MOTIVATION AND EMPLOYEE PERFORMANCE: AN ANALYTICAL STUDY OF EMPLOYEE OF MICHAEL OKPARA UNIVERSITY OF AGRICULTURE, UMUDIKE, ABIA STATE, NIGERIA

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ABSTRACT

Motivation is a critical determinant of employee performance levels, as sufficient motivational measures significantly enhance staff productivity and contribute substantially to achieving organisational objectives, while inadequate motivation impedes employee performance and adversely affects organisational goals. The question has been how is these motivational factors be able to drive performance in various organisations. This study aims to examine the impact of motivation on employee performance of Micheal Okpara University of Agriculture, Umudike (MOUAU), Abia State, Nigeria. A sample of 359 was calculated from a population of 3,588 using the Yamane formula. The study variables include salary and allowance, training opportunities, promotion opportunities, job security and employee performance which serve as dependent variable. Verified questionnaire was used for data collection, and Microsoft Excel and simple econometric regression were utilised for analysis. The finding shows that all explanatory variables - salary and allowance, training opportunities, promotion opportunities, job security- have a substantial positive impact on the performance of MOUAU staff. Hence, the study proposes that the University management develop and enforce a pay system based on performance, ensuring that compensation aligns with key performance indicators. This system will enhance staff performance and inspire a culture of innovation and hard work, knowing their professional growth and monetary benefits are performance-driven.

Keywords: *Employee performance, Motivation*

INTRODUCTION

Employee motivation plays a vital role in influencing job performance, employee engagement, and the overall success of organisations across the globe (Rodriguez & Chen, 2024). As a fundamental concept in human resource management, employee motivation has significant implications for workforce productivity, employee retention, and organisational success (Willian & Lee, 2023). Motivation encompasses the psychological factors that drive individuals to initiate action, sustain their efforts, and pursue the achievement of organisational objectives. It is an internal driving force shaped by individuals' needs, desires, and aspirations, which motivates them to apply their physical and mental energy towards achieving specific goals (Dorman & Perez, 2023).

According to Ryan and Deci (2023), motivation can be broadly categorised into two primary types: intrinsic and extrinsic motivation. Intrinsic motivation originates from within the individual and is driven by personal satisfaction, enjoyment, interest, and the desire for personal growth and achievement. In contrast, extrinsic motivation is influenced by external factors that encourage or direct employee behaviour and performance. These factors may include salary, bonuses, promotion opportunities, recognition, rewards, and other tangible benefits. Extrinsic motivators can enhance employee performance, particularly in work environments where tangible rewards are directly associated with productivity and achievement (Thompson & Garcia, 2023). These forms of motivation, if properly applied, can foster sustained commitment to work by encouraging creativity, innovation, and a sense of accomplishment, which may contribute to higher levels of job satisfaction and employee engagement (Murty, 2017)

In public universities, where employees operate within bureaucratic structures and face resource constraints, the effectiveness of motivational practices has significant implications for institutional performance. At Michael Okpara University of Agriculture, Umudike (MOUAU) and other public universities, staff performance is essential to achieving the university's mandates of teaching, research, community service, and effective administration. Despite recent government initiatives to improve staff welfare and remuneration in public universities, including the N70,000 national minimum wage, the new public service salary structure, wage awards, and consolidated allowances for academic and non-academic staff (National Minimum Wage [Amendment] Act, 2024; Ekugbe, 2026), Nigerian tertiary institutions continue to experience industrial disputes (Adedigba, 2022). Furthermore, concerns regarding staff attendance, punctuality, commitment to assigned duties, productivity, and quality of service delivery persist (Yves-Mary Virginia, 2025), raising questions about the extent to which existing motivational practices influence employee performance in public universities.

Although previous studies have examined the relationship between employee motivation and performance in various organisations (Adunayo, 2022), the effect of leadership style on employee motivation (Anyleke, Oshin, Lawal, Olalegu, & Agnera, 2023), and the influence of motivation on performance in the real sector (Tolafri, Abubakar, Abubakar, & Bagobiri, 2024), limited attention has been given to the specific context of Nigerian public universities. Findings from non-public institutions may not be directly generalisable to Michael Okpara University of Agriculture, Umudike (MOUAU) and other public universities, because of differences in organisational structures, management practices, employee expectations, working conditions, and institutional policies. This creates a contextual and empirical gap that warrants further investigation. Therefore, this study seeks to examine the impact of employee motivation on staff performance at MOUAU, with particular emphasis on determining how motivational practices influence staff productivity and overall institutional effectiveness.

OBJECTIVES OF THE STUDY

The primary aim of this study is to examine the impact of motivational factors on the performance of staff at Michael Okpara University of Agriculture, Umudike (MOUAU) the study specifically seeks to:

i. Examine the impact of salary and allowances on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU).
ii. Analyse the impact of training opportunities on employee performance at MOUAU.
iii. Examine the relationship between regular promotion of staff and employee performance at MOUAU.

 @A Publication of the Department of Economics, ADSU, Mubi. ISSN- Print: 2550- 7869; ISSN-Online: 3043-5323. Journal homepage: ://ajaefm.adsu.edu.ng

iv. Analyse the impact of job security on employee performance at MOUAU.

HYPOTHESES OF THE STUDY

The following hypothesis are formulated to guide the study

H_{01}: Salary and allowances have no statistically significant positive impact on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU).

H_{02}: Training opportunities have no statistically significant positive impact on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU).

H_{03}: Regular promotion has no statistically significant positive impact on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU).

H_{04}: Job security has no statistically significant positive impact on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU).

CONCEPTUAL FRAMEWORK OF THE STUDY

(A conceptual framework is an organised arrangement of ideas, assumptions, expectations, beliefs, and theories that guides and informs a research study. It establishes the conceptual foundation of the study by identifying and connecting the key concepts, and variables under investigation and illustrating the presumed relationships among them. A conceptual framework provides a logical structure for understanding the phenomenon being studied and serves as a guide for developing the research questions, objectives, and hypotheses. It can be presented in various forms, including graphical or diagrammatic representations, as illustrated in Figure 1 below.

CONCEPTUAL FRAMEWORK OF THE STUDY

Figure 1: The Nexus between Motivation and Employee Performance at MOUAU

INDEPENDENT VARIABLES (Motivational Elements)	EFFECT PATHS	DEPENDENT VARIABLE (Outcome Variable)
Salary and Allowance (V_1 / H_1)	— H_1 —▶	Employee Performance (EP) a. Productivity b. Task Efficiency c. Goal Attainment d. Operational Effectiveness
Training Opportunities (V_2 / H_2)	— H_2 —▶	
Regular Promotion (V_3 / H_3)	— H_3 —▶	
Job Security (V_4 / H_4)	— H_4 —▶	

Source: *Conceptualization by Researcher (2026)*

The study's conceptual framework was developed through a critical analysis of theoretical foundations and a comprehensive review of relevant empirical literature, particularly Talofri, Abubakar, Abubukar, and Bagobiri (2024), who modelled employee performance as a function of motivation, including salary and job security. Building on their model, the present study incorporates two additional motivational variables: training opportunities and promotion opportunities, resulting in four independent variables (V1–V4) and four corresponding hypotheses (H1–H4). These variables were selected based on their relevance to the university system and potential influence on employee performance. Accordingly, employee performance is the dependent variable, while salary and

allowances, training opportunities, promotion opportunities, and job security constitute the explanatory (independent) variables, with the proposed model assuming that variations in these four factors are associated with variations in employee performance within the university system.

THEORETICAL FRAMEWORK: HERZBERG'S TWO-FACTOR THEORY

Herzberg's Two-Factor Theory, developed by American psychologist Frederick Herzberg in 1959 and also known as the Motivation-Hygiene Theory, posits that job satisfaction and dissatisfaction arise from two distinct sets of factors: motivator factors (intrinsic), which promote satisfaction, and hygiene factors (extrinsic), which prevent or reduce dissatisfaction. The theory suggests that proper implementation of the two distinct motivational factors including salary, job security, working conditions, recognition, advancement, opportunities for personal growth, and organisational policies, are necessary to enhance job satisfaction and minimise job dissatisfaction among employees of an organisation. Herzberg's theory therefore proposes that addressing employees' intrinsic and extrinsic motivational needs increases their commitment, engagement, and positive work behaviour, encouraging greater effort, creative contributions, and dedication to organisational objectives (Galanakis & Paramatzis, 2022). Consequently, the theory provides a positive relationship between motivation and employee performance

EMPIRICAL LITERATURE REVIEW

Carletta (2015) examined the impact of employee motivation on job performance at the Parliamentary Office of Guyana, using a purposive sampling technique to select 123 respondents. Data were collected through structured questionnaires and analysed using regression analysis to determine the influence of different motivational factors on employee performance. The findings revealed that monetary incentives, including allowances, stipends, bonuses and annual salary increments, had a significant influence on job performance. This suggests that employees were more likely to demonstrate improved performance when their financial contributions and responsibilities were adequately recognised and rewarded. In contrast, non-monetary motivational factors, such as working conditions, opportunities for personal growth, job interest and social prestige, had limited effects on employee performance within the context of the study. These findings emphasised the importance of financial rewards in motivating employees and encouraging them to fulfil their assigned responsibilities effectively. Consequently, the study recommended that management prioritise motivational strategies that produce direct and measurable improvements in employee performance. The study is relevant to the present research because it provides empirical evidence of the relationship between salary, allowances and employee performance, particularly in an organisational setting. However, its focus on the Parliamentary Office of Guyana limits the direct generalisation of its findings to Nigerian public universities, including Michael Okpara University of Agriculture, Umudike. This contextual difference highlights the need to investigate how salary and allowances, alongside other motivational factors such as training opportunities, regular promotion and job security, influence employee performance in the Nigerian university system.

Kuswari (2020) examined the relationship between employee motivation and performance at the Majalengka Regency Education Office in Indonesia, using random sampling to select 82 respondents from a population of 103 employees based on Slovin's formula. Data were collected through structured questionnaires and analysed using the Pearson Product-Moment correlation coefficient and simple regression analysis, with findings revealing a strong positive relationship between employee motivation and performance. The study recommended prioritising employee motivation by addressing physiological needs through welfare benefits, particularly transportation and food

allowances, highlighting the importance of financial and welfare-related incentives in improving employee motivation and performance.

Intan and Alini (2020) investigated the effect of employee motivation on performance at PT Taspen in Indonesia, using random sampling to select 50 employees and a validated questionnaire to collect data, with motivation as the independent variable and performance as the dependent variable. The data were analysed using simple regression, and the findings revealed that employee motivation had a positive and statistically significant effect on performance. The study recommended additional incentives, including office automation that enables employees to perform their duties from different locations, concluding that greater workplace flexibility could improve employee performance.

Akankwasa (2022) studied the effect of employee motivation on staff performance at Pride Microfinance in Kabale. The study adopted a stratified random sampling technique and collected data from 50 respondents using structured questionnaires. The findings revealed that Pride Microfinance motivates its employees through various approaches, such as providing fringe benefits, offering incentives to high-performing staff, promoting a sense of responsibility, recognizing employees who consistently demonstrate good performance, and ensuring equitable treatment of all workers. The study established a strong positive relationship between employee motivation and performance at the institution. Consequently, it recommended further research into the motivational needs of individual employees to facilitate the development of tailored motivational strategies that enhance employee performance.

Odunayo (2022) investigated the influence of employee motivation on staff commitment in the banking sector in Lagos State, Nigeria, using a survey research design. The study targeted a population of 5,500 respondents, from which a sample of 1,500 participants was selected. Data on employee motivation and job commitment were collected through structured questionnaires and analysed using Pearson correlation and econometric techniques. The findings revealed that employee motivation had a weak but statistically significant positive relationship with employee commitment. Based on these findings, the study recommended that banks establish reward systems and introduce policies that recognise, encourage, and empower employees to perform their duties effectively.

Opene, Meritala, Abubukar, and Saji (2023) investigated the relationship between employee motivation and organisational performance in a non-banking institution in Nigeria. The study adopted a survey research design, with productivity serving as the dependent variable, while rewards, remuneration, recognition, and promotion constituted the independent variables. Data were collected from respondents through questionnaires administered using Google Forms. The responses were analysed using simple percentages, and the findings revealed a positive relationship between employee rewards, remuneration, recognition, promotion, and organisational performance. The study concluded that employee motivation contributes significantly to improved organisational performance. Consequently, it recommended that managers should strengthen motivational practices and ensure that the incentives provided are consistent with employees' needs and expectations.

Anynleke et al. (2023) examined the influence of leadership styles on employee motivation in selected Nigerian organisations using a survey research design involving 248 respondents. Data were collected through validated questionnaires and analysed using Pearson correlation and regression techniques. The findings revealed that transactional leadership positively influenced reward systems, while transformational leadership had no significant influence on training and development. The study recommended improved compensation packages and a dynamic work environment to attract and retain skilled employees and enhance their commitment.

Tolofri, Abubakat, Abubukar, and Bagobiri (2024) investigated the effect of employee motivation on performance in two real estate firms in Abuja, Nigeria. The study adopted a survey research design involving 65 respondents, with data collected through structured questionnaires and analysed using multiple regression. The findings revealed that job security had a positive but negligible effect on employee productivity, while salaries and wages had a positive and statistically significant effect on employee performance. The study recommended that real estate firms provide job security, adequate salaries, and performance-based rewards to improve employee motivation and productivity.

GAP IN LITERATURE

The existing literature on employee motivation and performance has focused mainly on private-sector organisations, with limited attention given to public universities, particularly in Nigeria, creating a contextual and geographical gap. Furthermore, inconsistent findings and limited empirical evidence exist regarding the combined influence of salary and allowances, training opportunities, promotion opportunities, and job security on employee performance in Nigerian public universities. Therefore, this study seeks to address these gaps by examining the impact of these motivational factors on staff performance at Michael Okpara University of Agriculture, Umudike (MOUAU).

METHODOLOGY

The research procedures employed in the study, encompassing the research design, study population, area of the study, sampling size and data collection and analysis method.

RESEARCH DESIGN

According to Kothari and Garg (2015), research design refers to the arrangement of conditions for data collection and analysis in a manner that ensures relevance to the research purpose and procedural efficiency. This study, which examined the impact of motivation on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU), Abia State, Nigeria, adopted a survey research design and a random sampling technique to select respondents from a population of approximately 3,588 staff, from which a sample size of 359 was determined. Data were collected through structured questionnaires administered directly to selected respondents through one-on-one interaction to obtain information on motivational factors and their perceived influence on employee performance. The data were coded, processed, and analysed using the Statistical Package for the Social Sciences (SPSS), with descriptive statistics used to summarise respondents' characteristics and responses, and simple regression analysis employed to determine the extent to which salary and allowances, training opportunities, promotion opportunities, and job security, as independent variables, influence employee performance, the dependent variable.

SCOPE OF THE STUDY

The study covers the entire staff of Michael Okpara University of Agriculture, Umudike (MOUAU), a specialised federal university located in Abia State, Nigeria, established on 3 November 1992 following the promulgation of the Federal University of Agriculture Decree No. 48 of 1992 and commencing academic operations on 3 May 1993. The university is situated along the road linking Umuahia and Ikot Ekpene, approximately 10 kilometres east of Umuahia, the capital of Abia State, with a mandate focused on agricultural education, research, and related areas of national development. It comprises seven colleges, two schools, and seventeen directorates, which provide the institutional setting for academic and non-teaching staff to perform their respective roles.

METHOD AND SOURCE OF DATA COLLECTION

According to Suknawati, Sudamin, and Salmia (2023), data collection methods refer to the research techniques used to gather information for quantitative or qualitative processing and systematic analysis. This study relied primarily on primary data obtained directly from respondents through a

structured questionnaire administered to staff randomly selected from the colleges, schools, and directorates of Michael Okpara University of Agriculture, Umudike (MOUAU), Abia State, Nigeria. The researcher personally administered and retrieved the questionnaires from staff of Michael Okpara University of Agriculture Umudike, Abia State.

POPULATION AND SAMPLE SIZE DETERMINATION

The study population comprised all 3,588 staff members of Michael Okpara University of Agriculture, Umudike (MOUAU), Abia State, Nigeria, including 1,320 academic staff and 2,268 non-teaching staff (MOUAU, 2025). A sample size of 359 respondents was determined from the target population using Yamane's formula, which provides a basis for selecting a representative sample from a finite population while allowing for an acceptable level of sampling error. The selected respondents constituted the sample for the administration of the research instrument.

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

Where n = sample size

N = population

E = sample error level of significance (5%) or (0.0025)

1 = constant

Applying the formula, we have

$$N = \frac{3588}{1 + 3588(0.0025)} = \frac{3588}{1 + 9.97}$$

$$= 359$$

INSTRUMENT FOR DATA COLLECTION

The study employed a structured questionnaire comprising two sections: Section A collected respondents' demographic characteristics, including relevant personal and employment-related information, while Section B focused on data relating to the study variables: salary and allowances, training opportunities, promotion opportunities, job security, and employee performance.

VALIDITY OF INSTRUMENT OF DATA COLLECTION

The questionnaire was subjected to face and content validity assessments to ensure adequate measurement of the study variables, with five experts within the university system evaluating the clarity, relevance, appropriateness, and comprehensibility of the items, whose observations and recommendations were incorporated before the revised instrument was submitted to the research supervisor for further review, final vetting, and approval. Content validity was established through an extensive review of relevant theoretical and empirical literature, while measurement items were adapted from instruments previously developed and used by other researchers in studies on employee motivation and performance, ensuring adequate coverage of the constructs and consistency with the study's conceptual framework and objectives.

RELIABILITY OF INSTRUMENT OF DATA COLLECTION

Cronbach's alpha coefficient was used to assess the internal consistency and reliability of the research instrument by measuring the extent to which items assessing each construct were consistently related. The coefficient ranges from 0 to 1, with higher values indicating greater internal consistency and a value of 0.70 or above generally considered acceptable, although the threshold may vary depending

on the nature and stage of the study. The Cronbach's alpha results for the four explanatory variables and the dependent variable are presented below to demonstrate the reliability and consistency of the measurement scales used in the study

Table 1: Reliability Test

Construct / Variable	Cronbach's Alpha (α)	Internal Consistency
Salary and Allowance (SA)	0.994	Excellent Reliability
Training Opportunity (TO)	0.703	Acceptable Reliability
Promotion Opportunity (PO)	0.904	Excellent Reliability
Job Security (JS)	0.720	Acceptable Reliability

Note. Cronbach's alpha values ≥ 0.70 meet the acceptable benchmark for internal consistency (Nunnaly & Bernstein, 1994).

Source: *Regression output, 2026*

The Cronbach's alpha results showed that salary and allowances (SA) recorded the highest internal consistency (0.994), followed by promotion opportunities (0.904), job security (0.720), and training opportunities (0.702). Since all constructs exceeded the generally accepted threshold of 0.70, the measurement items demonstrated acceptable internal consistency and reliability, indicating that the research instrument was suitable for assessing the relationship between the identified motivational factors and employee performance at Michael Okpara University of Agriculture, Umudike.

MODEL SPECIFICATION

The study's model was developed through a review of relevant empirical literature and theories related to employee motivation and performance. The model was adapted from the work of Tolofri, Abubukar, Abubukar, and Bagobiri (2024), who examined employee performance as a function of job security, rewards, and remuneration. The model was modified for the present study by incorporating additional explanatory variables considered relevant to the university system. Accordingly, the study conceptualises employee performance (EP) as a function of salary and allowances (SA), training opportunities (TO), promotion opportunities (PO), and job security (JS). The functional form of the model is expressed as:

$$EP = f(SA, TO, PO, JS) \quad (1)$$

The corresponding econometric specification is given as:

$$EP = \alpha_0 + \beta_1 SA + \beta_2 TO + \beta_3 PO + \beta_4 JS + \mu \quad (2)$$

Where:

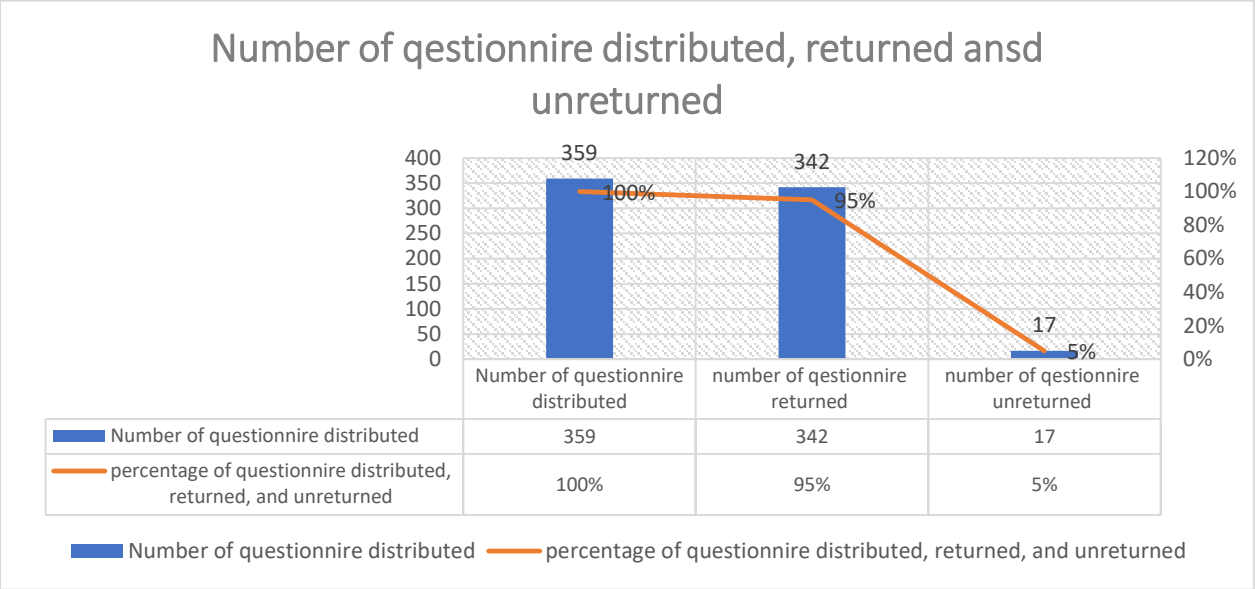
EP = Employee Performance, SA = Salary and Allowances, TO = Training Opportunities, PO = Promotion Opportunities, JS = Job Security, α_0 = Constant term or intercept, β_1–β_4 = Regression coefficients (slopes) of the explanatory variables, μ = Error term, The coefficients β_1, β_2, β_3, and β_4 represent the expected changes in employee performance associated with a one-unit change in salary and allowances, training opportunities, promotion opportunities, and job security, respectively, holding the other explanatory variables constant.

RESULT AND DISCUSSIONS

This section contains descriptive statistics result, regression result and discussion of the findings.

DESCRIPTIVE STATISTICS

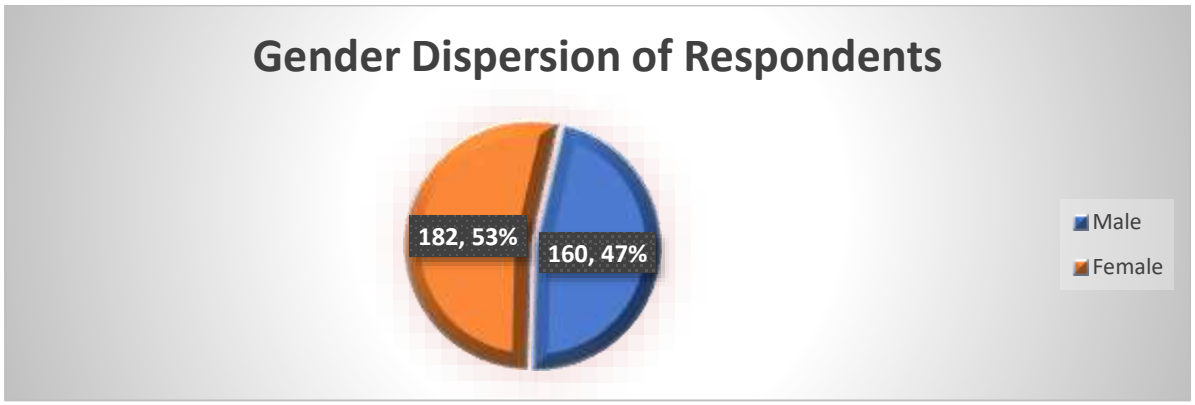
Figure 1: Descriptive statistics of number of questionnire distributed



Microsoft excel output 2026

The results of the questionnaire distribution and retrieval are presented in Table 1. Out of the 359 questionnaires administered to the selected respondents, 342 were duly completed and returned, representing a response rate of 95%**.** In contrast, 17 questionnaires, representing a 5%**,** were not returned therefore excluded from the analysis. The high response rate indicates a satisfactory level of participation and provides an adequate basis for the statistical analysis of the study. Consequently, the 342 valid responses constituted the final sample used for data analysis and hypothesis testing.

Figure 2: Gender distribution respondents

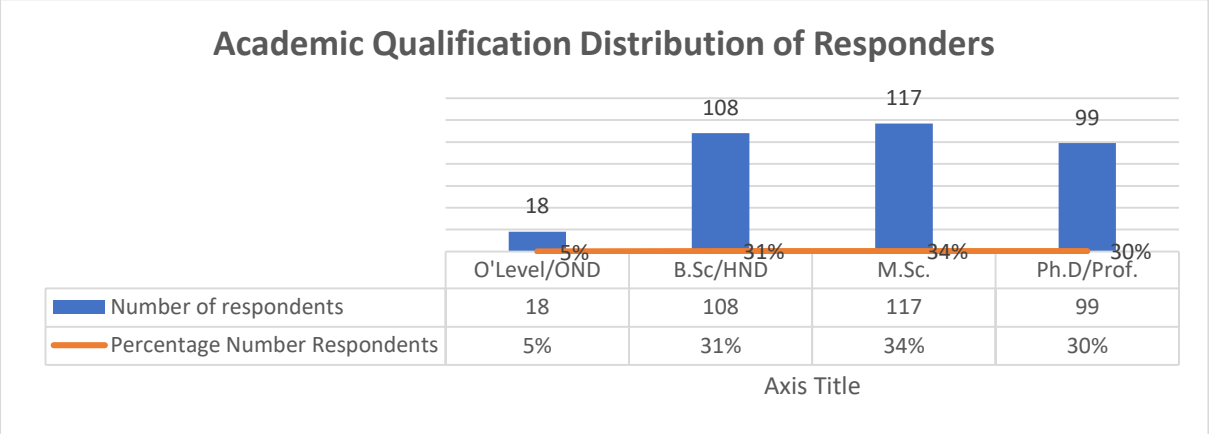


Microsoft excel output 2026

Figure 2 presents the gender distribution of the respondents. Of the 342 valid questionnaires used for the analysis, 160 respondents, representing 47%**,** were male, while 182 respondents,

representing 53%**,** were female. This indicates that female respondents constituted a slightly larger proportion of the respondents than their male counterparts.

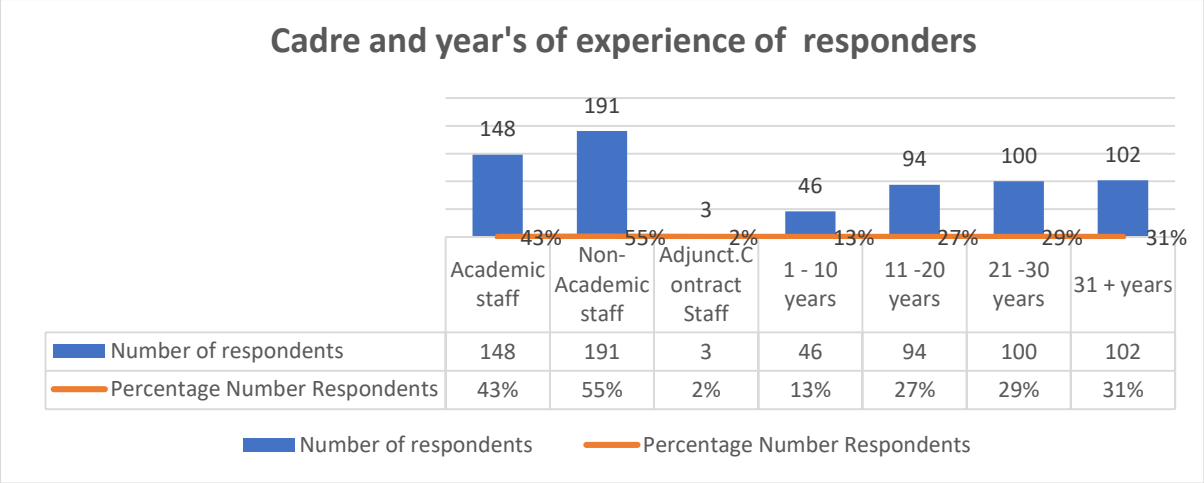
Figure 3: Academic Qualification distribution of respondents



Microsoft excel output 2026

Figure three presents the distribution of respondents according to their academic qualifications. The results show that 18 respondents, representing 5%, possess an O'Level/OND qualification; 108 respondents 31%, possess a B.Sc./HND qualification; 117 respondents, representing 34%, hold an M.Sc. qualification; while 99 respondents 30%, possess a Ph.D. qualification. The distribution indicates that 95% of the respondents possess at least a B.Sc./HND qualification. This suggests that the vast majority of the respondents have relatively high levels of formal education, which provides a reasonable basis for their understanding of the questionnaire items and their ability to provide informed responses to the issues examined in the study.

Figure 5: Staff Category and Years of Work Experience



Microsoft excel output 2026

Figure five presents the demographic characteristics of the 342 valid respondents by staff category and years of work experience. Of these, 148 (43%) were academic staff, 191 (55%) were non-teaching staff, and 3 (2%) were adjunct/contract staff, indicating representation across the university's major staff categories. Regarding work experience, 46 respondents (13%) had worked at MOUAU for 1–10 years, 94 (27%) for 11–20 years, 100 (29%) for 21–30 years, and 102 (31%) for 31 years or more. Overall, 296 respondents (87%) had at least 11 years of experience, suggesting that most participants

possessed considerable familiarity with the university's organisational conditions and the motivational factors relevant to the study.

TEST OF HYPOTHESIS

Hypothesis One: There is no significant positive impact of increased salary and allowance on employee performance at MOUAU

Table 2: Regression result of salary and allowance on employee performance at MOUAU

Variable	Unstandardized B	Std. Error (SE)	Standardized Beta (β)	t-value	p-value (Sig.)
(Constant)	0.007	0.010	—	0.615	.507
Salary and Allowance (SA)	0.997	0.009	.988	116.145	< .001

Note. R^2 = .975; Adjusted R^2 = .975; F = 13.490; t_critical = 1.642.
Dependent Variable: Employee Performance (EP).
Predictor: Salary and Allowance (SA).
Source: *Researcher's compilation from SPSS output 2026*

the regression results, as shown in Table 2, on the relationship between salary and allowances and employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU) shows a positive regression coefficient of 0.98 and a t-statistic of 11.6145, which exceeds the critical t-value of 1.642. this leads to the rejection of the null hypothesis and acceptance of alternative hypothesis that slasry and allowance has a positive and statistically significant relationship. The constant term (C) has a positive coefficient of 0.007, representing the estimated baseline level of employee performance when salary and allowances are held at zero. The coefficient of determination (R^2) of 0.975 indicates that salary and allowances statistically account for approximately 98% of the observed variation in employee performance, while the remaining 2% is attributable to factors not captured by the model. Furthermore, the F-statistic of 13.490 exceeds the critical F-value of 3.02, indicating that the regression model is statistically significant at the 5% level, subject to the relevant degrees of freedom.

Hypothesis Two: Training opportunities has no significant positive impact on employee performance at MOUAU

Table 3: Regression result of Training opportunity on employee performance at MOUAU

Variable	Unstandardized B	Std. Error (SE)	Standardized Beta (β)	t-value	p-value (Sig.)
(Constant)	0.603	0.052	—	11.645	< .001
Training Opportunity (TO)	0.397	0.035	.528	11.474	< .001

Note. R^2 = .519; Adjusted R^2 = .577; F = 131.640; t_critical = 1.642.
Dependent Variable: Employee Performance (EP).
Predictor: Training Opportunity (TO).
Source: *Researcher's compilation from SPSS output 2026*

As shown in Table 3, training opportunities (TO) have a positive regression coefficient of 0.528 and a t-statistic of 11.474, exceeding the critical t-value of 1.642, indicating a positive and statistically

significant relationship training opportunities and employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU). The constant term (C) has a positive coefficient of 0.603, representing the estimated level of employee performance when training opportunities are held at zero. The coefficient of determination (R^2) of 0.577 indicates that training opportunities account for approximately 58% of the variation in employee performance, while the remaining 42% may be explained by other factors not included in the model. Furthermore, the F-statistic of 13.1642 exceeds the stated critical F-value of 3.02, indicating that the regression model is statistically significant at the 5% level.

Hypothesis three: There is no statistically significant positive impact of regular promotion on employee performance at MOUAU

Table 4: Regression result of regular promotion on employee performance at MOUAU

Variable	Unstandardized B	Std. Error (SE)	Standardized Beta (β)	t-value	p-value (Sig.)
(Constant)	0.084	0.039	—	2.142	.033
Regular Promotion (PO)	0.968	0.035	.832	27.695	< .001

Note. R^2 = .693; Adjusted R^2 = .692; F = 76.763; t_critical = 1.642.
Dependent Variable: Employee Performance (EP).
Predictor: Regular Promotion (PO).
Source: *Researcher's compilation from SPSS output 2026*

The results in Table 4 indicate that promotion opportunities (PO) have a positive and statistically significant relationship with employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU), with a regression coefficient of 0.832 and a t-statistic of 27.695, exceeding the critical t-value of 1.642. This finding suggests that transparent, regular, and merit-based promotion practices may encourage greater employee effort, improve productivity and job satisfaction, and strengthen commitment to organisational objectives. The constant term (C) has a positive coefficient of 0.084, representing the estimated level of employee performance when promotion opportunities are held at zero. The coefficient of determination (R^2) of 0.692 indicates that promotion opportunities account for approximately 69% of the variation in employee performance, while the remaining 31% may be attributed to other factors not included in the model. Furthermore, the F-statistic of 76.7629 exceeds the critical F-value of 3.02 at the 5% significance level, indicating that the regression model is statistically significant at 5% level of significant.

Hypothesis Four: There is no significant positive impact of job security on employee performance at MOUAU

Table 5: Regression Analysis Results of the impact of job security on employee performance at MOUAU

Variable	Unstandardized B	Std. Error (SE)	Standardized Beta (β)	t-value	p-value (Sig.)
(Constant)	0.565	0.045	—	12.452	< .001
Job Security (JS)	0.425	0.033	.588	11.338	< .001

Note. R^2 = .545; Adjusted R^2 = .543; F = 17.924; t_critical = 1.642.
Dependent Variable: Employee Performance (EP).
Predictor: Job Security (JS).
Source: *Researcher's compilation from SPSS output 2026*

The regression results indicate that job security (JS) has a positive and statistically significant relationship with employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU), with a regression coefficient of 0.588 and a t-statistic of 11.338, exceeding the critical t-value of 1.642. This suggests that employees who have confidence in the continuity and stability of their employment may be more motivated, engaged, and committed to their responsibilities, potentially improving productivity and work quality. The constant term (C) has a positive coefficient of 0.568, representing the estimated level of employee performance when job security is held at zero. The coefficient of determination (R^2) of 0.543 indicates that job security accounts for approximately 54% of the variation in employee performance, while the remaining 46% is attributable to other factors not included in the model and random error. Furthermore, the F-statistic of 17.9241 exceeds the critical F-value of 3.02 at the 5% significance level, indicating that the regression model is statistically significant.

DISCUSSION OF FINDINGS

According to the regression results in Table 1, salary and allowances have a coefficient of 0.998 and a t-statistic of 11.614, exceeding the critical t-value of 1.642, indicating a positive and statistically significant impact on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU). This implies that a one-unit increase in salary and allowances is associated with an estimated 0.998-unit increase in employee performance, holding other factors constant, suggesting that adequate financial compensation can enhance employee motivation, job satisfaction, commitment, and effectiveness. This finding is consistent with Carletta (2015) and Opene et al. (2023) and conforms to the study's a priori expectation. The regression results further show that training opportunities have a coefficient of 0.528 and a t-statistic of 11.474, exceeding the critical t-value of 1.642, thereby indicating that training opportunities have a positive and statistically significant impact on employee performance. This implies that a one-unit increase in training opportunities is associated with an estimated 0.528-unit increase in employee performance, holding other factors constant, suggesting that regular and relevant training enhances employees' knowledge, skills, competencies, productivity, and effectiveness. The finding also conforms to the study's a priori expectation and highlights the importance of continuous staff development within the university system.

Similarly, promotion opportunities have a positive coefficient of 0.832 and a t-statistic of 27.695, exceeding the critical t-value of 1.642, demonstrating that promotion opportunities have a positive and statistically significant impact on employee performance at MOUAU. The coefficient indicates that a one-unit increase in promotion opportunities is associated with an estimated 0.832-unit increase in employee performance, holding other factors constant. This suggests that transparent, regular, and merit-based promotions may encourage greater work effort, productivity, commitment to organisational objectives, job satisfaction and career advancement. This finding is consistent with Opene, Maritala, Abubukar, and Seji (2023) and agrees with the study's a priori expectation. Finally, job security has a coefficient of 0.588 and a t-statistic of 11.338, exceeding the critical t-value of 1.642, indicating a positive and statistically significant impact on employee performance at MOUAU. This implies that a one-unit increase in job security is associated with an estimated 0.588-unit increase in employee performance, holding other factors constant. This suggests that perceived employment stability may strengthen employee commitment, motivation, and concentration on assigned responsibilities, thereby improving productivity and the achievement of institutional objectives. This finding is consistent with Tolofri, Abubukar, Abubukar, and Bagobiri (2024) and conforms to the study's a priori expectation.

CONCLUSION

Based on the findings of the study, the following conclusions are drawn:

Salary and allowances have a positive and statistically significant impact on employee performance at Michael Okpara University of Agriculture, Umudike (MOUAU). The finding indicates that adequate financial compensation is associated with improved employee performance. Training opportunities have a positive and statistically significant impact on employee performance at MOUAU. This suggests that providing employees with relevant training and opportunities for skill development contributes to improved knowledge, competence, and work performance. Promotion opportunities have a positive and statistically significant impact on employee performance at MOUAU**.** Regular and appropriate opportunities for career advancement are associated with improved employee performance and may encourage greater commitment to organisational objectives. Job security has a positive and statistically significant impact on employee performance at MOUAU. The finding indicates that employment stability is associated with improved employee motivation, commitment, and performance.

RECOMMENDATIONS OF THE STUDY

Based on the findings and conclusions of the study, the following recommendations are made:

i. Since salary and allowances have a positive and statistically significant impact on employee performance, the management of Michael Okpara University of Agriculture, Umudike (MOUAU) should ensure fair, competitive, and timely remuneration and as well where feasible introduce performance-based incentives tied to clearly defined and measurable indicators to strengthen the relationship between employee effort, recognition, and organisational performance.
ii. Given the significant positive impact of training on employee performance, the university administration should prioritise staff development by providing regular training and professional development programmes for academic and non-teaching staff based on identified needs, focusing on relevant technical, administrative, professional, and digital competencies to reduce skill gaps and improve job effectiveness.
iii. Since promotion opportunities positively and significantly influence employee performance, university management should strengthen transparent, merit-based promotion procedures through regular performance assessments, clearly communicated promotion criteria, timely consideration of eligible staff, and effective career-development and succession-planning mechanisms to establish clear career pathways that can enhance employee commitment.
iv. In view of the positive and statistically significant relationship between job security and employee performance, university management should promote reasonable employment stability, clarify employees' terms and conditions of service, minimise unnecessary reliance on short-term or casual employment arrangements, and establish clear pathways for eligible employees to progress to more stable forms of employment.

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