

IMPACT OF MOTIVATION ON JOB PERFORMANCE OF CIVIL SERVANTS IN MUBI SOUTH LOCAL GOVERNMENT, ADAMAWA STATE, NIGERIA

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Abstract

The study examined the impact of motivation on job performance of civil servants in Mubi South Local Government, Adamawa State. It is guided by three objectives that are directed towards examining the role of monetary incentives, job security, opportunities for advancement, working conditions, recognition, training and development, leadership style, and employee welfare. The study adopted the two-factor theory of motivation for analysis. The study employed descriptive survey research design, both primary and secondary data was a structured questionnaire was used as an instrument for data collection. Stratified random sampling was used to select 291 respondents from a total population of 1,200 civil servants. The results showed that enhancing civil servants' efficiency; job satisfaction, and general productivity requires motivation, through enhanced civil servants' dedication and productivity. The paper concludes that motivation is an essential mix for the performance of workers. Therefore, the study recommended that: the Mubi South Local Government should adopt strategic motivational policies; such as prompt promotions, pay increases, and better working conditions.

Keywords: *civil servant, job performance, motivation, Mubi South*

1.1 Introduction

Government services are expressed into tangible outcomes through developing government employees who can adapt and exploit the resources in the working society to the government's wishes for the good of society. As any successful interaction with human growth and individuality requires, motivation will always require timeliness, sensitivity, and vision. A legitimate and alluring presumption is that if work is efficiently planned, motivation for the work should also be substantial and pleasant (Deci, 1980). In other words, when employees have a need for their work and it is well-planned, stimulating, and provides sufficient information, it is easier for their motivation to increase.

Employee motivation refers to the internal and external elements that encourage individuals to take actions that result in the accomplishment of organizational goal. It captures how enthusiastic, dedicated, and creative workers are at work, which eventually impacts their output and job satisfaction. Extrinsic and intrinsic rewards, including bonuses, promotions, allowances, fringe benefits, loans, housing support, official vehicles, and leave grants, drive motivated employees to exhibit behaviors that lead to favorable organizational outcomes (Bess, James, Dee, & Jay, 2023).

Employee engagement is likely to increase when they receive these incentives, which will ultimately help the company succeed. Organizations can attain greater job satisfaction, increase productivity, and improved employee retention by successfully motivating their workforce. When workers are very driven, they are willing to take on more tasks without sacrificing the caliber of their work. Motivation promotes efficiency, creativity, and innovation, all of which are necessary for organizational growth (Maslow, 1943). In contrast, a lack of motivation causes decreased work engagement, lower productivity, and higher absenteeism (Cofer, Charles, Petri, & Herbert, 2023).

Public organizations are faced with the challenge of employee motivation sometimes not because of lack of knowledge but scarce resources, administrative issues and bureaucratic protocols. Like other government organizations, Mubi South Local Government is posed at seeing its employs work towards achieving its objectives in Health Care, administration, education, agriculture, and many several other roles. However, effective service delivery is dependent on how well the workforce is motivated to give its all best.

Despite this, factors that trigger staff motivation, intrinsic or extrinsic, remain grossly inadequate with poor remuneration and incentive, lack of recognition, delayed or denied promotion, poor working environment, as explained by Herzberg both health and non-health motivators. As a result, workers are mechanical and aggressive in the discharge of service, which affects the general performance of the organization with negative impact on the overall service delivery of public services (Bess et al. 2023).

Considering the significance of human resources to every organizational growth and development, it cannot be left without attention, but all effort to make workforce motivated becomes crucial. This is to the extent that motivation to organization productivity and Mubi South Local Government particularly, cannot be left unattended. Due to the condition which staff of Mubi South has found itself, without good remuneration, poor condition of living, absence of incentives, with the role the Local Government plays as government close to the people, makes this study necessary. This is because, except something is done, the situation will become more and more worst.

The paper answered the following questions: What is the relationship between employee motivation and productivity in Mubi South local government? How does motivation affect employee commitment in Mubi South local government? To what extent does career development motivate workers to high productivity in Mubi South Local Government Area? The above questions gave room for the following objectives, that serve as guide for review of relevant literature; examine the relationship between employee motivation and productivity in Mubi South local government; Assess the impact of motivation on employee commitment in Mubi South local government Area; evaluate the role of career development motivates workers to high productivity in Mubi South Local Government. As mixed research, the following hypothesis where

formulated and tested: H₀₁: There is no relationship between employee motivation and productivity in Mubi South Local Government; H₀₂: Motivation does not encourage employees' commitment in the local government Area; Career development and does motivate workers for high productivity in Mubi South Local Government

2.1 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concept of Motivation

The term "motivation" describes the multifaceted elements that drive an individual to increase his or her aspirations and readiness to use their potential to accomplish organizational goals. According to Mile (quoted in Oluwayomi, 2018), motivation is a circumstance that affects the course, continuity, and action of behavior. The Latin term "Movere," which means to move, is the root of the English word motivation. Olaniyi (2013) defines motivation as an organization's level of preparedness to pursue specific objectives and suggests identifying the type and location of the variables causing that preparedness.

According to Luthan (2018), motivation is "a process that starts" with a physiological requirement or deficit that triggers a drive or conduct that leads to a desired reward. As a result, wants, drives, and rewards are crucial to comprehending the motivating process. According to Muner, Ebrahimi, and Watchel (2005), needs, drives, and incentives are the three interrelated and interacting components that make up a system of motivation. Managers and management researchers believed that organizational goals are unattainable without the enduring commitment of members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Adeyemo, 2009). It encompasses the elements that lead, influence, and maintain human behavior in a specific, determined path. According to Stoke (2012), there are fundamental presumptions about managers' motivational techniques that need to be comprehended. First, motivation is often seen as a positive thing; without it, it is impossible to feel good about oneself.

Concepts of Performance

Performance is the extent to which an employee's employment is built around the accomplishment of the workplace's objective (Cascio, 2006). Barney (1991) asserts that performance is an ongoing process that leads to contentious concerns among academics and organizational researchers. According to Kruase (2005), performance is the extent to which goals are met or the potential achievement of significant organizational traits for the pertinent stakeholders. According to Tatjana (2012), "performance" refers to the extent to which an organization or department achieves its objectives rather than the performance of any one person.

According to Heffernan and Flood (2000), organizational performance includes both problem definition and problem resolution. An employee's performance can also be defined as the result of the tasks they are given. Employees' willingness to accomplish new tasks is a component of job performance. Performance, as defined by Akanbi (2011), is the degree to which a worker or employee fulfills their responsibilities; it can be evaluated either qualitatively or quantitatively.

Performance can also be described by an employee's actions that are consistent with the organization's standards and ideals. They claimed that compared to workers with low contextual performance, individuals with greater contextual performance are more dedicated and content with their jobs.

Civil Service

Civil service referred to a group of individuals hired to carry out governmental duties (Nwizu, 2012). Another way to define civil service is as government employees who are hired based on their professional abilities rather than a political leader's length of service (Laximikanth, 2006). According to the Civil Service Handbook (quoted in Ayeni, 1987), the civilian government of the day is made up of the members of the executive branch (which enforces the law, excluding the military, the courts, and the police) in government ministries and departments. According to Abah (2011), the civil service is the administrative framework used in civil capacity to carry out government programs and policies. This can be viewed in terms of structures - ministries, department etc. or the human occupants in public offices- permanent secretaries, ministers and higher administrative staff (section 206 of the 1999 constitution of Federal Republic of Nigeria). The civil service differs from the military and police services in that the former is focused on solely civil and non-technical state matters, whilst the latter two are primarily concerned with protecting the nation from both internal and external threats (Abah, 2011). One of the most significant political innovations of the nineteenth century in England was the establishment of the civil service. "Court Servant" or "Court Clerk" were the titles given to the first generation of civil servants. According to Murana, Salahu, and Ibrahim (2016), members of the royal household Olaopa handled government duties prior to the advent of court clerks.

Civil Service Performance

Performance management is essential to employee performance as well as the efficacy and efficiency of the organization. This assertion is predicated on the knowledge that performance management could promote improved performance in businesses by motivating and guiding employees toward achieving their objectives (Ejumudo, 2011). Employees are the most important organizational resource and their ability to perform and live up to expectations depends on both their internal and external operating environments. This nature-nurture approach to describing employee performance indicators emphasizes how essential performance management is as a component of the corporate environment (Ejumudo & Efebeh, 2015).

It is the duty of the civil service to provide services that the private sector might not provide at all or to those who are unable to pay the going rate. The civil service has primarily benefited bureaucrats and individuals who amass public assets for personal benefit for many years (Adejuwon, 2016). According to Arowolo (2012), the Nigerian Civil Service has a history of subpar performance and incapacity to effectively implement government programs and initiatives. Improving productivity and assessing efficiency are the civil service's enduring problems. Monitoring variations in the cost per unit value of output is important because most

outputs lack an independently measured value. This is because despite all measures put in place to arrest the performance failure in the civil service, it seems, has defied all approaches towards tackling the problem of inefficiency and capacity collapse

Workers Motivation and Performance

Motivation and job performance are inextricably connected because every worker must have some degree of motivation just to go to work in the first place. Many people believed that the most highly motivated employees are the employees who will reach the highest level of job performance (Amaeshi, 2019). Consequently, many large organizations train supervisors and manage to motivate their workers or develop methods that will enable them to understand the factors that motivate individual workers. To some extent, most workers are motivated by money because people generally work to earn money to cover the day-to-day living expenses. Many people work harder if they are offered financial rewards, such as commission checks, and bonuses for reaching performance levels beyond the basic level that their bosses required (Amaeshi, 2019). Many people work harder if they are offered financial rewards, such as commission checks, and bonuses for reaching performance levels beyond the basic level that their bosses required (Amaeshi, 2019). Some employees are motivated by the chance to advance in their careers or take on more prominent positions, while others are driven by a fear of failing. When employees think that they would lose their employment if they don't put in enough effort, they may be more driven to do so. Most companies want department managers to inspire their staff, and managers occasionally strive to do so by providing financial incentives, promotions, or more paid time off. Numerous firms employ strategies that draw from the work of psychologists like Abraham Maslow, who created the Hierarchy of Needs in the 1950s (Amaeshi, 2019).

Empirical Review

Review of various empirical literature, enable the identification of studies that are different from this study, enabling the researcher to fill the gap, identified. Nwazufu and Ndukwe (2021), on the Role Motivation on Employee Performance in Local Government Administration in Ebonyi State; used a descriptive survey approach on how motivation affects public service employees' performance in Ebonyi State. Descriptive analysis and questionnaire administration were used to investigate how regular promotions, employee recognition, and monetary incentives improve performance in the Ebonyi State public service. Ten ministries were with 798 total populations and a sample size of 266 respondents. The findings of the study revealed that motivated employees are more dedicated to the organization's objectives and carry out their responsibilities more effectively. The results also showed that not all methods of employee motivation are important the study concludes that employee motivation whether intrinsic or extrinsic has impact and influences how well a business performs. Based on the result of the study, recommended the establishment of sustainable incentive rewards system by the Ebonyi State Civil Service.

Ayandele and Etim (2020) conducted research on employee motivation and non-monetary incentives in Nigeria's Akwa Ibom State Civil Service. The study looked at the connection between Akwa Ibom State Civil Service employees' motivation and non-monetary incentives. A sample

size of 392 was used, and a survey research design was used. Data from the questionnaire was examined using both descriptive and inferential statistics. Since employee motivation is a key component of organizational effectiveness and growth. The findings showed that non-financial incentives are important in motivating employees in the Akwa Ibom State Civil Service. However, the researcher noted that the study omitted information on the time span it covered, its implications, and its specific recommendations.

According to Ohemeng and Ayee (2016), who conducted survey research with a sample size of 200 respondents, low salaries and a lack of incentives, caused low motivation in Ghana's civil service, which resulted in inefficiency and high turnover rates. This study suggests various ways of improvement that will encourage employees to be more productive in their performance. Noting that, financial and nonfinancial incentives greatly enhance employee's performance in public organizations in Nigeria.

Mensah and Boateng (2022) found that transformational leadership improves employee engagement. Another Nigerian study of local government workers discovered that regular evaluations and feedback mechanisms increase employee's enthusiasm. Tamba and Jalloh (2019) discovered that in Sierra Leone, fair reward system is necessary to achieve employees sustained performance. The empirical studies all suggested that motivation is crucial to the improvement of job performance in public service. While monetary rewards and incentives such as salaries, bonuses and promotions are important in boosting the morale of employees, non-financial incentives such as recognition, career development and conducive working environment also have a significant influence on employees' productivity and commitment. When these findings are applied to Mubi South Local Government, it will go a long way in determining whether the motivational challenges of employees affect their job satisfaction and productivity. Studies conducted in different contexts highlight the significant role of motivation in enhancing employee performance. For instance, research in Nigeria shows that pension security and retirement benefits play a vital role in motivating government employees. Similarly, job security and the timely payment of salaries have been found to significantly improve productivity among public sector workers.

Theoretical Framework

Herzberg's 1959 two-factor theory of motivation serves as the study's theoretical foundation, identifying and analyzing the elements that motivate employees in the workplace. According to Fredrick Herzberg (1959), certain aspects of a job lead to satisfaction, while other aspects of a job prevent discontent. He categorized these as motivators and hygienic considerations. As one of the content theories, it demonstrated that elements that contributed to employees' feelings of exceptional happiness or contentment were related to the work itself or its content, and he called these elements motivators. On the other hand, elements that contributed to employees' feelings of extreme sadness or discontent were related to the job context and referred to them as hygiene factors. Herzberg's two-factor theory is used to identify and comprehend the fundamental aspects or characteristics that motivate employees in the workplace and give them a sense of belonging to the company and its aims. The Herzberg two-factor hypothesis is predicated on the following fundamentals:

The two-factor theory has been identified with some disadvantages. Herberg's findings are not

reproducible; this has been one of the most common criticisms. Also, other studies trying to validate his findings have produced conflicting results thereby raising some concerns about the theory's validity across diverse cultures and industries. Some researchers are of the view that the most basic thing that constitutes a motivator or hygiene factor varies, based on individual preferences, job roles and organizational context. Some may consider high salary as a motivating factor, while others may place high premium on work life balance and or opportunities for personal growth. Another challenge is the feasibility of addressing both hygiene and motivators. Attempting to improve motivation like redesigning jobs to be more rewarding and demanding can be tedious and time consuming. Also, addressing things like fair pay structures and resolving disputes at workplace can be time consuming and costly again.

Application of the Theory

The theory is relevant to this study because it demonstrates that the civil service in Adamawa State, specifically the Mubi South local government area, should provide the following factors to motivate workers in various departments and achieve higher job performance: advancement, recognition, promotion opportunities, financial incentives/rewards, responsibility, achievement and opportunities for personal development. The hygiene factors, which include supervision, salary, fringe benefits, company policies, work environment, and job security, among others, are very important to eliminate job dissatisfaction. The theory suggests that the civil service in Mubi South local government must consider two factors: extrinsic (hygiene) and intrinsic (motivators). The degree of satisfaction and dissatisfaction of employees in the various ministries regarding attaining optimal performance or not is determined by the applications of these factors. According to the hypothesis, job satisfaction and performance will increase in the civil service of Mubi South Local Government if motivational factors and elements are provided and hygienic factors are eliminated. Since public servants usually face various challenges ranging from delayed payments of salaries, lack of or very little opportunities to advance career, and poor working conditions, the Herzberg's theory in this study is very significant as all these issues have negative impacts on public servants' commitment and productivity output. If these challenges are not addressed, employees may become dissatisfied with their jobs and will result in less productivity. However, given high premium to incentives like promotions, and recognition improves job performance. Hence, the theory can help in identifying important areas or components that must be addressed to boost morale and improve employee motivation, especially in Mubi South Local Government.

3.1 METHODOLOGY

The study used a descriptive survey research design to examine the effect or impact of motivation on job satisfaction and performance of civil servants in Mubi South Local Government Area of Adamawa State. The population of the study comprised of all civil servants employed by the various departments of the Mubi South Local Government Area in Adamawa State. To determine the sample size for a population of 1,200, the study considers factors such as the confidence level, margin of error, and variability in responses.

To ensure a representative analysis, this study employed a stratified random sampling technique to select the respondents from different departments, ensuring fair representation across job levels (junior staff, senior staff, and management). Krejcie and Morgan's (1970) sample size determination table was used to decide the sample size of 291 respondents selected from the population of 1,200. The primary data was collected using a questionnaire. The data collected were analyzed by using both a mix of qualitative and quantitative techniques of analysis. Collected data were analyzed using crosstab analysis and chi-square; with the aid of Statistical Package for Social Sciences version 2.0. The statistical instruments adopted have the merit of estimating the relationships between variables.

Table 4.1: Crosstab Analysis- Employee motivation and task performance

Relationship between Employee Motivation and productivity at workplace	Agree	Disagree	Strongly Agree	Strongly Disagree	Undecided	Total
Agree	42	6	40	13	10	111
Disagree	14	3	11	3	2	33
Strongly Agree	35	11	26	8	11	91
Strongly Disagree	11	4	8	3	3	29
Undecided	9	4	7	4	3	27
Total	111	28	92	31	29	291

Table 4.1 presents a cross-tale analysis of the relationship between task performance and employee motivation. The table indicates that a significant number of employees who agreed that motivation influences their job performance, also strongly agree that motivation has a significant impact on their ability to complete tasks efficiently. For instance, forty-two (42) respondents who agreed that motivation has a significant influence on their job performance also agreed that motivation influences how well they perform tasks. Forty (40) of the respondents strongly agreed with this relationship. Even though six (6) respondents disagreed with the statement that motivation has no impact on their task performance.

4.2 RESULT AND DISCUSSION

Table 1: Chi-Square Tests for Employee Motivation and Task Performance

Statistic	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.642	16	0.059
Likelihood Ratio	7.852	16	0.053
No of Valid case	291		

Source: Field survey, 2025

Based on Table 1 chi-square test results, the Pearson Chi-Square Value is 7.642, df = 16, and the

Likelihood Ratio is 7.852, $df = 16$, and the Asymptotic Significance is 0.059. There is a significant relationship because the significance level is slightly above the conventional 0.05 threshold. This implies that there is a statistically significant relationship between employee motivation and task performance in the study area.

4.3: Crosstab Analysis- Lack of motivation and Work performance

lack of motivation on employee absenteeism and commitment	Agree	Disagree	Strongly agree	Strongly disagree	Undecided	Total
Agree	50	6	33	13	9	111
Disagree	12	6	12	2	1	33
Strongly agree	45	9	21	7	9	91
Strongly disagree	12	3	7	4	3	29
Undecided	13	5	7	1	1	27
Total	132	29	80	27	23	291

Source: Field survey, 2025

Table 4.3 examined the inverse relationship between motivation work performance. Fifty (50) respondents who agreed that motivation influences their job performance also agreed that their work performance suffers when they are not motivated. Forty-five (45) respondents who strongly agreed that motivation influences job performance also noted that their effectiveness at work reduces when they lack motivation. Only 12 respondents agreed with the statement that lack of motivation affects their performance.

Table 4: Chi-Square Test for Lack of motivation and work performance

Statistic	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.685	16	0.048
Likelihood ratio	14.892	16	0.033
No of Valid Cases	291		

Source: Field survey, 2025

Pearson Chi-Square Value = 14.685, $df = 16$. likelihood Ratio = 14.892, $df = 16$,

Asymptotic Significance = 0.033, since p-value (0.048) is less than 0.05, the relationship between lack of motivation and work performance is statistically significant. This suggests that low motivation has a significant impact on staff commitment and absenteeism in Mubi South Local Government.

Table 4.5: Crosstab Analysis -role of career development and training in improvement employee motivation and productivity

Role of career development and training in improving employee motivation and productivity among civil servant	Agree	Disagree	Strongly agree	Strongly disagree	Undecided	Total
Agree	52	5	38	8	8	111
Disagree	13	6	10	3	1	33
strongly agree	40	7	31	7	6	91
Strongly disagree	10	4	8	4	3	29
Undecided	9	3	7	5	3	27
Total	124	25	94	27	21	291

Source: Field survey, 2025

Table 4.5 examines how several motivational factors affect worker productivity. 52 respondents agreed that training and career development play a positive impact in improving employee motivation and productivity among civil. Forty (40) of the respondents strongly agreed with this statement. Only 13 respondents disagreed with the role of career development and training in improving employee motivation and productivity among civil

Table 6: Chi-Square Test Employee Productivity and Motivation

Statistic	Value	df	Asymptotic significance (2-sided)
Pearson Ratio	10.392	16	0.044
Likelihood Ratio	10.541	16	0.033
No of Valid cases	291		

Source: Field survey, 2025

Pearson Chi-Square Value = 10.392 df = 16 Asymptotic Significance = 0.044, Likelihood Ratio = 10.541, df = 16 Asymptotic Significance = 0.033. The association between training and career development in improving employee motivation and productivity is statistically significant, with a p-value of 0.044. This supports the argument that training and career development for improving employee motivation and productivity among civil servants has a positive significant impact on their productivity.

DISCUSSION OF FINDINGS

- i. The findings of this study are consistent with existing literature on employee motivation and productivity in the public sector. The study revealed a significant relationship between employee motivation and productivity in Mubi South Local Government, indicating that motivated employees tend to be more committed to their duties, while lack of motivation contributes to absenteeism and poor job performance. This finding supports the views of Amaeshi (2019), who argued that motivation and job performance are inseparably linked because employees who are properly motivated are more likely to achieve higher levels of performance. Similarly, Nwazufu and Ndukwe (2021) found that motivated employees in the Ebonyi State civil service were more dedicated to organizational goals and performed their responsibilities more effectively. The result also agrees with Herzberg's Two-Factor Theory, which emphasizes that motivational factors such as recognition, achievement, and responsibility enhance employee satisfaction and productivity.
- ii. The study further established that career development and training significantly influence civil servants' motivation and productivity, as shown by the p-value of 0.044. This finding aligns with the empirical studies of Abdullahi et al. (2021) and Bello and Hassan (2021), which revealed that training and development opportunities improve employee commitment, efficiency, and productivity in the Nigerian civil service. Likewise, Yeboah and Appiah (2022) found a direct relationship between employee training, motivation, and improved performance in Ghana's civil service. This result is also consistent with McClelland's Theory of Needs, which emphasizes achievement and personal growth as important motivational factors that drive employees toward better performance.
- iii. Another important finding of the study is the strong positive relationship between promotion, on-the-job training, and job performance. This supports the argument of Garcia, Moscoco, and Ramos (2012), who maintained that promotion procedures and opportunities for upward mobility significantly affect employee satisfaction and organizational commitment. Similarly, Maimuna and Rashad (2013) explained that promotions motivate employees because they come with higher responsibilities, recognition, and improved benefits. The findings also correspond with Mustapha (2020), who discovered that promotion and intrinsic rewards positively influence employee performance in public institutions. Therefore, promotion and training opportunities serve as important motivational tools for enhancing workers' effectiveness in the public sector.

Furthermore, the Key Informant Interviews (KIIs) identified inadequate financial and non-financial motivation as major challenges affecting the implementation of effective motivation strategies in Mubi South Local Government. This finding corroborates the studies of Ohemeng and Ayee (2016), who found that low salaries and lack of incentives contributed to poor motivation and inefficiency in Ghana's civil service. Similarly, Adegboyega and Olaniyan (2020) established that both financial and non-financial incentives significantly improve employee performance in Nigerian public organizations. In the same vein, Ayandele and Etim (2020) emphasized that non-financial incentives such as recognition, participation in decision-making,

and career advancement are essential in motivating civil servants. The result also supports Herzberg's Two-Factor Theory, which explains that poor salary structures, unfavorable working conditions, and lack of recognition can create dissatisfaction and reduce employee productivity. Overall, the findings of this study confirm that both intrinsic and extrinsic motivational factors are essential for improving the productivity and performance of civil servants in Mubi South Local Government. Financial incentives, promotion opportunities, career development, recognition, and conducive working conditions all play significant roles in enhancing workers' morale, commitment, and efficiency.

5.1 CONCLUSION

The study concludes that workplace performance, job commitment, and general productivity are all significantly impacted by employee motivation. Employee motivation affects their ability to complete tasks efficiently, improves their levels of engagement, and cultivates a dedicated culture within the organization. Highly motivated employees are more likely to take the initiative, be creative, and contribute significantly to the organization's success.

The research concluded that, tackling employee's burnout, turnover, dissatisfaction, disengagement, and poor performance which always result in low productivity, Mubi South Local Government, must give a special premium to implementing motivational techniques that can boost the employee's morale, improve their engagement, commitment and good input in to their jobs, by so doing, effective service delivery, and high productivity will be achieved.

RECOMMENDATIONS

Based on the findings of the study the following recommendations were made;

- i. Mubi South Local Government should strengthen employee motivational strategies through prompt payment of salaries, regular promotion, recognition of outstanding performance, and improvement of working conditions. This will enhance employees' morale, commitment, and productivity in the discharge of their duties.
- ii. The Local Government administration should establish effective welfare and incentive systems aimed at reducing absenteeism and poor job performance among civil servants. Providing adequate incentives, job security, and supportive leadership will improve workers' dedication and encourage efficient service delivery.
- iii. Government should prioritize continuous training, career development, and promotion opportunities for civil servants. Regular capacity-building programmes, workshops, and professional development initiatives will improve employees' skills, motivation, and overall performance in the organization.

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