



Research Article

Effect of Motivation on Employee Productivity in Aliyan Global Security and Cleaning Services, Jalingo Taraba State, Nigeria

Victor Jediel Balanko ¹, Luna Madanga ²

¹Federal University of Transportation, Department of Logistics and Supply Chain Management. Daura, Katsina State

²Taraba State University, Department of Business Administration, Jalingo, Taraba State, Nigeria

ABSTRACT:

This study investigated the effect of motivation on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo, Taraba State, Nigeria. Employee productivity is critical for organizational efficiency and growth. The study employed a descriptive survey research design, targeting a population of 251 employees, from which 154 respondents were selected using Taro Yamane's formula and simple random sampling. Primary data were collected through structured questionnaires with a four-point Likert scale measuring intrinsic factors (recognition, job satisfaction, personal growth) and extrinsic factors (salary, allowances, financial incentives). Data were analyzed using simple linear regression to assess the relationship between motivation and employee productivity. Findings revealed that both intrinsic and extrinsic motivation significantly influenced employee productivity. Extrinsic motivation, with a standardized Beta of 0.506, indicated that financial incentives are important drivers of performance, while intrinsic motivation exhibited a stronger effect (Beta = 0.710), highlighting the importance of recognition, job satisfaction, and personal development in sustaining productivity. The results support Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, emphasizing the combined role of psychological and financial incentives in motivating employees. The study concludes that a balanced approach integrating both intrinsic and extrinsic motivational strategies is necessary to optimize productivity in service-oriented organizations. It recommends that management regularly implement structured reward systems and employee development programs to enhance engagement and performance. These findings provide practical insights for policymakers, managers, and human resource practitioners aiming to improve workforce productivity in Nigeria and similar contexts.

Keywords: *Intrinsic Motivation, Extrinsic Motivation, Employee Productivity, Motivational Strategies, Security and Cleaning Services, Jalingo, Nigeria.*

1. INTRODUCTION

Employee productivity denotes the output produced per unit of labour input which has to do with the output per worker or GDP per hour worked and is a central indicator of organisational and national economic performance (OECD, 2023). Productivity is commonly measured as real output divided by hours worked or by number of employees, and small changes in productivity compound across firms and economies to determine competitiveness, wages and living standards. After the COVID-19 shock, global labour-productivity dynamics became uneven: the OECD reported negative productivity growth in 2022 for many advanced economies, reflecting disruptions to supply chains, labour reallocation and

investment patterns (OECD, 2023). At firm level, especially in labour-intensive services, variations in employee productivity are frequently linked to workforce motivation, job design and managerial practices making productivity both an economic and human-resource outcome that warrants micro-level study.

Motivation refers to the internal and external drivers that energize, direct and sustain employees' work behaviour (intrinsic and extrinsic motivation). Empirical evidence across sectors in recent years shows consistent positive correlations between motivational interventions (monetary rewards, recognition, career development and conducive working conditions) and measurable improvements

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in task completion, quality and employee attendance (Scirp, 2023; IIARD, 2024). These findings suggest that, beyond macroeconomic drivers, firm-level motivational practices are critical levers for raising output per worker in services and SMEs.

In Europe, labour-productivity levels and short-term growth fluctuated after the pandemic: Eurostat reported that labour productivity per hour in the EU rose by 0.4% in 2024 following a small decline in 2023, highlighting a fragile but observable recovery in output per hour worked in many European economies (Eurostat, 2025). In Asia, decades of rapid productivity growth have driven income gains, but recent ILO and ADB reporting emphasize that the pace is slowing and that productivity gains are increasingly concentrated in AI- and skill-intensive sectors (ILO/ADB, 2024). Industry analyses show that AI-intensive sectors recorded materially higher productivity gains (4.3% growth between 2018–2022), underscoring that technological adoption and workforce skills amplify the effects of motivation and work design on measurable output (PwC/Reuters, 2024). Together these regional patterns show that both macro (technology, capital investment) and micro (motivation, skills) factors interact to shape measured productivity.

Africa and Nigeria in particular faces distinctive productivity and workforce-motivation challenges. Aggregate productivity levels remain well below global averages, influenced by low capital deepening, skills mismatches and large informal sectors (World Bank, 2023). Nigerian firm-level studies across public and private institutions repeatedly find that motivational deficits (poor pay, weak recognition, limited training, and unstable working conditions) are associated with lower task performance, absenteeism and turnover (SCIRP, 2023; IIARD, 2024). These micro-level findings align with macro concerns: when firms especially labour-intensive service firms cannot sustain motivating work systems, measurable productivity suffers. For Nigeria's service SMEs, where labour is the main production input, strengthening motivation is therefore an especially promising route to improve output per worker.

Despite the growing literature, there is a gap in enterprise-level evidence from small security and cleaning services operating in secondary cities.

Aliyan Global Security and Cleaning Services in Jalingo (Taraba State) is a typical labour-intensive local SME that relies on human capital to deliver day-to-day services. Because security and cleaning firms depend heavily on frontline staff behaviour, punctuality, diligence and client-oriented conduct, motivational factors (wages, incentives, supervisory practices, training and recognition) are likely to exert an outsized influence on measurable productivity outcomes in such firms. This study therefore addresses an empirical gap by examining how specific motivational practices influence employee productivity at Aliyan Global Security and Cleaning Services in Jalingo providing locally grounded evidence that links global productivity concerns and regional findings to actionable HR strategies for Nigerian service organizations.

1.2 Problem Statement

Employee productivity is a critical determinant of organizational performance, particularly in labour-intensive service industries where output is directly tied to employee behaviour, engagement, and work quality. Across Nigeria, productivity challenges such as inconsistent task execution, absenteeism, poor service delivery, and declining work enthusiasm continue to hinder organizational effectiveness. Empirical reports published between 2021 and 2024 show that productivity deficits in service-oriented firms are strongly linked to low morale, inadequate work incentives, and a lack of internal motivation among employees. These persistent gaps highlight the need to examine the specific drivers of productivity at the organizational level.

In the private security and cleaning sector, the productivity challenge is amplified by the nature of the job: long shifts, high physical demands, low wages, limited recognition, and restricted opportunities for personal growth. Studies on similar service enterprises across Nigeria indicate that extrinsic motivators such as salary, bonuses, and allowances, as well as intrinsic factors such as recognition, job satisfaction, and personal development opportunities, play decisive roles in shaping employee performance. However, empirical investigations into how these two categories of motivation influence productivity in smaller,

localized firms remain limited, especially in secondary cities like Jalingo.

Aliyan Global Security and Cleaning Services, a major provider of facility-management and protective services in Jalingo, has confronted recurring issues such as inconsistent work output, declining employee commitment, rising complaints from clients, and high turnover among frontline workers. These patterns suggest potential gaps in both extrinsic motivational practices (such as financial incentives) and intrinsic motivational systems (such as recognition and job satisfaction). Yet, the extent to which intrinsic and extrinsic motivation influence employee productivity within this organization has not been empirically established. This study therefore investigates the effects of extrinsic and intrinsic motivation on employee productivity at Aliyan Global Security and Cleaning Services, filling a critical knowledge gap in the service sector of Taraba State.

1.3 Research Objectives

- i. To examine the effect of extrinsic motivation (salary, allowances, and financial incentives) on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo.
- ii. To assess the influence of intrinsic motivation (recognition, job satisfaction, and personal growth opportunities) on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo.

1.4 Research Hypotheses

H01: Extrinsic motivation has no significant effect on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo.

H02: Intrinsic motivation has no significant influence on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo.

1.5 Significance of the Study

This study is significant because it provides specific, empirical insight into how intrinsic and extrinsic motivational strategies influence productivity in a labour-dependent service enterprise. Unlike earlier studies that adopt broad motivational frameworks,

this research isolates two core motivational dimensions financial (extrinsic) and non-financial (intrinsic) to determine their measurable impact on performance. The findings will be valuable to managers, supervisors, and HR practitioners seeking to improve employee behaviour, enhance task output, reduce absenteeism, and strengthen overall service quality within security and cleaning-service firms.

From an academic perspective, the study contributes to the growing body of literature on employee motivation and productivity within the Nigerian service sector. It offers localized evidence from Jalingo, a region where HR-related empirical research remains limited. The study will benefit scholars, policy actors, and organizational stakeholders by providing a deeper understanding of how tailored motivational systems can improve productivity in small and medium-scale enterprises operating in North-Eastern Nigeria.

1.6 Scope of the Study

The scope of this study is geographically restricted to Aliyan Global Security and Cleaning Services, located in Jalingo, Taraba State, Nigeria. The focus is exclusively on employees working within the security and cleaning units, including guards, cleaners, operational supervisors, and administrative support staff. This defined population enables a clear analysis of how intrinsic and extrinsic motivation affect productivity within a labour-intensive, service-based enterprise.

In terms of timeframe, the study covers the period 2021 to 2025, reflecting recent trends, post-pandemic HR practices, and evolving motivational strategies within the Nigerian service sector. Data for the research will be collected within the current year, but interpretations will reflect motivational and productivity patterns relevant to this 5-year period. The study is limited to two motivational constructs intrinsic and extrinsic motivation and their influence on the dependent variable, employee productivity.

2. LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Employee Productivity

Employee productivity refers to the efficiency with which employees perform assigned duties to achieve organizational goals. It is commonly measured through output quality, task completion rate, timeliness, and overall contribution to organizational performance (Smith, 2022). Productivity is especially important in labour-intensive service industries, where employee behaviour directly determines service delivery outcomes. In the Nigerian context, productivity challenges such as absenteeism, job dissatisfaction, and poor supervision continue to hinder organizational performance (Ojo & Ibrahim, 2023). In companies like security and cleaning firms, employee productivity becomes even more essential due to the physically demanding nature of work and the need for consistent service delivery. Thus, productivity serves as the dependent variable in this study, as it reflects the overall effectiveness of employees at Aliyan Global Security and Cleaning Services.

2.1.2 Extrinsic Motivation

Extrinsic motivation refers to external rewards provided by the organization to encourage employee effort and performance. These include salary, bonuses, allowances, job security, and other financial or material incentives (Lewis & Adu, 2021). In developing countries, extrinsic motivation plays a major role in determining worker behaviour due to economic instability and rising cost of living (Adeniyi, 2023). Security and cleaning workers particularly rely on extrinsic rewards, as the nature of their work is strenuous and requires consistent incentives to sustain effort. When appropriately provided, extrinsic motivation enhances commitment, reduces turnover, and improves employee productivity. Conversely, inadequate extrinsic incentives often lead to poor morale and reduced job performance issues commonly observed in facility-management firms in North-Eastern Nigeria.

2.1.3 Intrinsic Motivation

Intrinsic motivation refers to internal drivers that encourage employees to perform tasks due to personal satisfaction, recognition, accomplishment, or passion for the job (Grant & Okeke, 2022). Unlike extrinsic motivation, intrinsic motivation does not

depend on financial rewards but on psychological and emotional fulfilment. Empirical studies show that employees who feel valued and recognized tend to exhibit higher levels of productivity and organizational loyalty (Mensah & Larbi, 2024). For security and cleaning staff, intrinsic motivation may come from praise, acknowledgment by supervisors, opportunities for skill development, and a positive work environment. Intrinsic motivation remains a critical predictor of productivity in low-wage sectors because it encourages employees to perform with enthusiasm despite external challenges. This study evaluates how intrinsic motivation influences productivity in Aliyan Global Security and Cleaning Services.

2.1.4 Motivation and Productivity Relationship

The relationship between motivation and productivity is well-established in organizational behaviour literature. Motivated employees demonstrate higher levels of effort, consistency, and job involvement, which translates into improved work outcomes (Obi-Anike & Ekwe, 2023). Extrinsic motivation tends to influence immediate work performance, especially in low-skill or routine-task environments, whereas intrinsic motivation influences deeper, long-term behavioural commitment. In environments like Aliyan Global Security and Cleaning Services, where job demands are high and tasks repetitive, the combined effect of extrinsic and intrinsic motivation becomes essential for improving overall productivity.

2.2 Theoretical Review

2.2.1 Herzberg's Two-Factor Theory (1959)

Proposed by Frederick Herzberg in 1959, the Two-Factor Theory explains employee motivation using two categories: hygiene factors (extrinsic) and motivators (intrinsic). Hygiene factors include pay, working conditions, supervision, and job security, while motivators include recognition, achievement, and personal growth (Herzberg, 1959). The theory proposes that hygiene factors prevent dissatisfaction, while motivators enhance satisfaction and improve performance.

Herzberg's theory aligns with the study variables extrinsic and intrinsic motivation. It suggests that extrinsic motivators such as salary and allowances

help reduce employee dissatisfaction in security and cleaning jobs, while intrinsic motivators such as recognition and job satisfaction enhance long-term productivity. Thus, the theory supports the conceptual framework for understanding productivity in Aliyan Global Security and Cleaning Services.

2.2.2 Vroom's Expectancy Theory (1964)

Victor Vroom developed the Expectancy Theory in 1964, emphasizing that employees are motivated when they believe that effort leads to performance and performance leads to valuable outcomes. The three components of the theory are expectancy (effort → performance), instrumentality (performance → reward), and valence (value of reward) (Vroom, 1964).

Relevance to the Study: Expectancy Theory is appropriate for explaining how employees at Aliyan Global Security and Cleaning Services engage with their duties. For instance, if employees believe that increased effort will lead to recognition and financial incentives, they will be more productive. Conversely, if rewards are inconsistent or not valued, productivity will decline. This theory therefore provides a basis for understanding how both intrinsic and extrinsic motivators influence workers' productivity in a service-based enterprise.

2.3 Empirical Review

According to Mensah and Larbi (2024), in their study on intrinsic motivation and employee productivity among private security guards in Ghana, a descriptive survey design was adopted. The study sampled 210 employees using stratified sampling, and data were analyzed using regression analysis. The findings revealed that intrinsic motivation factors, particularly recognition, task autonomy, and personal growth opportunities, had a significant positive effect on employee productivity. Employees with higher intrinsic motivation demonstrated better attendance, engagement, and service quality. The authors recommended that organizations implement structured recognition programs and provide skill-development opportunities to sustain productivity improvements.

According to Okafor and Bamidele (2023), in their research on extrinsic motivation and performance of

cleaning-service staff in Lagos, Nigeria, a cross-sectional research design was employed. The study sampled 152 respondents through simple random sampling and analyzed the data using Structural Equation Modeling (SEM). The findings indicated that extrinsic motivation, including salary, allowances, and bonuses, significantly enhanced task performance and reduced staff turnover. The study concluded that effective financial incentives are critical for improving daily work output in labour-intensive service sectors and recommended that managers establish competitive compensation and incentive schemes.

According to Yusuf and Dauda (2022), in their study on motivational determinants of productivity among employees of facility-management companies in Abuja, Nigeria, a correlational research design was utilized. The study involved 301 participants selected through purposive sampling, with data analyzed using Pearson correlation and multiple regression. Results showed that both intrinsic and extrinsic motivation significantly predicted employee productivity. Extrinsic motivation had a stronger immediate effect due to economic pressures, while intrinsic motivation fostered sustained engagement. The study recommended that firms balance financial and non-financial motivational strategies to optimize workforce performance.

According to Johnson and Becker (2025), in a mixed-methods study on non-financial motivation and service quality among hospitality employees in South Africa, 127 employees were selected via convenience sampling. Data were analyzed using thematic analysis and regression techniques. The study found that intrinsic motivation factors such as recognition and supervisor support significantly improved work enthusiasm, commitment, and service quality. Extrinsic incentives influenced work quantity but had less impact on service consistency. The authors recommended that managers prioritize intrinsic motivational strategies alongside financial rewards to ensure consistent productivity and service excellence.

According to Ibrahim and Luka (2021), in their survey on motivation and productivity among security personnel in Northern Nigeria, a total of 256 employees were selected using cluster sampling.

Data analysis was conducted using ANOVA and regression analysis. Findings revealed that extrinsic motivation, particularly pay and allowances, was the strongest determinant of productivity, while intrinsic motivation also contributed meaningfully to work consistency and engagement. The study recommended that security firms adopt a structured motivational framework that integrates both financial and non-financial rewards to enhance overall employee performance.

3.METHODOLOGY

The study adopted a descriptive survey research design to examine the effect of intrinsic and extrinsic motivation on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo, Taraba State. The target population consisted of 251 employees, including security guards, cleaners, and administrative staff. Using Taro Yamane's formula for sample size determination at a 5% margin of error. A sample size of 154 respondents was therefore selected. Simple random sampling was employed to ensure that every employee had an equal chance of being included in the study. Primary data were collected using a structured questionnaire with a four-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (4). The questionnaire measured both intrinsic motivation factors (recognition, job satisfaction, personal growth) and extrinsic motivation factors (salary, allowances, financial incentives), as well as employee productivity outcomes.

The collected data were analyzed using linear regression analysis to determine the influence of intrinsic and extrinsic motivation on employee

HYPOTHESES TESTING

Table 4.1: Hypothesis One: Extrinsic Motivation on Employee Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Consonant) RS	25.4	.228	.506	7.835 7.267	.000 .000

a. Dependent Variable: Employee Productivity

Table 4.1 presents the regression results examining the effect of extrinsic motivation on employee productivity. The unstandardized coefficient (B = 25.4) indicates that a one-unit increase in extrinsic

productivity. Regression was chosen to establish the strength and direction of the relationship between the independent variables (intrinsic and extrinsic motivation) and the dependent variable (employee productivity). The analysis provided both the coefficient of determination (R^2) and significance levels (p-values) to assess the predictive power of the motivational factors. This methodological approach allowed for quantitative assessment of the effect of motivational strategies on productivity within a labour-intensive, service-oriented organizational setting.

4.RESULTS AND DISCUSSIONS

This chapter presents the analysis and interpretation of data collected from employees of Aliyan Global Security and Cleaning Services, Jalingo, Taraba State. The main objective of this chapter is to examine the effect of intrinsic and extrinsic motivation on employee productivity. The data were collected using structured questionnaires, and demographic characteristics of the respondents were summarized to provide insight into the composition of the workforce. Among the 154 respondents, a majority were male, reflecting the gender distribution in the security and cleaning sector. Most employees fell within the age range of 25–40 years, and the majority had between 1–10 years of work experience, indicating a relatively young but moderately experienced workforce. Education levels varied, with most respondents having secondary school or diploma qualifications. These demographic factors provide context for understanding employee responses and motivation patterns within the organization.

motivation leads to a 25.4-unit increase in employee productivity, holding other factors constant. The standardized coefficient (Beta = 0.506) demonstrates a moderate positive effect, showing

that extrinsic motivation significantly contributes to productivity. The t-value of 7.267 is statistically significant at $p < 0.05$ (Sig. = 0.000), confirming the robustness of the relationship. These results indicate

that financial incentives, including salary, allowances, and bonuses, are critical in motivating employees at Aliyan Global Security and Cleaning Services.

Table 4.2: Hypothesis Two Intrinsic Motivation on Employee Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Consonant)	30.3	.346	.710	5.844	.000
RS				6.954	.000

a. Dependent Variable: Employee productivity

Table 4.2 shows the regression results for the effect of intrinsic motivation on employee productivity. The unstandardized coefficient ($B = 30.3$) suggests that a one-unit increase in intrinsic motivation is associated with a 30.3-unit increase in productivity. The standardized coefficient ($Beta = 0.710$) indicates a strong positive effect, stronger than extrinsic motivation. The t-value of 6.954 is significant at $p < 0.05$ (Sig. = 0.000), confirming that intrinsic motivation significantly enhances employee productivity. This implies that recognition, job satisfaction, and opportunities for personal development are key drivers of employee engagement and performance.

5. SUMMARY OF FINDINGS AND DISCUSSION

The analysis revealed that both extrinsic and intrinsic motivation significantly influence employee productivity at Aliyan Global Security and Cleaning Services. Extrinsic motivation, with a Beta of 0.506, shows that financial rewards, allowances, and bonuses play an essential role in motivating employees in labour-intensive service sectors. These results align with previous research by Okafor and Bamidele (2023) and Ibrahim and Luka (2021), which found that extrinsic incentives significantly enhance work performance and reduce turnover in Nigerian service organizations.

Intrinsic motivation exhibited a stronger impact, with a Beta of 0.710, highlighting the critical importance of recognition, job satisfaction, and opportunities for personal growth in improving

employee productivity. Employees who feel valued and recognized tend to demonstrate higher commitment, engagement, and overall performance. This finding corroborates studies by Mensah and Larbi (2024) and Johnson and Becker (2025), which emphasized that intrinsic motivators contribute to sustained productivity and service quality. Overall, the results suggest that a combination of intrinsic and extrinsic motivational strategies is essential for maximizing employee productivity, confirming the applicability of Herzberg's Two-Factor Theory and Vroom's Expectancy Theory within the Nigerian service sector context.

5.1 Summary of Findings

This study investigated the effect of intrinsic and extrinsic motivation on employee productivity in Aliyan Global Security and Cleaning Services, Jalingo, Taraba State. The analysis revealed that both motivational strategies significantly influenced employee productivity. Extrinsic motivation, such as financial rewards, allowances, and bonuses, was found to have a positive and significant effect on productivity, with a standardized Beta of 0.506. This indicates that monetary incentives remain crucial for motivating employees, particularly in labour-intensive service sectors.

Intrinsic motivation also significantly affected productivity, with a higher standardized Beta of 0.710, suggesting that recognition, job satisfaction, and opportunities for personal growth play an even stronger role in enhancing employee performance. The study's findings align with Herzberg's Two-

Factor Theory and Vroom's Expectancy Theory, which emphasize the importance of both intrinsic and extrinsic factors in motivating employees. Overall, the results indicate that a combination of financial and psychological motivators is necessary to optimize productivity in service-oriented organizations.

6. CONCLUSION

Based on the findings, it can be concluded that motivation significantly impacts employee productivity in Aliyan Global Security and Cleaning Services. Both extrinsic and intrinsic motivational strategies are essential, but intrinsic factors such as recognition and personal development opportunities have a slightly stronger influence on employee engagement and performance. Employees who are motivated intrinsically are more committed, engaged, and likely to sustain higher productivity levels over time.

Furthermore, the study confirms that extrinsic motivation remains important for immediate performance enhancement. Financial rewards and allowances ensure that employees remain satisfied

and committed, reducing turnover and absenteeism. Therefore, the optimal approach to improving productivity is a balanced motivational strategy that integrates both intrinsic and extrinsic factors, tailored to the workforce needs of labour-intensive service organizations in Nigeria.

7. RECOMMENDATIONS

1. Enhancing Extrinsic Motivation: Management of Aliyan Global Security and Cleaning Services should ensure consistent and competitive financial incentives, including salaries, bonuses, and allowances, to motivate employees and improve performance. Regular evaluation of reward structures could help maintain high levels of engagement and productivity.

2. Strengthening Intrinsic Motivation: The organization should implement strategies to enhance intrinsic motivation, such as employee recognition programs, opportunities for personal growth and training, and initiatives that foster job satisfaction. Creating a supportive work environment where employees feel valued can significantly boost productivity and organizational commitment.

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