REVISITING THE IMPACT OF INTRINSIC AND EXTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE (A CASE STUDY OF UNIVERSITY OF ABUJA)

[1]**OLUMIDE Abiodun Ayetigbo**
[1]Department of Business Administration, National Open University of Nigeria, Jabi, Abuja.
Email: oayetigbo@noun.edu.ng, oaayetigbo@gmail.com

Abstract
The study investigated the relationship between motivation (intrinsic and extrinsic motivation) on the performance of employees at the University of Abuja. The study adopted the use of descriptive research through the use of a structured questionnaire. The population of this study consists of employees from academic and non-academic staff in the University which is about 2000. Krejcie and Morgan's (1970) method of selecting sample size was adopted to choose the 377-sample size that was used for the study. To achieve the objectives, the study adopted the use of multiple regression analysis using Statistical Package for Social Sciences (SPSS version 23). The study concluded that both intrinsic and extrinsic proxies of employee motivation were observed to enhance (efficiency and effectiveness) of employees which increase job involvement, and job satisfaction of employees which also tends to increase employee performance on the job. Finally, the study recommends that the University of Abuja management should make policies that aid in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job. This will enhance and boost employee morale resulting in a competitive edge through higher commitment levels, employee engagement, lower turnover, and improved overall performance and productivity levels of the University.

Keywords: *Motivation, Intrinsic, Extrinsic, Employee Performance, University, Nigeria*

INTRODUCTION

Employee performance is critical to the success of any organization. However, one of the biggest challenges faced by employers is how to motivate their employees to achieve high levels of performance consistently. While financial incentives are essential, they are not always enough to motivate employees to go above and beyond. Also, lack of motivation has been attributed to decreased productivity, increased absenteeism, and high staff turnover rates, which can ultimately impact the organization's bottom line (Ajila, and Abiola, 2004; Nwachukwu, 2004; Lawler, 2003). Therefore, managers are constantly faced with challenges on how to identify and implement effective motivational strategies that can improve employee performance and contribute to the success of the organization.

Studies have examined the intrinsic/internal and extrinsic/external factors that could affect the level of employee performance within an organization (Nwannebuife, 2017; Reio and Callahon, 2004). It has also been established in the literature that to achieve better results and high employee performance, there must be an effective external incentive system (Carraher, *et al.,* 2006). Furthermore, Reio and Callahon (2004) opined that intrinsic incentives are used to inspire employees to be more productive. Lawler (2003) in his study also found that the effectiveness of organizations depends solely on how motivated their employees are. In nature, the inner rewards are indefinable. We can't touch them with our fingertips, but we can only feel them, such as gratitude, employer attitudes, and job rotation. When the performance of an employee is adequately recognized by the organization, these categories of employees tend to be more committed and feel part of the organization, it may also increase the employee job involvement which may trickle down to increasing the overall organizational goals and objectives. Internal rewards are rewards within the work itself, such as satisfaction with the performance of the task, the appreciation of the employer, and timely performance appraisal (Ajila, and Abiola, 2004).

Research has also shown that there is a significant relationship between employee well-being and their level of performance. Employee well-being can be defined as the state of being comfortable, healthy, and happy in the workplace. A number of factors can contribute to employee well-being, including job satisfaction, work-life balance, physical and mental health, and job security. When employees have high levels of well-being, they tend to be more engaged, committed, and motivated in their work. This, in turn, leads to higher levels of performance and productivity. Conversely, when employees experience low levels of well-being, they may become disengaged, unmotivated, and unproductive (Sverke *et al.,* 2002; Corbett, 2015; Bartelsman *et al.,* 2016).

Studies have shown that improving employee well-being can have a positive impact on job performance. For example, when employees are provided with opportunities for work-life balance, they tend to have higher job satisfaction, which can lead to increased levels of performance. Similarly, when employees have access to wellness programs, they may experience improvements in physical and mental health, which can also lead to higher levels of performance (Lin, 2007; Ryan & Deci, 2000; Muogbo, 2013; Akanbi, 2002). Organizations can promote employee well-being by creating a positive work environment that emphasizes employee health, happiness, and job satisfaction. This can include offering competitive compensation and benefits packages, providing opportunities for professional development and growth, and implementing policies that promote work-life balance. By prioritizing employee well-being, organizations can improve employee performance and achieve greater success.

Compensation is one of the most important factors that can affect the level of effectiveness of workers. A fair and competitive compensation package can motivate and incentivize employees to perform at their best, while an inadequate or unfair compensation package can lead to demotivation, reduced productivity, and high turnover rates. When employees feel that they are being paid fairly and competitively, they tend to be more satisfied with their jobs and more committed to their employers. This can lead to higher levels of performance and productivity, as well as improved employee retention rates. On the other hand, when employees feel that their compensation is inadequate or unfair, they may become demotivated and disengaged, which can result in reduced productivity, poor quality of work, and higher turnover rates (Lumley *et.al,* 2011).

Research has shown that there is a strong positive relationship between compensation and employee performance (Matthias and Jackson, 2003; Hamidi *et.al,* 2014; Lumley *et.al,* 2011). When employees are rewarded for their hard work and contributions, they tend to feel valued and appreciated, which can increase their motivation and engagement in the workplace. This can lead to higher levels of performance, increased productivity, and better overall job satisfaction. Furthermore, Training and career development can have a significant impact on the level of efficiency of workers. When employees are provided with opportunities for learning and development, they tend to be more engaged, motivated, and committed to their jobs. This, in turn, can lead to higher levels of efficiency, productivity, and overall job satisfaction. Training and career development can enhance workers' skills and knowledge, allowing them to perform their job functions more effectively and efficiently. When employees are given the opportunity to learn and grow, they tend to feel valued and supported by their employers. This can lead to higher levels of engagement and motivation, as well as increased job satisfaction.

In addition to improving job performance, training, and career development can also lead to other benefits such as increased employee retention rates and a more skilled and knowledgeable workforce. By investing in the professional development of their employees, organizations can create a culture of learning and growth that attracts and retains top talent. Organizations can promote the efficiency of their workers by providing opportunities for training and career development. This can include on-the-job training, mentoring, coaching, workshops, and formal education and certification programs. Employers should also encourage their employees to set career goals and provide support and resources to help them achieve those goals.

Moreover, it has also been observed that any organization that neglects to give a helpful workplace, remunerates its labor force enough, and makes space for legitimate preparation and professional success is in danger of having a demotivated labor force. This implies that such a labor force being dispirited would neglect to successfully and productively release their obligations prompting low performance and efficiency levels (Nwachukwu, 2004). Most studies on the motivation-performance nexus have been carried out in the banking industry, manufacturing sector, and service sector, whereas very few studies have been conducted to examine the impact of motivation on the performance of employees in the education sector. In lieu of the above, this study tends to examine the impact of motivation on organizational performance (A Case study of employees of the University of Abuja, Nigeria). Aside from the introductory part in section 1, section 2 presents the literature review while section 3 is the methods and materials; section 4 is the discussion of the findings and section 5 contains the conclusion.

Research Hypotheses

H_1: Employee well-being has no significant effect on the level of effectiveness of the worker.
H_2: Compensation has no significant effect on the level of effectiveness of the worker.
H_3: Training and career development have no significant effect on the level of efficiency of the worker.

LITERATURE REVIEW

This section reviews relevant theories on the nexus between intrinsic and extrinsic factors of motivation and employee performance in a study of employees of the University of Abuja. The section comprises of conceptual review, theoretical and empirical review as follows:
Hellriegel (1996) saw motivation as any effect that brings out, guides, or supports an individual's objective coordinated ways of behaving. Ivancevich (1994) Proposed that motivation alludes to those arrangements of powers that set off specific ways of behaving and managing their structure, course, force, and term. Obikeze (2005) saw motivation as the most common way of directing a representative's activities towards a specific end through the control of remunerations. Kreitner (1995) depicted motivation as the psychological cycle giving ways of behaving the self-control, drive, and propensity to act with a specific goal in mind to accomplish specific unsatisfied necessities. George and Jones (2012) named work motivation as self-actuated powers that control the bearings and personal conduct standards of the labor force in an organization considering their degrees of responsibility and energy toward the fruitful achievement of laid-out objectives.

Furthermore, what motivates employees has been categorized into intrinsic and extrinsic factors of motivation. An intrinsic factor of motivation includes those factors that motivate an employee within an organization, these factors include employee well-being, relationship with co-workers, and relationship with managers (Lu, Cooper, and Lin, 2013; Altinoz et al., 2012; Sinha and Bajaj, 2013). On the other hand, an extrinsic factor of motivation includes those factors that motivate employees outside the organization. These factors include work environment, compensation, and training and development (Akinyele, 2010; Hamidi *et al.,* 2014; Bassanini, 2004; Mathis *et al.,* 2003).

In the book titled Motivation and Character, Abraham Maslow a recognized clinician hypothesized the Ordered progression of Requirements hypothesis (Maslow, 1954). He expressed that human necessities can be classified into five gatherings and that these gatherings can be coordinated in a hierarchy going from the most vital to the most un-significant. These involved requirements like essential or physiological, security, belongingness, and regard as the need might arise. He was of the assessment that an individual is principally encouraged to satisfy physiological necessities first prior to thinking about others.

Abraham Maslow's theory of motivation is known as the Hierarchy of Needs theory. This theory suggests that human beings have a series of needs that they strive to fulfill and that these needs are organized in a hierarchical manner. According to Maslow, people must satisfy lower-level needs before they can move on to higher-level needs. The five levels of needs in Maslow's hierarchy are:

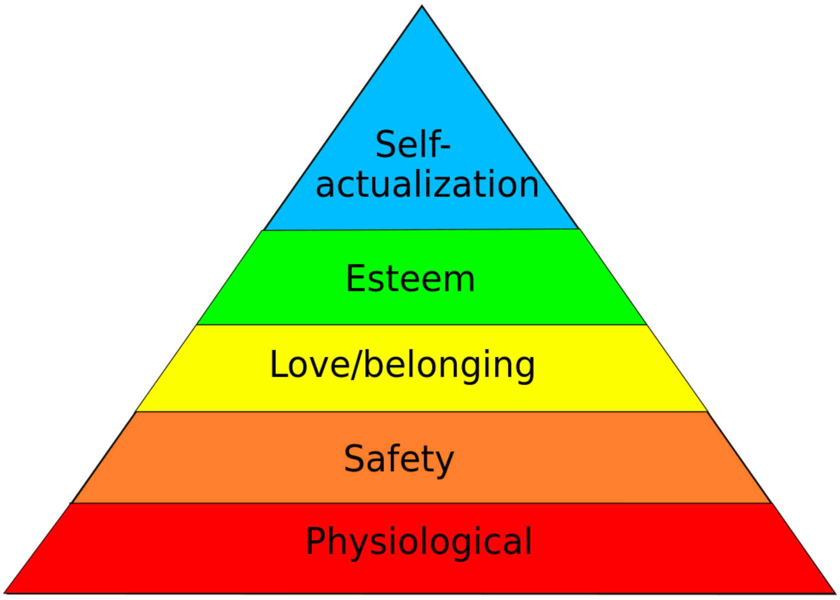

Figure 1: Maslow, (1954) Hierarchy of Needs

Moreover, another theory that also established how an employee could be motivated in an organization is Herzberg's Two-Factor Theory carried out in (1987) also known as the Motivation-Hygiene Theory, is another theory of motivation that suggests that there are two types of factors that influence employee motivation and job satisfaction: hygiene factors and motivators. Herzberg proposed that hygiene factors are essential to prevent dissatisfaction, but they do not necessarily lead to motivation, whereas motivators are the key to job satisfaction and higher levels of performance. Hygiene factors include things like salary, job security, working conditions, company policies, and relationships with colleagues. These factors, when present, are expected by employees and do not necessarily motivate them to work harder or achieve better results. However, when they are absent or inadequate, they can lead to job dissatisfaction and decreased motivation. On the other hand, motivators are those factors that lead to job satisfaction and increased motivation. These factors include things like challenging work, recognition, opportunities for growth and development, and a sense of achievement. Unlike hygiene factors, motivators are not expected by employees and are often related to the content of the work itself, rather than external factors. Herzberg argued that organizations should focus on providing both hygiene factors and motivators to their employees in order to maximize job satisfaction and motivation. However, he believed that motivators were more important for achieving higher levels of performance and employee satisfaction. Finally, Herzberg's Two-Factor Theory suggests that in order to create a motivating work environment, organizations need to provide both the basic necessities (hygiene factors) and opportunities for personal and professional growth (motivators). This theory has been widely used in human resources management and has helped organizations to better understand the factors that motivate employees and increase job satisfaction. (Herzberg, 1987; Herzberg, 2000).

Also, Vroom (1964) in his theory of motivation proposed the Expectancy Theory. This is also a motivational theory that proposes that an individual's motivation to perform a particular behavior is based on their belief that the behavior will lead to a specific outcome and that the outcome will be valuable or rewarding to them. This theory suggests that individuals are motivated by the perceived relationship between their effort, performance, and the expected outcome. According to Expectancy Theory, individuals will only be motivated to perform a behavior if they believe that their effort will lead to successful performance, that successful performance will lead to a desirable outcome, and that the outcome is personally valuable to them. If any of these components are missing or perceived as weak, the individual's motivation to perform the behavior will be low. Expectancy Theory has important implications for organizations, as it suggests that managers can increase employee motivation by increasing the expectancy, instrumentality, and valence of their work. This may include providing employees with clear goals and expectations, offering rewards that are perceived as valuable, and creating a supportive work environment that encourages high levels of effort and performance.

Kunz and Pfaff (2002) stated no substantive reason to fear an undermining effect of extrinsic rewards on intrinsic motivation. Decoene and Bruggeman (2006) in their study developed and illustrated a model of the relationship between strategic alignment, motivation, and organizational performance in a BSC context and find that effective strategic alignment empowers and motivates working executives. Leaders motivate people to follow a participative design of work in which they are responsible and get it together, which makes them responsible for their performance. Aguinis *et al.,* (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance. Garg and Rastogi (2006) identified the key issues of job design research and practice to motivate employees' performance and concluded that a dynamic managerial learning framework is required to enhance employees' performance to meet global challenges. Vuori and Okkonen (2012) stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization reach its goals and objectives. Den and Verburg (2004) found the impact of high-performing work systems, also called human resource practices, on perceptual measures of firm performance. Ashmos and Duchon (2000) recognize that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development.

Alalade, and Oguntodu, (2015) in their study also investigated the place of motivation on employees' performance in the Nigerian Banking Industry. The study was conducted in the area of Lagos Island, Nigeria and the population consisted of 5 selected banks in that location. Simple Linear Regression was used to test the effect between employee motivation and performance, which was research question three (3). The main finding of the study clearly evidenced that motivation has a positive effect on employees' performance. In the same vein, Alase, and Akinbo, (2021) examined the impact of employee motivation on job performance: empirical evidence from Nigeria. The study adopted a descriptive research survey of 206 senior cadre employees of First Bank of Nigeria who were sampled using cross-sectional data from a semi-structured questionnaire. The result revealed that both monetary (competitive salary, salary raise, allowances, bonuses, and percentage profit sharing) and non-monetary (job security, job training, career advancement opportunities, flexible working hours, and retirement benefits) motivational incentives have a significant positive correlation with employee job performance in study organization.

Kuswati, (2021) on the effect of motivation on employee performance. The research method used is descriptive method and survey method with quantitative data processing and analysis through parametric statistical approaches, the calculation of using SPSS 16 program tools. The research results obtained that the effect of motivation on employee performance is quite good.

In a more recent study conducted by Sanjaya, and Indrawati, (2023) on the Influence of Job Satisfaction, Work Motivation, And Employee Commitment on Employee Performance in Surabaya, Indonesia. The study employed the use of Multiple linear regression as the data analysis approach, while SPSS version 25 was used as the data processing tool. The findings demonstrated that job satisfaction, work motivation, and employee commitment positively and significantly impacted employee performance and positively and considerably impacted worker performance. Finally, after an extensive review of the theoretical literature, this study hinged on the expectancy theory, and the following research questions and hypotheses were stated for the study:

METHODOLOGY

This research work is a descriptive survey involving the use of a structured questionnaire that was personally administered by the researcher. Primary sources of data were employed in this research. The primary data was collected through the use of a structured questionnaire designed for that purpose. The study population of all employees of the University of Abuja comprises both academic and non-academic staff of the

University totaling 2000. Krejcie and Morgan's (1970) method of selecting sample size was adopted to choose the 377-sample size that was employed for the study. The survey utilized for this study comprises three segments. Segment A depended on the respondents' profile information utilizing five items, section B contained 29 explanations concerning work environment motivation and section C contained 10 proclamations about employee efficiency. Five-point Likert scale (5-Strongly Agreed, 4- Agree, 3- Undecided, 2- Disagree, 1- Strongly Disagree) that best describes the extent to which the respondents agree with each item in the questionnaire was used. Regarding the reliability of the research instrument, Cronbach's alpha was used to obtain an indication of the reliability of the 29- questions for motivation (intrinsic and extrinsic) and employee performance. The results indicated an acceptable level of internal consistency (α = 0.737), signifying that this component of the questionnaire has strong internal consistency and will provide relatively stable and reliable sets of results over time.

Model Specification

The nexus between motivation and employee performance were stated mathematically as follows:

$$EP = f(MOTIVATION) \qquad (3.1)$$

$$MOTIV = f(EWB.ERMs, TDEV, COMP) \qquad (3.2)$$

$$EP = \alpha_0 + \beta_1 ERC + \beta_2 ERWs + \beta_3 TDEV + \beta_4 COMP + e \qquad (3.3)$$

Where: EP = Employee Performance

MOTIV = Motivation (Intrinsic and Extrinsic)

a = Constant term

(β_1- $\beta 5$) = coefficient of an independent variable

EWB =Employee Well-Being

ERMs = Employee Relationship with Managers

TDEV = Training and Development

COMP = Compensation

E = Error term

RESULTS AND DISCUSSIONS

Reliability Statistics

Cronbach's Alpha	N of Items
.737	29

Objective One

Hypothesis One: Employee well-being has no significant effect on the level of effectiveness of the worker.

Table 4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.219[a]	.048	.037	.664

a. Predictors: (Constant), T_DEV, ERMs, EWB, COMP

Table 4.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.685	4	6.921	15.729	.002[b]
	Residual	151.884	345	.440		
	Total	159.569	349			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), T_DEV, ERMs, EWB, COMP

Table 4.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.162	.322		9.818	.000
	EWB	.056	.050	.061	1.120	.000
	ERMs	-.019	-.047	-.022	-.410	.000
	COMP	.184	.049	.216	3.792	.000
	T_DEV	.049	.060	.047	.808	.000

a. Dependent Variable: Effectiveness Levels of Significance:*$p< 0.005$

Discussion of Result:

From the table 4.3 above, the relationship between intrinsic motivation which is an independent variable was stated as a function of employee performance which is the dependent variable. Result from the table 4.3 further shows that there is a strong and positive relationship between employee well-being and employee performance. This implies that a unit increase in employee well-being will increase their effectiveness by 0.56%. This shows that employee who are happy and have a stable well-being tend to contribute more to increase their job involvement, job satisfaction which tend to enhance the overall performance and productivity of the organization. Also, employee relationship with managers has a significant but negative relationship with employee performance, this shows that relationship between employee and employers could affect employee performance. This shows that a unit decrease in relationship between employee and managers tends to reduce employee effectiveness by 0.19%. Moreover, compensation was found to be positively and significantly improve employee performance, a unit increase in compensation will increase employee performance by 0.18%. This further highlight the importance of effective compensation as tool capable of motivating, increasing the morale of employee which could help mangers/entrepreneurs to increase workplace productivity. Training and development were also found to be positively and significantly enhance employee performance. When training is given to employee, they tend to acquire more skills, exposed to new ways of performing a task, reducing defect which could reduce the cost of production, reduce waste, and increase profitability, performance and productivity of the organization. Finally, from the table 4.3, it shown that a unit increase in the levels of training and development given to employees by their employers will increase employee performance by 0.49%. These training could be in form of On-the-job training or off-the-job training.

Summary from the ANOVA table in table 4.2 shows that the F-value is the Mean Square Regression (6.921) divided by the Mean Square Residual (0.442), yielding F=15.729. From the results, the model in this table is statistically significant (Sig =.000). Therefore, employee well-being is a significant predictor of effectiveness at F = 15.729. Based on the ANOVA table, the null hypothesis of no relationship between employee well-being and employee effectiveness was rejected. This shows that a positive and significant relationship exist between employee well-being and their performance. Hence, the alternative hypothesis which state a positive and significant relationship exist between employee well-being and level of employees' effectiveness was therefore accepted. The result of this study was in line with the study of (Malina and Selto, 2001) who opined from the findings of their study that positive and significant relationship exist between employee well-being and performance.

OBJECTIVE TWO

Hypothesis Two: Compensation has no significant effect on the level of effectiveness of the worker.

Table 4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.449[a]	.201	.192	.809

a. Predictors: (Constant), T_DEV, ERMs, EWB, COMP

Table 4.5 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.005	4	14.251	21.756	.000[b]
	Residual	225.992	345	.655		
	Total	282.997	349			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), T_DEV, ERMs, EWB, COMP

Table 4.6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.070	.393		7.815	.000
	EWB	.110	.061	.091	1.817	.070
	ERMs	-.256	.058	-.220	-4.435	.000
	COMP	.467	.059	.411	7.871	.000
	T_DEV	-.274	.073	-.197	-3.724	.000

a. Dependent Variable: Effectiveness

Discussion of Result:

The result from the table 4.6 above shows that employee well-being is positively related to employee's effectiveness but the result is not statistically significant. Also, employee relationship with mangers found to have a negative but significant relationship on employee's effectiveness. This shows that the higher the relationship between employees and their employers the more committed the employees toward achieving the goals and objectives of their organization, but the lower the level of relationship between employees and employer the less commitment employees becomes and this have a negative effect on the employee performance. From the table 4.6 above, it can be observed that a unit decrease in employee relationship with managers will lead to a reduction of 26% percent in employee's effectiveness which tend to reduce the job involvement of the employee hence reduce overall productivity and performance of the organization. Furthermore, training and development also shown a negative but statistically significant relationship between compensation and employee effectiveness. This shows that a unit decrease in training and development tend to reduce the employee's effectiveness and performance by 0.46%. Finally, effective compensation of employee was found to be positively and statistically significant with employee effectiveness which tend to enhance their performance in an organization. This shows that a unit increase in compensation will increase employee effectiveness by 0.49%.

Summary from the ANOVA table in Table 4.5 shows that the F-value is the Mean Square Regression (14.251) divided by the Mean Square Residual (.655), yielding F=21.756. From the results, the model in this table is statistically significant (Sig =.000). Therefore, employee well-being is a significant predictor of effectiveness at F = 21.756. Based on the result of the ANOVA table on 4.5 the null hypothesis of no relationship between compensation and employees' level of effectiveness was rejected. Hence, the alternative hypothesis which states a positive and significant relationship exists between effective compensation and employees' level of effectiveness was therefore accepted. This study supports the work of (Singh & Masuku 2014; Kuswati, 2021; Sanjaya, and Indrawati, 2023) who established a positive and significant relationship between effective compensation of employees and increase employee performance.

OBJECTIVE THREE

Hypothesis Three: Training and career development have no significant effect on the level of efficiency of the worker.

Table 4.7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433[a]	.187	.178	.707

a. Predictors: (Constant), T_DEV, ERMs, EWB, COMP

Table 4.8 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.732	4	9.933	19.858	.000[b]
	Residual	172.565	345	.500		
	Total	212.297	349			

a. Dependent Variable: Efficiency

b. Predictors: (Constant), T_DEV, ERMs, EWB, COMP

Table 4.9 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.854	.343		8.314	.000
	EWB	-.328	.053	-.314	-6.200	.025
	ERMs	.250	.050	.248	4.953	.000
	COMP	.074	.052	.075	1.420	.000
	T_DEV	.745	.064	.120	2.251	.000

a. Dependent Variable: Efficiency

Discussion of Result:

The result from table 4.9 above shows that training and development is negatively related to employee well-being and the result is not statistically significant. The result shows that a unit increase in training and development will decrease employee well-being by 32%. This implies that the higher the level of fund committed to increasing the skills, output of an employee may not translate to increasing the quality of life and general well-being of an employee in an organization. Moreover, employee relationship with their mangers was found to positively and statistically improve the efficiency of employee in an organization. This shows that a unit increase in employee relationship with managers will increase employee efficiency by 0.25% and vice versa. Also, employee effective compensation shows a positive and statistically significant relationship between compensation and employee efficiency. This shows that a unit increase in employee compensation will lead to increase efficiency by 0.7%. Finally, the result from the table 4.9 also show a positive and statistically significant relationship between training and development and employee efficiency. This implies that a unit increase in the level of training and development given to employee will lead to an increase of 0.74 percent in employee efficiency. These mean that the higher the level of training and development given to employees, the more efficient, and productive they tend to be thereby enhancing the overall organizational performance.

The summary from the ANOVA table in Table 4.8 shows that the F-value is the Mean Square Regression (9.933) divided by the Mean Square Residual (.500), yielding F=19.858. From the results, the model in this table is statistically significant (Sig =.000). Therefore, employee well-being is a significant predictor of effectiveness at F = 19.858. Based on the result of the ANOVA on table 4.8 the null hypothesis of no relationship between training and development and employee efficiency was rejected. The alternative hypothesis which shows a positive and significant relationship between training and development was therefore accepted. This study conforms with the study of (Nwannebuife, 2017; Alalade, and Oguntodu, 2015) who found a positive and significant relationship between the level of employee training and development and employee performance. The findings are also in line with the study of (Kuswati, 2021; Sanjaya, and Indrawati, 2023) who opined that job satisfaction, work motivation, and employee commitment positively and significantly impacted employee performance and positively and considerably impacted worker performance.

CONCLUSION AND RECOMMENDATIONS

This study examined the impact of motivation both intrinsic and extrinsic on employee performance in a study of academic and non-academic staff of the University of Abuja, Nigeria. The study also sought to achieve the following specific objectives are: i. determines the effect of employee well-being on the level of effectiveness of the worker. ii. examine the effect of compensation on the level of effectiveness of the worker. iii. examine the effect of training and career development on the level of efficiency of the worker. In other to achieve the stated objectives of this study, the researcher adopted the descriptive research design and the survey method through the use of a structured questionnaire designed for that purpose. The researcher administered 399 research instruments to gather responses from the respondents on the nexus between motivation and its impact on employee performance at the University of Abuja, Nigeria. Furthermore, out of the 399-questionnaire administered to the respondents, only 350 were correctly filled and returned which was used for the analysis of this study. Both descriptive and inferential statistical method was used to achieve the objectives of the study. The study used multiple regression analysis to analyze the results of each objective. Moreover, a statistical package for social sciences (SPSS version 23) was used to run the result of the primary data collected for the study.

Employees are and ought to be viewed as the most essential above different variables of creation, the most important asset accessible to an organization. This is on the grounds that they are a vital piece of the organization as such organizations, in a quest for an upper hand, should guarantee that the fulfillment of their Employees is focused on. This is to guarantee that Employees show an uplifting outlook to deal with further developed performance and efficiency levels. Likewise, it is critical to take note that an absence of sufficient inspiration brings about low efficiency, non-appearance, and presentism as well as the other way around. It is in view of the above that the present study trends to examine what motivates employees and boast their efficiency and effectiveness on the job, especially within the context of Nigerian tertiary institutions. The present study adopted the use of a descriptive design survey to gather responses from the respondents through the use of a questionnaire that was designed for that purpose. The study adopted the use of multiple regression analysis to achieve the three objectives stated for the study. The study concluded that both intrinsic and extrinsic proxies of employee motivation were observed to enhance (the efficiency and effectiveness) of employees which increases job involvement, and job satisfaction of employees which also tends to increase their performance within the context of the University system.

Therefore, the study recommends the following for the management of the University of Abuja. Firstly, they must ensure employees are adequately motivated. This could be achieved using both intrinsic and extrinsic proxies of employee motivation which have been observed to enhance the job involvement, and job satisfaction of employees which also tend to increase their performance on the job. Since studies have shown that it is only employees who are happy and healthier that could contribute more towards increasing workplace productivity and performance. Hence, employee well-being should be given due consideration, and mental health and well-being programs should be organized to cater to the needs and welfare of employees within the University environment.

Secondly, the University management should ensure that performance management provides adequate information about the strengths and weaknesses of employees in the form of feedback from employee evaluations such that employees who offer the same level of input with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement. Additional inputs and outstanding performance should entitle an employee to additional rewards.

Finally, management should make sure that career development opportunities are clearly communicated to employees and that they are encouraged to grow in this progression. An established career path and an adequate development plan should be put in place for employees, development programs should be linked to each employee's career needs and not just the organization's needs. Employees should be selected for sponsored training programs fairly and justly such as conferences, workshops, and grant and scholarship opportunities both local and internationally to enhance the quality of performance, efficiency, effectiveness, and productivity of their organization, especially at this period when members of the academia are seriously complaining about low level of salaries, poor working conditions, higher number of students ratio to lecturer, poor internet facilities to enhance learning within the University environment amongst others.

References

Aguinis, H., Joo, H., & Gottfredson, R. K. (2013). What monetary rewards can and cannot do: How to show employees the money. *Business Horizons,* 56(2), 241–249.

Ajila, C., & Abiola, A. (2004). Influence of Rewards on Workers' Performance in an Organization. *Journal of Social Science,* 8(1), 7-12.

Akanbi, P. A. (2002). *Influence of Extrinsic and Intrinsic Motivation on Employees' Performance.* Ajayi Crowther Univeristy, Oyo, Oyo State.

Akinyele S. T. (2010). The influence of work environment on workers productivity: A case study of selected oil and gas industry in Lagos, Nigeria. *African Journal of Business Management* 4(3), 299–307.

Alalade, S. Y, & Oguntodu, J. A (2015). Motivation And Employees' Performance in The Nigerian Banking Industry A Survey of Selected Banks. *International Journal of Economics, Commerce and Management* 3(4), 1-14. http://ijecm.co.uk/

Alase, G. A, & Akinbo, T. M. (2021). Employee Motivation and Job Performance: Empirical Evidence from Nigeria. *Applied Journal of Economics, Management, and Social Sciences*, 2021, 16–23 Doi: 10.53790/ajmss.v2i2.20

Altinoz, M., Cakiroglu, D., & Cop, S. (2012). The effect of job satisfaction of the talented employees on organizational commitment: A field research. *Procedia - Social and Behavioral Sciences 58,* 322-330.

Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134–145.

Bartelsman, E.J., Gautier, P.A., & De Wind, J., (2016). Employment protection, technology choice, and worker allocation. *Int. Econ. Rev.* 57(3), 787–826. https://doi.org/ 10.1111/iere.12176.

Bassanini, A. (2004). Improving skills for more and better jobs? The quest for efficient policies to promote adult education and training. *European Commission Conference*, Quality and Efficiency in Education, Brussels, May 6th, 2002.

Carraher, R, Gibson, A. & Buckley R (2006). Compensation in the Baltic and the USA, Baltic *Journal of Management* (1), 7-23.

Corbett, M., (2015). From law to folklore: work stress and the Yerkes-Dodson law. *J. Manag. Psychol.* 30 (6), 741–752. https://doi.org/10.1108/JMP-03-2013-0085.

Decoene, V., & Bruggeman, W. (2006). Strategic alignment and middle-level managers' motivation in a balanced scorecard setting. *International Journal of Operations and Production Management,* 26(4), 29–44.

Den, H. D. N., & Verburg, R. M. (2004). High performance work systems, organizational culture and firm performance. *Human Resource Management Journal,* 14, 55–78.

Garg, P., & Rastogi, R. (2006). New model of job design: Motivating employees' performance. *Journal of Management Development*, 25(6), 572–587.

Hamidi, N., Saberi, H., & Safari, M. (2014). The effect of the implementation of talent management on job satisfaction governmental organizations (Case Study: Ministry of Roads and Urban). *Journal of Novel Applied Sciences,* 3(1), 100-111.

Hellriegel, D. S. (1996). Management 7th ed. Cincinnati Ohio: South Western college publishing.

Herzberg, F. (1987), "One More Time: How Do You Motivate Employees"? *Harvard Business Review,* 81(1-8), 86-96.

Herzberg, F. (2000). *The motivation to work*, New York: Willy and Son Publishers.

Ivancevich, J. L. (1994). *Management quality and Competitiveness*. Illinois: Irwin publishers.

Jennifer, M. & George, G. R. (2006). *Contemporary Management. Creating value in organizations.* New York, USA: McGraw-Hill/Irwin.

Kreitner, R. (1989). *Management (4th ed.). Boston,* MA: Houghton Mifflin.

Krejcie, RN. & Morgan, D.W. (1970). *Determining sample size for research activities. Educational and Psychological Measurements*, 30607-610.

Kunz, A. H., & Pfaff, D. (2002). Agency theory, performance evaluation, and the hypothetical construct of intrinsic motivation. *Accounting, Organizations and Society*, 27(3), 275–295.

Kuswati, Y. (2021). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal* (BIRCI-Journal) 3(2), 995-1002.

Lawler, E. E. (2003). Reward practices and performance management 52 system effectiveness. Center for effective organizations.

Lin, H. F. (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of Information Science,* 33(2), 135-149.

Lu, L., Cooper, C. L. & Lin, H. Y (2013). A cross-cultural examination of presentism and supervisory support. *Career Development International, 18*, 440–456

Lumley, E. J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011). Exploring the job satisfaction and organizational commitment of employees in the information technology Environment. *Southern African Business Review,* 15(1), 100-118.

Malina, M. A., & Selto, F. H. (2001). Communicating and controlling strategy: An empirical study of the effectiveness of the balanced scorecard. *Journal of Management Accounting Research*, 13, 47–90.

Maslow, A. (1954). *Motivation and Personality. New York*: New York Harper& Row.

Mathis, Robert L., & John H. Jackson. (2003). *Human Resource Management.* (11th Ed). Mason, OH: Thomson/South-Western.

Muogbo, U. S. (2013). The Impact of Employee Motivation on Organizational Performance: A Study of Some Selected Firms in Anambra State Nigeria. *The International Journal of Engineering and Science (IJES),* 2 (7), 70-80.

Nwachukwu, C. C (2004). Effective leadership and productivity. Evidence from a national survey of industrial organization. *African Journal for the study of Social Issues,* 1: 38 46.

Nwannebuife, A. S. (2017). Effect of Employee Motivation on Organizational Productivity (A Study of May & Baker Plc, Ota, Ogun State, Nigeria). *Unpublished M.Sc. Thesis Submitted to Department of Business Management Covenant University Ota, Ogun State, Nigeria*.

Obikeze, S. O. (2005). *Personnel Management*. Onitsha: Book point Ltd.

Reio, G, T. & Callahon, J. L. (2004). Affect, Curiosity, and socialization-related Learning; a path analysis of Antecedents to job performance, *Journal of Business and Psychology,* 19, 3-22.

Ryan, R. M., & Deci, E. L. (2000). Self-determination Theory and Facilitation of Intrinsic Motivation, Social Development, and Well-Being. *American Psychologist,* 55(1), 68.

Sanjaya, M & Indrawati, L. (2023). The Influence of Job Satisfaction, Work Motivation, And Employee Commitment on Employee Performance. *Research in Management and Accounting* 6(1), 11-20.

Sinha, S., & Bajaj, R. (2013). Successful Human Resource Management Determinants to Build Good Employee Relations. *International Journal of Human Resource Management and Research, 3(2),* 31-36.

Sverke, M., Gallagher, D.G., Hellgren, J., (2002). Alternative work arrangements. In: Isaksson, K., Hogstedt, C., Eriksson, C., Theorell, T. (Eds.), Health Effects of the New Labour Market. Springer US, pp. 145–167.

Vroom, V. H. (1964). Work and Motivation. New York: Wiley.

Vuori, V., & Okkonen, J. (2012). Knowledge sharing motivational factors of using an intra-organizational social media platform. *Journal of Knowledge Management*, 16(4), 592–603.