



## Motivating Local Government Employees for Efficient Performance in Enugu State, Nigeria (2019-2023)

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### Abstract

This study was focused on motivating local government employees for efficient performance in Enugu State, Nigeria. Abraham Maslow's hierarchy of needs theory was used as the theoretical framework for this study. The objective of this study was to identify how local government employees are motivated for efficient performance. The work raised one research question to address the objective of the study; what are the motivation practices in local governments in Enugu state, Nigeria. Both primary and secondary sources of data collection were used for the study. The random sampling technique was adopted to select the local governments as well as the respondents. Likert type scale was used to generate data. Mean score statistic was used to analyze the data. The result of this study indicated that local governments: pay their employees' salaries promptly, and that job security is assured. The result also showed that local governments do not provide: training opportunity, annual salary increment, good working conditions, financial and nonfinancial bonuses; and that: outstanding performance is not recognized, government business is contracted out, employees are excluded from decision making, and employees are not given one day off duty. Based on our findings, we recommend that local governments should; be granting employees training opportunity, various allowances; and that local governments should stop contracting out their businesses.

**Keywords:** motivation, employees, performance, local government, Enugu, Nigeria

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### 1. Introduction

Local government as the name implies means government at the grassroots and very close to the people. The reason for the establishment of local government system in Nigeria emanates from the belief that local governments will provide services and infrastructural facilities according to the differing needs of different communities. Impliedly, the establishment of local government in all economies arises from the needs to facilitate community development and service delivery.

The 1976 local government reform edifice in Nigeria has since its invention been the greatest monumental landmark in the development of local governments in Nigeria. In addition to making local government an instrument for community development, the aims of the reform were meant to make the local government a real third tier level of government in Nigeria after the State and Federal governments. The National Guidelines for the Reform of Local Government defined local government as:

“Government at the local level exercised through representative councils established by law to exercise specific powers within defined areas. These powers should give councils substantial control over local affairs as well as the staff and institutional and financial powers to initiate and direct the provision of services and to determine and implement project so as to complement the activities of the State and Federal governments in their areas and to ensure through active participation of the people and their traditional institutions that local initiatives and responses to local needs and conditions are maximized”.

It was in recognition of these objectives that the Fourth Schedule of 1979 Constitution of the Federal Republic of Nigeria outlined in detail the functions which local governments are expected to perform. The 1999 Constitution of the Federal Republic of Nigeria which is in operation today also consolidates the provisions contained in both the 1976 reform and the 1979 Constitution. The said 1999 Constitution of the Federal Republic of Nigeria section 8(1) provides that the system of local government by democratically elected local government council is under this constitution guaranteed, and accordingly the government of every state shall ensure their existence.

Local government system in Nigeria today is an off shoot of native authority system (Okoli, 2000) <sup>[15]</sup>. Local government in Nigeria resulted from the breaking down of the country into smaller units for the purpose of administration in which the residents or the people of the different units concerned play a direct and full role through their elected or selected representative who exercise powers and undertake development projects under the general authority of state (Akpan in Effiom, 2001) <sup>[5]</sup>. Being answerable to the state government means that local government acts as one of the state agencies which state uses to propel its administration and development activities. Thus, according to Odenigwe as in ELGEE “the objectives of local government in the present local government dispensation are to: enable the people respond to the services and development activities in the communities, mobilize human and material resources through the involvement and participation of the people in the programme of activities for the development of their communities, create favourable conditions for democratic self-government at the local level and development initiatives and qualities of leadership among the people, enhance the favourable sense of belonging and security through effective communication between to local communities and the local government, State and Federal Government of Nigeria; and bring government closer to the people and guarantee substantial functions and financial resources”. The above objectives of local government imply that local governments are expected to mobilize the community for development purposes.

The constitution of the Federal Republic of Nigeria 1999 Fourth Schedule, section 8(1) specifically provides that local governments are expected to provide: public conveniences, construct and maintain roads and streets, install street lights, drains and gardens and open spaces for recreational purposes. In addition, local governments are expected to provide and maintain primary, adult and vocational education centres, create avenues for the development of agriculture and natural resources, provide and maintain health care services, potable water, roads and maintain infrastructure. Local governments are expected to generate their internal revenue through the collection of fines, sale of motorcycle emblems, wheel barrow emblems, licenses, motor parks and user charges.

The functions of local government are recognized globally. For instance, the United Nations in its strategy for achieving the 2030 sustainable Development Goals highlighted the importance of local government as a launch pad on which the national development can take off (Ibeme *et al*, 2023) <sup>[11]</sup>. Thus, in ensuring the national development goals, lower level governments must support the achievement of the 2030 Agenda through bottom up action; and that the sustainable development goals must provide a framework for local development policy by making available to local, subnational

and national governments enabling environment and resources to participate in the localization of the sustainable development goals as a strategic priority to ensure the success of national inputs and the whole global agenda (Ibeme, *et al*, 2023) <sup>[11]</sup>. In addition to aligning to global agenda, local governments must perform their traditionally or constitutionally assigned functions. The ability of local developments to perform their ascribed functions depends on the behaviour of the employees who execute these functions. It is obvious that the happier employees are with their jobs, the more they are attached and committed to the achievement of the organizational goals; hence, proper employee motivation provides the avenue for their happiness.

Since the introduction of structural adjustment programme—the forerunner of globalization and the subsequent privatization of public enterprises and financial sector liberalization, the faces of Nigerians have corrugated especially employees of public sector including local government employees because they find it very difficult to meet their physiological or basic needs due to high rising cost of living. In as much as, local governments cannot survive without their employee, the onus is on the local governments to adopt good principles of organizational management to form a motivational plan that fits the needs of their employee especially the ones that can ameliorate the effect of hardship the employees face consequent upon the economic liberalization in Nigeria leading to economic recession.

### 1.1. Statement of the problem

Motivation of employees is one of the key variables that sharpens the behaviour of employees in their organizations. Employees arrive at their work place with full energy and hope to achieve their aspirations and the goals of their organization under certain expected working conditions that could propel them to put in their best. Unfortunately, the scenario they may encounter could be the opposite of what they expected as Ibeme *et al* (2023) <sup>[11]</sup> lamented that lack of career development and improper motivation among others are responsible for employees’ poor performance in the Nigerian Local government. The International Labour Organization as in Obasi and Nwekeaku (2022) <sup>[14]</sup> Observed that the condition of public sector employees in Nigeria is so bad that it had reached “an intolerable low point.” Studies exploring civil service employees’ motivation schemes indicate that civil servant in Nigeria are demotivated and are dissatisfied with their living and working conditions (Obasi *et al*, 2022) <sup>[14]</sup>. The major reasons that explain why this is so is because of lack of career advancement opportunities, low wages in the face of privatization of public enterprise and financial sector liberalization leading to high cost of living in Nigeria, poor work conditions, inadequate fringe benefits and irregular payment of workers’ salaries (Obasi *et al*, 2022) <sup>[14]</sup>. Obasi *et al* (2022) <sup>[14]</sup> lamented that the motivation of civil servants in Nigeria has not received due attention it deserves despite the leading roles they play as the main machinery subtending the public sector. How employees of public sector were motivated in the past cannot sustain the behaviour of employees at their places of work today due to the integration of foreign economic regime into Nigeria’s economic system. This new economic regime has transformed public enterprise to private hands and also encouraged deregulation leading to high cost of living in Nigeria.

## 1.2. Research Question

What are the motivation practices in local government in Enugu state, Nigeria?

## 1.3. Objective of the Study

The main objective of this study is to identify how local government employees are motivated for efficient performance in Enugu State, Nigeria between 2019 and 2023.

## 2. Literature Review

### 2.1. Motivation

The concept of motivation is circumscribed in several ways by different authors. For instance, Berelson and Steiner view motivation as an inner state that energizes activities or moves and directs or channels behaviour to goals. Motivation involves how behaviour gets started, is energized, is maintained, is stopped, and what kind of subjective reaction is present in the individual while all this is on. Motivation is a process through which an individual's needs and desires are propelled to action so that the objective of the organization will be achieved.

Motivation is seen as the act of stimulating someone or oneself to get desired course at acting to push the right button to get desired reaction (Agha, 2011) <sup>[1]</sup>. In this way, motivation is any action taken in favour of the employees to ensure that he performs the right task that can lead to the accomplishment of the set objectives of the organization. Motivation may also be viewed as the perception, approaches, activities used by the management for sole purpose of providing an organizational climate that is conducive to the satisfaction of the various needs of employees so that they may become satisfied, dedicated and effective in their job performance. Motivation is fuel that provides energy for human behaviour. It generates readiness for action and the intensity, quality and direction of the ongoing behaviour of any employee is determined by the motivational techniques. Motivational techniques are expected to change over time.

It is the duty of the management to encourage employees in her organization through the provision of motivational techniques that can take care of the demand of our time if she expects optimum employee performance. Labour being the strongest factor of production deserves much attention through wage and other incentives as morale boosters for enhanced employees' performance. Boosting employee morale motivates them. Motivation is seen as vital tool for turning on the employees to give their best willingly and enthusiastically towards attaining organization's goals while at the same time reaching job satisfaction. In other words, solidifying workplace motivation is a powerful force for employees to attain set goals. Motivation being the degree to which a person is moved or aroused to perform elicits employees' full participation and commitment to ensure that success is attained in the workplace (Rainy, 2013) <sup>[17]</sup>.

Greenberg and Baron (2003) <sup>[10]</sup>, posit that workplace motivation has been extended to employees in different forms through the institution of good training or capacity building policies, promotion, salary increment, personnel recognition, favourable work conditions, incentives such as bonuses, job security, job enrichment, appreciation, leave allowances, among others that are geared towards addressing the varied needs of the employees for enhanced employee performance. In addition, and because of poor economic reality of our time, we incorporate work place motivational techniques to include

provision of: free health care services, transport allowance, house rent allowances; creation of opportunity for employees' participation in decision making, giving the employees' one day off duly in every week due to high cost of transportation; and privatization of public functions like revenue collection to reduce employee redundancy. Delegation should be backed by responsibility. An employee can be sufficiently satisfied with his job when his problems, needs and aspirations are recognized and possible solutions offered by the management to satisfy them. These needs arise as a result of myriad of challenges that an employee faces in the society which make him to behave in a certain manner in order to satisfy those responsibilities.

Until these problems, needs and aspirations of employees are identified and properly addressed, they will continue to distort the smooth running of the organizations. One of the challenges confronting management whether in public or private sector is how best to get employees committed to their work and put in their best towards the attainment of the organizational objectives. Thus, motivation is concerned with why people do what they do (Nnabuike, 2009) <sup>[13]</sup>. It answers such questions as why do workers go to work and perform an interesting job? It is the primary task of the management to create and maintain an environment in which employees can work efficiently and realize the goals of the organization. Employees differ not only in their ability to work, but also in their will to do so (Campbell and Richard, 1980) <sup>[4]</sup>. The motivation of employees depends on the magnitude of their needs or impulses within the individual and these determine human behaviour (Campbell and Richard, 1980) <sup>[4]</sup>. Similarly, the functioning of a machine depends on its level of depreciation and because of this, machine requires regular maintenance survey if it is to function smoothly. Human being is like machine and in effect requires regular maintenance if he or she is to contribute positively to the realization of the organizational objectives.

Grunsky (1966) <sup>[9]</sup> posited that an employee's willingness to perform well in any organization is influenced by two general factors such as the rewards he has gotten from the organization and the experiences he has to undergo to get them, and the greater the rewards gotten, the greater the person's attachment and the greater the obstacles the employee has overcome in order to obtain the organization's rewards the greater his commitment. Thus, commitment an employee has to his work is a process of reciprocation between him and the organization. For instance, the organization pays him, gives him status and provides job security, and does not ask him to do things outside his work schedule in exchange therefore, the worker reciprocates or pays back by hard work to produce a good day's job, avoiding doing anything that will damage the organizational image. As employee expects the organization to be fair and just by providing good working conditions to him, the organization in turn expects the employee to be loyal and dedicated. This means that organization and employee motivation relationship is just like the right hand washing the left hand and the left hand washing the right hand. The equation involving employee needs and organizational objectives has to be balanced in order to maintain the stability of the organization.

### 2.2. Employee

Employee is the incumbent occupying a particular position to perform some defined functions. Employee joins the

organization through recruitment. He is part of the organization's human resources (Udu *et al*, 2011) <sup>[19]</sup>. Employee is not the owner of the organization. Employee commits his efforts towards the realization of the goals of the organization and he is rewarded or paid for such service weekly, biweekly or monthly depending on the workings of the organization (Udu *et al* 2011) <sup>[19]</sup>. Employee is the mover, promoter, and stopper of the workings of the organization. Sinetar in Udu *et al* (2011) <sup>[19]</sup> posited that when management and employees embrace the same values and work towards the same goal, every one gains. And when management and employees work towards different pursuits resulting to employee tardiness, conflict and hostility, everyone loses (Sinetar in Udu, 2011) <sup>[19]</sup>. The implication of this, is that it will pay the organization more to take into consideration the values and interests of its employees whenever organizational policies are being made. Employee in this context, means an incumbent in the local government who is not part of decision making.

### 2.3. Performance

Performance is a strategic and integrated approach adopted for delivering sustained success to organizations by improving the contributions of the employees who work in them and developing the capabilities of groups and individual's contributions (Armstrong and Baron 1998 in Badamasi *et al* 2022) <sup>[3]</sup>. Aliegba *et al* (2023) <sup>[2]</sup> pointed out that employee performance is getting and accomplishing specific and well determined tasks in the organization. These tasks according to Aliegba *et al* (2023) <sup>[2]</sup> will be measured with well-planned and pre-specified goals. Badamasi *et al* (2022) <sup>[3]</sup> argued that performance is determined by the work results which employees display in an organization. In effect, performance portrays a vivid picture of the organization by the end result they achieve in the conduct of the affairs of the organization. Employees strive to put in all their best if they are satisfied with the working conditions that are in place.

Therefore, one of the primary tasks of local governments in Nigeria is to provide adequate motivation to employees so that they can perform at high levels which means getting them to be at work regularly, and make constructive contributions to the local government.

### 2.4. Theoretical framework for this study

In this study, we anchor our theoretical framework on Abraham Maslow's Hierarchy of needs theory. We decided to adopt Maslow's Hierarchy of needs theory because it deals with issues that if positively addressed will motivate employees in an organization. Human beings are generally motivated by deficiencies in one or more important needs. And in effect they work harder to satisfy those needs and thus are motivated if certain needs would be satisfied or met. Maslow (1954) <sup>[12]</sup> carefully arranged and ranked his needs Hierarchy in five groups as:

**Physiological needs:** These are the needs required to maintain life such as water, food and shelter these are fundamental needs.

**Safety and security needs:** These needs are focused on being free from physical or emotional harm. This involves living in a safe area, free from accident, physical attack, and financial embarrassment. It also involves having job security and medical care.

**Social needs:** Social needs entail the needs that are related to interaction with others and it may include friendship,

belonging to a group and giving and receiving love from people.

**Esteem needs:** Esteem needs are grouped into two namely internal and external esteem needs. Internal needs involve self-esteem, accomplishment, and self-respect. External esteem needs are those such as reputation, social recognition. Self-actualization needs: this is about the quest for reaching ones' full potential as a person. It involves continuous self-development.

In applying Maslow's Hierarchy of needs theory, local governments in Enugu State must realize that its employees cannot perform effectively unless they are well taken care of in terms of monetary motivation. This will enable them to meet their basic needs like food, water and shelter. Water, food and shelter cannot be obtained without financial strength to purchase them especially in today's Nigeria when the prices of goods have risen up to three times the prices before the privatization and financial sector liberalization regime leading to economic recession in Nigeria. Safety needs and security needs and social needs are paramount to the promotion of job satisfaction. When employees are given adequate job security, job enrichment, good working conditions and opportunities for establishing welfare scheme, they will be committed to the goals of the organization by facing their work squarely which will lead to reduction of absenteeism, lateness to work, intentional damage or accident in the work place.

In order to accomplish esteem needs and self-actualization needs, local governments in Enugu state have to create adequate opportunities for employee development through training and retraining. Training and retraining programme have dual functions on the employees. First they help to increase their decision making powers. Two they help to enhance the accomplishment of the employees' full potentials.

### 3. Methodology

We adopted survey method for this study because survey method is contemporary or current, economical and reliable. Both primary and secondary methods of data generation were used for this study. Primary data arose from our field work, while secondary data arose from books, journal articles, internet materials and government documents. The population for this study comprised the employees of Nsukka, Udeni and Igbo-Eze North Local governments. We randomly selected the local governments for our study. The population of the employees in these three local governments were 351.

We used 30% of 351 as our sample size to get our sample size as 105. And because Nsukka and Igbo-Eze have 20 wards each; and Udeni has 10 wards, we decided to apportion their respective sample population in the ratio of 20:20:10 and that is 2:2:1. Based on this ratio, Nsukka has 42, Igbo-Eze North has 42, and Udeni has 21 and this was how we distributed our questionnaire to the three local governments. The main instrument for data collection was questionnaire. The questionnaire was structured. We also incorporated oral interview as part of our data collection. The questionnaire was entitled. Motivation practices in my local government. We used research assistants from the local governments to enhance the distribution and collection of the questionnaire. Due to our closeness to our respondents, all the 105 respondents completed and returned their questionnaire. The Likert type scale of Strongly Agree (SA= 5), Agree (A =



4), undecided (UD =3), Disagree (D = 2) and Strongly Disagree (SD = 1) was used to generate our data. Respondents were requested to rate the questionnaire items in accordance with motivation practices in their local governments.

The analysis of data generated was done with descriptive statistics and presented in table. We analyzed the data in the

following ways. Response relating to each questionnaire item was tallied and analyzed. The total weight frequencies were adopted to find the mean score for each questionnaire item. Any mean score of 3.10 or above was taken as agreement, while those below 3.10 or equal to 3.00 were regarded as undecided and those mean scores below 3.00 were regarded as disagree.

#### 4. Findings, discussion, conclusion and recommendation

##### 4.1. Findings

**Table 1:** Mean ratings of local Government employees with regard to how they are motivated.

S/No	Items	SA	A	UD	D	SD	Total	X mean	STD	Remark
1	We are given training opportunity	10	40	0	180	3	233	2.22	0.7300	Reject
2	Our salary comes promptly	300	180	0	0	0	480	4.57	0.4949	Accept
3	Personnel outstanding performance is recognized.	55	40	60	60	34	249	2.37	1.3039	Reject
4	Annual salary increment is done	25	8	9	90	50	182	1.73	0.9687	Reject
5	We have good working conditions	15	24	12	104	40	195	1.86	0.9404	Reject
6	We are given financial bonus from time to time	40	28	0	80	50	198	1.89	1.1898	Reject
7	We are given non-financial bonus from time to time	10	32	6	106	40	194	1.85	0.9236	Reject
8	We have job security	450	40	0	10	0	500	4.76	0.5019	Accept
9	We have job enrichment opportunity	20	20	30	80	46	196	1.87	1.0242	Reject
10	We are given transport allowances	15	8	0	86	53	162	1.54	0.7375	Reject
11	Local government business is not contracted out	30	28	12	80	48	168	1.60	1.1590	Reject
12	We are given house rent allowance	0	0	6	100	53	159	1.51	0.5366	Reject
13	We participate in decision making	55	24	36	80	47	242	2.30	1.5465	Reject
14	We are given one day off duty due to high cost of transport	0	0	0	100	55	155	1.48	0.3474	Reject
15	We are given annual leave allowance	0	0	0	20	95	125	1.19	0.3085	Reject

Table (4) above shows our motivation check list which local governments can offer their employees. There are 15 of them. Out of the 15 motivation techniques only 2 (items 2 and 8) of them were offered to the employees and these include: Prompt payment of salary ( $x=4.57$ ); and job security ( $x=4.76$ ). The respondents disagreed being offered the remaining 13 motivation techniques, items (1,3,4,5,6,7,9,10,11,12,13,14 and 15)= training opportunity ( $x=2.22$ ), personnel outstanding performance recognition ( $x=2.37$ ), annual salary increment ( $x=1.73$ ), good working conditions ( $x=1.86$ ), giving financial bonus ( $x=1.89$ ), giving non-financial bonus ( $x=1.85$ ), job enrichment ( $x=1.87$ ), transport allowance ( $x=1.54$ ), not contracting government business ( $x=1.60$ ), providing house rent allowance ( $x=1.51$ ), participating in decision making ( $x=2.30$ ), being given one day off duty ( $x=1.48$ ), and paying annual leave allowance ( $x=1.19$ ).

##### 4.2. Discussion

The dynamism of change demands that governments at all levels have to be flexible in the ways they manage their employees especially the ways they motivate their employees. Local governments being the channel through which the State and Federal governments reach the grass root people have to properly address the issue of employee motivation so that they can be committed to the delivery of government services and projects.

The study was directed towards identifying how local government employees are motivated for efficient performance in Enugu State, Nigeria. From the study, it was found that local government employees are not given opportunity for in-service training so as to update their knowledge and skill. This situation cannot move the local governments forward in this period of technological changes. Training and retraining of employees are very vital for

upgrading the decision making power of the employees. It was also revealed that the outstanding performance of employees is not taken note of. Anecdotal recording of employee outstanding performance is a very vital method of encouraging them to work harder for the accomplishment of the local government goals.

On annual salary increment, it was found that local government employees are not given their annual salary increment. This situation is very poor especially in this period of high inflationary trend. For one to be on constant income frustrates him and makes him to lose his self-esteem. Local governments as a matter of necessity should be reviewing the salaries of their employees upwards so that they will not face hunger challenges.

This study revealed that working conditions in most local governments in Enugu State, Nigeria are very poor. Improving the working conditions of local government employees can contribute to their staying long at work places. This will make them to be relaxed and comfortable. This study also revealed that local government employees are not given both financial and non-financial bonuses from time to time. Giving employees bonuses raises their morale and in effect boosts their level of commitment to the delivery of commitment to the delivery of government services and projects.

It was found that local governments do not provide avenue for job enrichment. Job enrichment whether vertical or horizontal exposes the employees to various functional areas thereby making them to learn while on duty. We also found that local governments do not grant transport and house rent allowances to their employees. Granting employees transport allowance will make them to be regular and punctual at their work place. This is because they will be able to pay the high cost of transportation in Nigeria today. Giving the employees house rent allowance will make them to be able to live very

close to the local government headquarters and pay the exorbitant house rent being charged in central areas. This study also revealed that some government businesses are contracted to outsiders. This scenario discourages employees from going to work because they see themselves as being made redundant. In addition, they are denied the acquisition of necessary skill needed for the performance of emerging tasks. The money which is paid to these contractors should have been used to advance the course of both the employees and the local governments. Local governments should understand that delegation of authority should be backed by assigning responsibility.

Findings of this study further revealed that local government employees are not integrated into the decision making fold. This ugly situation should be reversed as one should influence his life style and that everyone would want to know his or her tomorrow's plan. Keeping employees behind the door while decision is being made distances them from making constructive contributions needed for the delivery of government services and projects. This study also revealed that local government employees are not given one day off duty in order to caution the effect of high transport costs being experienced in Nigeria today. Local governments in Nigeria should give their employees one day off duty so that the money saved can be used to provide food for the family. This study also reveals that local government employees are not paid their annual leave allowance in Enugu state. Payment of annual leave allowance to local government employees limits the extent to which they go for borrowing in order to be able to eat food twice a day. It will reduce their financial embarrassment.

However, there are some positive findings from this study. For instance, the study revealed that local government employees' salaries are promptly paid; the salary comes as at and when due. This is a very good step because they can plan how to use the meagre salary they collect. Another positive result, is that there exists job security in local governments in Enugu State, Nigeria. This action is in harmony with Max Weber's ideal bureaucratic model which states that joining the service constitutes a career and there is a system of growth.

#### 4.3. Implication for the management

The legitimacy and relevance of governance depend to a large extent on the impacts created by the government. For local governments in Enugu state, Nigeria, to be paying salaries promptly and ensuring job security for their employees and neglecting other aspects of motivations, for example: offering opportunities, giving bonuses from time to time, giving various financial incentive allowances, reducing employees' redundancy, ensuring annual salary increment, improving the overall working conditions; and providing for off time duty can politely be described as inadequate. This non-provision of adequate motivations for local government employees in Enugu states, Nigeria can lead to increased employee absenteeism, lateness to work place, willful damage of work instruments, employee tardiness or passivity, rumour mongering, and non-co-operative attitudes among employees. Consequently, the result of these behaviours by the employees will eventually lead to their poor performance in the delivery of local government goods and services, for example agricultural extension services and health care improvement campaigns. The implication is that local governments in Enugu state Nigeria will be spending time

writing queries to the employees and also spending money buying machines for thumb printing as a way of controlling absenteeism and failed to understand that certain behaviours cannot be controlled by machines. Local government in Enugu State, Nigeria, should address the issue of employee motivation properly.

#### 4.4. Conclusion

In this study we surveyed the motivation practices in local governments in Enugu State, Nigeria. In almost general term, we found that employees' motivation in local governments is poor. From this study, we found that 13 of our motivational check list in local governments in Enugu state, Nigeria were rated negative by our respondents. This should not be so. Local government should intensify their efforts to advance the motivation of their employees in this period of economic down turn leading to high inflationary rate. However, this study revealed that local government in Enugu State motivate their employees in some areas like prompt payment of salaries and ensuring job security. This action is encouraging as the employees would plan their spending within the salary payment interval. Employee motivation should be dynamic and reviewed upwards as the living conditions deteriorate like in this period of economic recession.

#### 4.5. Recommendations

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

1. Local governments should be granting training opportunity to their employees. This will enable them to acquire skills that can enhance their decision making power.
2. Local governments in Nigeria should be giving their employees various allowances such as leave, house rents and transport fare. These allowances if given will enable the employees to be regular and committed to their work.
3. Local governments should stop contracting out their business. Employees will not have the sense of belonging if their duty is detached from them and given to outsiders to perform. In addition, this action will make them not to acquire additional skill or job experience. Contracting out local governments businesses promotes social disorder as it will be very difficult to identify who is who. Any person can jump into the business and do illegal work.

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