication that there is a very high positive correlation between staff motivation and work completion in Federal University Otuoke.

Hypotheses 1: Staff motivation enhances innovativeness in Federal University Otuoke.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.807	.807	3.280

a. Predictors: (Constant), Motivation

Data on table 4 revealed that the regression coefficient R is given as .898 while the regression square coefficient is .807. The coefficient of determination of 80.7% revealed that motivational strategy adopted by the management of Federal University Otuoke enhances work innovativeness. This by implication shows that 19.3% variance in the work innovativeness is not attributed to the motivational strategy adopted by the management of Federal University Otuoke.

Hypotheses 2: Staff motivation promotes task completion in Federal University Otuoke.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.871	.871	2.905

a. Predictors: (Constant), Motivation

Data presented in table 5 revealed that the regression coefficient R is given as .933 while the regression square coefficient is .871. The coefficient of determination of 87.1% revealed that motivational techniques used by the management of Federal University Otuoke stimulate task completion. Conclusively, the result shows that 12.9% variance in completing assigned task is not attributed to the motivational policies of Federal University Otuoke.

Discussion of Findings

The study revealed a positive correlation between staff motivation and work innovation. The study revealed that employees are more likely to think creatively, generate new ideas and contribute to organizational innovation. This implies that organizations should prioritize creating a motivational environment that encourages risk-taking, fosters a culture of creativity, and provides opportunities for employees to explore new possibilities. This is in line with the work of Tidd and Bessant(2020), who asserts that the foundation of any high-performing organization is the innovative behaviour of its employees.

The study also maintained a strong positive association between staff motivation and task completion. Motivated employees exhibited higher levels of commitment, persistence, and efficiency in completing their assigned tasks. This finding underscores the importance of employee motivation in driving productivity and achieving organizational goals. This corroborates the study of Kerdpitak and Jermstittiparsert(2020), who argued that employee engagement facilitates and influences their work performance.

Conclusion

This study provides compelling evidence of the significant impact that motivation has on employee performance across various dimensions, including employee innovation, task completion, and job knowledge. The findings highlight the crucial role of motivation in driving creativity, problem-solving abilities, and innovation within organizations. Motivated employees are more likely to generate new ideas, think outside the box, and contribute to the overall growth and success of their organizations.

Moreover, the study emphasizes the positive relationship between motivation and task completion. Motivated employees demonstrate higher levels of commitment, persistence, and efficiency in accomplishing their assigned tasks. This indicates that organizations should prioritize creating a motivational work environment that fosters a sense of purpose, provides clear goals, and offers appropriate recognition and rewards. By enhancing employee motivation, organizations can optimize task execution, improve productivity, and achieve their objectives effectively.

Recommendations

1. Federal University Otuoke should foster a culture of innovation by providing employees with opportunities and resources to explore and implement new ideas. 2. Federal University Otuoke should prioritize task completion by establishing clear goals, providing sufficient resources, and ensuring effective project management. Effective communication practices should be promoted throughout Federal University Otuoke.

3. There should be a comprehensive rewards and recognition system to enhance professional development and training programs, and foster a supportive and inclusive organizational culture. This includes introducing incentives to recognize achievements, investing in continuous learning opportunities, and promoting open communication and collaboration while providing regular feedback and transparent policies.

References

- Abdullah, N. H., Xuan, L. Y., Abdul Hamid, N. A., Takala, J. & Wahab, E. (2021). The relationship between emotional intelligence and innovative work behaviour. *Journal of TechnoSocial*, 13(1), 29-35.
- Afzal, S., Arshad, M., Saleem, S. & Farooq, O. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self efficacy, *Journal of Management Development*, 38 (5), 369-382.
- Al Banin, Q., Eliyana, A. & Latifiyah, E. R. (2020). Enhancing employee performance with work motivation as a mediation variable. *Systematic Reviews in Pharmacy*, 11(9), 333-346.
- Ali, M. H. & Barishal, B. (2021). Impact of human resource management practices on employee productivity: A study on the RMG sector in Bangladesh. *International Journal of Scientific Research and Modern Technology*, 1 (2), 19-26.
- Archibong, U. & Ibrahim, U.A. (2021). Assessing the impact of change management on employee performance: Evidence from Nile University of Nigeria. *International Journal of Research in Business and Social Science*, 10, 525–534.
- Areed, S., Salloum, S. A., & Shaalan, K. (2021). The role of knowledge management processes for enhancing and supporting innovative organizations: A systematic review. *Studies in Systems, Decision and Control*, 295, 143–161.
- Avelino, F. (2021). Theories of power and social change. Power contestations and their implications for research on social change and innovation. *Journal of Political Power*, 14, 425–48.
- Avelino, F., Wittmayer, J. M., Pel, B., Weaver, P., Dumitru, A., Haxeltine, A., Kemp, K., Jørgensen, M. S., Bauler, T., Ruijsink, S. (2019). Transformative social innovation and (dis) empowerment. *Technological Forecasting and Social Change*, 145, 195–206.
- Ba, Z., Mao, J., Ma, Y. & Liang, Z. (2021). Exploring the effect of city-level collaboration and knowledge networks on innovation: Evidence from energy conservation field. *Journal of Informetrics*, 15(3), 101198-101204.
- Batool, F., Jihad, M., Siti, R. A. & Tahir, A. (2022). The effect of knowledge sharing and systems thinking on organizational sustainability: The mediating role of creativity. *Journal of Knowledge Management*, 2(4), 31-37.
- Bagheri, A., Akbari, M. & Artang, A. (2022). How does entrepreneurial leadership affect innovation work behaviour? The mediating role of individual and team creativity self-efficacy. *European Journal of Innovation Management*, 25(1), 1-18.
- Battistelli, A., Odoardi, C., Vandenberghe, C., Di Napoli, G. & Piccione, L. (2019). Information sharing and innovative work behaviour: The role of work-based learning, challenging

tasks, and organizational commitment. *Human Resource Development Quarterly*, 30(3), 361- 381.

- Bawa, M. (2017). Employee motivation and productivity: a review of literature and implications for management practice. *International Journal of Economics, Commerce and Management*, 12, 662-673.
- Bhatti, S. H., Vorobyev, D., Zakariya, R. & Christofi, M. (2020). Social capital, knowledge sharing, work meaningfulness and creativity: evidence from the Pakistani pharmaceutical industry. *Journal of Intellectual Capital*, 22(2), 243–259.
- Bell, B. S., Tannenbaum, S. I., Kevin Ford, J., Noe, R. A. & Kraiger, K. (2017). 100 Years of training and development research: What we know and where we should go, *Journal of Applied Psychology*, 102, 3, 305-323.
- Blau, P. M. (1964). *Exchange and power in social life*. NY: John Wiley & Sons.
- Bojnec, Š., & Tomšič, N. (2020). Corporate sustainability and enterprise performance. *International Journal of Productivity and Performance Management*, 70 (1), 21-39.
- Braga, A. A.& Weisburd, D. (2019). Critic: Problem-oriented policing: The disconnect between principles and practice. In D. Weisburd, & A. A. Braga (Eds.), *Police innovation: Contrasting perspectives* (2 ed., pp. 182–202). Cambridge University Press. <https://doi.org/10.1017/9781108278423.009>.
- Braganza, A., Chen, W., Canhoto, A.& Sap, S. (2021). Productive employment and decent work: The impact of AI adoption on psychological contracts, job engagement and employee trust. *Journal of business research*, 131, 485-494.
- Chang, T. W.& Hung, C. Z. (2021). How to shape the employees“ organization sustainable green knowledge sharing: Cross-level effect of green organizational identity effect on green management behaviour and performance of members. *Sustainability*, 13(2), 626-645.
- Chen, M., Muhammad, Z., Jawad, K. & Noor Ul, S. (2022). How does servant leadership influences creativity? Enhancing employee creativity via creative process engagement and knowledge sharing. *Frontiers in Psychology*, 13, 947092-947099.
- Chen, X. S. & Ronald E. R. (2020). Integrating the bright and dark sides of communication visibility for knowledge management and creativity: The moderating role of regulatory focus. *Computers in Human Behaviour*, 111, 106421-106428.
- Clack, L. (2021). *Employee engagement: Keys to organizational success*. The Palgrave Handbook of Workplace WellBeing, 1001-1028.
- Cropanzano, R. & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.

- Dashwep, C. J. & Macha, L. J. (2022). Promoting motivation for employee performance: A study of Nigeria public sector, *International Journal of Scientific and Research Publications*, 12 (5), 102-137.
- Denicolai, S., Zucchella, A. & Magnani, G. (2021). Internationalization, digitalization, and sustainability: Are SMEs ready? A survey on synergies and substituting effects among growth paths. *Technological Forecasting and Social Change*, 166, 120650-120656.
- Dinh, R., & Gildersleve, P., Blex, C.& Yasseri, T. (2022). Computational courtship understanding the evolution of online dating through large-scale data analysis, *Journal of Computational Social Science*, Springer, 5(1), 401-426.
- Ekundayo, O. A. (2018). The impact of motivation on employee performance in selected insurance companies in Nigeria. *International Journal of African Development*. 5 (1), 31-42.
- Ferreira, J., Coelho, A. & Moutinho, L. (2020). Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation. *Technovation*, 4, 92–93.
- Finn, B. (2020). Exploring interactions between motivation and cognition to better shape self-regulated learning. *Journal of Applied Research in Memory and Cognition*, 9(4), 461-467.
- Forson, J. A., OfosuDwamena, E., Opoku, R. A. & Adjavon, S. E. (2021). Employee motivation and job performance: A study of basic school teachers in Ghana, *Future Business Journal*, 7(1), 30-42
- Gardner, L. A., Paul, R. J. & Patel, N. V. (1995). *Moving beyond the fixed point theorem withtailorable information systems*. Paper presented at the G. Doukidis, B. Galliers, T. Jelassi, H. Krcmar, & F. Land, Proceedings of the 3rd European conference on information systems.
- George, N. A., Aboobaker, N. & Edward, M. (2020). Corporate social responsibility, organizational trust and commitment: a moderated mediation model. *Personnel Review*. 50 (4), 1093-1111.
- Gibson, J. L., Ivancevich, J. M. & Donnely, J. H. (2017). *Organization: Behavior, structure, process*. Edition Eight. Jakarta: Script Binarupa.
- Grant, A. M. & Shandell, M. S. (2022). Social motivation at work: The organizational psychology of effort for, against, and with others, *Annual Review of Psychology*, 73 (1), 301– 326.
- Heimerl, P., Haid, M., Benedikt, L. & Scholl-grissemann, U. (2020). Factors Influencing Job Satisfaction in Hospitality Industry. *SAGE Open*, 10(4), 1-12.

- Helm, S., Rolfes, L. & Günter, B. (2006). Suppliers' willingness to end unprofitable customer relationships: An exploratory investigation in the German mechanical engineering sector. *European Journal of Marketing*, 40(3-4), 366-383.
- Homans, G.C. (1958). Social behaviour as exchange. *American Journal of Sociology*, 597-606.
- Hossain, M. S., Hussain, K., Kannan, S. & Kunju Raman Nair, S. K. (2021). Determinants of sustainable competitive advantage from resource-based view: implications for hotel industry. *Journal of Hospitality and Tourism Insights*, 5(1), 79-98.
- Kalogiannidis, S. (2021). Impact of employee motivation on organizational performance. A scoping review paper for public sector. *The Strategic Journal of Business & Change Management*, 8 (3), 984 -996.
- Kalogiannidis, S. (2020). Impact of effective business communication on employee performance. *European Journal of Business and Management Research*, 5(6), 21-27.
- Kanfer, R., Frese, M., & Johnson, R. E. (2017). Motivation related to work: A century of progress. *Journal of Applied Psychology*, 102, 338-355
- Kerdpitak, C. & Jermsittiparsert, K. (2020). The impact of human resource management practices on competitive advantage: mediating role of employee engagement in Thailand, *Systematic Reviews in Pharmacy*, 11 (1), 443-452.
- Khan, S. & Mashikhi, L. S. (2017). Impact of teamwork on employee's performance. *International Journal of Education and Social Science*, 4(11), 14-22.
- Kim, D., Cavusgil, S.T. & Cavusgil, E. (2013) Does IT alignment between supply chain partners enhance customer value creation? An empirical investigation, *Industrial Marketing Management*, 42, 880-889.
- Korlen, S., Essen, A., Lindgren, P., Wahlin, A, I., & Schwarz, T, U. (2017). Managerial strategies to make incentives meaningful and motivating. *Journal of Health Organisation and management*, 31 (2), 126-141.
- Leckel, A., Veilleux, S. & Dana, L. P. (2020). Local open innovation: A means for public policy to increase collaboration for innovation in SMEs. *Technological Forecasting and Social Change*, 153, 119891-119897.
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A. & Knight, C. (2020). Leadership, creativity and innovation: A meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1-35.
- Lowman, M., Trott, P., Hoecht, A., & Sellam, Z. (2012). Innovation risks of outsourcing in pharmaceutical new product development. *Technovation*, 32(2), 99-109.

- Mandang, Rachele C. E. (2020). Analyzing the influence of Leader-Member Exchange and Ethical Leadership toward employee's innovative work behaviour at pt. Bank Sulutgo main branch office Manado', *EMBA Journal: Research Journal of Economics, Management, Business and Accounting*, 8(4), 485-494.
- Manresa, A., Bikfalvi, A. & Simon, A. (2019). The impact of training and development practices on innovation and financial performance, *Industrial and Commercial Training*, 51 (7/8), 421-444.
- Mardanov, I. (2020). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance, and intention to stay. Evidence-Based HRM, Emerald Group Publishing Limited, 9(3), 223-240.
- Migdadi, M. M. (2020). Knowledge management processes, innovation capability and organizational performance. *International Journal of Productivity and Performance Management*, 71(1), 182–210.
- Mudany, J. O., Awuor, E., Aosa, E. & Ogutu, M. (2021). Influence of staff motivation on the relationship between employee engagement and employee performance at Kenya electricity generating company (Kengen). *African Journal of Emerging Issues*, 3 (9), 49-69.
- Nguyen, T. H., Nguyen, N. D., & Tran, B. Van. (2021). Impacts of organizational factors on work motivation and job performance: Evidence from SMEs in Vietnam. *Journal of Asian Finance, Economics and Business*, 8(10), 285–295.
- Novitasari, D., Siswanto, E., Purwanto, A., & Fahmi, K. (2021). Authentic Leadership and Innovation: What is the Role of Psychological Capital?. *International Journal of Social and Management Studies*, 1(1), 1–21.
- Noor, Z., Nayaz, N., Solanki, V., Manoj, A. & Sharma, A. (2020). Impact of rewards system on employee motivation: a study of a manufacturing firm in Oman, *International Journal of Business and Management Future*, 4 (2), 6-16
- Nurun, N., Monirul, I., Tanvir, M. D. & Abdullah, A. (2017). The impact of motivation on employee performances: A case study of Karmasangsthan Bank Limited, Bangladesh. *International Journal of Business and Management Review*, 5(4), 57-78.
- Ode, E., & Ayavoo, R. (2020). The mediating role of knowledge application in the relationship between knowledge management practices and firm innovation. *Journal of Innovation and Knowledge*, 5(3), 210–218.
- Ogoh, A. O., Garba, D., Christopher, O. N. & Shadrach, M. C. (2019). The implications of motivation on employees' performance in the Nigeria civil service, *International Journal of Social Sciences*, 1 (2), 22-40

- Ohemeng, F.L., Obuobisa Darko, T. & Amoako-Asiedu, E. (2020). Employee engagement and task performance in state-owned sector in Ghana, *Journal of Public Affairs*, 20 (2), e2021.
- Okyere-Kwakye, E., Nor, K. M. & Ologbo, A. (2012). Factors that impel individuals' to share knowledge. In knowledge management international conference (KMICe) 4-6.
- Omar, S. N. Z., Cob, C. M. S. C., Sakarji, S. R., Thani, A. K. A. & Bakar, A. A. (2022). A preliminary study of factors influencing on employee performance. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 1880–1891.
- Otoo, F. N., & Mishra, M. (2018). Measuring the impact of human resource development (HRD) practices on employee performance in small and medium scale enterprises. *European Journal of Training and Development*, 42(7/8), 517-534
- Ozigi, O. A. & Onyeukwu, E. (2022). Performance appraisal fairness on employees' performance in the Nigeria Television Authority (NTA), Abuja, Nigeria, *Journal of International Business Research and Marketing*, 7 (3), 22-36.
- Park, S., & Jo, S. J. (2017). The impact of proactivity, leader-member exchange, and climate for innovation on innovative behaviour in the Korean government sector. *Leadership & Organization Development Journal*, 39(1), 130–149.
- Pattnaik, S. C. & Sahoo, R. (2020). Employee engagement, creativity and task performance: role of perceived workplace autonomy, *South Asian Journal of Business Studies*, 10 (2), 227-241.
- Purwanto, A., Kusumaningsih, S. W. & Prasetya, A. B. (2020). Did transformational leadership elitist and antidemocratic? A literature review. *international Journal of Social, Politics and Law*, 1(1), 1-11.
- Rai, A., Ghosh, P., Chauhan, R., & Sing, R. (2018). Improving in-role and extra-role performances with rewards and recognition. *Journal of Management Research Review*, 41 (8), 902-919.
- Shkoler, O. & Kimura, T. (2020). How does work motivation impact employees' investment at work and their job engagement? A moderated-moderation perspective through an international lens. *Frontiers Psychology*, 11(38), 1-16
- Silitonga, T.B., Sujanto, B., Luddin, M. R., & Susita, D., & Endri, E. (2020). Evaluation of Overseas Field Study Program at the Indonesia Defense University. *International Journal of Innovation, Creativity, and Change*, 12(10), 554-573.
- Stoffers, J. M., Van der Heijden, B. I. & Jacobs, E. A. (2018). Employability and innovative work behaviour in small and medium-sized enterprises. *The International Journal of Human Resource Management*, 31(11), 1439-1466
- Sulphey, M., & Naushad, M. (2019). The position of intellectual capital among Saudi banks. *Marketing and Management of Innovations*, 4, 11-21.

- Susanto, Y., Nuraini, S., Gunadi, B. M.& Endri, E. (2020). The Effect of Task Complexity, Independence, and Competence on the Quality of Audit Results with Auditor Integrity as a Moderating Variable. *International Journal of Innovation, Creativity, and Change*, 12(12), 742-755.
- Taohid, M. G. R., Sujai, R. A. D. A.& Nugraha, N. M. (2021). Does work discipline affected by the working environment and work motivation?. *Economics. Ecology. Socium*, 5(1), 13-23.
- Tidd, J. & Bessant, J. (2021). Managing innovation integrating technological, market and organizational change. *Researchgate*, WileyISBN: 978-1-119-71330-2
- Uka, A. & Prendi, A. (2021). Motivation as an indicator of performance and productivity from the perspective of employees, Challenges for the knowledge society, *Management & Marketing*. 16 (3), 268-285.
- Yahaya,, A. B. (2022). Effects of information and communication technology adoption on financial performance of takaful operators in Kano metropolis, *Creative Business Research Journal*,2(1), 1-7.
- Yang, J.L., Chiu, H.N., Tzeng, G., & Yeh, R.H. (2008). Vendor selection by integrated fuzzy MCDM techniques with independent and interdependent relationships. *InformationSciences*,178(21), 4166-4183.
- Yongliang, S. (2022). Employee productivity is boosted psychologically by keeping attendance system, CSR, Entrepreneurial Intentions, and Machine Learning Behaviour, *Wireless Communications and Mobile Computing*, 1-11
- Yurchisin, J. & Park, J. (2010). Effects of retail store image attractiveness and self-evaluated job performance on employee retention. *Journal of Business and Psychology*, 25(3), 441–450
- Zamanan, M. S. A. (2021). Impact of organizational change on the employees' performance in Kuwaiti educational institution through the modified role of organizational culture. *Psychology and Education Journal*, 58(2), 7010-7020.
- Zhang, Y., & Yang, F. (2020). How and when spiritual leadership enhances employee innovative behaviour. *Personnel Review*, 50(2), 596–609.