Motivation Factors and Employee Performance: Evidence from Mopamuro Local Government Area of Kogi State

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Abstract

This study aimed at the influence of promotion, career advancement, work condition, and recognition on the task performance of employee; ascertain the effects of remuneration, allowances, discretionary bonus and bonus based on the work's outcomes on the task performance of employee in Mopamuro Local Government. To achieve the objective, survey research design was applied. The sample (299 staff) was chosen through multi-stage sampling technique. Data were analyzed via descriptive and inferential analytical techniques (Stepwise Multiple Regression). Finding showed that promotion, career advancement, work condition, recognition have significant influence on the task performance of employee in Mopamuro Local Government, and that salary and allowances have weak effects on the task performance of employee in Mopamuro Local Government in Kogi State. The study recommended that managers/personnel should improve on policies towards promotion, career advancement and recognition; as these will enhance improved task performance of employee, and that they should improve on salary payment and bonus based on the work's outcomes; as these contribute to improved task performance of employee in Mopamuro Local Government in Kogi State.

Keywords: *monetary motivation; career advancement; non-monetary motivation; task performance; contextual performance.*

JEL Classification: *M10; L21; H10.*

Introduction

Despite the heavy research on motivation, the subject still attracts research interest particularly in Mopamuro Local Government. According to Zlate and Cucui (2015), managers place a high value on motivation. Diefendorff and Chandler (2011) cited in Van Iddekinge, Aguinis, Mackey, and DeOrtentiis (2017) expressed that motivation is an intangible force that guides, revitalizes, and sustains employees' behaviour. In the context of Mopamuro Local Government, motivation is conceptualized with varying facets; broadly categorised into monetary and non-

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monetary elements. Monetary and non-monetary measurements relative to the issue of motivation remains the priority in doing jobs and improving performance. Girdwichai and Sriviboon (2020) uphold that motivation is often with dual components.

Beal (2017) expressed that there are also motivational conditions in which employees are drawn to and inspired by the activity itself. These may be quality of work life, less job stress, recognition and moral support among others. This was also backed up by Jacoby (2018), who said that the structure of employment can motivate employees. Cameron and Green (2019) added that employees' ability and skill learning can be influenced by their drive. Girdwichai and Sriviboon (2020) buttressed that training and good work environment can motivate employees towards desirable performance. However, non-monetary aspects of motivation (such as promotions, advancement opportunities, and others) are observed to have a significant impact on employee performance of Mopamuro Local Government. Their appearance or disappearance affects the outcomes of the efforts asserted by employees during work hours.

There is no doubt various approaches have employed to improve both contextual and task performance of employees of Mopamuro Local Government. The employees of Mopamuro Local Government are still observed performing below standard. There contextual and task performance still remain low. The absence of the appropriate motivation approach adopted by the managers may be attributed to the backdrops in the contextual and task performance of employees of Mopamuro Local Government. Though, the major motivational bottleneck in Mopamuro Local Government borders around pay, but some other factors (such as non-conducive work environment, commission, long awaiting promotion, non-advancement in career, low quality of work life, job stress, low recognition, poor salary, denial of allowances and lack of moral support) are critical. Orugun, Egwu, and Habeeb (2020) expressed that employees get demotivated when they work in an unfriendly atmosphere, have been waiting for a promotion for a longer time, and have made little progress in their careers. Szymankowska (2018) added that the absence of financial motivation such as discretionary bonus, bonus based on the work's outcomes and cash reward can result into problem at workplace. Probably, these among others may cause low employee performance in Mopamuro Local Government. In this regard, numerous researches have been undertaken (Orugun et al., 2020), but there is no specific study relative to Mopamuro Local Government of Kogi State. This gap is bridged by this study.

The objectives of the study are to:

   i.   Investigate the influence of promotion, career advancement, work condition, and recognition on the task performance of employee in Mopamuro Local Government.

  ii.   Ascertain the effects of remuneration, allowances, discretionary bonus and bonus based on the work's outcomes on the task performance of employee in Mopamuro Local Government.

 iii.   Determine the effects of quality of work life, recognition, and moral support on contextual performance of employees of Mopamuro Local Government.

Literature Review

Conceptual review

The core of motivation is driving goal directed behaviour to come to limelight at the workplace. The arousal of behaviour is need because motivation is connected with psychological process. This springs up deliberation actions that are goal oriented. Rivaldo (2021) added that motivation is frequently utilized as a predictor of behaviour. Positive behaviour is a choice, and employees who feel motivated are likely to direct a well-coordinated effort towards achieving specific goals. Van Iddekinge et al. (2017) posited that the choice might be long-term, such as those who put in a lot of effort all the time, or they can be situation-specific, such as employees who put in

a lot of effort on a given task or in a specific circumstance. Miao, Eva, Newman, and Schwarz (2018) expressed that it is very crucial to understand the concept of motivation in any context. Thus, reviewing for conceptual clarification is highly imperative.

Motivation refers to the mechanisms that drive physiological, intellectual, and social behaviour of employees. Lily, Ginting, Lumbanraja, & Siahaan (2017) added that motivation must often be paired with abilities and contextual elements that affect employees' behaviours and performance because it varies so much between individuals. Krstic et al. (2018) viewed motivation as the ability to cause conduct that leads to the achievement of predefined objectives. Lily, Ginting, Lumbanraja, & Siahaan (2017) expressed that money is the most common approach for raising motivation. Irwandy (2017) defined motivation as a set of internal and external forces that influence how employees perform and lead to specific actions.

Studies (Michaelsen & Esch, 2021; Rivaldo, 2021) are of the position that employees require constant motivation in order to perform their duties effectively and efficiently. In the case of Mopamuro Local Government, motivation is associated with promotion, career advancement, work condition, moral support, recognition, remuneration, allowances, discretionary bonus and bonus based on the work's outcomes. These are perceived to have implication on the task and contextual performance of employee in Mopamuro Local Government. Razak, Sarpan and Ramlan (2018) stated that employee performance is significantly influenced by job promotion. The study of Afolabi, Essien, and Ogunsola (2022) found that employee recognition as well as career advancement has substantial effects on the performance of employee. Studies (Yuen, Loh, Zhou, and Wong, 2018; Bashir, Amir, Jawaad, & Hasan, 2020) found that work conditions have significant effects on job performance. The lacuna in these studies is that none of them was able to categorize the performance of employee, and tie it with the predictors used. In this study, the predictors are investigated against task performance of employee.

On the other hand, Ojeleye (2018) empirically proved that employees' performance has substantial positive connection with salaries and bonuses, and that these two variables are powerful constructs of motivation within the Nigerian context. Kalima and Kabubi (2021) posited that one of the reasons why employees' performance dwindles is salary delay or non-increase in salary for longer period. This study was geared at ascertaining the effects of remuneration, allowances, discretionary bonus and bonus based on the work's outcomes on the task performance of employee in Mopamuro Local Government. These aspects of motivation are observed very crucial in the management of employees in Nigeria. There is possibility that these motivation constructs have critical implication for improved task performance. In a review, Aketch, Odera, Chepkuto, and Okaka (2012) discovered that quality of work life has close link with employees' performance. This and other motivation factors (such as recognition and moral support) have not been investigated on contextual performance of employees in Mopamuro Local Government. Thus, this study came up with a conceptual framework as show in Figure 1.
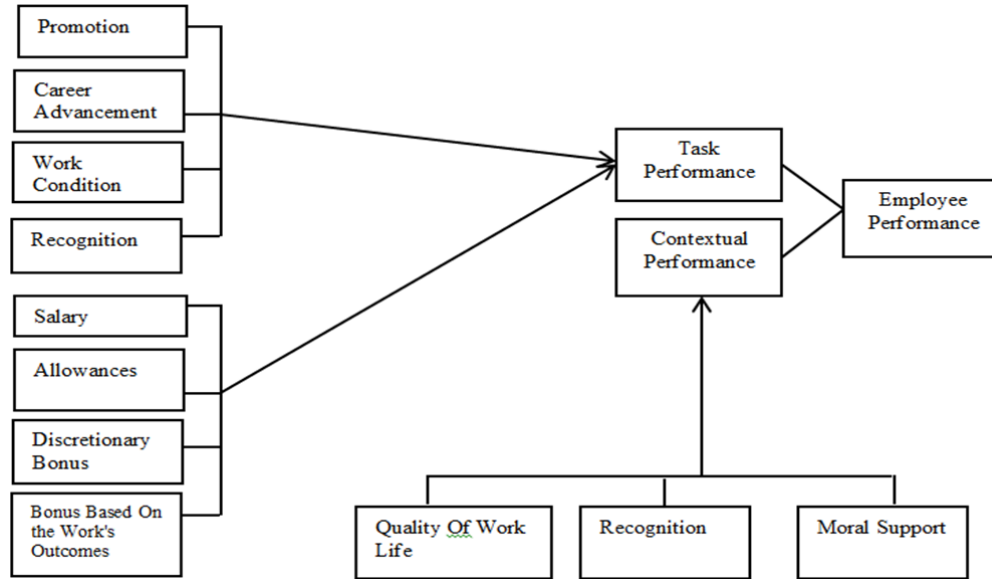
Fig 1. Conceptual Framework on motivation and employee performance

Source: Razak, Sarpan and Ramlan (2018), Bashir, Amir, Jawaad & Hasan (2020), Michaelsen and Esch (2021), Rivaldo (2021), Afolabi, Essien, and Ogunsola (2022).

Theoretical review

Herzberg (1959) proposed the Two-Factor Theory, which is a widely used motivation theory. In the theory, he differentiated between motivators and hygienic considerations. The argument is that motivators cannot serve as hygiene factors. This means that factors cannot be both motivators and hygienic factors at the same time. Intrinsic motivators include challenging work, recognition, a pleasant work environment, promotion, and career advancement. Extrinsic motivating elements like status, job security, bonus, allowances, and income are examples of hygienic considerations. The Herzberg theory is based on the notion that the emergence of motivating elements will lead to satisfaction and subsequently performance. Also, when hygienic aspects are missing, there is a risk of discontent, which can result in lower morale, truancy, and a high turnover rate. The two aspects cannot be viewed as diametrically opposed. In the workplace, Herzberg describes motivation as doing something because you want to do it. Below, in Figure 2, a table is presented with Herzberg's motivators and hygiene. As seen in the figure, motivators are intrinsic conditions to the work itself and hygienes extrinsic conditions to the work.
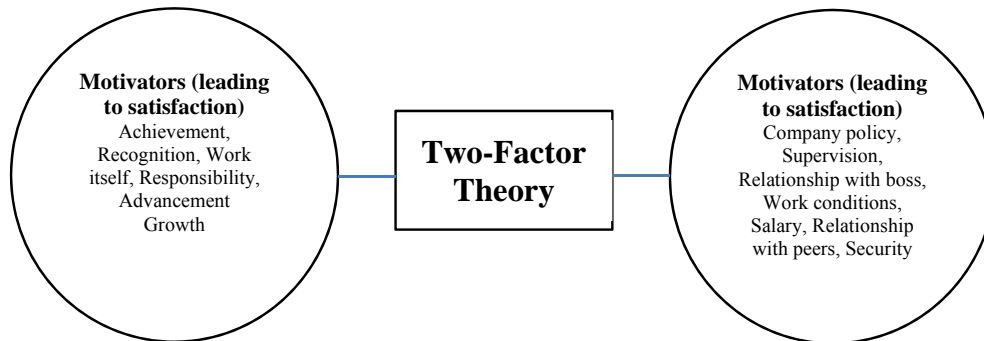

Fig. 2. Herzberg's two-factor theory

Source: Keijzers, B. (2010). *Employee Motivation and Performance: Organisation & Strategy*. Thesis: Tilburg University. ANR: s793039

This study perceived a connection between Two-Factor Theory and Maslow's theory of motivation. In his need-hierarchy, Maslow (1943) claims that there are at least five sets of goals, referred to as fundamental needs, including physiological, safety, love, esteem, and self-actualization. Employees are motivated by a drive to accomplish or sustain the many conditions on which the basic satisfactions are based, as well as by specific more cognitive wants (Maslow, 1943). After the physiological need has been met, the following "higher-order need" must be met.

Methodology

Research Design

The survey research design was used in this study. This research design involved the use of a consistent research instrument for obtaining information and generating data for this investigation. The study's design was centred on data gathering and analysis from its population, allowing the researcher to investigate the causal relationship between variables.

Population of the Study

The population of the study reflects the totality of object of interest from which a sample is generated to make ease for research investigation and generalized results of the research. The population of the study was 543 staff of Mopamuro Local government Area of Kogi State.

Sample and Sampling Technique

The sampling approach is the method for selecting the sample from the population. When assumptions about the target population are made, sampling technique is applied (De Leeuw, Hox, & Dillman, 2008). The sample (299) was chosen using a multi-stage sampling technique. The sample size was obtained using Sallant and Dillman's (1997) sampling approach. The sampling method was used in previous studies (Nafiu, Hassan & Nafiu, 2021). The formula is shown below:

$$N_S = \frac{\text{Np}(p)(1-p)}{(\text{Np}-1)\left(\frac{B}{C}\right)^2+(p)(1-p)} \tag{1}$$

Where:
Ns = Completed sample-size required;
Np = Sampled population;
P = proportion expected to answer in a certain way (50% or 0.5 is most conservative);
B = acceptable level of sampling error (0.05 = ±5%);
C = Z statistic associated with the confidence interval (2.576= 99% confidence level).

Reliability of instrument

The degree of internal consistency of the research instrument was tested using Cronbach's Alpha. The instrument is reliable since the results broke the critical point (Zikmund *et al.*, 2010). The results are presented in the table 1, 2 and 3.

Table 1 shows the reliability results for promotion (α= 0.956); career advancement (α= 0.936); work condition (α= 0.787); and recognition (α= 0.945). The table shows two items for each of the constructs. The Cronbach's test shows that all the constructs are reliable since the constructs are above the 0.70 critical point.

Table 1. Reliability of non-monetary motivation

S/N	Constructs	Cronbach's Alpha	No of Items
1	Promotion	.956	2
2	Career advancement	.936	2
3	Work condition	.787	2
4	Recognition	.945	2

Source: Field Survey, 2021.

Table 2 shows the reliability results for contextual performance (α= 0.780); and task performance (α= 0.847). The table also indicates two items for contextual performance and two for task performance. Given the 0.70 critical point, the Cronbach's test shows that the two constructs are reliable.

Table 2. Reliability for performance

S/N	Constructs	Cronbach's Alpha	No of Items
1	Contextual performance	.780	2
2	Task performance	.847	2

Source: Field Survey, 2021.

Table 3 shows the reliability results for salary (α= 0.832); allowances (α= 0.811); discretionary bonus (α= 0.801); and bonus based on the work's outcomes (α= 0.944). The Cronbach's test shows that all the constructs are reliable since the constructs are above the 0.70 critical point.

Table 3. Reliability of monetary motivation

S/N	Constructs	Cronbach's Alpha	No of items
1	Salary	.832	2
2	Allowances	.811	2
3	Discretionary bonus	.801	5
4	Bonus based on the work's outcomes	.944	3

Source: Field Survey, 2021.

Method of data analysis

The study analyzed data using both descriptive and inferential analytical techniques (Multiple Regression Model). The choice of this statistical tool was backed-up with the fact that the multiple independent variables (promotion, career advancement, work condition, recognition, remuneration, allowances, discretionary bonus and bonus based on the work's outcomes on the task performance, quality of work life, and moral support) have explanatory power over the dependent variable (contextual and task performance of employees). The multiple regression models were specified.

$$TP = a + \beta 1PR + \beta 2CA + \beta 3WC + \beta 4RE + e \qquad (2)$$

Where,
PR = Promotion;
CA = Career Advancement;
WC = Work Condition;
RE = Recognition;
T P= Task Performance;
a = Constant;
e = residual or stochastic term.

$$TP = a + \beta 1RM + \beta 2DB + \beta 3BO + \beta 4AC + e \qquad (3)$$

Where,
RM = Remuneration;
AC = Allowances;

DB = Discretionary Bonus;
BO = Bonus Based on the work's outcomes;
TP = Task Performance.

$$TP = a + \beta1QL + \beta2RE + \beta3MS + e \qquad (4)$$

Where,
QL = Quality of work life;
RE = Recognition;
MS = Moral Support;
CP = Contextual Performance.

Results and Discussion

Table 4 shows the effects of four variables (such as promotion, career advancement, work condition, recognition) on task performance of employee in Mopamuro Local Government. The adjusted R-squared compares the goodness-of-fit for the regression models that contain differing numbers of the independent variables (promotion- 0.500, career advancement- 0.573, work condition- 0.603 and recognition- 0.624). The results of the coefficients of determinations show that promotion (R^2= 0.502), career advancement (R^2= 0.577), work condition (R^2= 0.607) and recognition (R^2= 0.629) have explanatory power over the task performance of employee in Mopamuro Local Government. It is seen that 50.2% variation in the task performance of employee in Mopamuro Local Government is explained by promotion. 57.7% variation in the task performance of employee in Mopamuro Local Government is explained by career advancement; 60.7% variation in the task performance of employee in Mopamuro Local Government is explained by work condition; and 62.9% variation in the task performance of employee in Mopamuro Local Government is explained by recognition. The unexplained variations (in promotion- 49.8%, career advancement- 42.3%, work condition- 39.3% and recognition-37.1%) show that there are other variables that can predict task performance of employee in Mopamuro Local Government. Invariably, all the coefficient of determinations (R^2 value) proved that these variables have strong effects on the task performance of employee in Mopamuro Local Government.

Table 4. Multiple regression on non-monetary motivation and task performance

Model	R	R^2	Adj. R^2	Std. Error
1	.708	.502	.500	.89611
2	.759	.577	.573	.82771
3	.779	.607	.603	.79891
4	.793	.629	.624	.77710

Predictors in the Model: Promotion, Career advancement, Work condition, Recognition
Dependent Variable: Task performance
Source: Field Survey, 2021.

Table 5 shows the Mean Square Residual (MSR) values (0.803 for promotion, 0.685 for career advancement, 0.638 for work condition and 0.604 for recognition) are smaller, indicating less deviation between the observed and fitted values. The *P*-value (PV) for the *F*-test statistic (278.101 for promotion, 187.236 for career advancement, 141.048 for work condition and 115.956 for recognition) are less than 0.001, providing strong evidence against the null hypotheses. The coefficients of determination (in Table 4) for promotion (R^2= 0.502), career advancement (R^2= 0.577), work condition (R^2= 0.607) and recognition (R^2= 0.629) show significant effects on the task performance of employee in Mopamuro Local Government.

Table 5. ANOVA on non-monetary motivation and task performance of employee

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	223.320	1	223.320	278.101	.000[b]
	Residual	221.633	276	.803		
	Total	444.953	277			
2	Regression	256.551	2	128.275	187.236	.000[c]
	Residual	188.403	275	.685		
	Total	444.953	277			
3	Regression	270.073	3	90.024	141.048	.000[d]
	Residual	174.881	274	.638		
	Total	444.953	277			
4	Regression	280.094	4	70.024	115.956	.000[e]
	Residual	164.859	273	.604		
	Total	444.953	277			

Predictors in the Model: Promotion, Career advancement, Work condition, Recognition
Dependent Variable: Task performance

Source: Field Survey, 2021.

Table 6 shows the coefficient of promotion (unstandardized beta- 0.531) shows a positive relationship with the task performance of employee in Mopamuro Local Government. The coefficient of promotion (standardized beta- 0.708; PV = 0.01) shows greater contribution to the task performance of employee in Mopamuro Local Government. The promotion has high coefficient than the career advancement; given the promotion (unstandardized beta-0.439) and the career advancement (unstandardized beta- 0.218). It is seen also that promotion has more contribution to the task performance of employee in Mopamuro Local Government compared to career advancement; given the promotion (standardized beta- 0.586; PV = 0.01) and the career advancement (standardized beta- 0.299; PV = 0.01). The results prove that both promotion and career advancement have positive relationship with the task performance of employee in Mopamuro Local Government.

Table 6. Coefficients on non-monetary motivation and task performance of employee

	Model	Unstd Coef.		Std Coef	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.600	.107		14.924	.000
	Promotion	.531	.032	.708	16.676	.000
2	(Constant)	1.092	.123		8.871	.000
	Promotion	.439	.032	.586	13.636	.000
	Career advancement	.218	.031	.299	6.965	.000
3	(Constant)	1.365	.133		10.279	.000
	Promotion	.533	.037	.712	14.336	.000
	Career advancement	.199	.030	.274	6.536	.000
	Work condition	-.152	.033	-.210	-4.603	.000
4	(Constant)	1.121	.142		7.868	.000
	Promotion	.433	.044	.578	9.907	.000
	Career advancement	.207	.030	.285	6.974	.000
	Work condition	-.199	.034	-.275	-5.834	.000
	Recognition	.184	.045	.230	4.074	.000

Dependent Variable: Task performance of employee

Source: Field Survey, 2021.

The results in Table 6 show that promotion also has the highest coefficient (unstandardized beta- 0.533) compared with career advancement (unstandardized beta- 0.199) and work condition (unstandardized beta- -0.152). Promotion also has the highest contribution to the task

performance of employee in Mopamuro Local Government; given the promotion (standardized beta- 0.712; PV = 0.01) and the career advancement (standardized beta- 0.274; PV = 0.01) and work condition (standardized beta- -0.210). The result proves that work condition has negative relationship with the task performance of employee in Mopamuro Local Government.

Finally, the results in Table 6 show that promotion also has the highest coefficient (unstandardized beta- 0.433) compared with career advancement (unstandardized beta- 0.207), work condition (unstandardized beta- -0.199) and recognition (unstandardized beta- 0.184). Promotion also has the highest contribution to the task performance of employee in Mopamuro Local Government; given the promotion (standardized beta- 0.578; PV = 0.01) and the career advancement (standardized beta- 0.285; PV = 0.01), work condition (standardized beta- -0.275) and recognition (standardized beta- 0.230). The result proves that recognition has positive relationship with the task performance of employee in Mopamuro Local Government.

Table 7 shows the effects of four variables (such as salary, allowances, bonus based on the work's outcomes, discretionary bonus) on task performance of employee in Mopamuro Local Government in Kogi State. The adjusted R-squared compares the goodness-of-fit for the regression models that contain differing numbers of the independent variables (salary- 0.235, allowances- 0.349, bonus based on the work's outcomes- 0.566 and discretionary bonus- 0.593). The result of the coefficients of determinations show that salary (R^2= 0.238), allowances (R^2= 0.354), bonus based on the work's outcomes (R^2= 0.571) and discretionary bonus (R^2= 0.599) have explanatory power on task performance of employee in Mopamuro Local Government in Kogi State. It is seen that 23.8% variation in the task performance of employee in Mopamuro Local Government in Kogi State is explained by salary. 35.4% variation in the task performance of employee in Mopamuro Local Government is explained by allowances; 57.1% variation in the task performance of employee in Mopamuro Local Government is explained by bonus based on the work's outcomes; and 59.9% variation in the task performance of employee in Mopamuro Local Government is explained by discretionary bonus. The unexplained variations (in salary- 76.5%, allowances- 64.6%, bonus based on the work's outcomes- 42.9% and discretionary bonus-40.1%) show that there are other variables that can predict task performance of employee in Mopamuro Local Government in Kogi State. The coefficients of determinations (R^2 value) proved that salary and allowances have weak effects on task performance of employee in Mopamuro Local Government in Kogi State. The coefficients of determinations (R^2 value) proved that bonus based on the work's outcomes and discretionary bonus have strong effects on the task performance of employee in Mopamuro Local Government in Kogi State.

Table 7. Multiple regression of monetary motivation and task performance of employee

Model	R	R^2	Adj. R^2	Std. Error
1	.487[a]	.238	.235	.61066
2	.598	.354	.349	.56311
3	.7512	.571	.566	.45967
4	.774[d]	.599	.593	.44545

Predictors in the Model: Salary, Allowances, Bonus based on the work's outcomes, Discretionary bonus
Dependent Variable: task performance of employee

Source: Field Survey, 2021.

Table 8 shows the MSR values (0.373 for salary, 0.317 for allowances, 0.211 for bonus based on the work's outcomes and 0.198 for discretionary bonus) are smaller, indicating less deviation between the observed and fitted values. The *PV* for the *F* test statistic (86.013 for salary, 75.365 for allowances, 121.634 for bonus based on the work's outcomes and 101.836 for discretionary bonus) are less than 0.001, providing strong evidence against the null hypotheses. The coefficients of determination (in Table 7) for salary (R^2= 0.238), allowances (R^2= 0.354), bonus based on the work's outcomes (R^2= 0.571) and discretionary bonus (R^2= 0.599) indicate

significant effects on the task performance of employee in Mopamuro Local Government in Kogi state.

Table 8. ANOVA on monetary motivation and task performance of employee

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.075	1	32.075	86.013	.000[b]
	Residual	102.922	276	.373		
	Total	134.996	277			
2	Regression	47.796	2	23.898	75.365	.000[c]
	Residual	87.201	275	.317		
	Total	134.996	277			
3	Regression	77.102	3	25.701	121.634	.000[d]
	Residual	57.895	274	.211		
	Total	134.996	277			
4	Regression	80.827	4	20.207	101.836	.000[e]
	Residual	54.170	273	.198		
	Total	134.996	277			

Predictors in the Model: Salary, Allowances, Bonus based on the work's outcomes, Discretionary bonus
Dependent Variable: Perceived attitude towards entrepreneurial engagement

Source: Field Survey, 2021.

Table 9 shows the coefficients of the variables and task performance of employee in Mopamuro Local Government. The coefficient of salary (unstandardized beta- 0.206) shows a positive relationship with the task performance of employee in Mopamuro Local Government in Kogi State. The coefficient of salary (standardized beta- 0.487; PV = 0.01) shows less than average contribution to the task performance of employee in Mopamuro Local Government.

The salary has higher coefficient more than the allowances; given the salary (unstandardized beta- 0.187) and the allowances (unstandardized beta- -0.137). It is seen also that salary has more contribution to the task performance of employee in Mopamuro Local Government compared to the allowances; given the salary (standardized beta- 0.442; PV = 0.01) and the allowances (standardized beta- -0.344; PV = 0.01). The results prove that salary has positive contribution to the task performance of employee in Mopamuro Local Government; while allowances have negative contribution to the task performance of employee in Mopamuro Local Government.

Table 9. Coefficients on monetary motivation and task performance of employee

	Model	Unstd Coef.		Std Coef.	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.455	.069		21.122	.000
	Salary	.206	.022	.487	9.274	.000
2	(Constant)	1.939	.094		20.715	.000
	Salary	.187	.021	.442	9.041	.000
	Allowances	-.137	.019	-.344	-7.041	.000
3	(Constant)	1.692	.079		21.353	.000
	Salary	.179	.017	.423	10.579	.000
	Allowances	-.262	.019	-.658	-13.716	.000
	Bonus based on the work's outcomes	.234	.020	.561	11.777	.000
4	(Constant)	1.975	.101		19.591	.000
	Salary	.149	.018	.353	8.425	.000
	Allowances	-.267	.019	-.671	-14.400	.000
	Bonus based on the work's outcomes	.267	.021	.640	12.895	.000
	Discretionary bonus	-.081	.019	-.195	-4.333	.000

Dependent Variable: Task performance of employee

Source: Field Survey, 2021.

The results in Table 9 show that salary has the least coefficient (unstandardized beta- 0.179) compared with allowances (unstandardized beta- -0.262) and bonus based on the work's outcomes (unstandardized beta- 0.234). Salary also has the least contribution to the task performance of employee in Mopamuro Local Government; given the salary (standardized beta- 0.423; PV = 0.01) and the allowances (standardized beta- -0.658; PV = 0.01) and bonus based on the work's outcomes (standardized beta- 0.561). The result proves that allowance has significant negative contribution to the task performance of employee in Mopamuro Local Government. Meanwhile, both salary and bonus based on the work's outcomes have significant positive contribution to the task performance of employee in Mopamuro Local Government.

Finally, the results in Table 9 show that discretionary bonus has the least coefficient (unstandardized beta- -0.081) compared with salary (unstandardized beta- 0.149), allowances (unstandardized beta- -0.267) and bonus based on the work's outcomes (unstandardized beta- 0.267). Allowances has the highest contribution to the task performance of employee in Mopamuro Local Government given the standardized beta- -0.671; PV = 0.01. This contribution appears to be significantly negative. Bonus based on the work's outcomes is depicted having significantly positive contribution to the task performance of employee in Mopamuro Local Government given the standardized beta- 0.640; PV = 0.01. Salary has significant positive contribution, given the standardized beta- 0.353; PV = 0.01. Discretionary bonus has the least contribution to the task performance of employee in Mopamuro Local Government given the standardized beta- -0.195; PV = 0.01. The monetary motivation appears to have significant negative contribution to the task performance of employee in Mopamuro Local Government in Kogi State.

In Table 10, quality of work life, recognition and moral support were analyzed against contextual performance of employees of Mopamuro Local Government. The adjusted R-squared compares the goodness-of-fit for the regression models that contain differing numbers of the independent variables (quality of work life- 0.141, recognition- 0.405, moral support- 0.413). The result of the coefficients of determinations shows that quality of work life (R^2= 0.144), recognition (R^2= 0.409) and moral support (R^2= 0.419) have explanatory power on contextual performance of employees of Mopamuro Local Government. It is seen that 14.4% variation in the contextual performance of employees of Mopamuro Local Government is explained by quality of work life. 40.9% variation in the contextual performance of employees of Mopamuro Local Government is explained by recognition; and 41.9% variation in the contextual performance of employees of Mopamuro Local Government is explained by moral support. The unexplained variations (in quality of work life- 85.6%, recognition- 59.1% and moral support- 58.1%) shows that there are other variables that can predict contextual performance of employees of Mopamuro Local Government. The coefficient of determinations (R^2 value) proved that quality of work life, recognition and moral support have weak effects on contextual performance of employees of Mopamuro Local Government.

Table 10. Multiple regression on non-monetary motivation and contextual performance of employees

Model	R	R^2	Adj. R^2	Std. Error
1	.380[a]	.144	.141	.65117
2	.639[b]	.409	.405	.54224
3	.647[c]	.419	.413	.53850

Predictors: (Constant), Quality of work life, Recognition, Moral support

Source: Field Survey, 2021.

The ANOVA in Table 11 shows that the MSR values (0.424 for quality of work life, 0.294 for recognition and 0.290 for moral support) are smaller. This shows less deviation between the observed and fitted values. The *PV* for the *F*-test statistic (46.549 for quality of work life, 95.080 for recognition and 65.879 for moral support) are less than 0.001, providing strong evidence against the null hypotheses. The coefficients of determination (in Table 10) for quality

of work life (R^2= 0.144), recognition (R^2= 0.409) and moral support (R^2= 0.419) indicate weak significant effects on the contextual performance of employees of Mopamuro Local Government.

Table 11. ANOVA on non-monetary motivation and contextual performance of employees

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	19.737	1	19.737	46.549	.000[b]
1	Residual	117.029	276	.424		
	Total	136.766	277			
	Regression	55.911	2	27.955	95.080	.000[c]
2	Residual	80.856	275	.294		
	Total	136.766	277			
	Regression	57.311	3	19.104	65.879	.000[d]
3	Residual	79.455	274	.290		
	Total	136.766	277			

Dependent Variable: Contextual performance of employees
Predictors: (Constant), Quality of work life, Recognition, Moral support
Source: Field Survey, 2021.

Table 12 shows the unstandardized coefficient for quality of work life to be 0.152. This implies that changes in the quality of work life will bring about changes in contextual performance of employees of Mopamuro Local Government. The standardized coefficient for quality of work life (β= 0.380; PV= 0.01) shows a low positive contribution to the contextual performance of employees of Mopamuro Local Government. This means that quality of work life has significant positive and weak contribution to the contextual performance of employees of Mopamuro Local Government.

Table 12. Coefficients on non-monetary motivation and contextual performance of employees

	Model	Unstd Coef.		Std Coef.	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.722	.089		19.288	.000
	Quality of work life	.152	.022	.380	6.823	.000
2	(Constant)	2.225	.087		25.551	.000
	Quality of work life	.239	.020	.599	11.889	.000
	Recognition	-.234	.021	-.559	-11.092	.000
3	(Constant)	2.180	.089		24.519	.000
	Quality of work life	.228	.021	.570	11.011	.000
	Recognition	-.248	.022	-.594	-11.308	.000
	Moral support	.048	.022	.115	2.197	.029

Dependent Variable: Contextual performance of employees
Source: Field Survey, 2021.

The Table 12 shows that the unstandardized coefficient for quality of work life (β= 0.239; PV= 0.01) is different from the unstandardized coefficient for recognition (β= -0.234; PV= 0.01). Recognition enters the model with negative sign. This implies that recognition negatively relates with the contextual performance of employees of Mopamuro Local Government. Comparing the standardized coefficient for the two variables, quality of work life is positive (given β= 0.599; PV= 0.01) and recognition is negative (given β= -0.559; PV= 0.01). This implies that recognition has significant negative and strong contribution to the contextual performance of employees of Mopamuro Local Government.

The Table 12 shows the unstandardized coefficient for quality of work life (β= 0.228; PV= 0.01), recognition (β= -0.248; PV= 0.01) and moral support (β= 0.048; PV= 0.03). The standardized coefficient for quality of work life (β= 0570; PV= 0.01), recognition (β= -0.594;

PV= 0.01) and moral support (β= 0.115; PV= 0.03). Compared with quality of work life and recognition, moral support appears to have the least contribution to the contextual performance of employees of Mopamuro Local Government. However, the contribution of moral support to the contextual performance of employees of Mopamuro Local Government is seen significant but weak.

Discussion of Findings

Finding showed that promotion, career advancement, work condition, recognition have significant influence on the task performance of employee in Mopamuro Local Government. This study advances the finding of Afolabi, Essien, and Ogunsola (2022) that employee recognition as well as career advancement has a significant effect on the performance of employee. This study also advanced the finding of Haryono, Supardi, and Udin (2020) that promotion has a strong and significant impact on employees' performance. This is because the specific aspect of performance of the employee was not stated. However, this study found that promotion, Career advancement and Recognition have a positive linear connection with the task performance of employee in Mopamuro Local Government. Work condition was found to have negative linear connection with the task performance of employee in Mopamuro Local Government. This supports the finding of Bashir et al. (2020) that employees can improve their performance sequel to viable work condition. This present finding may imply that the employees' terms/conditions of job employed for are not favourable to the task performance of employee in Mopamuro Local Government.

Finding showed that salary and allowances have weak effects on the task performance of employee in Mopamuro Local Government in Kogi State. This is because the results for salary and allowances show R-square value less than 50%. Alnsoura and Kanaan (2021) also stated that financial incentive (salary and allowances) is cardinal to improved performance of employees. Bonus based on the work's outcomes and discretionary bonus has moderate effects on task performance of employee in Mopamuro Local Government in Kogi State. This is because the results for the variables show R-square value around 50%. This study supports the finding of Ojeleye (2018) that employees' performance has a significant positive relationship with pay and bonuses. Kalima and Kabubi (2021) argued that compensation deferral or non-increase in salary over an extended period of time is one of the reasons employees' performance deteriorates. Finding showed that salary and bonus based on the work's outcomes have a positive and significant linear association with the task performance of employee in Mopamuro Local Government in Kogi State. Allowances and discretionary bonus have a negative but significant linear association with the task performance of employee. This may mean that the payment of allowances and discretionary bonus is bias.

Finding showed that quality of work life, recognition and moral support have weak effects on the contextual performance of employees of Mopamuro Local Government. This study supports and advanced the finding of Aketch et al. (2012) that quality of work life has close link with employees' performance. This present study found that changes in the quality of work life will bring about corresponding changes in the contextual performance of employees of Mopamuro Local Government. Recognition negatively affects the contextual performance of employees of Mopamuro Local Government. This suggests that too much employees' recognition gives rise to ego, and negatively affect their contextual performance of employees of Mopamuro Local Government. Moral support is perceived as having a considerable and favourable effect on the contextual performance of employees of Mopamuro Local Government; although it is weak.

Conclusion

Motivation still remains a subject attracting research interest in Mopamuro Local Government of Kogi Sate. It is clear that motivation is monetarily and non-monetarily inclined. The monetary aspect of motivation has raised research concern in the study area. This is one of the reasons this study is conducted. The study is directed towards achieving three research goals. Mainly, motivation is empirically proved as a driver of employees' performance. The effort made in this study was to dimension employees' performance (into task and contextual).

The outcome of this study is that promotion, career advancement, work condition, recognition have significant influence on the task performance of employee in Mopamuro Local Government. The study established that increasing effort towards promoting, advancing career and recognizing employees will lead to increasing task performance of employee in Mopamuro Local Government. Task performance in Mopamuro Local Government was shown to have a negative linear relationship with work conditions. This conclusion might signal that the employees' terms and circumstances of employment are not conducive to their task performance in Mopamuro Local Government.

Salary and allowances had a minor impact on employee job performance in the Mopamuro Local Government in Kogi State. Bonuses based on job results and discretionary bonuses have minimal influence on employee task performance in Mopamuro Local Government. In the Mopamuro Local Government of Kogi State, salary and bonus based on job results show a positive and strong linear relationship with employee task performance. Allowances and discretionary bonuses show a negative but statistically significant linear relationship with employee task performance. This might indicate a prejudice in the payment of allowances and discretionary bonuses.

Quality of work life, recognition, and moral support had just a minor impact on the employees' contextual performance in Mopamuro Local Government. According to the findings of the study; improvement in the quality of work life would result into comparable improvements in the contextual performance of employees. Excessive employee recognition leads to ego, which has a detrimental impact on employees' contextual performance. Moral support is thought to have a significant and positive impact on the contextual performance.

Recommendations

The study recommended that:

o Managers/personnel should improve on policies towards promotion, career advancement and recognition; as these will enhance improved task performance of employee in Mopamuro Local Government. They should minimize their work conditions to maximize increased task performance of employee in Mopamuro Local Government.
o Managers/personnel should improve on salary payment and bonus based on the work's outcomes; as these contribute to improved task performance of employee in Mopamuro Local Government in Kogi State. They should strategically manage allowances and discretionary bonus to enhance increased task performance of employee.
o Managers/personnel and policy makers should develop a culture that favours quality of work life and moral support within teams; this will boost the contextual performance of employees of Mopamuro Local Government. To achieve improved contextual performance, employees' recognition should be minimized in Mopamuro Local Government.

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