

ECHOES OF INTRINSIC MEASURES TO MOTIVATION IN SERVICE ORGANIZATIONS: A LOOK AT EMPLOYEES' RECOGNITION IN NIGERIA SOCIAL INSURANCE TRUST FUND (NSITF), ABUJA, NIGERIA

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Abstract

Over the years, Nigeria Social Insurance Trust Fund (NSITF), Abuja Nigeria has adopted both intrinsic and extrinsic measures to motivate employees to increase productivity. The outcome has not shown clearly which type of motivation is most effective. This study became imperative to determine the most appropriate measure to maximize the output of workers in the Nigeria Social Insurance Trust Fund, Abuja, Nigeria. Survey research design was adopted by the researcher. The population of the study comprises 429 staff of NSITF, Abuja. A sample of 248 employees was drawn for the study. The questionnaire was adopted as the major instrument for collecting data. Simple regression was used in the analysis of the data. The findings revealed that motivation has a positive effect on employees' performance. The study recommends that the management of NSITF among other measures pay attention to their workers by recognizing them, involving them as much as possible in the decision making process in the organization notwithstanding their ranks and positions. Also, the management should also endeavor to acknowledge and appreciate inputs by all workers. The study also recommends a consistent appraisal of employees' performance as well as encourage all staff to improve on their performance.

Keywords: Motivation, Intrinsic motivation, Extrinsic Motivation, Employee Performance

INTRODUCTION

Background to the Study

Ensuring that staff are consistently motivated is crucial for firms' sustainability. The height of enthusiasm, dedication, innovation and staff input can significantly impact the organization's productivity and overall performance. To achieve and maintain high levels of employee motivation, it is important to communicate transparently

and recognize their achievements and efforts (Jalswal,2019).

When evaluating employee performance, productivity is important to determining organizational performance. There are several ways to measure productivity, including evaluating the quality, quantity, knowledge, or creativity of individuals in fulfilling their duties within a specific

timeframe. However, motivation is a critical factor that influences employee behavior and actions. Motivation refers to the elements to accomplish their task (Heathfield, 2015). When employees are rewarded for exceeding expectations and achieving targets, they feel motivated and encouraged to continue performing at high levels. Immediate recognition of their efforts is essential to maintaining high levels of motivation and performance. By recognizing employee achievements and efforts, organizations can foster a culture of motivation and high performance, leading to continued success and growth. Organizational success depends heavily on staff performance. Employee productivity is influenced by their skills, education, efforts, and motivation. To ensure their effectiveness, organizations now emphasize employee growth and motivation. Motivated employees can provide a firm with advantage. Motivation is critical for maintaining work continuity and ensuring organizational survival (Omollo 2015).

Motivation should not be based solely on financial rewards, fulfilling demands. Meeting staff needs means they seek job satisfaction, appreciation, a positive work environment, and opportunities for personal development. Ultimately, individuals work to lead a meaningful life and leave a legacy for their loved ones (Iswari & Pradhanawati, 2018). Inner motivation is key because it drives a person to work with enthusiasm, based on personal factors. Combining inner motivation with external motivation individuals can become professional and productive employees who meet company expectations (Da Cruz Carvalho et al., 2020).

Motivation is a form of reward that psychologically encourages employees to focus and improve their job

performance. It is crucial for organizations, as a lack of appropriate motivation can lead to employee turnover and negative impacts on performance, job satisfaction, and the overall reputation of the firm. Motivation explains why employees with similar talents, abilities, and opportunities in the same organization, under the same employment conditions, can demonstrate different levels of performance. Highly motivated employees are more likely to seek promotions and constantly look for better ways to perform their duties, leading to faster career advancement. These motivated employees put in more effort and strive to excel in their roles, ultimately contributing to the success of the organization (Dremina, 2016; Negash, 2014; Sandhu et al., 2017). Motivation is divided into intrinsic motivation and extrinsic motivation. Extrinsic motivation entails external rewards such as monetary incentives, bonuses, promotions, and job security given to employees for their exceptional performance. On the other hand, intrinsic motivation is fueled by factors like career advancement, job design, training opportunities, a supportive work environment, and recognition.

Even when employees are engaged in similar work and operate within the same environment, their levels of motivation may vary significantly. There can be considerable differences in pay for workers who perform identical tasks under identical conditions.

Intrinsic motivation plays a vital role in increasing employee drive, commitment to staying in a firm. Both motivations are essential for employees across all industries, including the banking sector.

Organizations should focus on motivating employees through both intrinsic and extrinsic means to improve overall performance and productivity.

Motivation is often seen as a continuum, ranging from low motivation to high motivation. It can be divided into two categories: intrinsic motivation, which is encompasses self-desire, passion, and task fulfilment itself, and extrinsic motivation, which is influenced by external rewards and incentives.

Since the 1970s, intrinsic motivation has been a subject of study and involves seeking new challenges, self-assessment, and a desire for knowledge. On the contrary, extrinsic motivation originates from external factors and involves performing tasks to attain specific outcomes or rewards (Makki & Abid, 2017).

Statement of the Problem

Motivating employees to enhance their job-related knowledge, skills, and attitudes is crucial for improvement. Motivation can be used to meet the increasing demands of individuals in their lives and work environment, but there is a lack of understanding regarding how to effectively motivate high-demanding individuals, leading to sub-optimized motivational factors. To achieve optimal motivation, a deeper understanding of what motivates employees is necessary. However, organizations face some inherent problems in effectively implementing motivational strategies. There are problems in motivation like attention not given to intrinsic motivation, and inconsistency in implementing extrinsic motivation.

Poor understanding and inadequate application of appropriate motivational measures to individual employees adversely affects the quality of outcomes in most organizations. It has been noted that most managers in both manufacturing and service organizations tend to lose sight on what actually interests their employees and what to do

to boost their productive strength and capacity. It is rather a popular assumption that pay rise and other tangible incentives like fat cash bonuses, allowances and other tangible benefits are the only effective means of motivating employees to do more. This view to a large extent could be true but not in absolute terms. Inviting an office clerk to a banquet with the Chief Executive Officer or seeking the opinion and input of line staff in critical or minor decision making process can result in unquantifiable level of fulfilment in the lives of such workers especially those at the lower cadre. It is notable that the use of financial and tangible benefits as a strategy for motivating employees is usually very expensive and management would not often apply such measure even when there is increase in profit.

Psychological findings have revealed that an average individual is usually hungry for recognition, but unfortunately managers are yet to take advantage of this cheap strategy to motivate their employees and enhance productivity. Over the years, Nigeria Social Insurance Trust Fund, Abuja has applied strategies such as intrinsic and extrinsic motivations to encourage employees to increase performance, but they are uncertain about the type of motivation that increases employees' performance more. Extant works of literature such as Elizabeth (2017); Oluwayomi (2018); Gisela (2014); Elibariki (2016) and Michael (2019) have examined the effect of motivation on employees' performance. However, none of these studies used National Social Insurance Trust Fund (NSITF) Abuja to study the variables.

Research Questions

i How does employee recognition affect employees' performance in

Nigeria Social Insurance Trust Fund, Abuja, Nigeria?

Objectives of the Study

The study aims to:

- i. assess the effect of employee recognition on employees' performance in Nigeria Social Insurance Trust Fund, Abuja, Nigeria.

Statement of Hypothesis

The study was guided by the hypothesis given below;

H₀₁: Employee recognition has no significant effect on employees' performance in Nigeria Social Insurance Trust Fund, Abuja, Nigeria.

Scope of the Study

The study focused on measuring the effect of intrinsic motivation on productivity by the staff of Nigeria Social Insurance Trust Fund, Abuja, Nigeria. The study specifically reviewed the relevance of employees' recognition as a measure for motivating the staff of Nigeria Social Insurance Trust Fund, Abuja, Nigeria towards enhanced productivity.

The study was carried within the geographical space of the Nigeria Social Insurance Trust Fund, Abuja, Nigeria and the study components were derived therein.

REVIEW OF LITERATURE

Conceptual Review

Motivation

Motivation is essential for inspiring and engaging employees to work in a way that aligns with the organization's objectives. It involves providing the right mix of guidance, direction, resources, and rewards to encourage employees effectively. In today's competitive era, organizations prioritize Human

Resources management, and successful managers excel in effectively motivating their employees through various tools.

It's important to recognize that motivation is not solely driven by monetary incentives; employee behavior is influenced by their attitudes. Motivation is a psychological characteristic that plays a crucial role in fostering commitment to organizational goals. It involves the interaction of needs, drives, and incentives. While motivation is essential for goal-directed behavior, it's not enough on its own. Employees also need the necessary skills and knowledge (ability) to perform tasks efficiently, which can significantly impact effectiveness.

Keeping employees motivated is important to maintain a loyal workforce. Motivation comes from two main factors: financial rewards and non-financial rewards. Both external and internal motivation helped in retaining employees and provided sense of belonging within the organization, which creates a sense of support from the organization. Research has been conducted to support this conclusion (Shah & Asad, 2018).

Employee compensation includes indirect benefits like recognition, insurance, pension plans, and vacations, which are known as intrinsic motivation. These benefits are important for employees to continue working with the company. They are also called employee services, supplementary benefit, and additional pay, fringe benefits (Sewde, 2017).

Intrinsic motivation is about desire to be recognized, valued, responsible, be incharge, career growth and development, achieving goals and independent.

Non-financial compensation motivates people by doing

things to or for them, such as benefits, salary raise, recognition, or upward promotion, as well as discipline staff, salary delay, or criticism. The effect may not last in the long term but effective in the short term. Employee benefits are non-financial compensation in addition to cash salary that enrich workers' lives.

Extrinsic motivation refers to external factors which motivate staff performance or productivity. The most widely discussed form of extrinsic motivation is monetary rewards, such as salaries and bonuses. Other examples include accolades like "Employee of the Month," benefits packages, and organized activities. (Warnich, et. al., 2015). In the context of work, extrinsic motivation involves tangible financial incentives offered to employees for their labor and achieving organizational objectives. These incentives can range from direct payments like salaries and commissions to indirect rewards like promotions and executive compensations. On the other hand, negative forms of extrinsic motivation may include punishments like pay cuts or criticism.

Extrinsic motivation is not solely limited to monetary compensation. It also encompasses non-monetary elements like job security, fringe benefits, and working conditions, which are intended to motivate employees. The specific practices of providing extrinsic motivation can vary between organizations and job roles. Financial compensation in employment refers to the money paid to employees in exchange for their labor. This includes various forms like profit sharing, stock options, project bonuses, scheduled bonuses, and warrant bonuses. Extrinsic motivation involves external incentives, with money being the most well-known and debated form. However, it also encompasses other tangible and

intangible rewards offered to employees for their work and achievements (Allen, 2017).

Employee Recognition

Employee recognition is a crucial aspect of ensuring a positive working space. It is a way to acknowledge and appreciate staff' hard work, dedication, and achievements towards a company's objectives. Recognition can be done in a variety of ways, whether formally or informally, publicly or privately, and always in addition to regular pay. According to Pitts (2015), the main goal of recognition aims at improving positive behaviors within the workspace increase performance and ensure profitability in an organization .

Effective recognition can motivate employees and improve their performance. When workers feel appreciated, they tend to work harder, resulting in increased efficiency for the organization (Omo-Odiagbe, et. al., 2019). Good managers understand the importance of recognizing their workers' accomplishments and rewarding them with tangible recognition, as emphasized by Deepröse (2014).

Employee recognition evaluates staff inputs towards organizational development and advancement. A culture of recognition is created by recognizing each worker's unique contribution and emphasizing their professional expertise and experience, leading to increased employee engagement. Engaged employees are happier, more loyal, and more productive. There are many ways to recognize employees without spending a lot of money, such as informal rewards like verbal appreciation, extra time off, or writing their names in the company newsletter (Hussain, et. al., 2019).

Studying employee recognition is crucial to the development of innovative methods of appreciation and engagement that help companies create newer employee engagement programs. This research also helps future researchers analyze trends in employee engagement (Aparapa, 2021). Understanding the impact of recognition on both employees and organizations is essential to foster growth and maintain a positive work environment.

Employee Performance

In the workplace, measuring performance is a complex task that involves several dimensions. These dimensions include the job quality, the job quantity, timeline to work, and interaction with other staff. Each of these elements is essential in determining the success of an organization. Quality of work is a crucial performance indicator because it is a requirement for a firm to compete effectively in the market space. The provision of quality products ensures that the organization gains customer support and increased purchasing power, which enhances the sustainability in meeting company's targets.

The work quantity produced is another performance indicator that determines dominance of a company in the market space. The amount of productivity create a better impact on the perception of the company in the market space. Timeline of work is essential performance indicator because it determines how effect a staff is in completing the tasks assigned to them. It is essential to determine the best time to work to ensure that employees can complete their work effectively.

Job Satisfaction

Job satisfaction is a deeply personal one, as it varies greatly from one individual to

another. It is determined by a person's values, preferences, and ideals, all of which shape their perception of their work environment. The degree to which a job aligns with these values and preferences is key in job satisfaction experienced by an individual. When a job aligns with these values, the level of job satisfaction is higher. Conversely, when a job does not align with these values, the level of job satisfaction is lower. Therefore, it is crucial for companies to have systems in place that prioritize employee job satisfaction.

There are several indicators that can be used to determine job satisfaction, including payments, employment, promotional opportunities, supervisors, and colleagues. Additionally, performance is a significant factor in job satisfaction. Every individual has a unique set of skills and potential, which directly affects their performance. Work can be divided into hard work and smart work, with the latter being a strategy to minimize energy while achieving better outcomes. Therefore, companies should provide their employees with opportunities to develop and utilize their skills and potential.

Employee satisfaction, which is also known as job satisfaction, measures how staff are happy with their jobs. It is an essential evaluation of an individual's happiness or unhappiness and how is affect their work productivity and deliverables. Employee job satisfaction is the evaluation of an individual's feelings towards their job, which can be positive or negative. Companies should prioritize employee job satisfaction have a sense of been valuable to the organization and good work environment.

Recognition and employee performance

In a research done by Omo-Odiagbe et al. (2019), the link among recognition and employees' performance in First Bank Plc's Abuja branches was investigated. The study population consisted of 483 bank staff, with a sample size of 219. The researchers utilized a survey research design and employed regression and multiple regression models to estimate the variables. The data were collected and analyzed using SPSS version 25.0. The study's findings indicated that recognition positively affect productivity of staff in First Bank Plc, Abuja. Moreover, the researchers found that acknowledging the effort put into work has a positively influence on employees' productivity.

Another research study conducted by Aparapa and Sri (2021) assessed the effect of rewards and recognition on employees' performance. The researchers utilized a descriptive research design to study 50 employees from various companies, which was also the sample size. The primary data sources were used, and the researchers employed tabular columns, percentage methods, chi-square tests, and correlation analyses to analyze the data. Ondhowe et al. (2021) A study in Lumajang City found no direct impact of performance allowances on motivation, work achievements, and organizational performance in the Ministry of Religion Office.

Theoretical Framework

In this section, the study explored the fundamental theoretical framework that underpin the research. These theories include Maslow's Hierarchy of Needs theory, Vroom Expectancy theory, Equity Theory, Goal Setting Motivation theory, and Two-Factor Theory (Herzberg's).

Maslow's Hierarchy of Needs theory,

Proposed by Abraham Maslow in 1967, the hierarchy of needs presents a structured framework for human necessities. This arrangement comprises five tiers: physiological needs, safety needs, esteem needs belongingness needs and self-actualization needs. The foundational layer, physiological needs, encompasses essentials such as sustenance, water, and shelter. Safety needs ensue, centering on security, equilibrium, and emotional welfare. Belongingness needs involve the craving for social engagement, companionship, affection, and acceptance within a community. Esteem needs orbit around self-esteem and external acknowledgment, status, and distinction. At the pinnacle resides self-actualization, characterized by aspirations for complete potential, ingenuity, and individual progression.

In accordance with Maslow's theory, unmet requirements impel behavior, with lower-tier needs demanding satisfaction prior to the emergence of higher-tier ones. For instance, the fulfillment of physiological and safety needs must precede the manifestation of belongingness, esteem, and self-actualization incentives. This theory postulates that individuals pursue job contentment, status, and intricate tasks subsequent to the fulfillment of primary needs. Despite not being entirely corroborated by empirical data, the theory is recognized for its adeptness in elucidating the conduct of individuals with a strong urge for growth. Maslow's theory wields influence across diverse demographics of employees, channeling job preferences harmonized with their requisites and ambitions, thus ensuring gratification.

This theory implies that employees may be induced or motivated through various

incentives such as tangible resources, cash bonuses and other benefits, but as long as the individual feels alienated from the mainstream of management decisions, the strength of the motivation will be compromised. Job performance derives from job satisfaction which entails fulfilment. Social inclusion impacts on the individual's self-esteem and this largely determines the level of output and productivity.

However, motivation is most effective through a combination of measures including both intrinsic and extrinsic measures.

METHODOLOGY

In the following segment, we shall explore the intricate details pertaining to the research design, population and samples, procedures for analysis of information. These aspects demand careful attention and a thorough understanding validity of the research.

Research Design

Survey research design was adopted to gather relevant information and analyze data from a representative sample. This design was utilized in both the preliminary and explanatory phases of the study to ensure that the findings presented were reflective of the overall population. In line with this, the

researcher meticulously collected and analyzed data without manipulating variables to ensure the integrity of the work.

Population of the Study

The work comprised of NSITF, FCT Branch, Abuja office staff. The NSITF, Abuja has a total of 429 staff according to Administrative Department (2022), Abuja Branch.

Sample and Sampling Techniques

In order to conduct our study, we relied on the expertise of Taro Yamane and utilized his sample formula, which was developed back in 1967. This formula served as the foundation for our calculations, allowing us know optimal population for our research. By utilizing this method, we were able to ensure the accuracy and reliability of our findings:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size;

N = population size;

e = Level of precision required;

1 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting the formula;

$$n = \frac{429}{1 + 429(0.05)^2}$$

$$n = \frac{429}{1 + 429(0.0025)}$$

$$n = \frac{429}{1+1.0725}$$

$$n = \frac{429}{2.072}$$

$$n = 207$$

This study is 207.

Researcher added 20 copies of questionnaire to the sample size making it 249. This is questionnaire from respondents (Israel, 2013). Expected return rate will enable this study to meet up with the sample size of 207 from the organization. The researcher ensured effective follow up and one-on-one interaction directly with the respondents and in some cases through their head of departments. A timeframe of two weeks completion was given to enable them fill the questionnaire correctly. Completed questionnaires were collected personally. All survey questions coming from the participants were guaranteed of the discretion of their answers.

Method of Data Collection

To accurately assess the level of agreement or disagreement among the survey participants, a Likert scale consisting of 5 points was employed.

Table 4.8: Employee Recognition

Source: Survey, 2023

Items	SA	A	U	D	SD
NSITF in Abuja, Nigeria has performance appraisal programs for her employees.	119 (49.79%)	81 (33.89%)	14 (5.85%)	11 (4.60%)	14 (5.85%)
The management of NSITF in Abuja, Nigeria frequently celebrate employees' with great achievements through praise, issuance of certificate of appreciation and award.	104 (43.51%)	78 (32.63%)	25 (10.46%)	18 (7.53%)	14 (5.85%)
Management of NSITF in Abuja, Nigeria do sponsor her employees' trip/vacation as part of recognition of outstanding performance.	83 (34.72%)	100 (41.84%)	17 (7.11%)	19 (7.94%)	20 (8.36%)
There is a fair practice of employees recognition and its benefit distribution in NSITF, Abuja, Nigeria	99 (41.42%)	84 (35.14%)	18 (7.52%)	20 (8.36%)	18 (7.53%)

Table 4.8 shows that 119(49.79%) respondents strongly agreed that NSITF in Abuja, Nigeria has performance appraisal programs for her employees. 81(33.89%) agreed, 14(5.85%) were undecided 11(4.60%) disagreed and 14(5.85%) strongly disagreed.

The table also shows that 104(43.51%) respondents strongly agreed that the

Method of Data Analysis

We used multiple regressions to see if motivation affects employee performance. The standard deviation and mean were used to determine average values and variation in the data. Multiple regressions are widely used methods of regression analysis. It is used to examine whether one variable is depending on another or a combination of other variables.

DATA PRESENTATION AND ANALYSIS

Data Presentation

The researcher adopted 20% amounted 41 which (207) resulting to a total of 248 questionnaire distributed to the target respondents even though 239 questionnaire were returned and found valid.

management of NSITF in Abuja, Nigeria frequently celebrate employees' with great achievements through praise, issuance of certificate of appreciation and award. While 78(32.63%) agreed, 25(10.46%) were undecided, 18(7.53%) disagreed and 14(5.85%) strongly disagreed

The table above indicates that 83(34.72%) strongly agreed that management of

NSITF in Abuja, Nigeria do sponsor her employees' trip/vacation as part of recognition of outstanding performance, 100(41.84%) agreed, 17(7.11%) were undecided, 19(7.94%) disagreed while 20(8.36%) strongly disagreed.

99(41.42%) strongly agreed that There is a faire practice of employees recognition and it's benefit distribution in NSITF, Abuja, Nigeria, 84(35.14%) agreed, 18(7.52%) were undecided, 20(8.36%) disagreed while 18(7.53%) strongly disagreed.

Table 4.10: Employees Performance

Items	A	SA	U	D	SD
Employees of NSITF in Abuja, Nigeria have good attitude towards performing task assigned to them	81 (39.13%)	58 (28.02%)	16 (7.73%)	15 (7.25%)	37 (17.87%)
Employees of NSITF in Abuja, Nigeria are very much familiar with the organization's goals and are dedicated to their attainment	69 (33.33%)	63 (30.43%)	15 (7.25%)	17 (8.21%)	43 (20.77%)
Employees of NSITF in Abuja, Nigeria ensures that all assigned tasks are completed as when due.	100 (41.84%)	83 (34.72%)	17 (7.11%)	19 (7.94%)	20 (8.36%)
There is fair allocation of tasks to sub-ordinate by the superior in NSITF in Abuja, Nigeria	70 (33.82%)	68 (32.85%)	14 (6.76%)	16 (7.73%)	39 (18.84%)

Source: Survey, 2023

Table 4.10 show 81(39.13%) of the participants strongly agreed that employees of the NSITF in Abuja, Nigeria have a good attitude towards performing the task assigned to them, 58(28.02%) agreed, 16(7.73%) were undecided, 15(7.25%) disagreed while 37(17.87%) strongly disagreed.

100(41.84%) of the participants strongly agreed that Employees of NSITF in Abuja, Nigeria ensures that all assigned tasks are completed as when due, 83(34.72%) agreed, 17(7.11%) were undecided, while 19(7.94%) disagreed, only 20(8.36%) strongly disagreed.

Table 4.10 show 69(33.33%) of the participants strongly agreed that Employees of NSITF in Abuja, Nigeria are very much familiar with the organization's goals and are dedicated to their attainment, 63(30.43%) agreed, 15(7.25%) were undecided, while 17(8.21%) disagreed, only 43(20.77%) strongly disagreed.

Table 4.10 as well indicates that 70(33.82%) of the participants strongly agreed that there is fair allocation of tasks to sub-ordinate by the superior in NSITF in Abuja, Nigeria, 68(32.85%) agreed, 14(6.76%) were undecided, 16(7.73%) strongly disagreed while 39(18.84%) disagreed.

Analysis and Interpretation of Result

Table 4.11 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
SAL	239	1.00	5.00	3.1691	1.13544
ALL	239	1.00	5.00	3.0437	1.11374
REC	239	1.00	5.00	3.1340	1.14631
CAA	239	1.00	5.00	3.2975	1.29430
EMP	239	1.00	5.00	3.7800	1.34002
Valid N (listwise)	239				

Source: SPSS Output Version 23

Table 4.10 The variables include Employees Performance (EMP), Salary (SAL), Allowance (ALL), Recognition (REC), and Career Advancement (CAA).

For Employees Performance (EMP), the mini value is 1.00, the maxi value is 5.00, the mean value is 3.7800, and the standard deviation is 1.14002.

Regarding Salary (SAL), it has a mini value of 1.00, a maximum value of 5.00, a mean value of 3.1691, and a standard deviation of 1.13544.

Allowance (ALL) has a mini value of 1.00, a maxi value of 5.00, a (mean) value of 3.0437, and a standard deviation of 1.11374.

Recognition (REC) shows a mini value of 1.00, a maxi value of 5.00, a (mean) value of 3.1340, and a standard deviation of 1.14631.

Table 4.12: Correlation Analysis

		Correlations				
		EMP	SAL	ALL	REC	CAA
REC	Sig. (2-tailed)	.000	.000	.000		.000
	N	239	239	239	239	239

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

Source: SPSS Output Version 23

Lastly, Career Advancement (CAA) has a mini value of 1.00, a maxi value of 5.00, a mean value of 3.2975, and a standard deviation of 1.29430.

From the data, it is evident that the variable Employees Performance (EMP) highest of 1.34002, indicating its significant input. On the other hand, the other variables have lower standard deviations, indicating their lesser impact on the model. Notably, Allowance (ALL) has the lowest standard deviation, suggesting it contributes the least to the model.

Correlation Analysis

Table 4.12 below presents the correlation results on Employees Performance (EMP), Salary, Allowance, Recognition and Career Advancement. It explain the strength of correlation under consideration.

The correlation is tabled and reveal the relationship existing among the variables under study the work revealed that Recognition has a positive and strong relationship with Employee Performance at a 1% level of significance, with a correlation coefficient of 0.796. This implies that the recognition given to

employees for their contributions and performance can have a significant impact on their level of performance within NSITF, Abuja, Nigeria. The results suggest that employees who receive recognition for their efforts are likely to be more productive than those without it.

Table 4.14 ANOVA

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Squares	F	Sig.
1	Regression	311.816	4	77.954	120.086	.000 ^b
	Residual	152.550	235	.649		
	Total	464.366	239			

a. Dependent Variable: EMP

b. Predictors: (Constant), REC

Source: SPSS Output Version 23

The Anova table reveal the model's fitness. This is observed considering the p-value which is (0.000) substantially lower than the 5% level of significance (0.05) and as well lower than the F-statics

value of (130.766). This shows that the earlier formulated model in use for this study is fit, and the null hypotheses may be rejected.

Coefficients^a

Model		Unstandardized Coefficient		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.454	.208		2.188	.030
	REC	.604	.156	.596	3.876	.000

a. Dependent Variable: EMP

Source: SPSS Output Version 23

Table 4.14 shows the co-efficient of Salary (0.167) which is positive and is significant in enhancing the Employees Performance in NSITF, Abuja, Nigeria.

The co-efficient of Recognition (0.604) which is positive and is significant in enhancing the Employees Performance in NSITF, Abuja, Nigeria. $EMP = 0.454 + 0.604 \log_REC$ shows that Employees Performance increases by 60% for every 1% increase in the Employees Recognition in NSITF, Abuja, Nigeria.

Test of Hypothesis

According to research conducted on employees at the NSITF in Abuja, it was observed that salary has a positive effect on their work. Employee recognition, was found to have a significant impact on staff productivity with a coefficient value of 0.604 and a probability value of 0.000.

Discussion of Findings

Employee recognition has strong positive effect on employees' performance in NSITF in Abuja, Nigeria. This is as a result of the responses

obtained from the respondents who stated that, NSITF in Abuja, Nigeria has performance appraisal programs for her employees; the management of NSITF in Abuja, Nigeria frequently celebrate employees' with great achievements through praise, issuance of certificate of appreciation and awards; management of NSITF in Abuja, Nigeria do sponsor her employees' trip/vacation as part of recognition of outstanding performance; and there is a faire practice of employees recognition and its benefits distribution in NSITF, Abuja, Nigeria.

SUMMARY, CONCLUSIONS AND RECOMMENDATION

Summary

In the Nigeria Social Insurance Trust Fund (NSITF) located in Abuja, this study was conducted to know the impact of motivation on staff productivity. The study aimed to study the effects of salary, allowances, recognition, and career advancement on staff productivity. In order to achieve this, the necessary data was collected and analyzed.

The outcome of the work revealed that not all predictors had significant effects on staff productivity. However, it was discovered that salary had a strong and significant relationship with staff productivity. Allowances, on the other hand, had a weak and insignificant relationship with employee performance.

In addition, the work found that been recognized and career advancement had positive relationships and significant effects on employee performance. These findings provide valuable insight into the extent to which motivation affects staff productivity in the NSITF, Abuja. It is important to note that these results can serve as a guide for organizations seeking to improve their employees' performance and motivation levels.

Overall, this study highlights the importance of recognizing and rewarding staff, as well as providing opportunities for career advancement in order to increase motivation and ultimately improve performance.

Conclusion

Employee performance is greatly influenced by their salary. This means that a good salary motivates employees to perform better. Although allowances can also boost performance, they are not strong enough to be a major motivator. Employee recognition, however, has a significant effect on improving staff productivity. It connotes that recognizing employees' efforts plays a major role in enhancing their performance at NSITF, Abuja. Finally, career advancement also has a positive and significant impact on work. This suggests that advancing in one's career is critical to improving overall performance.

Recommendations

- i. The study recommends that the management of NSITF, Abuja, Nigeria should expand the scope of participation in decision making by all categories of staff, this will enhance social inclusion and improve on their sense of fulfilment, and ultimately enhance productivity.
- ii. The study also recommends that the management of NSITF, Abuja, Nigeria should create a feedback channel that enables a two-way communication between staff and management.
- iii. The study suggests that the organization should narrow the gap that exists between the management and staff through improved social interaction and mutual engagement, this will enable the lower staff to engage

more energy towards achieving the organizational goals.

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