



Motivation and Personnel Productivity in Ethiope East and Uvwie Local Government Areas in Delta State

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ABSTRACT

Motivation is defined as the internal or external stimulus that generates the willingness to carry out an action through to its completion. The creation and upkeep of an enabling environment is the core responsibility of management. The process of inducing, persuading, stimulating, and even compelling someone to act in a way that advances an organization's objectives is known as motivation. This study looks at employee productivity and motivation in Delta State's Ethiope East and Uvwie Local Government Areas. The paper addresses the strategies of personnel motivation on organizational efficiency in the Ethiope East and Uvwie Local Government Councils in Delta State. It also identifies the challenges of personnel motivation in achieving productivity in these local government councils. The article concludes that in order for local government to fulfil its legal obligation to provide efficient services to the community, its personnel needs to be encouraged to reach greater levels of productivity. Prioritizing the well-being of employees is crucial in fostering a positive work environment within the Councils.

Keywords: *Motivation, Productivity, Personnel, Organizational Efficiency, Effectiveness, Motives, Local Government.*

INTRODUCTION

It is believed that motivation is an essential tool for encouraging employees to achieve organizational productivity. To put it another way, boosting motivation at work is a great way to accomplish set objectives. The degree to which someone is moved or stirred to act is regarded as their motivation (Rainey, 2021). Good training policies, promotions, pay increases, employee recognition, favorable work environments, and incentives like bonuses and leave allowances all of which are intended to address the diverse needs of the workforce for increased productivity are some of the ways that employers have motivated their workforce. (Adi, 2020). It is important to remember that employee demands vary greatly and are continually changing. As a result, management's capacity to use effective motivational strategies to satisfy employee desires greatly improves organizational performance. Employees can therefore be suitably and sufficiently content with their jobs when management recognizes their wants, desires, and difficulties and offers potential solutions to meet their needs and desires.

According to Nnabuiife (2019), motivation can be defined as the internal or external force that generates the willingness to carry out an action through to its completion. Therefore, management's key responsibility is to establish and preserve an atmosphere that allows employees to work productively and achieve the organization's goals. To motivate is to encourage, convince, stimulate, and even force employees to perform in a way that advances the objectives of the company. The intensity of an employee's motivations determines that motivation. Employee needs, wants, goals, or impulses are known as motivations, and these influence how they behave, which in turn increases organizational productivity.

Productivity is defined as the volume and ratio of participation generated in a given length of time, with a focus on quality and effective resource utilization (Inyang, 2021). The efficiency and effectiveness of the workforce in achieving the intended outcome is what productivity is all about. An essential component of organizational sustainability is worker productivity. Understanding how productive each employee is important for gauging performance. It is impossible to measure productivity without sufficient and efficient motivation. The efficacy and efficient use of the production element, as well as the efforts made to establish result-oriented behaviour among the personnel in an organization, are the foundations of personnel productivity and the survival of any organization, particularly the local government in this regard. According to Jennifer and George (2020), employee performance has a direct impact on organizational productivity and the accomplishment of administrative goals.

The most crucial management problem, personnel productivity has drawn the attention of numerous academics and is regarded as the main means of boosting organizational success. Any organization's workforce's potential for productivity is an added benefit. This implies that increasing productivity is the primary goal of employee motivation. Effective employees are the result of a positive work atmosphere and high-caliber talents. A measure of worker efficiency, personnel productivity can be expressed as the amount of work completed by employees in a given amount of time. Employee productivity is a performance measurement that takes effectiveness and efficiency into account (Bhatti and Qureshi, 2021).

One cannot overstate the importance of employee productivity and motivation in municipal government. Without a productive staff, the local government service is unable to meet its service delivery objectives to the rural population. A strong organizational structure does not ensure successful outcomes on its own. According to Drucker (1978), human resources are as essential to an organization's existence, survival, and growth as food is to humans. According to Likert (1976), all management tasks revolve around managing the human element, which is also the most crucial task because the success of this task determines the success of all others. Therefore, a motivated and effective workforce is undoubtedly a key factor in the Ethiopia East and Uvwie local government's ability to fulfil its main responsibility of providing services to the burgeoning rural populace. According to Orewa (2020), local government is fundamentally a service-oriented organization. After building roads, drains, installing incinerators, building and outfitting health centres with medication, building and outfitting school buildings all that's left for the local government to run efficiently is labour to run and maintain these establishments.

OBJECTIVES OF THE STUDY

The general objective of this study is to examine Personnel motivation and productivity in Ethiopia East and Uvwie Local Government councils in Delta State. The specific objectives of this study are to:

- Identify the Challenges of Personnel Motivation in achieving productivity in Ethiopia East and Uvwie Local Government Councils in Delta State
- Identify the Strategies of Personnel Motivation on organizational Efficiency in Ethiopia East and Uvwie Local Government Councils in Delta State.

RESEARCH HYPOTHESES

The following hypotheses are formulated to guide the study:

H0₁: There is no significant relationship between the Challenges of Personnel Motivation and Productivity in Ethiopia East and Uvwie Local Government Councils in Delta State

H0₂: There is no significant relationship between the strategies of Personnel Motivation and Efficiency in Ethiopia East and Uvwie Local Government Councils in Delta State

REVIEW OR RELATED LITERATURE

Challenges of personnel motivation and productivity in Ethiopia East and Uvwie LGA

Ogunna (2019) outlined the difficulties in motivating staff members to achieve productivity in local governments. She referred to these issues as personnel problems of the local governments. These problems include low pay, a lack of sufficient incentives and motivation, and low prestige because staff members are viewed as rural officials with a rural status and image. To bring out the best in them is not a difficult task for them. He summed it up as having little executive capacity because they just have administrative workers and lack specialists, technicians, engineers, etc. They also do not receive the same treatment as state civil officials and other employees. Once more, there are insufficient resources for staff training, not to mention the unethical practice of favouritism in hiring and promoting staff.

Lumping rarely results in an effective personnel assessment, according to Onyishi (2021), who also attributed the local government's issues with employee enthusiasm and productivity to over-centralization. According to Onah (2019), there is political meddling from the states as well as the impact of nepotism, favouritism, and ethnicity. The primary causes of the bad physical working conditions, complete lack of fringe benefits, and irregular personnel salary payments all have a detrimental effect on the councils' workforce productivity. According to Byan (2017), additional factors that may have an impact on the Nigerian local government system as a whole, such as the operational or current scheme of services for the local government, should also be taken into account. The goal of this is to close specific gaps and fix irregularities that exist between traditional public services and local government. Ngu (2020) pointed out that in addition to following the law, local governments should also take into account the urgent needs and individual characteristics of their workforce in order to accomplish two goals at once: encouraging staff to work at their highest level of productivity and ensuring that the public actually benefits from the services the government provides.

According to Bedian (2015), when comparing the level and degree of performances with the financial resources at their disposal, it is difficult to overcome the perception that the local government service has been marked by inefficiency and ineffectiveness due to corruption and other forms of mismanagement. Therefore, despite the enormous sums of money that local governments have received over time, their actual accomplishments in a variety of areas of local government operations have not been particularly noteworthy, particularly when it comes to the communities' physical and living conditions. Burken (2016) noted that the fundamental duties that municipal governments are supposed to carry out have only gotten pathetically elusive. For this reason, the majority of Nigerians have always associated the phrase "local government" with unfavourable psychological attitudes and the idea that the system as a whole is essentially broken (Linder, 2011).

According to Olugbodi's (2021) deduction, the local government system's personnel requirements are mostly focused on particular motivational incentives in the workplace. Therefore, even with appealing working conditions, employees are driven to meet organizational goals for the local government and become highly motivated. He added that the incentives available to local government employees give them a unique chance to effectively and efficiently meet their productivity goals while also achieving their official and personal goals of self-actualization. According to Uzonna (2021), in order to inspire employees of local government, it is important to concentrate on a few key concerns. He continued by saying that patronage is typically used in the hiring or appointment of local government employees. Only those who, in one way or another, have the required connections are therefore given preference.

It is important to remember that when there are openings in local governments, state and local government officials fight fiercely over how to divide up or distribute quotas among themselves. (Uzonna, 2021). Those with ties to the ruling political class or party, on the one hand, and those who are likely to be the stars of the show, on the other, are mostly responsible for securing jobs. Competence or skills are typically abandoned or sacrificed. Because each group feels shielded by the godfathers, this mixed grill kind of recruiting in the local government, made up of the so-called sons of the soil and others, causes major discontent and tensions. Because they have access to the power house, these types of employees frequently irritate other employees and put the operations of the local government at risk. This type of behaviour typically has a major demoralizing effect on other local government employees. Aremu (2021) observed that local government employees cannot be expected to possess the necessary motivational attitudes to work and accomplish planned objectives because the recruitment process is marked by a variety of political malpractice, godfatherism, and personal misbehaviour.

Strategies of personnel motivation on productivity in Ethiopie East and Uwie LGA

In terms of motivations and internal drive, human nature is incredibly complicated. People act in certain ways for a variety of reasons. These reasons stem from their desire to live life to the fullest, which can only be attained via motivation and the sense of fulfilment that comes from completing a certain task. It is impossible to undervalue motivation as a key component of employee productivity and organizational effectiveness. This is so that organizational assertions can be used to their full potential for maximum production, which is made possible by motivation. According to Mitchell (2014), when local government employees have access to all of these basic requirements—comparatively high pay, an equitable payment system, genuine opportunities for advancement, thoughtful and participatory management, a reasonable amount of social interaction at work, interesting and varied tasks, and a high degree of autonomy—they will be highly motivated and perform to the best of their abilities. Given the arduous activities carried out by local government employees, governments at all levels must provide a favourable working environment and other incentive systems that encourage staff to give their all for the job they are assigned. According to Srikaningsih and Setyadi (2015), employee motivation should concentrate on particular tasks and operate within the internal environment, where strategic planning is under control for increasing productivity. It should also concentrate on human resource policies for improving the caliber of the workforce for increased productivity and efficiency. In both public and commercial organizations, human resource management has evolved into an integral aspect of general management, according to Okereka (2015). This is due to the fact that having a staff that is qualified and competent is essential to applying all other resources. Okereka (2015) also pointed out that staff commitment and efficiency at the local government were largely dependent on personnel training provided at that level. According to Zhang (2019), the ability for employees to voice their concerns, trustworthy and consistent management, courteous treatment, satisfaction benefits and compensation, job security, and comfortable working conditions are fundamental needs that highlight and improve employee motivation and productivity in local governments. Hence, the following are some of the strategies of motivating personnel to achieve maximum productivity in the local government system:

- Salary and Wages
- Money
- Personnel training and Development
- Availability of Information and communication
- Conducive working Environment
- Promotion and high degree of autonomy

Salary and Wages Personnel managers need to take into account four key elements of a pay structure in order to properly use salaries as an incentive. The job rate pertains to the value that the organization places on each job; payment incentivizes individuals or groups based on their performance; personal or special allowances are linked to factors like the scarcity of specific skills or long-serving personnel; and fringe benefits include paid time off, pensions, and so forth. Making ensuring that the wage structure of their organization takes into account the going rates in other organizations is also crucial.

Money: According to Akintoye (2015), the most important motivational tactic is still money. Money was cited by Frederick Taylor and his scientific management associate in 1911 as the primary incentive for industrial workers to increase production. In order to motivate employees to increase their performance, dedication, and ultimately level of happiness, Taylor argued for the implementation of incentive wage schemes. Money has a strong motivating influence because it represents abstract ideals such as prestige, stability, power, and a sense of achievement. Through the process of choosing a job, Katz, in Sinclair, et al. (2015), illustrates the motivational power of money. He says money has the ability to draw people in, keep them around, and inspire them to work more and be more productive. If an employee receives a better salary offer for the same job duties as their present position, for example, they are almost certainly going to be more inclined to take the new offer. According to Banjoko (2021), a lot of managers utilize cash to reward or discipline employees. This is accomplished by creating a fear of job loss in employees as a means of rewarding them for increased productivity (e.g., premature retirement owing to poor performance). Employees may also be motivated by a desire for advancement and higher compensation.

Staff Training: Regardless of the degree of standardization within an organization, excellent productivity is contingent upon employee effectiveness and motivation. Employee motivation is a crucial tactic for staff development. The local government agency needs to have top-notch training initiatives. This will present opportunities for self-improvement and development for local government people, enabling them to meet the demands of modern equipment and task-performance methodologies.

Availability Information and Communication: Providing pertinent information about the effects of their actions on others is one method managers can boost motivation (Olajide, 2020). According to this researcher, there does not appear to exist a single organization whose employees do not generally believe that departmental communication, cooperation, and collaboration need to be improved. The availability of information creates a strong peer pressure that causes two or more runners to run faster together than they would if they were running alone or without considering the pace of the other runners. Competitors among subordinates exchange information.

As a result, without sufficient incentive, the staff members of local government councils are unable to achieve a certain level of productivity. This is because the nature of the work is too demanding, necessitating the employment of a motivational tool that will push them to work harder by significantly raising council productivity and efficiency.

THEORETICAL FRAMEWORK

This study's theoretical foundation was Maslow's Hierarchy of Needs theory. Maslow (1943) distinguished five phases that human needs must go through; as a need is met, a person climbs the hierarchy (Shah and Shah, 2007). He proposed that there is a hierarchy of priority for the five categories into which human wants can be divided. These include requirements related to physiology, safety, possessions, self-actualization, and esteem. He contends that a person's primary motivation comes from meeting their physiological demands. Employees become driven simply to satisfy their needs as long as they are left unfulfilled. After physiological needs are met, they no longer serve as the main source of motivation, and the person climbs the hierarchy in an attempt to meet security needs. This process keeps going until the desires for self-actualization are eventually met. Maslow argues that the reasoning is straightforward: workers who are too sick or starving to work will not be able to contribute significantly to production, which will make it impossible to achieve organizational objectives.

These can be summarized in the diagram below:

<p>Self-actualization</p> <p>Creativity, Problem -solving, Authenticity, Spontaneity</p>
<p>Esteem</p> <p>Self-Esteem, Confidence, Achievement</p>
<p>Social Needs</p> <p>Friendship, Family</p>
<p>Safety and Security</p>
<p>Physiological Needs (Survival)</p> <p>Air- Shelter-Water-Food-Sleep-Sex</p>

1. Physiological needs are the basic needs for sustaining the human life. For example food, water, sleep, medicine, education, sex.
2. Safety needs are to be free of physical danger and of the fear of losing a job, property, food or shelter to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.
3. Social needs come to play because man is a social being and need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance, and friendship. Interaction and cooperation with co-workers and leaders are also desired.
4. Esteem needs are those held by man himself and by others. This kind of need produces such satisfaction as power, prestige, status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievement and external esteem factors such as status, recognition, and attention.
5. Self-actualization is the highest need and this is fulfilled when one's potentials, self-fulfillment, maximization of one's potential and accomplishment of something. Employees in this rank try to maximize their knowledge, skills, and performance to do a good job.

Humans have many wants, all of which can never be fully met, but in general, people prefer to have their basic needs met before moving on to more important ones. As one need is met, another one emerges. According to Maslow's Theory, everyone apparently moves up the hierarchy of needs one level at a time, even though the majority of people are not consciously aware of these demands (Kreitner, 1995). Maslow specifically proposed that there are five categories of needs that people have, and that these needs are met in a hierarchical order. This indicates that these wants are awoken in a particular order, ranging from the lowest to the highest, so that the process proceeds by satisfying the lowest need before moving on to the next order requirement.

When considering this from the perspective of motivation, Maslow's theory states that although a need can never be completely satisfied, it can inspire people to some extent. To motivate someone, you must understand where they are on the hierarchy of needs, according to Maslow. Meeting that person's requirements at that level is then what you should concentrate on (Robbins 2001).

As we apply this theory to the current study, it is important to recognize that Maslow's hierarchy of needs has practical implications for all organizations, including local government councils. The theory's justification stems from its capacity to offer administrators of local government affairs guidance on how to help their staff members reach their full potential. This is due to the fact that self-actualized employees are probably going to work to the best of their creative abilities. It is crucial to assist staff in meeting their needs in order to help them reach this stage. To reach this point, the local administration can implement the following tactics in accordance with this theory: Acknowledge the successes of your staff, offer financial stability, create social activities, and encourage a healthy work environment.

The local government council staff has to be inspired to lead more productive lives. This is one additional way that the Maslow Needs theory fits in with this piece of writing. **Physiological needs:** These include giving local government employees a comfortable working environment, a place to work, a regular monthly salary, and other necessities that would encourage employees to work more productively and with greater service to the community.

Needs for safety: These include having official employment contracts and benefits like paid time off and a pension plan. The importance of health and safety in the workplace should also be stressed. **Social needs:** Encouraging group collaboration among teams, departments, and levels as well as team building via social activities are typically effective ways to manage an employee's social requirements. Utilize communication platforms such as Microsoft Teams, Skype, or Zoom to facilitate socialization and collaboration among local government employees. Additionally, ensure that management holds frequent meetings and catch-ups with their team.

Self-esteem: Praise and regard for other people are significant at this level. Employees can be encouraged to work harder in local government councils by using a 360-degree feedback and appraisal system. They can also receive rewards for their efforts and contributions, and a peer-to-peer or social recognition programme can help celebrate employees' successes and bestow respect and status.

Self-actualization: At the greatest level, employees are able to reach their full potential through personal development plans, training, mentorship, secondments, and promotion opportunities.

Method of Study

The study is a quantitative method and as such the cross-sectional design was adopted to investigate Personnel Motivation and Productivity in Ethiopia East and Uvwie Local Government Councils in Delta State. This design was chosen because it makes it easier for the researcher to collect a sufficient amount of data from study participants. Given the nature of the understudied topic, the cross-sectional approach is therefore appropriate for the study. For this study, two thousand (2000) employees of both local government authorities were the target population. The two local government councils, Uvwie Local Government Council and Ethiopia East Local Government Council, were chosen using a basic random sample technique. Hence, the sample size of this study was determined using Taro Yamane (1967) Formula Below:

$$n = \frac{N}{(1 + N(e)^2)} \quad \text{or } n = \frac{N}{1 + N(0.05)^2}$$

Where;

n = is the required sample size for the population under study.

N = population under study = 2000

e = the margin error (MOE) which is (0.05)

Therefore, if the total population of the three ministries in Delta State Civil Service were 2000, the sampled population size will be:

$$n = \frac{2,000}{(1 + 2,000(0.05)^2)}$$

$$n = \frac{2,000}{(1 + 2,000(0.0025))}$$

$$n = \frac{2,000}{(1 + 5)}$$

$$n = \frac{2,000}{6}$$

n = 333.3

n = 333

Therefore, the sampled population of this study was Three Hundred and Thirty Three (333) and this was the actual questionnaires distributed to the two local government councils to reflect the return rate. Below is the breakdown of the sampled population:

Table 1: Distribution of Questionnaires to the Two Local Government Councils

S/N	Local Government	Questionnaire distributed	Questionnaire retrieved	Questionnaire not retrieved	Percentage%
1	Ethiopia East Council	133	100	33	45%
2	Uvwie Council	200	120	80	55%
3	Total	333	220	133	100%

Source: Field Work 2022

ANALYSIS AND RESULTS

Hypothesis2

H₀₁: There is no significant relationship between the Challenges of Personnel Motivation and Productivity in Ethiopia East and Uvwie Local Government Councils in Delta State

A Chi-square (χ^2) Summary Table of the relationship between the Challenges of Personnel Motivation and Productivity in Ethiopia East and Uvwie Local Government Councils in Delta State

Source of Variation	Responses		Df	X ² -Cal	X ² -Crit.	Alpha Level	Decision
	Observed	Expected					
(SA)	575	220	12	728.39	9.49	0.05	Significant
(A)	310	220					
(SD)	150	220					
(D)	65	220					

As presented in the chi-square (χ^2) summary Table above, the calculated chi-square (χ^2) value of 728.39 is greater than the chi-square (χ^2) table value of 9.49. Rejected is the null hypothesis, which claimed that there is no meaningful correlation between the difficulties with employee motivation and productivity in the Uvwie and Ethiopia East local government councils in Delta State. This suggests that there is a strong correlation between the issues with employee motivation and productivity in the Uvwie Local Government Councils in Delta State and Ethiopia East.

Hypothesis3

H₀₃: There is no significant relationship between the Strategies of Personnel Motivation and organizational Efficiency in Ethiopia East and Uvwie Local Government Councils in Delta State

A Chi-square (χ^2) Summary Table of relationship between the Strategies of Personnel Motivation and organizational Efficiency in Ethiopia East and Uvwie Local Government Councils in Delta State

Source of Variation	Responses		Df	X ² -Cal	X ² -Crit.	Alpha Level	Decision
	Observed	Expected					
(SA)	450	220	12	365.11	9.49	0.05	Significant
(A)	340	220					
(D)	205	220					
(SD)	105	220					

As presented in the chi-square (χ^2) summary Table above, the calculated chi-square (χ^2) value of 365.11 is greater than the chi-square (χ^2) table value of 9.49. The null hypothesis, which claimed that there is no meaningful connection between organizational efficiency and personnel motivation strategies in the Delta State local government councils of Ethiopia East and Uvwie, is rejected. This suggests that the organizational efficiency and personnel motivation strategies in the Uvwie and Ethiopia East Local Government Councils in Delta State are significantly correlated.

DISCUSSION OF FINDINGS

The findings of this study revealed that significant correlation between the productivity issues and employee motivation in the local government councils of Ethiopia East and Uvwie in Delta State. This result is consistent with a study by Ogunna (2019), which stated that low compensation, inadequate incentives and motivation, and low prestige—since these employees are viewed as rural officials with a local status and image—are the issues facing local government employees. Additionally, the results are consistent with the research of Onyishi (2021), who attributed over centralization to the issues with employee motivation and local government productivity. Therefore, lumping rarely results in an effective personnel assessment. In line with this conclusion, Onah (2019) noted that the state's political meddling as well as the impact of nepotism and favouritism were a significant threat to employee motivation in local government councils. He went on to say that the bad physical working conditions, complete lack of fringe benefits, and irregular personnel salary payments have a detrimental effect on the local government councils' ability to provide services.

The study found a substantial correlation between organizational efficiency and staff incentive tactics in the local government areas of Uvwie and Ethiopia East in Delta State. This result was consistent with a study by Setyadi (2015), which found that strategic planning for increased productivity and human resource policies for improving workforce quality for increased productivity are the main sources of employee motivation. Zhang (2019), who concurred with the findings, said that basic prerequisites that highlight and improve employee motivation and productivity in local government councils include concerns about personnel credibility and productivity, consistent management, respectful treatment, satisfaction benefits and compensation, job security, and comfortable working conditions. This result was also consistent with a study by Aluko (2018), which pointed out that the effectiveness of local government councils depends on the people in charge of them. This implies that when employees are motivated, they will perform better and be more productive, which will boost the effectiveness of the organization as a whole. Based on these premises, the researcher claims that highly motivated staff members are a major asset to the general expansion and productivity of local government councils, which should be treated seriously in order to provide effective and efficient services to the rural populace.

CONCLUSION

The Ethiopia East and Uvwie Local Government councils' employee productivity and motivation have been studied. The study found that encouraging greater productivity among employees is necessary for local government to fulfil its legal obligation to provide efficient services to the community. This study seems to have highlighted the characteristics of local government administration as well as the role that motivation plays in employee productivity. There was also discussion of the difficulties with employee engagement and productivity in the local government councils of Uvwie and Ethiopia East. Numerous issues, such as poor working conditions, late salary payments, selective promotions, a lack of training and development opportunities for staff, unpaid personnel arrears, nepotism and favouritism, etc., have seriously threatened the local government councils' ability to provide people-oriented services effectively and efficiently.

Thus, the finest techniques and models for employee motivation need to be implemented in order to lessen the difficulties that staff members in the local government councils of Ethiopia East and Uvwie face. The emphasis should be on particular areas and activities within the internal environment where strategic planning for increasing productivity and human resource policies for improving workforce quality for efficiency and productivity are under control. Therefore, the human resources division plays a key role in this. The researcher comes to the conclusion that highly motivated employees are beneficial to the growth and general productivity of Delta State's local government councils.

RECOMMENDATIONS

Based on the findings and conclusion drawn, the following recommendations were made:

1. Ethiopia East and Uvwie local government Administrators should consider not only intrinsic motivational factors such as monetary rewards but also encourage extrinsic motivational factors such as encouraging good interpersonal relations between personnel in the councils
2. Incentives in the form of allowance of personnel should be encouraged in other to lift their morale to improve productivity in the councils.
3. Given the current state of the nation's economy, local government employees should receive pay raises.
4. Favoritism and discrimination of personnel should be discouraged at the workplace of the Local Government Councils.
5. The nature of work and its conditions should be improved for personnel at the Local Government Councils to enhance worker's attitude and morale towards work.
6. The welfare of personnel should be set as a top priority to develop good attitude towards work in the Councils.
7. The postponements of salaries should be discouraged since it influences negative attitude among personnel towards work in the Councils.

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