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Effect of Motivational Factors on Employees Performance in Selected Tertiary Institutions in Adamawa State, Nigeria

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Abstract

This study examined the effect of motivational factors on employee performance in selected tertiary institutions in Adamawa State, Nigeria. Specifically, the study investigated the effects of promotion, job security, rewards, employee involvement, and remuneration on employee performance. A descriptive survey research design was adopted for the study. The population comprised 5,818 academic and non-academic staff of Adamawa State University, Mubi; Modibbo Adama University, Yola; Federal Polytechnic, Mubi; and Adamawa State College of Agriculture, Ganye. Using Taro Yamane's formula, a sample size of 400 respondents was selected through convenience sampling. Primary data were collected using a structured questionnaire designed on a five-point Likert scale. The validity of the instrument was established through expert review, while reliability was confirmed using Cronbach's Alpha coefficients ranging from 0.889 to 0.919, with an overall reliability coefficient of 0.919. Out of the 400 questionnaires administered, 379 valid questionnaires were retrieved and used for analysis. Data were analyzed using descriptive statistics, Pearson correlation analysis, multicollinearity diagnostics, and multiple linear regression with the aid of Statistical Package for the Social Sciences (SPSS) version 22.0. The findings revealed that promotion, job security and rewards all exerted positive and statistically significant effects on employee performance. The regression model further showed that the motivational factors jointly explained 71.5% of the variation in employee performance ($R^2 = 0.715$), indicating that motivation is a major determinant of employees' performance in tertiary institutions. The study concluded that effective motivational practices significantly enhance employee performance. It therefore recommended that management of tertiary institutions should implement transparent promotion policies, strengthen job security, establish equitable reward systems, encourage employee participation in decision-making, and provide competitive remuneration packages to improve employee commitment, productivity, and overall institutional performance.

Keywords: Employee, Motivation, Performance, Promotion, Job Security and Rewards

1. Introduction

Employee performance remains a critical determinant of institutional effectiveness, particularly within tertiary institutions where academic and non-academic staff collectively contribute to the realization of teaching, research, and community service objectives. High-performing employees enhance organizational performance, improve students' academic outcomes, strengthen institutional reputation, and promote efficient utilization of resources (Armstrong, 2014). In contrast, low employee motivation often results in low productivity, diminished service quality, absenteeism, and low organizational commitment, thereby undermining the overall goals of higher education institutions (Okoye & Hamzajiofor, 2013). In the Nigerian, tertiary institutions continue to grapple with challenges such as inadequate funding, poor working conditions, and weak human resource management practices, all of which negatively influence employee performance (Adewale, 2018; Yusuf & Ajayi, 2020).

Motivation has been widely recognized as a central factor capable of stimulating higher levels of employee performance. Motivation refers to the internal and external forces that arouse, direct, and sustain employees' behavior toward achieving organizational goals. When employees are adequately motivated, they tend to demonstrate improved efficiency, commitment, creativity, and job satisfaction, leading to enhanced performance outcomes (Robbins & Judge, 2017). In tertiary institutions, motivated

staff are more likely to engage proactively in teaching, research, administrative responsibilities, and student mentorship, thereby improving institutional effectiveness (Ojeleye & David, 2016). However, the persistent decline in employee performance in many Nigerian tertiary institutions suggests that existing motivational strategies may be insufficient or poorly implemented (Ibrahim & Sadiq, 2019).

Among the key factors of motivation influencing employee performance are promotion, job security and rewards. Promotion serves as a recognition of employees' competence and dedication, often leading to increased morale, loyalty, and productivity. Studies indicate that employees who perceive fair and timely promotion opportunities are more motivated and tend to perform better in their assigned duties (Ibrahim, 2017; Ahmed, 2019). In selected tertiary institutions in Adamawa State, the effect of promotion on employee performance remains a growing concern, as delays and perceived favoritism in promotion processes may diminish staff commitment and efficiency.

Job security equally plays a significant role in shaping employee performance. Employees who feel secure in their jobs are more likely to exhibit higher levels of commitment, focus, and productivity, as they are less distracted by fear of job loss or uncertainty about their future (Greenhalgh & Rosenblatt, 2010). Conversely, job insecurity can breed anxiety, low morale, and reduced performance. In Adamawa State tertiary institutions, issues such as inconsistent employment policies, contract termination, and casualization of labor have raised concerns regarding their impact on employee performance (Mohammed & Abubakar, 2021).

Rewards, both financial and non-financial, are another critical motivational factor. Recognition, bonuses, commendations, and other incentives reinforce positive behavior and encourage employees to sustain high performance levels. Empirical studies reveal that reward systems aligned with performance outcomes significantly enhance employee productivity and job satisfaction in educational institutions (Ogunyomi & Bruning, 2016). Similarly, employee involvement in decision-making fosters a sense of ownership, belonging, and responsibility, motivating staff to contribute meaningfully to institutional growth. Participation in policy formulation and administrative processes has been found to positively influence commitment and performance in Nigerian tertiary institutions (Hamza & Garba, 2020).

Employee motivation is a critical determinant of employee performance, productivity, and commitment in tertiary institutions. However, institutions in Adamawa State, Nigeria, face challenges such as low morale, absenteeism, poor commitment, and reduced productivity, largely associated with inadequate financial and non-financial motivational practices, including irregular salaries, insufficient rewards, limited promotion opportunities, poor recognition, inadequate training, and unfavourable working conditions (Alase & Akinbo, 2021; Cletus et al., 2024). These challenges negatively affect teaching quality, research productivity, service delivery, and institutional effectiveness. Previous studies have established that intrinsic and extrinsic motivation significantly influence employee performance (Adebanji, 2022; Babakarewa et al., 2024; Orugun et al., 2019). However, existing literature has concentrated mainly on other Nigerian states, with limited empirical evidence from Adamawa State, insufficient examination of specific motivational components, and inadequate integration of academic and non-academic staff perspectives. Therefore, this study seeks to examine the effect of employee motivation on performance in selected tertiary institutions in Adamawa State, Nigeria, to address these gaps and provide evidence for improving staff productivity and institutional effectiveness.

The following hypotheses were formulated to guide the study:

$H_0$1: Promotion has no significant effect on employee performance in selected tertiary institution in Adamawa state, Nigeria Adamawa state

$H_0$2: Job security has no significant effect on employee performance in selected tertiary institution in Adamawa state, Nigeria Adamawa state.

$H_0$3: Rewards have no significant effect on employee performance in selected tertiary institution in Adamawa state, Nigeria Adamawa state.

2. Literature Review

Motivation

Motivation refers to the reasons underlying behaviour (Parashar, 2016). According to the researcher, motivation is one of the most important factors for understanding and managing organizational behaviour, because it explains why employees behave or act in a particular way. Motivation is the energy that moves employees forward towards performing a certain action; motivation will strengthen the willingness of employees to work, and in turn, it will increase the organization's effectiveness and competence. Motivation can be defined as the internal drive or force that stimulates an individual to act in a particular way toward achieving specific goals. It involves the psychological processes that arouse, direct, and sustain behaviour over time, influencing the level of effort and persistence a person applies to tasks or activities (Jansen, 2018).

Another definition by Bennel (2019), motivation sees it as the combination of needs, desires, and incentives that prompt a person to behave in a certain manner. It reflects the reasons behind human actions and explains why individuals choose one course of action over another. In this sense, motivation serves as a guiding mechanism that shapes decision-making, goal-setting, and performance in both personal and organizational contexts. Motivation may also be described as the process by which a person's behaviour is energized, directed, and maintained toward the accomplishment of objectives. It encompasses both intrinsic factors, such as personal satisfaction and interest, and extrinsic factors, such as rewards and recognition (Andabai & Basuo, 2018). This definition highlights motivation as a continuous process that influences how individuals initiate, sustain, and regulate their efforts to achieve desired outcomes.

Concept of Promotion

According to Gupta (2011) Promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater higher authority, higher status and better working conditions. Promotion can be defined as the advancement of an employee from a lower position to a higher one within an organizational hierarchy, usually involving increased responsibilities, authority, status, and improved remuneration. It is a formal recognition of an employee's competence, experience, and contributions to the organization, and it often reflects trust in the employee's ability to handle more complex tasks (Armstrong, 2014). According to Dessler (2017), promotion refers to the movement of an employee to a job that carries greater importance, higher rank, and increased responsibility. This movement is frequently used by management as a strategic tool to reward outstanding performance and to motivate employees towards achieving higher productivity and commitment in their roles. For the purpose of this study, promotion is the upward movement of an employee within an organization's hierarchy, typically from a lower to a higher position. It involves greater responsibilities, authority, status, decision-making power, and improved remuneration. Promotions serve as formal recognition of an employee's competence, performance, and potential, and they are often used strategically by management to motivate employees, enhance productivity, career development, job satisfaction, and loyalty.

Concept of Job Security

Job security affects the employee's behavior at workplace and employee's affiliation with the organization (Sverke, Hellgren & Näswall, 2019). If employees are not satisfied with job, the level of retention will decline at workplace (Trevor, 2001). In addition, skilled employees usually have abundant opportunities which increase the rate of job switch that ultimately results in creating vacancy for skilled employee consequently, increasing cost of recruitment process in the organization. Further, intrinsic aspects affect an individual's intention to stay or leave. In another study it was highlighted that job motivation, prospects for creativity and job security effects human capital retention (Samuel & Chipunza, 2019). Job security refers to the degree of assurance employees feel regarding the continuity and stability of their employment. For the purpose of this study, job security is therefore a critical factor influencing retention, motivation, psychological well-being, and employees' willingness to invest effort in organizational goals. Job security is the extent to which employees feel assured of the continuity and stability of their employment and perceive minimal risk of losing their jobs, thereby encouraging commitment, satisfaction, and improved performance. job security represents employees' perception or

assurance that their employment will continue without the threat of involuntary loss, dismissal, or redundancy.

Concept of Rewards

Employee reward refers to all forms of compensation, both monetary and non-monetary, given to employees in return for their efforts, contributions, and performance at work. According to Ojo (2019), rewards include salary, bonuses, recognition, and career development opportunities, and they play a significant role in influencing employee motivation and satisfaction. As defined by Akinyele and Fasogbon (2020), employee reward is a deliberate effort by employers to acknowledge and compensate the value that employees add to the organization. They assert that an effective reward system encourages loyalty and commitment among workers. According to Agwu (2021), employee rewards go beyond financial benefits to include emotional and social recognition, such as praise, flexible work schedules, and employee of the month programs. He believes that these rewards foster a positive organizational culture and enhance employee engagement. Okonkwo (2019) define employee reward as a strategic human resource management practice designed to align employee behaviors with organizational goals. They argue that when rewards are tied to performance, they drive productivity and innovation in the workplace. For the purpose of this study, employee reward refers to the combination of monetary and non-monetary benefits provided by an organization to recognize employees' contributions and performance, with the aim of motivating commitment, enhancing satisfaction, and supporting the achievement of organizational goals.

Concept of Employees Performance

Performance is defined as a high level of attachment to an organization (Crosswell, 2006). Employee performance is the emotional bond between the employee and the institution. It can also lead to motivation to work (Mart, 2013). Performance is one's attitude, including affect, belief, and behavioral intention toward his work (Cohen, 2003). The employees performances are the most significant contribution in educational process that whatever policies may he lay down; eventually the employee has to interpret and implement these policies through teaching learning process. The term is not only covering the effect or conduct of instruction, like student achievement or personal growth or also not employee characteristics. Rather, employees' performance is apprehensive, with progress variable rather than product variables (Taylor, 2012). Marler, (2018) indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied. This is in agreement with Likert's (2019) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special.

For the purpose of this study, employee performance represents how well employees carry out their duties and responsibilities in ways that help the organization achieve its goals. It includes both the results employees produce and the behaviors, competencies, and attitudes they demonstrate while performing their tasks. Scholars highlight dimensions such as efficiency, effectiveness, quality of work, timeliness, teamwork, initiative, and commitment. High performance reflects employees' ability to apply their knowledge and skills productively, align their efforts with organizational objectives, and contribute meaningfully to growth, sustainability, and competitive advantage.

Effect of Promotion on Employee Performance

Promotion of employees has a number of benefits not only to the employees but also to the organization in which they work. Chruden and Sherman (2012) view promotion as the means to ensure effective utilization of skills and abilities those individuals have been able to develop. Promotion creates a feeling of satisfaction with the present situation and conditions and encourages ambition to continue working with the company. When carefully planned and implemented, it enhances workers morale, increase organizational efficiency and provide opportunity for loyal employees (Chruden & Sherman, 2012). Promotion is widely recognized as a critical motivational tool that significantly influences employee performance in Nigerian organizations. It represents upward mobility, increased responsibility, and recognition of competence, which collectively stimulate employees to improve their productivity and commitment. When employees perceive promotion as fair and based on merit, they tend to exert greater effort, show higher job satisfaction, and demonstrate improved efficiency in task execution (Armstrong, 2019). In the Nigerian context, where career advancement is often linked to social status and economic

improvement, promotion serves as a powerful incentive that encourages employees to perform beyond minimum expectations (Adebayo & Ogunsina, 2018).

Effect of Job Security on Employee Performance

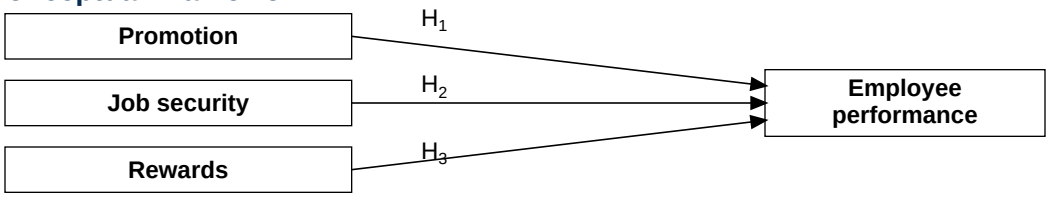
Job security is explained as one's hope about attaining job situation. It involves relate to over failure of attractive job characteristics such as low chance of advancement opportunities, current working conditions, and long-term career opportunities (Borg & Elizur, 2019). There are more than a few causes for the rising literature on this issue. One narrate to the large number of people unwillingly jobless throughout the 1980 4.3 million people were lastingly transfer between 1985 and 1989 alone (Herz, 2001). The significance of job security has enlarged and highlight in the last ten years employees feedback why they change the organization (Grover & Reed, 2018). Job security is defined as intrinsic job satisfaction lower due to downsizing, mergers, and restructuring as a cause of turnout. So job security and its result are effect on employee satisfaction. Job security was positively and significantly related with job satisfaction and organizational obligation and negatively connected with purpose to quit (Oldham, Julik, Stepina, Brand & Ambrose, 2018). Job security plays a significant role in shaping employee attitudes, commitment, and overall performance within organizations. When employees perceive their jobs as stable and protected from arbitrary termination, they are more likely to exhibit higher levels of dedication, efficiency, and focus on assigned responsibilities.

Effect of Rewards on Employee Performance

In Nigeria, reward management significantly influences employee performance across sectors. Research in private organizations in Anambra State found that both extrinsic (monetary) and intrinsic (non-monetary) rewards positively affect employees' job performance. While lower-level wage workers value financial rewards, higher-level employees derive motivation from recognition or development opportunities (Alabi et al., 2022). This indicates that a well-balanced reward system is essential for sustaining performance among diverse employee categories. Monetary rewards such as salaries, bonuses, and pay rises are strong motivators among Nigerian workers. A study in Cross River State among deposit money banks revealed that pay rises have a strong positive effect on employee performance, while recognition also enhances performance (Agbor, 2024). Similarly, in the hospitality sector in Enugu State, significant wage and salary rewards were linked to improved service quality, and retirement benefits increased employee commitment (Uzochukwu, 2023).

Rewards remain powerful instruments for directing employee behaviour toward the achievement of organizational goals. When employees perceive that their efforts are recognized through fair pay, promotion opportunities, recognition, and professional growth, they are more likely to demonstrate higher commitment, enthusiasm, and productivity. While monetary incentives can produce immediate improvements in performance, intrinsic rewards such

Conceptual Framework



Source: *Researcher's Design (2026)*

Promotion serves as a key extrinsic motivator that signals recognition, career growth, and increased status within an organization. When employees perceive that promotions are based on merit and performance, they are more likely to exert greater effort, improve their skills, and demonstrate higher levels of productivity (Greenberg & Baron, 2008). Job security refers to an employee's perception of stability and continuity in their position. Promotion and job security jointly shape employee performance by reinforcing motivation and organizational commitment. Employees who experience both secure employment and clear promotion prospects are more likely to develop positive attitudes toward their organization, demonstrate loyalty, and maintain consistent high performance (Armstrong, 2014).

Theoretical Framework

Expectancy Theory

The Expectancy Theory of Motivation provides an explanation of why individuals choose one behavioral option over others. The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome (Redmond, 2010). Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes (Torrington, 2019).

This has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. This theory is built upon the idea that motivation comes from a person believing they will get what they want in the form of performance or rewards. Although the theory is not all inclusive of individual motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates (AETC, 2008). Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations.

In this study, expectancy theory was adopted; this is because the theory is directly link to the subject matter under study. I.e. the importance of this theory is that it acts as a fund for management to establish schemes to reward behavior that can improve employees' performance. If employees perceive that they may get valued rewards from the organization, they tend to put greater effort into work.

Empirical Review

Abdullahi (2025) conducted a study to examine the impact of employee recognition on job satisfaction among healthcare workers in Anambra State. The research employed a descriptive survey research design. The study area was selected public hospitals in Anambra State. The population consisted of 1,200 healthcare workers including doctors, nurses, and administrative staff. A sample size of 300 respondents was selected using stratified random sampling, ensuring representation across departments. Data were collected using a structured questionnaire, validated by experts in human resource management. The data were analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (regression analysis). The findings revealed a significant positive relationship between employee recognition and job satisfaction ($\beta = 0.71$, $p < 0.05$). Recognition in the form of awards, commendation letters, and verbal praise enhanced motivation and retention. The conclusion emphasized that when employees feel acknowledged, their job satisfaction improves significantly. The study recommended institutionalizing regular recognition programs and integrating non-financial incentives into HR policies. A key gap identified was the lack of comparative data across private sector hospitals. Future studies should explore recognition impacts in private healthcare and across geopolitical zones for broader generalizability.

Udo (2025) explored the role of employee recognition in enhancing job satisfaction among academic staff in federal and state universities in South-East Nigeria. The research design was ex post facto, targeting individuals who had received various forms of recognition in the past year. The study area

comprised three universities across Enugu, Abia, and Imo States. The population consisted of 850 academic staff members, and a sample of 250 was drawn using simple random sampling. Data were obtained through a semi-structured questionnaire supplemented with interviews. The data were analyzed using ANOVA and thematic analysis. The findings indicated that both intrinsic recognition (peer respect, academic award) and extrinsic recognition (research grants, promotion letters) significantly boosted job satisfaction. Female academics rated non-monetary recognition more highly than their male counterparts. The conclusion was that continuous employee recognition is pivotal for improving staff morale and job satisfaction in academic settings. The study recommended regular faculty appreciation days, transparent promotion procedures, and research sponsorships. The identified gap was the lack of longitudinal data on recognition outcomes over time. Future studies should adopt a longitudinal design to evaluate sustained impacts of recognition programs on job satisfaction and academic productivity.

Ahmed Babakarewa et al. (2024) conducted a quantitative survey to examine the effect of motivation on the performance of academic staff in state polytechnics in Northeast Nigeria. The study population consisted of 1,782 academic staff, from which a stratified and purposive sampling technique was employed to select respondents. Primary data were collected using a structured questionnaire, supplemented with secondary sources such as textbooks, journals, and government publications. Findings revealed that both intrinsic and extrinsic motivation significantly influence employee performance, with extrinsic factors such as salary, benefits, and recognition exerting the greatest impact. The study concluded that tertiary institutions must prioritize comprehensive motivational strategies to enhance employee performance. It recommended the implementation of recognition programs, career development opportunities, and supportive work environments. However, the study was limited by its focus on a subset of polytechnics in Northeast Nigeria, and it did not explore in depth which specific forms of intrinsic motivation were most effective.

Similarly, Obodoechi (2024) investigated the effect of motivation on academic staff performance at Enugu State University of Science and Technology (ESUT), employing a cross-sectional survey design. The study population included 1,253 academic staff, and a sample of 303 respondents was selected using stratified sampling. Data were collected through structured questionnaires, while secondary sources provided contextual support. The findings indicated that recognition, work-life balance, salary increases, and rewards positively influence staff efficiency, productivity, and commitment. The study concluded that both financial and non-financial motivational factors are crucial in enhancing employee performance in Nigerian universities. Recommendations included the adoption of effective reward systems, work-life balance policies, and stress management interventions. Limitations identified were the focus on a single institution and the reliance on self-reported data, which may introduce biases. A research gap exists in understanding how different types of rewards affect various categories of academic staff and how motivational strategies evolve over time.

Musa (2024) focused on non-financial motivation and job performance of academic staff at Adeleke University, a private tertiary institution in Osun State, Nigeria. Using a descriptive survey design, the study targeted all 270 academic staff through total enumeration. Data were gathered via self-administered questionnaires and secondary sources. Findings revealed that a positive work environment, as a form of non-financial motivation, had a strong and significant effect on staff performance. The study concluded that non-financial motivators, particularly a conducive work environment, are critical in enhancing academic staff productivity. Recommendations emphasized that university management should prioritize non-financial motivators alongside other strategies to improve performance and reduce turnover. The study was limited to one institution, limiting generalizability, and did not explore other non-financial motivators such as career growth or autonomy. Moreover, the study did not examine extrinsic motivators, creating a gap in understanding the comparative effects of financial versus non-financial motivation.

3. Methodology

This study adopted descriptive research design. The four designated higher education institutions where this study was conducted in Adamawa State University, Mubi, Modibbo Adama University, Yola, Federal Polytechnic in Mubi, and Adamawa State College of Agric Ganye. The population of the study comprised of staff of Adamawa State University Mubi, Modibbo Adama University, Yola, Federal Polytechnic, Mubi and Adamawa State College of Agric.

Table 1: The population of the study

Institution	Level	Staff`
ADSU, Mubi	Academic staff	296
	Non-academic staff	458
MOU, Yola	Academic staff	988
	Non-academic staff	1277
Federal Polytechnic, Mubi	Academic	799
	Non-academic staff	1536
Adamawa State College of Agriculture, Ganye	Academic staff	166
	Non-academic staff	298
Total		**5818**

Source: (Registry Depts. 2026)

To determine the sample size, the researcher adopted the use of Taro Yamani`s formula (1964).

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

Where (N) is the total population size, and (e) is the margin of error (0.05).

$$N = 5818$$

$$n = \frac{5818}{1 + 5818(0.05)^2}$$

$$n = \frac{5818}{16}$$

$$= \frac{5818}{16}$$

$$= 363.6 \text{ i.e. } \approx 364$$

Therefore, the sample size for this study is 364. However, 10% of the sample size was added to the 364 actual sample to guide for non-return instrument, therefore, the sample size for this study was 364 + 36 = 400.

Table 2: Apportionment of sample size

Institution	Level	Staff`
ADSU, Mubi	Academic staff	20
	Non-academic staff	31
MOU, Yola	Academic staff	68
	Non-academic staff	89
Federal Polytechnic, Mubi	Academic	55
	Non-academic staff	106
Adamawa State College of Agriculture, Ganye	Academic staff	11
	Non-academic staff	20
Total		**400**

Source (Researcher's Computation, 2026)

The study adopted the because it enabled the researcher to select respondents who were readily accessible and willing to participate in the study. The major technique of data collection for the study was a survey with a focus on closed-ended questions. Knowing that the survey was a useful tool for gathering pertinent data, the researcher gave it to the participants in person. A five-point Likert scale will used to create the structured questions; the range was "Strongly Agreed (5)" to "Strongly Disagreed (1)." he study focuses on six key variables, each measured using ten questions.

The data collected for this study was analyze using inferential statistics. The multiple linear regression analysis was employed. The level of significance for all statistical tests was set at 0.05 (5%), implying that hypotheses were rejected where the probability value (p-value) was less than 0.05 and accepted where the p-value exceeded 0.05.

4. Data Presentation, Analysis and Findings

The questionnaire administration and retrieval rate indicates that a total of 400 questionnaires (100.0%) were administered to the respondents. Out of these, 388 questionnaires were successfully returned, representing a 97.0% response rate, while 12 questionnaires (3.0%) were not retrieved from the respondents. Following the screening process, 9 returned questionnaires (2.3% of the administered questionnaires, or approximately 2.3% of those returned) were rejected due to incomplete responses and inconsistencies that rendered them unsuitable for analysis. Consequently, 379 questionnaires were retained for the final analysis, representing 94.8% of the total questionnaires administered and 97.7% of the questionnaires returned. The high retrieval rate (97.0%) and the large proportion of usable questionnaires (94.8%) indicate an excellent response rate, suggesting that the data collected are adequate and reliable for statistical analysis and for drawing valid conclusions regarding the study objectives.

Hypotheses Testing

The hypotheses of this study were tested using multiple linear regression statistics at 5% level of significance as indicted in table 3 below.

Table 3: Model summary of effect of motivational factors on employee performance

	Variables	Coefficient	Std. Error	T-Values	P-Values	Hypotheses	
1	(Constant)	0.559	1.292	8.433	0.000		
	PR	0.278	0.075	3.717	0.000	Rejected	$H_0$1
	JS	0.511	0.052	9.826	0.000	Rejected	$H_0$2
	RW	0.217	0.052	4.197	0.000	Rejected	$H_0$3
	R	0.803					
	R^2	0.715					
	Adjusted R	0.713					
	F-Stats	310.818					

a. Dependent Variable: **EP = employee performance**

Note: PR = promotion, JS = job security and RW= rewards.

Source: Computed using SPSS 21. 2026)

Table 3 presents the multiple regression results examining the effect of motivational factors on employee performance in the selected tertiary institutions in Adamawa State. The findings reveal that the regression model is statistically significant, with an F-statistic of 310.818, indicating that the combined effect of promotion, job security, rewards, employee involvement, and remuneration significantly explains variations in employee performance. The model produced a strong correlation coefficient (R = 0.803), signifying a strong positive relationship between the motivational factors and employee performance. Furthermore, the coefficient of determination (R^2 = 0.715) indicates that 71.5% of the variation in employee performance is jointly explained by the five motivational factors included in the model, while the remaining 28.5% is attributable to other factors not captured in the study. The adjusted R^2 value of 0.713 further confirms the robustness of the model after adjusting for the number of explanatory variables. These results suggest that motivational factors play a substantial role in influencing employee performance within the selected tertiary institutions.

The individual regression coefficients reveal that all the motivational factors exert positive and statistically significant effects on employee performance. Promotion (PR) has a positive and significant effect on employee performance (β = 0.278, t = 3.717, p = 0.000), indicating that improved promotion opportunities enhance employees' performance; therefore, Hypothesis One ($H_0$1) is rejected. Job security (JS) also demonstrates a significant positive influence (β = 0.511, t = 9.826, p = 0.000), implying

that employees who perceive greater job security are more likely to perform effectively, leading to the rejection of Hypothesis Two ($H_0$2). Similarly, rewards (RW) significantly improve employee performance ($\beta = 0.217$, $t = 4.197$, $p = 0.000$), resulting in the rejection of Hypothesis Three ($H_0$3). Employee involvement (EI) has a positive and statistically significant effect ($\beta = 0.085$, $t = 2.249$, $p = 0.025$), although its influence is comparatively smaller than the other motivational factors.

Summary of Findings

The following findings were derived from the above analysis:

The analysis revealed that promotion exerts a positive and statistically significant effect on employee performance in the selected tertiary institutions in Adamawa State ($\beta = 0.278$, $p < 0.05$).

The empirical results showed that job security has a significant positive influence on employee performance in selected tertiary institutions in Adamawa State ($\beta = 0.511$, $p < 0.05$).

Evidence from the regression analysis indicated that rewards significantly improve employee performance in selected tertiary institutions in Adamawa State ($\beta = 0.217$, $p < 0.05$).

5. Conclusion

The study therefore concludes that creating a motivating work environment is indispensable for improving employee performance in tertiary institutions in Adamawa State. Institutions that adopt fair promotion systems, provide adequate job security, recognize and reward outstanding performance, encourage employee participation in decision-making, and offer competitive remuneration packages are more likely to experience a committed, productive, and high-performing workforce.

Recommendations

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

The management of the selected tertiary institutions in Adamawa State should institutionalize fair, transparent, and merit-based promotion practices by ensuring that promotion decisions are guided by clearly defined performance criteria, competence, and years of service.

The management of the selected tertiary institutions in Adamawa State should strengthen job security through employee-friendly human resource policies by minimizing arbitrary employment decisions, ensuring fairness in disciplinary procedures, and creating a stable work environment.

The management of the selected tertiary institutions in Adamawa State should establish and sustain effective reward and recognition programmes that recognize outstanding employee contributions through both financial incentives and non-financial rewards such as commendation letters, certificates, awards, and professional development opportunities.

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