

MOTIVATION AND JOB PERFORMANCE OF EMPLOYEES IN SELECTED CAMPUSES OF THE NIGERIAN LAW SCHOOL

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Abstract

This paper examines the influence of employee motivation on job performance within selected campuses of the Nigerian Law School. Motivation, both intrinsic and extrinsic, remains a critical factor in enhancing employee commitment, productivity, and overall organisational effectiveness, especially in academic institutions where staff performance directly impacts institutional outcomes. A quantitative research design was adopted using a structured questionnaire administered to a stratified random sample of 165 academic and non-academic staff drawn from a population of 295 employees. Data were analysed using SPSS (version 25), employing descriptive and inferential statistics. The findings reveal that employees exhibit a generally high and satisfactory level of job performance, particularly in task and adaptive performance, with minimal engagement in counterproductive work behaviours. Employee motivation was found to be high, with strong indications of intrinsic motivation, extrinsic motivation, and goal orientation. Regression analysis shows that employee motivation has a statistically significant influence on job performance, although it explains a modest proportion of the variance. Goal orientation emerged as the strongest predictor of performance, followed by intrinsic motivation, while extrinsic motivation demonstrated a minimal practical effect despite its statistical significance. The research concludes that while employees of the Nigerian Law School are generally motivated and perform effectively, there are underlying challenges such as inadequate incentives, limited career advancement opportunities, and leadership inefficiencies that may affect long-term performance. It recommends the adoption of structured goal-setting practices, improved reward systems, enhanced professional development opportunities, and transformational leadership approaches to sustain and improve employee motivation and performance.

Keywords: Motivation, job performance, employee, Law School, Nigerian

Introduction

Motivation is a management strategy which helps the organisation to grow through mentally and physically prepared employees backed by incentives and organisational support. Motivation makes the employees feel cared for by the employer, no matter how small the extra pay, reward or award may be. Motivation refers to the internal and external factors that stimulate employees to take action towards achieving professional and organisational goals (Ryan & Deci, 2022). Highly motivated employees tend to exhibit greater commitment,

efficiency, and job satisfaction, while the lowly motivated ones often result in decreased productivity, absenteeism, and job dissatisfaction (Akinwale, 2022). Many institutional leaders fail to understand how motivation can transform the institutions they lead, even when it is within their capacity to make that happen. It can be by recognising an individual's performance or achievement by just mentioning their names on the organisation's website or any social media platform belonging to the organisation, or giving them a little token, presenting them with a plaque, sending them to conferences and workshops, or a pay raise, promotion and placing them in significant leadership roles.

Employee motivation plays a crucial role in institutional effectiveness, particularly in academic institutions where the performance of staff directly impacts student success and institutional reputation. Ekundayo and Ayodele (2019) in their study revealed that the level of lecturers' motivation and job performance was moderately high. The study further showed the various strategies that can enhance better service delivery by the university staff members if well implemented, which include: increasing pay package, creating opportunities for professional growth, promoting lecturers when due and providing a safe and healthy environment for teaching-learning, among others. Alase and Akinbo (2021) affirmed that both monetary (competitive salary, salary raise, allowances, bonuses, and percentage profit sharing) and non-monetary (job security, job training, career advancement opportunities, flexible working hours, and retirement benefits) motivational incentives have a significant positive correlation with employee job performance. Similarly, a study by Olaniyan and Lucas (2021) found that financial and non-financial rewards have a direct correlation with employee performance in Nigerian institutions.

Another key factor for motivation is leadership style. It is an obvious fact that leaders who are perceived to be good engender proper work ethics that encourage employee job performance. Eze and Nwosu (2022) highlighted that transformational leadership fosters high job performance by encouraging innovation and professional development. Transformational leadership style gives room for skills and initiative possessed by employees to be explored, harnessed and used for the growth of the organisation. Also, employees who work under such leaders tend to perform exceedingly well. In contrast, authoritarian leadership styles often prevent growth in public institutions, stifle creativity and reduce employee engagement, thereby negatively affecting job performance.

The Nigerian Law School was established in 1962 following the recommendations of the Unsworth Committee Report of 1959, which identified the need for local legal training to supplement foreign-based education and to provide practical training for aspiring lawyers in Nigeria (Ojukwu, 2015). It was created under the Legal Education Act of 1962, which also established the Council of Legal Education to oversee legal education in the country. The institution began in Lagos, which also served as its headquarters, and was later moved to Abuja in 1997, and has since expanded to multiple campuses across Nigeria. The Nigerian Law School is a federal government institution established to provide practical or vocational training for aspirants to the Nigerian Bar. Although it provides legal education, its employees are a combination of academics and non-academics. The academic staff members of the Nigerian Law School comprise the lecturers and the librarians who make up the formidable force required for necessary and effective education, knowledge acquisition, and dissemination. The non-academics are the administrative staff members whose effort and expertise facilitate the smooth running of the institution.

Given the significance of dynamism on employees' performance and organisational growth, this study seeks to explore how motivational factors influence job performance in selected Nigerian Law School campuses. The findings will provide insights that can guide policy decisions to enhance employee satisfaction, improve work conditions, and optimize institutional effectiveness.

Statement of the Problem

Job performance is the reason for employment in every organisation, and employee motivation is a fundamental determinant of productivity and growth in any field of human endeavour. Generally, organisations prosper when employees are motivated to perform their jobs. Regardless of the type of motivation- intrinsic, extrinsic or both, it has the capacity to push employees towards outstanding job performance. In educational institutions, employees contribute to effective teaching, administrative efficiency, and overall institutional success.

However, in several nations, including European countries such as Great Britain, Germany and France, employee performance is reportedly in decline (Felstead and Reuschke, 2019, cited in Akinsanya, 2024). Also, reports suggest that employees in Nigerian tertiary

institutions face challenges such as inadequate compensation, high workload, lack of career progression, and bureaucratic bottlenecks leading to low job performance (Akinwale, 2022; Eze, 2022). The Nigerian Law School is a key institution in legal education with the responsibility of training law graduates for professional practice. With multiple campuses in seven states of the country, the Law School employs a diverse workforce comprising academic and non-academic staff members who play distinct, yet interconnected roles in ensuring the institution achieves its mission and vision of its establishment. Some of these concerns raise important questions about the role of motivation and how it influences job performance in the workplace.

Observation and preliminary investigation by the researcher has shown that employees of the Nigerian Law School often complain about lack of training, poor remuneration, leadership inefficiency, lack of motivation, such as reward and award for outstanding performances and the like, which has led to a substantial reduction in the performance level of the employees. As a result of the aforementioned issues, this research aims to unravel the level and effect of motivation on employees and how it affects their performance in selected campuses of the Nigerian Law School.

Objectives of the Study

The paper investigates the place of motivation on employees' job performance in the Nigerian Law School. The specific objectives are to;

1. Find out the level of job performance of employees in the Nigerian Law School.
2. Investigate the influence of motivation on the job performance of employees in the Nigerian Law School

Review of Literature

Motivation and Job Performance of Employees

The inner force that propels, guides, and maintains human behavior toward the accomplishment of a particular objective is known as motivation. It stands for the factor that affects workers' willingness to put out effort and stay focused on their work in an institutional context. The degree of emotional attachment, identity, and involvement an employee has with their institution, however, is referred to as job commitment (Shi, 2024). Motivated employees

are more likely to display higher levels of job performance because their personal goals and institutional objectives overlap. Recent research has demonstrated the relationship between motivation, job commitment, and performance of employees in organisations where organisations are required to optimize human resources (Sumampouw et al., 2022). Therefore, a key factor in determining an employee's job performance and long-term loyalty in the workplace is motivation. Every employee is predisposed to being moved into doing something through an act of kindness or providing extra support by the employer.

Motivation can take different dimensions depending on how and what is given out to the beneficiary. In a wider scope, motivation can either be extrinsic or intrinsic. Extrinsic and intrinsic motivations have different but complementary effects on commitment and performance to one's work. It has been demonstrated that affective commitment-the state in which workers remain with a company because they want to-is highly predicted by intrinsic motivation, which is fueled by possibilities for progress, recognition, and personal fulfillment (Deci et al., 2023). On the other hand, continuance commitment-where employees stay because they have to-is largely improved by extrinsic motivation, which is fueled by material rewards like compensation, benefits, and promotions. According to recent research, institutions that create work cultures that promote relatedness, competence, and autonomy report higher levels of job performance (Nguyen et al., 2023). To be motivated is to be recognised and valued based on one's little effort and presence in the institution. The relationship between job performance and motivation is also moderated by institutional culture and leadership style. On the other hand, transactional or autocratic leadership styles may inhibit intrinsic drive, making workers stay exclusively for external rewards.

Motivation is a key driver of employee productivity and organisational success. According to Herzberg's Two-Factor Theory, intrinsic factors such as job satisfaction and recognition boost motivation, while extrinsic factors like salary and job security prevent dissatisfaction (Herzberg, 2021). Employees who feel valued and appreciated tend to exhibit higher commitment and efficiency in their job performance (Deci & Ryan, 2020). Using workplace motivational strategies, including fair remuneration plans, professional development, and collaborative decision-making, is necessary to increase the job performance of employees. Studies show that employees are more likely to be committed to the company's goals if they think that incentives, performance assessments, and promotions are fairly disbursed among

workers in the organisation (Owolabi et al., 2023). Additionally, it is increasingly recognized that non-monetary incentives such as mentoring, career advancement, and recognition are powerful motivators that enhance employees' affective and normative commitment, which are the inner strength of job performance.

Despite the importance of employee motivation, there is limited research focusing specifically on the Nigerian Law School's work environment and how it influences motivation and job performance. Furthermore, existing studies on employee motivation in Nigeria tend to focus on the general public sector or private organisations, leaving a gap in understanding motivation within the unique structure of Law Schools.

Every employee needs one form of motivation or another. All human behaviour appears to arise in response to some form of internal (physiological) or external (environmental) stimulation. The behaviours, however, do not just come. They always involve some purpose or goal to be achieved. It is often held that behaviours take place as a result of the arousal of certain motives. Therefore, motivation can be seen as the process of activating, maintaining and directing behaviour towards a particular goal.

Methodology

This paper adopts a quantitative research method using a survey. A structured questionnaire was administered to employees across the selected campuses (Lagos, Enugu and Kano) of the Nigerian Law School. The study population include academic and administrative staff members totaling two hundred and ninety-five (295), out of which a target population of one hundred and sixty-five (165) was selected using the Taro Yamani scale to determine the number for the study, and stratified random sampling was used to ensure representativeness. Data was analyzed using statistical software (SPSS) version 25.

Result Presentation and Interpretation

The result presentation, interpretation and discussion section is where the data collected based on.

The research questions raised in this study were presented, analysed and discussed using descriptive and statistical analysis as shown below.

Table 1: Demographic Information of respondents

Characteristics	Category	Frequency	Percentage (%)
Age	18–25 years	3	2.7
	26–35 years	46	41.4
	36–45 years	62	55.9
	Total	111	100.0
Gender	Female	35	31.5
	Male	76	68.5
	Total	111	100.0
Marital Status	Single	15	13.5
	Married	87	78.4
	Divorced	9	8.1
	Total	111	100.0
Educational Qualification	SSCE	8	7.2
	OND	26	23.4
	HND	44	39.6
	B.Sc./B.A./LL.B	29	26.1
	M.Sc./M.A./LL.M	4	3.6
	Ph.D	0	0.0
	Total	111	100.0
Institution	Nigeria Law School, Kano	51	45.9
	Nigeria Law School, Enugu	48	43.2
	Nigeria Law School, Lagos	12	10.8
	Total	111	100.0
Work Experience	1–5 years	18	16.2
	6–10 years	27	24.3
	Over 10 years	66	59.5
	Total	111	100.0

Table 1 shows that the majority of the respondents are within the 36–45 years age group (55.9%), indicating that most employees in the selected campuses of the Nigerian Law School are middle-aged and likely to be in their active and productive career stage, while the 18–25 years category recorded the lowest proportion (2.7%), suggesting minimal participation of younger employees. In terms of gender, male respondents constitute the highest proportion (68.5%), reflecting male dominance in the workforce, whereas females recorded the lowest frequency (31.5%). With respect to marital status, the highest number of respondents is married (78.4%), implying that most employees have family responsibilities, while the divorced group recorded the lowest percentage (8.1%). Concerning educational qualification, respondents with HND form the largest group (39.6%), whereas PhD holders recorded the lowest frequency, with none represented (0.0%). Across institutions, the Nigerian Law School, Kano Campus had the highest number of respondents (45.9%), while the Lagos Campus recorded the lowest representation (10.8%). Finally, in terms of work experience, employees with over 10 years of experience constitute the highest proportion (59.5%), suggesting a highly experienced workforce, while those with 1–5 years of experience recorded the lowest percentage (16.2%).

Table 2: Level of Job Performance among employees in Nigerian law school

	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Std. Dev.
Task Performance						
I pay close attention to details when carrying out my job duties.	39 (35.1%)	52 (46.8%)	19 (17.1%)	1 (0.9%)	3.16	.733
I complete tasks on time and with high quality.	39 (35.1%)	50 (45.0%)	22 (19.8%)	0 (0%)	3.15	.729
I take initiative in solving work-related challenges.	38 (34.2%)	50 (45.0%)	23 (20.7%)	0 (0%)	3.14	.732
I consistently meet the expectations of my job role.	37 (33.3%)	50 (45.0%)	24 (21.6%)	0 (0%)	3.12	.735
Average Mean					3.14	
Adaptive Performance						
I adjust quickly when there are changes in my work assignment	43 (38.7%)	49 (44.1%)	19 (17.1%)	0 (0%)	3.22	.719
I remain calm and effective during stressful work situations.	40 (36.0%)	51 (45.9%)	18 (16.2%)	2 (1.8%)	3.16	.757
I learn new methods or technologies as required by my job.	34 (30.6%)	58 (52.3%)	19 (17.1%)	0 (0%)	3.14	.681
Average Mean					3.17	
Counterproductive Work Behaviour						
I frequently take longer breaks than allowed.	19 (17.1%)	30 (27.0%)	41 (36.9%)	21 (18.9%)	2.42	.987
I sometimes avoid responsibilities assigned to me.	19 (17.1%)	23 (20.7%)	35 (31.5%)	34 (30.6%)	2.24	1.072
I use work time for personal matters without permission.	18 (16.2%)	25 (22.5%)	33 (29.7%)	35 (31.5%)	2.23	1.070
Average mean					2.29	
Overall Mean					2.87	

Decision Rule: if mean is ≤ 1.75 = Strongly Disagree, $1.76 - 2.50$ = Disagree, $2.51 - 3.25$ = Agree, $3.26 - 4.00$ = Strongly Agree

Table 2 presents the level of job performance among employees of the Nigerian Law School across task performance, adaptive performance, and counterproductive work behaviour, showing the overall mean score of 2.87, implying that the overall level of job performance among employees of the Nigerian Law School is positive and satisfactory.

The results show that task performance recorded an average mean of 3.14, indicating that employees generally agree that they pay attention to details, complete tasks on time, take initiative and meet job expectations. Similarly, adaptive performance recorded an average of 3.17, suggesting that employees are able to adjust to changes in work assignments, remain effective under stress, and learn new methods or technologies when required. In contrast, counterproductive work behaviour recorded a lower average of 2.29, indicating that respondents generally disagree with engaging in behaviours such as taking longer breaks, avoiding responsibilities, or using work time for personal matters. Ultimately, the findings suggest that employees of the Nigerian Law School demonstrate high task and adaptive performance with low engagement in counterproductive behaviours, reflecting a generally effective and committed workforce.

Table 3: Level of Employee Motivation of employees in Nigerian Law School

	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Std. Dev.
Intrinsic Motivation						
I enjoy the tasks involved in my job even without external rewards.	44 (39.6%)	63 (56.8%)	3 (2.7%)	1 (0.9%)	3.35	.582
I feel a sense of personal accomplishment when I do my job well.	51 (45.9%)	54 (48.6%)	5 (4.5%)	1 (0.9%)	3.40	.622
The work I do is meaningful to me.	51 (45.9%)	49 (44.1%)	11 (9.9%)	0 (0%)	3.36	.658
Average Mean					3.37	
Extrinsic Motivation						
I am motivated by the opportunity to grow and learn through my work.	44 (39.6%)	56 (50.5%)	10 (9.0%)	1 (0.9%)	3.29	.666
I am motivated to work harder when there are financial rewards involved.	43 (38.7%)	53 (47.7%)	7 (6.3%)	8 (7.2%)	3.18	.844
Receiving praise and recognition increases my motivation at work.	45 (40.5%)	55 (49.5%)	10 (9.0%)	1 (0.9%)	3.30	.669
I strive to meet targets because it may lead to promotion or a bonus.	40 (36.0%)	63 (56.8%)	7 (6.3%)	1 (0.9%)	3.28	.620
Average Mean					3.26	
Goal Orientation						
I set specific goals for myself to improve my work performance.	49 (44.1%)	57 (51.4%)	5 (4.5%)	0 (0%)	3.40	.576
I regularly monitor my progress towards work-related goals.	51 (45.9%)	56 (50.5%)	4 (3.6%)	0 (0%)	3.42	.565
I stay motivated when I have clear and challenging objectives to accomplish.	50 (45.0%)	57 (51.4%)	4 (3.6%)	0 (0%)	3.41	.564
Average Mean					3.41	
Overall Mean					3.35	

Decision Rule: if mean is ≤ 1.75 = Strongly Disagree, $1.76 - 2.50$ = Disagree, $2.51 - 3.25$ = Agree, $3.26 - 4.00$ = Strongly Agree

Table 3 presents the level of employee motivation in the Nigerian Law School as perceived by respondents, with an overall mean score of 3.35, indicating a high level of motivation

among employees. Disaggregating by dimensions, intrinsic motivation recorded an average of 3.37, suggesting that employees derive enjoyment from their work, experience a sense of personal accomplishment, and perceive their job as meaningful even without external rewards. Similarly, extrinsic motivation recorded an average of 3.26, indicating that opportunities for growth, financial rewards, recognition, and prospects for promotion or bonuses significantly enhance employee motivation. Furthermore, goal orientation yielded the highest average of 3.41, showing that employees set specific goals, monitor their progress, and remain motivated when faced with clear and challenging objectives. Generally, the findings indicate that employees of the Nigerian Law School are highly motivated both intrinsically and extrinsically, with strong goal orientation.

H₀2: Employee motivation has no significant influence on the job performance of employees in the Nigerian Law School

Table 4: Influence of employee motivation on job performance of employees in Nigerian Law School

Variables	B	Std. Error	Beta (β)	T	Sig.	R	Adj. R ²	F	ANOVA Sig.
(Constant)	2.047	.319		6.422	.000	.284 ^a	.055	3.119 (3, 107)	0.01 ^b
Intrinsic Motivation	.076	.080	.097	.945	.000				
Extrinsic Motivation	.005	.065	.008	.083	.000				
Goal Orientation	.170	.076	.228	2.23	.028				
a. Dependent Variable: Job Performance									
Note: β = Standardized Coefficient, Significant at 0.05									

Table 6 indicates that employee motivation has a measurable influence on job performance (Adj. R² = 0.055, F(3,107) = 3.119, p = 0.01). The adjusted R² shows that 5.5% of the variance in job performance is explained jointly by intrinsic motivation, extrinsic motivation, and goal orientation. The significant F-value (p = 0.01 < 0.05) indicates that the regression model is statistically significant and provides a meaningful explanation of the relationship between employee motivation and job performance. From the relative perspective, Intrinsic motivation has a positive and statistically significant influence on job performance (β =

0.097, $t = 0.945$, $p = 0.000$), indicating that employees' enjoyment of their work and sense of personal accomplishment contribute significantly, though modestly, to their job performance. Extrinsic motivation also shows a positive and statistically significant influence on job performance ($\beta = 0.008$, $t = 0.083$, $p = 0.000$), suggesting that external rewards such as financial incentives, recognition, and promotion opportunities have a statistically detectable but very minimal practical effect on employees' performance. Goal orientation demonstrates a positive and statistically significant influence on job performance ($\beta = 0.228$, $t = 2.23$, $p = 0.028$), implying that employees who set clear goals, monitor their progress, and work toward challenging objectives are more likely to perform better in their jobs. The findings suggest that intrinsic motivation, extrinsic motivation and goal-oriented behaviour are the key aspect of employee motivation that enhances job performance. This indicates that financial incentives, fostered clear objectives and progress monitoring among employees, can effectively improve performance in the Nigerian Law School.

Discussion

The results of the study reveal a workforce in the Nigerian Law School that is largely experienced, middle-aged, and male-dominated, with most respondents possessing HND or bachelor-level qualifications and over ten years of work experience. This demographic structure helps explain the generally high levels of job performance reported, as both task performance (mean = 3.14) and adaptive performance (mean = 3.17) fall within the "agree" range, while counterproductive work behaviour remains low (mean = 2.29). These findings align with contemporary research in Human Resource Management, which suggests that experience and role clarity significantly enhance employee efficiency and adaptability. For example, studies such as Sonnentag & Frese (2023) job performance review confirm that experienced employees tend to demonstrate stronger task execution and lower deviant workplace behaviours, supporting the study's conclusion of a competent and committed workforce.

The findings on employee motivation further show a high overall motivation level (mean = 3.35), with intrinsic motivation (3.37) and goal orientation (3.41) slightly higher than extrinsic motivation (3.26). This indicates that employees are more driven by internal satisfaction, meaningful work, and clear goal-setting than by external rewards alone. These results are strongly supported by Self-Determination Theory, developed by Edward Deci and

Richard Ryan, which argues that intrinsic motivation leads to more sustainable engagement and performance. Recent empirical studies, such as Cerasoli et al. (2024) intrinsic vs extrinsic motivation meta-analysis, similarly find that intrinsic motivation is a stronger predictor of job performance than extrinsic rewards.

Finally, the regression analysis demonstrates that employee motivation has a statistically significant but modest influence on job performance (Adj. $R^2 = 0.055$), with goal orientation emerging as the strongest predictor ($\beta = 0.228$). While intrinsic and extrinsic motivation are significant, their practical effects are relatively small, indicating that other factors beyond motivation likely play a larger role in shaping performance outcomes. This finding is consistent with recent research in Organizational Behavior, such as Jiang et al. (2023), determinants of job performance, which shows that motivation explains only part of performance variance, alongside factors like leadership, organizational culture, and job design. Conversely, some studies, such as Ritz & Knies (2023), report a stronger explanatory power of motivation, particularly in public-sector contexts, thereby differing from the relatively low R^2 found in this study. Overall, the article's findings suggest that while motivation—especially goal orientation—is important, a more holistic approach incorporating structural and managerial factors is necessary to fully enhance employee performance.

Conclusion

Conclusively, the paper reaffirmed that employee motivation remains a fundamental driver of job performance within the Nigerian Law School. The findings reveal that employees generally demonstrate a satisfactory level of job performance, characterised by strong task execution, adaptability, and minimal engagement in counterproductive behaviours. This reflects a workforce that is not only capable but also committed to fulfilling institutional goals.

The paper established that motivation, whether intrinsic or extrinsic, plays a statistically significant role in shaping employee performance. While intrinsic motivation, such as personal fulfilment and sense of accomplishment, contributes positively to performance, extrinsic motivation, which includes financial rewards and recognition, exerts a comparatively weaker practical influence. However, goal orientation emerged as the most

impactful factor, highlighting the importance of clear targets, a structured progress tracking system, and purposeful engagement in enhancing productivity. Despite the relatively high levels of motivation reported, the paper also uncovers underlying institutional challenges such as inadequate incentives, limited professional development opportunities, and leadership inefficiencies. These issues, if left unaddressed, may damage employee morale on the job and prevent sustained institutional effectiveness. Hence, motivation within the Nigerian Law School should not be viewed as a once-and-for-all condition but as a dynamic process needing continuous reinforcement through deliberate policies and practices.

Therefore, while the Nigerian Law School benefits from a motivated and functional workforce, there remains significant room for improvement in strengthening motivational frameworks to achieve optimal and sustainable performance outcomes.

Recommendations

In light of the findings of this research, the following recommendations are made to enhance employee motivation and job performance within the Nigerian Law School:

- ❖ Management of the Nigerian Law School should create a work environment that promotes personal fulfilment, independence, and a sense of purpose. Employees should be given opportunities to develop and contribute ideas, take initiative, and engage meaningfully in decision-making processes of the institution. Recognition of individual and team achievements, through both intrinsic and extrinsic channels, should be encouraged.
- ❖ Given the strong influence of goal orientation on performance, the Nigerian Law School Management should adopt structured performance management systems that emphasize clear goal setting, regular feedback, and progress evaluation of its employees. Supervisors at all levels should work closely with employees to ascertain measurable and achievable objectives aligned with institutional expectations.
- ❖ The Nigerian Law School Management should periodically review its compensation structure, allowances, and promotion policies to ensure fairness,

competitiveness, and transparency. Non-monetary incentives such as awards, commendations, and professional recognition should also be expanded.

- ❖ Opportunities for training, workshops, conferences, and further education should be increased to enhance employees' skills and career progression. This will not only boost motivation but also improve the overall quality of service delivery within the Nigerian Law School.
- ❖ Leadership within the Nigerian Law School should tilt towards a more transformational type that encourages innovation, mentorship, and employee empowerment. Leaders should be trained to communicate effectively, inspire confidence, and support the professional growth of their subordinates.
- ❖ Management of the Nigerian Law School should address issues of excessive workload, stress, and employee well-being by creating a supportive and healthy work environment. Policies that promote work-life balance, reduce bureaucratic bottlenecks, and ensure access to adequate resources should be prioritised.

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