Evaluation of the Role of Motivation in Employees' Performance in Lagos State Traffic Management Authority (LASTMA): Issues and Challenges

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ABSTRACT

Motivation of the public sector employees is crucial to effective service delivery to the public. Improving this strategic aspect of human resource management practice has been a debate among public analysts and human resource management practitioners. Previous studies seem not to have beam their search light on the reason why despite government effort of motivating public servants, public service performance remains below expectation. This study therefore, examines the motivating factors and challenges facing effective motivation in the public service using Lagos State Traffic Management Authority (LASTMA) as a reference. The study adopts quantitative research methods, using 200 participants drawn from LASTMA. Findings of the study reveal that adequate pay in the form of salary, job security, recognition and appreciation among others have a strong positive influence on the effort of LASTMA staff in traffic control; also, that challenges such as bureaucratic bottle neck, poor leadership, poor pay structure and political interference among others impede on effective motivation of LASTMA staff and consequently affects the staff behavior in traffic management. The study concludes by recommending among others that LASTMA should improve on leadership strategies towards enhancing the motivation of her staff.

Keywords: Employee Motivation, Employee Performance, Extrinsic Motivation, Traffic Control, Traffic Management

INTRODUCTION

The strategic management of an organisation is a major concern of any organization towards improving its performance level. This is important because it enables the organization to efficiently and effectively handle its human resources towards enhancing an improved performance of the organisation. Khan, Farooq and Hussain (2010) observe that a lot of variables affect the over-all performance of an organisation. According to the scholars, the factors that influence employees' performance within an organization include among other factors; environment, working conditions, organisational culture, political influence, economic factors, human resource management, organizational structure, as well as leadership. From the view of Khan, Farooq and Hussain (2010), organizations should make strategic investments to improve on the factors needed to help employees effectively carry out their jobs towards improving organisational performance. In line with the postulation above, quality and well-motivated staff performance is imperative to improving the over-all performance of an organisation.

All over the world, employees' motivation is and fundamental determinant of organisational effectiveness, productivity and service delivery in both private and public sector institutions. It influences employees' willingness, commitment and determination to perform their assigned responsibilities as employees will peg their performance to the feeling of trust that their efforts will be rewarded by the management. In every organisation, whether public or private, human resources constitute an essential factor in achieving institutional goals and objectives. Although financial resources, technology, organisational structures and administrative procedures contribute to organisational effectiveness, the commitment and motivation of employees remain important determinants of institutional performance (Bankole cited in Osawe & Ugwa, 2024).

Motivation can be understood as the internal and external forces that stimulate individuals to initiate, direct and sustain work-related behaviour towards achieving specific objectives. These forces may include salaries, allowances, promotion, recognition, job security, favourable working conditions, leadership support and opportunities for professional development. Employee motivation either as internal or external forces is a crucial factor in determining how well employees carry out their duties, interact with the public, and help the organization reach its objectives (Kirtzalidou, 2023).

In Nigeria, public organisations are increasingly confronted with challenges relating to employee welfare, inadequate remuneration, poor working conditions, delayed promotion, limited career development opportunities and ineffective reward systems. These challenges have implications for employee commitment and organisational performance. In the public sector, where employees frequently encounter particular difficulties such bureaucratic inefficiency, scarce resources, and complex working environments, employee motivation is widely acknowledged as one of the most important variables, impacting organizational effectiveness (Nwokorie, 2017).

Lagos State Traffic Management Authority (LASTMA) is a public sector organisation saddled with the responsibilities of traffic control and management, ensuring traffic flow, lowering congestion, guaranteeing road safety, and upholding order on Lagos State's highways. While appreciating the effort of the Lagos state government in traffic control within cities in Lagos state, LASTMA's effort in controlling traffic has been questionable, the agency has also been accused severally of unfairness in the application of traffic regulations, extortion and conflicts with commercial drivers. This was evidenced by the sanctioning of 19 LASTMA officers in January 2026 for gross misconduct (Agency Report, 2026; Nwannekanma, 2026; Iwunze, 2026). This has implication on the public confidence and citizens' satisfaction regarding to performance of LASTMA.

However, the effectiveness of LASTMA may be influenced by several organisational and administrative factors, including employee remuneration, welfare packages, availability of operational equipment, working conditions, promotion opportunities, management practices and recognition of outstanding performance. When employees perceive that their contributions are not adequately recognised or rewarded, their commitment and enthusiasm towards organisational responsibilities may decline. Given the importance of traffic control and the day-to-day struggles that LASTMA employees encounter, it is critical to investigate the elements that influence their productivity and sense of fulfilment at work.

Numerous theories provide insights into the connection between motivation and performance, and the role of motivation in a workplace has been thoroughly examined. According to theories like McGregor's Theory X and Theory Y, Maslow's Hierarchy of Needs, and Herzberg's Two-Factor Theory, employees are driven by a mix of extrinsic (like financial incentives, rewards, and recognition) and intrinsic (like job satisfaction and personal fulfilment) factors. Nevertheless, there is still dearth of research on the use of these motivational theories in public sector institutions, especially in Lagos State (Okorie, Nwosu, Nwaigwe, Atukpa & Onele, 2024).

Government has designed and implemented reforms on how to improve the employees' performance. There has been existing wealth of studies on employees' motivation both in private and public sector organisation, yet the challenges of effective employees' motivation have deprived the public of the desired services expected from the public servants. Practically, the public service is faced with challenges such as, political interruption, poor funding, and poor attitude of staff to work among others. Most of the previous studies have directed their energies on effect of motivation on employees' performance; none of these studies has empirically beam their searchlight on how the challenges of effective application of motivation has affected the impact of motivation being felt in the public sector. Against this background, this study seeks to examine the effect of motivation in Lagos state traffic management authority (LASTMA), with special attention to issues and challenges of effective motivation of staff towards improving their performance.

The specific objectives of the study therefore are:

1. To assess the influence of motivational factors on the effort of LASTMA staff in traffic control.

2. To examine the relationship between challenges of effective motivation and behavior of LASTMA staff in traffic management.

To achieve the above objectives, the study was guided by some research questions such as:

1. To what extent do motivational factors influence the effort of LASTMA staff in traffic control?
2. Is there any significant relationship between challenges of effective motivation and behavior of LASTMA staff in traffic management?

To provide answers to the above research questions, the two null research hypotheses were formulated and tested: these include

1. **H_0**: Motivational factors do not influence the effort of LASTMA staff in traffic control.
2. **H_0**: There is no significant relationship between challenges of effective motivation and behavior of LASTMA staff in traffic management.

CONCEPTUAL REVIEW

Motivation

Motivation is a key psychological factor that influences human behavior, particularly in the workplace. It refers to the internal processes that drive individuals to achieve their goals, fulfill their needs, and perform tasks with enthusiasm and persistence (Ahmad, 2021). In the context of organisational behavior, motivation is considered one of the most important drivers of employee performance, job satisfaction, and productivity (Ali & Anwar, 2021). Understanding how motivation works and how it can be harnessed effectively is crucial for managers, especially in public sector organizations like the Lagos State Traffic Management Authority (LASTMA), where the quality of service provided is directly linked to the performance of employees.

Motivation can be broadly classified into two types: intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to performing an activity for the inherent satisfaction and personal fulfillment derived from the task itself (Van den Broeck, Howard, Van Vaerenbergh, Leroy & Gagne, 2021). For example, employees might be motivated by the challenge of their work, a sense of accomplishment, or a desire to develop new skills. On the other hand, extrinsic motivation involves performing an activity to obtain external rewards or avoid negative consequences, such as financial bonuses, promotions, or recognition from superiors. Both forms of motivation are important, and understanding how they interact is essential for creating a motivated and productive workforce (Van den Broeck, Howard, Van Vaerenbergh, Leroy & Gagne, 2021).

Employee performance

Employee performance refers to the degree to which an employee effectively and efficiently fulfills the duties and responsibilities associated with their role within an organization. It encompasses the quality, quantity, and timeliness of work produced, as well as the employee's ability to meet set goals, adhere to organisational standards, and contribute to overall team and organisational success (Panjaitan, Rupianti, Sukomardojo, Astuti & Sutardjo, 2023). According to Armstrong (in Etalong & Chikeleze, 2022), employee performance is the outcome of work that is aligned with organisational goals and measured based on key performance indicators such as productivity, quality of work, timeliness, and job knowledge. It reflects both the behavioral aspects (such as attendance, initiative, teamwork, etc) and result-based outputs (such as number of tasks completed, accuracy, and speed) (Etalong & Chikeleze, 2022). In the context of public sector organizations like the Lagos State Traffic Management Authority (LASTMA), employee performance is especially critical due to the direct impact it has on public safety, traffic regulation, and the general perception of government efficiency. Performance in such settings involves not only technical competence but also professionalism, responsiveness to the public, and adherence to ethical standards (Albalate & Fageda, 2019).

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are quantifiable measures used to evaluate the effectiveness and efficiency

of an employee, team, or organization in achieving specific objectives. KPIs provide a clear benchmark for performance assessment, helping managers determine whether employees are meeting their responsibilities and contributing to organisational goals. According to Parmenter (2015), KPIs are the vital few metrics that truly reflect the performance of an individual or system. In the context of employee performance, they serve as measurable values that demonstrate how well an employee is achieving key business objectives (Neher & Maley, 2020). In a public sector organization like the Lagos State Traffic Management, Authority (LASTMA), KPIs may be designed to assess performance in areas such as service delivery, enforcement, public safety, and operational efficiency. Common KPIs may include: punctuality and attendance rate, number of traffic incidents managed, response time to traffic emergencies, compliance with traffic enforcement protocols, public complaints and feedback, report accuracy and documentation quality, teamwork and collaboration, training participation 'and skill development

Motivation and Employee Performance in Lagos State Traffic Management Authority

In the context of Lagos State - a highly urbanized and densely populated area - employee motivation plays a crucial role in enhancing the performance of public sector workers. The state's public institutions, including the Lagos State Traffic Management Authority (LASTMA), operate in challenging environments marked by traffic congestion, high public expectations, limited resources, and bureaucratic bottlenecks. These realities underscore the importance of motivation as a driver of employee commitment, productivity, and service delivery.

Motivation has been widely acknowledged as a key determinant of employee performance. According to Robbins and Judge (2017), motivated employees are more likely to exhibit high levels of effort, persistence, and creativity in their job roles (Nurhaeda, Maryadi, Salim & Kina, 2024). In Lagos State, where the public sector is often criticized for inefficiency and complacency, ensuring that employees are motivated is essential to reversing negative stereotypes and achieving desired outcomes.

Despite the challenges, effective motivational strategies have been shown to significantly improve employee performance in Lagos State's public institutions (Ogunmakin, Aladejana & Adetunji, 2023). The following are some of the ways motivation impacts performance includes: Motivated employees tend to put more effort into their tasks, leading to higher efficiency and output. In sectors like traffic management, motivated officers are more proactive and responsive, leading to improved public: .trust and orderliness. When employees feel valued and rewarded, they are less likely to miss work or seek opportunities elsewhere. Motivation contributes to a more positive work environment, encouraging collaboration and mutual support (Ogunmakin, Aladejana & Adetunji, 2023).

The Lagos State Traffic Management Authority (LASTMA) is a good example of an agency where motivation directly influences performance. LASTMA officers are tasked with managing one of the most chaotic traffic systems in Africa, often under intense public scrutiny (Ayeyemi, 2023). Their performance depends not only on technical training but also on morale, job satisfaction, and a sense of purpose. Efforts such as: recognition of outstanding' officers, provision of hazard allowances, opportunities for training and promotion, public commendations and community engagement are required to motivate them the more (Asiyanbola, Osoba & Adewale, 2012).

Key Factors Influencing Employee Motivation

Employee motivation is influenced by a wide array of factors, each of which can vary in importance depending on the specific context of the organization (Varma, 2017). In the public sector, factors that motivate employees may differ from those in the private sector due to the unique nature of public service, the organisational culture, and the challenges inherent in serving the public. Understanding the factors that influence motivation is crucial for public sector organizations like the Lagos State Traffic Management Authority (LASTMA), as they strive to create a motivated, engaged, and high-performing workforce. Ali and Anwar (2021); Judge, Klinger and Li (2023) identify job satisfaction as one of the key factors of employees' motivation. To these scholars, employees who feel satisfied with their work are motivated, productive and committed. Factors that influence job satisfaction include a supportive, collaborative, and safe work environment, which fosters productivity and well-being. Public sector employees, like LASTMA staff, are more motivated when they

work in a positive environment. Variety in tasks is also important, as repetitive work can lead to dissatisfaction. Offering employees different responsibilities, learning opportunities and challenges can make their roles more engaging.

Leadership style is another key factor of employees' motivation. Leadership plays a crucial role in influencing employees' motivation. The leadership style, whether authoritative or participative, directly impacts employee motivation in public sector organizations (Alsubaie, 2021). Leaders who inspire, create a vision, encourage collaboration, and foster innovation can significantly boost motivation. Supportive leadership, which focuses on employee well-being, emotional support, and addressing their needs, is especially important in high-stress environments like traffic management, thereby enhancing overall motivation of the staff.

More so, organisational culture has a great effect on employee motivation. In the public sector, a culture that emphasizes teamwork, responsibility, and service, like at LASTMA, can enhance motivation (Ramadhany, Sukmalana, Titi, Jatmika & Supartini, 2024). Employees are more motivated when their interest is an alliance with the organization's values and goals. A transparent, open communication culture boosts motivation by keeping employees informed and involved in decision-making. Additionally, a culture of collaboration, trust, and mutual respect fosters a positive work environment.

Rewards and Recognition play another vital role in motivating employees. While financial rewards like salaries and bonuses are important, non-financial rewards also have a significant impact (Manjenje & Muhanga, 2021). In the public sector, competitive compensation packages, along with bonuses and benefits, can motivate employees; yet recognition through awards, certificates, and public acknowledgments fosters a sense of achievement. Non-financial rewards that highlight effort and excellence, along with opportunities for professional growth and career progression, are essential for boosting intrinsic motivation.

In any organisation, maintaining a work-life balance is crucial for sustaining employee motivation, especially in high-stress roles like those at LASTMA (Lamcja, 2024). Offering flexible work hours, part-time options, and supportive policies such as parental leave, health programmes, and stress management initiatives can help employees manage personal commitments and reduce burnout. These efforts contribute to a more motivating and supportive work environment in public sector organizations.

Caoagdan, Milallos, Grino, Vigonte and Abante (2023) in the same vein, assert that job security is another key to employees' motivator, especially in the public sector, where employees typically enjoy more stable positions than in the private sector. The certainty of long-term employment and feeling valued can boost motivation, reduce stress, and increase commitment. For LASTMA employees, job security enhances motivation. Additionally, opportunities for personal and professional growth, such as career development. Skill-building, and leadership training, are also crucial for maintaining motivation.

Furthermore, organisational support and resources are essential for employee motivation. In the public sector, employees who lack necessary tools, training, or resources may become frustrated and demotivated (Ndzie, 2022). Providing training, workshops, and skill-building opportunities helps employees perform better and fee] confident. LASTMA employees, for example, are more motivated when they receive regular training in traffic management, communication, and safety protocols. Access to modern tools, technology, and equipment is also crucial for reducing frustration and increasing job satisfaction, thereby boosting motivation.

Again, personal factors like individual personality, values, and goals has been identified as part of factors that influence employees' motivation. Employees may be motivated by intrinsic goals such as personal achievement, social impact, or financial stability (Vo, Tuliao & Chen, 2022). In public sector organizations, like LASTMA, employees may be driven by the opportunity to contribute to the greater good, such as improving road safety and serving the community. Personal life factors, including family responsibilities, health, and financial goals, also play a role in motivation. Public sector organizations should consider these individual differences and provide support to enhance motivation.

Challenges of Employee Motivation

Public sector organizations like LASTMA face unique challenges that can impede effective employee

motivation in several ways. These challenges include: Bureaucratic structures and red tape. Public sector organizations are often characterized by complex bureaucratic structures, where decision-making processes are slow and hierarchical (Kanter, 20I 9). This can create a sense of frustration among employees, particularly those in lower levels who may feel their contributions are not adequately recognized or rewarded. The lack of flexibility and agility can demotivate employees and hinder their ability to innovate and perform at their best.

Another significant challenge in the public sector impeding effective motivation is the relatively low pay compared to the private sector. While public sector organizations may offer job stability and benefits like pensions salaries are often lower, and performance-based rewards (such as bonuses) may be less frequent or less substantial (Marcinkowski, Butnaru & Rabrenovic, 2024). This limitation in extrinsic rewards can impact employees motivation, as employees may not feel adequately compensated for the hard work and dedication they put into their roles.

Public distrust is another factor that kills employees' strong sense of contributing to the society and to make a positive impact on public welfare. In the case of LASTMA, employees feel that their work is undervalued or unsupported due to lack of public trust, their sense of purpose may diminish, impacting negatively on their overall motivation and performance.

EMPIRICAL REVIEW

International studies on traffic management authorities and public sector organizations provide useful perspectives on employee motivation in similar contexts. Graham et al. (2016) explored the impact of motivation strategies on public service employees in the United Kingdom, particularly within agencies that deal with public safety and enforcement. The study found that recognition, opportunities for career advancement, and regular feedback were key motivators for employees. It also stressed the importance of creating a culture of support and inclusivity, which led to improved morale and performance.

Similarly, Bennett et al. (2014) conducted a comparative study of public sector motivation in the United States, with a focus on law enforcement and transportation agencies. The study found that agencies with strong leadership, clear communication, and a focus on employee well-being had better retention rates and higher levels of employee motivation. The research recommended that organizations invest in leadership development, reward systems, and programmes that address employees' emotional and psychological needs.

Friedman et al. (2017) conducted research on law enforcement officers in high-risk roles in the United States, focusing on how to sustain motivation in the face of stress, danger, and public scrutiny.

Within Nigerian public sector several studies have examined the general state of employee motivation within Nigerian public sector organizations, including traffic management agencies, civil service bodies, and other government institutions. For instance, a study by Ogunyemi (2015) on the Lagos State public service found that public sector employees, particularly those in road traffic management, are often motivated by job security, intrinsic rewards, and recognition, but they experience low levels of satisfaction due to bureaucratic structures and insufficient financial incentives. Ogunyemi concluded that motivation strategies in the public sector need to be more tailored to employee needs, with a focus on leadership, career development, and non-financial rewards.

Chukwu (2019) also examined employee motivation within Nigerian transport agencies, particularly focusing on the challenges faced by traffic enforcement officers. The study indicated that factors like heavy workloads, poor working conditions, lack of training, and insufficient resources often led to demotivation and burnout. Chukwu (2019) concluded that providing employees with adequate training, improving working conditions, and recognizing performance could help mitigate these challenges and improve motivation and job satisfaction.

Similarly, Adeoye and Adebiyi (2016) conducted a study on employee motivation in Nigerian public sector organizations and concluded that organisational culture and leadership style significantly affect employee engagement. They found that employees in public organizations, including traffic management agencies, are

more motivated when leadership is supportive and communication is transparent, but often feel demotivated when performance is not linked to rewards. This suggests that public sector organizations like LASTMA could benefit from strengthening recognition systems and ensuring that motivation is aligned with the agency's mission of improving public safety and road management. They concluded that stress management programmes, emotional support, and a clear sense of purpose (i.e., contributing to public safety) were essential for maintaining motivation in law enforcement officers. The findings from this study are directly applicable to employees of LASTMA, who deal with similar high-stress and high-risk situations while managing traffic and ensuring road safety.

However, with all the studies examines, none seem to have looked into the challenges responsible for the ineffective application of motivational factors in the Nigeria public service. This creates a gap which this study seeks to fill.

THEORETICAL FRAMEWORK

The study is anchored on two theories; the Self-Determination Theory (SDT) and Maslow's Hierarchy of Needs. These theories were found suitable for understanding the motivational dynamics within public sector organizations like LASTMA.

Self-Determination Theory (SDT) developed by Deci and Ryan emphasizes on the role of intrinsic motivation in influencing employee performance. SDT argues that individuals are most motivated when they feel that their actions are self-determined rather than coerced (Gagne, Deci, & Ryan, 2018). The theory highlights three key psychological needs that must be satisfied for motivation to thrive: The need for control over one's actions and decisions, the need to feel effective in one's activities and the need to feel connected to others.

In the context of LASTMA, autonomy could relate to the extent to which officers have decision-making authority in managing traffic situations. Competence is linked to employees' ability to perform their roles effectively, which can be enhanced through training and skill development programmes. Relatedness refers to the sense of camaraderie among colleagues and the connection employees feel to the organization's mission. This theory is particularly relevant for LASTMA because it focuses on the intrinsic motivation of employees, which can lead to a more sustainable, long-term commitment to high performance. Motivating LASTMA officers through autonomy in decision-making and providing opportunities for skill development aligns with SDT's focus on intrinsic drivers of motivation.

The SDT only beam its searchlight on the role of intrinsic factors in motivating employees' performance without examine the effect of external variables such as monetary rewards. To fill this gap, the study examine the Maslow's Hierarchy of Need Theory.

Maslow's Hierarchy of Needs is one of the most well-known motivation theories, which suggests that human beings are motivated by a hierarchy of needs (Ghaleb, 2024). These needs are structured as a pyramid, where basic needs must be met before higher-level needs can be pursued: Basic necessities such as salary, health, and safety are physiological needs. Job security, health benefits, and a safe work environment are safety needs. Teamwork, a sense of community, and relationships with colleagues are love/belonging needs. Recognition, respect, and a sense of accomplishment are esteem needs. Personal growth and fulfilling one's potential are self-actualization.

Maslow's model is useful in understanding how different needs motivate different employees at different stages of their employment life. This implies that motivation can be increased by addressing the hierarchy of needs, especially in a public sector organization where employees might have varying levels of satisfaction with basic and higher-order needs.

The relevancy of these theories to the study lies on the fact that LASTMA operates in a challenging environment, managing traffic in Lagos, which involves high-stress, physically demanding work. The Self-Determination Theory offers an insight into how employees can be motivated beyond just external rewards. Maslow's Hierarchy helps to explain the varying needs of employees at different levels, from basic salary needs to the desire for personal growth, which can influence how employees at LASTMA respond to

motivational strategies. The public sector often struggles with budget constraints and lack of resources, so intrinsic motivation (as discussed in SDT and Maslow) becomes crucial, as it doesn't rely solely on financial incentives.

METHODOLOGY

The study adopted a quantitative approach using questionnaire to obtain data for the study. The target population for this study comprises all staff members of LASTMA. Lagos State Traffic Management Authority (LASTMA) consist of eight (8) controls which are West I, West II, West III, West IV, East I, East II, Central I and central II. For this study, four controls was selected using simple random sampling technique on the ratio of 1:2. Furthermore, two zones from each of the selected control were chosen for the study still with the aid of simple random technique (ratio 1:2). In all eight zones with a population of 723 across the 8 controls for effective representation were selected for this study. A sample size was obtained from the population of 723 using Taro Yamani formula as follows:

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

Where

n = Sample size

N = Number of items in universal population

$(e)^2$ =Square of maximum allowance for sample error

Taking 0.05 level of significance, the sample size is

$$n = \frac{723}{1+723(0.05)^2}$$

n = 257 upon which questionnaire was distributed

However, from the 257 questionnaire sent out, 200 valid questionnaire were returned which was used for analysis. Descriptive analysis was used to analyze the research questions, while Correlation and Regression analytical tool were used to test the hypotheses and draw conclusions in determining the challenges and effects of motivation on employees' performance in LASTMA.

ANALYSIS OF DATA ACCORDING TO RESEARCH QUESTIONS

What are the major key factors of motivation that influence traffic control by LASTMA staff

Table 1: Mean Ranking of the major key factors of motivation (in a scale of importance: 5=Crucial factor; 4= Significant factor; 3=Moderate factor; 2=Minor factor; 1=Trivial factor)

Rank	Motivation factor	Means ($\bar{x}$)	SD	Decisions
10	Pay – Adequate salary	4.89	0.95	Crucial
9	Job Security	4.75	0.82	Crucial
8	Promotion and Career Advancement	4.21	0.89	Crucial
7	Favourable working condition	4.07	0.92	Crucial
6	Recognition and Appreciation	3.97	1.09	Significant
5	Training and Development	3.76	1.1	Significant
4	Good Leadership	3.23	1.12	Moderate
3	Allowances and other Fridge Benefits	3.23	1.15	Moderate

2	Participation in Decision making	3.19	1.2	Minor
1	Work- Life Balance	3.12	1.1	Minor

Source: Field Survey September 2026

Report of the above analysis shows in order of importance, the factors that motivate employees in LASTMA. From the analysis in the above table, it shows that Pay in the form of Salaries top the motivating factors in LASTMA with a mean of 4.89; hence classified as the most crucial factor. However, responses from the participants show that "Work- Life Balance" though is one of the motivating factor, but is consider minor with a mean value of 3.12.

Table 2: Influence of motivational factors on Effort of LASTMA Staff Traffic Control.

Responses on the Scale of level of agreement or disagreement 5= Strongly Agreed ---- 1= Strongly Disagreed.

S/o	Statement	5	4	3	2	1	Total
1	Adequate Salary influences your effort in Traffic Direction	100	30	20	30	20	200
		50%	15%	10%	15%	10%	100%
2	The nature of promotion in your organisation influences your effort in Traffic Monitoring	90	70	10	20	10	200
		45%	35%	5%	10%	5%	100%
3	Your effort in Enforcing Traffic Regulation is influenced by opportunities for career development in organisation	80	50	20	30	20	200
		40%	25%	10%	15%	10%	100%
4	Adequate welfare facilities in LASTMA encourages you in ensuring Traffic Decongestion in Lagos cities	70	80	20	30	20	200
		35%	40%	10%	15%	10%	100%

Source: Field Survey September 2026

The table above analysis the responses from the research participants on the statement that "Adequate salary influences your effort in traffic direction" 50% of the respondents strongly agreed to the statement; 15% agreed, 10% were undecided, 15% strongly disagreed while 10% disagreed. With 65% of the respondents agreeing to the statement, the study conclude that Adequate Salary influences your effort in Traffic by LASTMA staff. In the second research statement above, that "The nature of promotion in your organisation influences employees' effort in Traffic Monitoring" 45% of the respondents strongly agreed to the statement; 35% agreed, 5% were undecided, 10% strongly disagreed while 5% disagreed. With 80% of the respondents agreeing to the statement, it implies that the nature of promotion in your organisation influences employees' effort in Traffic Monitoring by LASTMA staff. In the next research statement that employees' effort in enforcing traffic regulation is influenced by opportunities for career development in LASTMA, 40% of the respondents strongly agreed to the statement; 25% agreed, 10% were undecided, 15% strongly disagreed while 10% disagreed. With 65% of the respondents agreeing to the statement, the study posits that effort in enforcing traffic regulation is influenced by opportunities for career development in LASTMA. In the last statement on the above table, the study seek to know if adequate welfare facilities in LASTMA encourages employees in ensuring traffic decongestion in Lagos cities. Analysis shows that 40% of the respondents strongly agreed to the statement; 25% agreed, 10% were undecided, 15% strongly disagreed while 10% disagreed. With 65% of the respondents agreeing to the statement, the study posits that adequate welfare facilities in LASTMA encourages the staff in ensuring traffic decongestion in Lagos cities.

Table 3: Mean Ranking of the major challenges impeding motivation in LASTMA (in a scale of importance: 5=Crucial factor; 4= Significant factor; 3=Moderate factor; 2=Minor factor; 1=Trivial factor)

Rank	Challenging factor	Means ($\bar{x}$)	SD	Decisions
5	Bureaucratic Bottle Neck	4.18	0.95	Significant
4	Poor Leadership and management Practice	4.15	0.82	Significant
3	Inadequate Funding – Poor Remuneration	3.90	1.15	Moderate
2	Corruption and Administrative Indiscipline	3.65	1.20	Moderate
1	Political Interference	3.09	1.29	Minor

Source: Field Survey September 2026

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The above analysis shows in order of significance, the challenges of affecting effective motivation of employees in LASTMA. From the analysis in the above table, it shows that bureaucratic bottle neck in LASTMA with a mean of 4.18; hence classified as the most crucial factor. However, responses from the participants show that "Political interference" though is one of the challenges impeding effective motivation, but is consider minor with a mean value of 3.09.

Table 4: Effects of challenges impeding motivation on traffic management by LASTMA staff

Responses on the Scale of level of agreement or disagreement 5= Strongly Agreed ---- 1= Strongly Disagreed.

S/o	Statement	5	4	3	2	1	Total
1	Bureaucratic Bottle Neck in LASTMA affects commitment of personnel to road safety management	100 50%	30 15%	20 10%	30 15%	20 10%	200 100%
2	Poor Leadership and management Practice discourages personnel in responding swiftly to traffic issues	70 35%	60 30%	20 10%	30 15%	20 10%	200 100%
3	Political Interference in LASTMA personnel motivation affects commitment of staff in enforcing traffic regulation	90 45%	40 15%	20 10%	30 15%	20 10%	200 100%
4	Inadequate Funding and Poor Remuneration increases rate of absenteeism in LASTMA	80 40%	50 25%	10 5%	30 15%	30 15%	200 100%

Source: Field Survey September 2026

In the above table, responses from the research participants on research statements on the relationship between challenges of effective motivation and traffic management were analysed. The first statement is that "Bureaucratic bottle neck in LASTMA affects commitment of personnel to road safety management" 50% of the respondents strongly agreed to the statement; 15% agreed, 10% were undecided, 15% strongly disagreed while 10% disagreed. With 65% of the respondents agreeing to the statement, the study conclude that Bureaucratic bottle neck in LASTMA affects commitment of personnel to road safety management. In the second research statement above, that "Poor leadership and management practice discourages personnel in responding swiftly to traffic issues" 35% of the respondents strongly agreed to the statement; 30% agreed, 10% were undecided, 15% strongly disagreed while 10% disagreed. With 65% of the respondents agreeing to the statement, it implies that Poor leadership and management practice discourages personnel in responding swiftly to traffic issues. In the next research statement that political interference in LASTMA personnel motivation affects commitment of staff in enforcing traffic regulation, 45% of the respondents strongly agreed to the statement; 15% agreed, 10% were undecided, 15% strongly disagreed while 10% disagreed. With 60% of the respondents agreeing to the statement, the study posits that political interference in LASTMA personnel motivation is likely to affect commitment of staff in enforcing traffic regulation. In the last statement on the above table, the study seek to know if inadequate funding and poor remuneration increases rate of absenteeism in LASTMA. Analysis shows that 40% of the respondents strongly agreed to the statement; 25% agreed, 5% were undecided, 15% strongly disagreed while 15% disagreed. With 65% of the respondents agreeing to the statement, the study posits that inadequate funding and poor remuneration increases rate of absenteeism in LASTMA.

Testing of Hypotheses

Hypothesis One Ho: Motivational factor do not influence the effort of LASTMA staff in traffic control. Testing the influence of motivational factors (as a single variable) on effort of LASTMA staff in traffic control using Linear Regression Analysis (LRA)

Independable variable = Motivational factor

Dependable variable = Effort in traffic control

n = 200

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Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Standard Error of Estimate
1	0.954	0.910	0.887	3.629

a. Predictors: motivational factor

Interpretation

The correlation coefficient R = 0.954 indicates a strong positive relationship between the motivation and effort in traffic control

R^2 = 0.910 indicates that is 91.0% of variation in traffic control is explained by motivation.

Adjusted R Square = 0.887; A unit adjustment of the sample size and variation in motivation yielded 88.7% variation in traffic contro. The model therefore indicate a strong positive relationship between the motivation and effort of LASTMA staff in traffic control.

Table 6: ANOVA. The analysis of variance to test the statistical significance of the regression model

Source	Sum of Square	Df	Mean Square	F	Sign
Regression	630.664	4	157.666	94.12	0.03
Residual	326.669	195	1.675		
Total	957.333	199			

F-Statistic = 94.12; Sign value (P-value) = 0.03; Level of Significance = 0.05. Since the value of p-value (0.03) is less 0.05, the regression model is statistically significant. Therefore, the two variables are statistically significantly related

Table 7: Coefficients' Analysis. This explains the direction, and magnitude and statistical significance of the relationship between motivational factors and effort of LASTMA staff in traffic control.

Model	Unstandard Coefficients	Standard Coefficients		t	sign
	ß	Std error	ß		
Constant	0.452	2.953		0.153	0.886
motivational factors	0.983	0.155	0.954	6.342	0.003

Regression eqn. $X = 0.452 + 0.983Y$

a. Independable variable : Motivational factors (X)

b. Dependable variable: Effort in traffic control (Y)

This means that every one – unit increase of X leads to 0.983 unit increase of Y.

Decision on result

Since; t-Statistic for motivation = 6.342; p-value = 0.003; sign level = 0.05; study rejects the null hypothesis and accept alternate hypothesis (p-value = 0.003< sign level = 0.05) that motivational factors has an influence on traffic control by LASTMA staff.

Hypothesis Two. Ho: The challenges of effective motivation have no relationship with behavior of LASTMA staff in traffic management.

Variables	Statistical Measures	Challenges of Effective Motivation	Effort in Traffic Management
Challenges of Effective	Pearson Correlation	1	-0.804**

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Motivation			
	Sig. (2-tailed)	–	0
	N	200	200
Effort in Traffic Management	Pearson Correlation	-0.804**	1
	Sig. (2-tailed)	0	–
	N	200	200

Correlation Analysis

**Correlation is significant at the level 0.01 level (2-tailed)

Correlation analysis conducted between challenges of effective motivation and effort of LASTMA staff in traffic control shows a correlation value (r) as -0.804, at $p \leq 0.01$. This shows that there is a negative correlation between challenges of effective motivation and traffic control by LASTMA staff. We therefore reject the null hypotheses and accept the alternate hypotheses that there is a significant negative relationship between challenges of effective motivation and effort of LASTMA staff in traffic control.

DISCUSSION OF FINDING

Generally, the study discover that many factors influence the behavour of staff in LASTMA, these factors include; adequate payment which involves salaries; job security, promotion and career advancement, favourable working condition recognition and appreciation, training and development to work-life balance. This findings underscore the fact that no one single factor can holistically satisfy the aspiration of workers. The above finding supports the positions of scholars like; Sharada and Anand (2024) who argue that employees sharing that public acknowledgment and informal recognition boosted their morale and work ethic; Ghaleb (2024); Edmondson and Matthews (2024) whose study emphasises the importance of esteem needs, including recognition and respect, in motivating individuals in line with the theory of Maslow Hierarchy of Needs. However, the factors identified as motivators in LASTMA were ranked in order of importance; and adequate pay top the list with a mean of 4.89. This was in line with the postulation of Maslow hierarchy of need.

More so, the study observes that motivational factors identified above influences traffic control in several ways which are; influencing the effort of the employees towards effective traffic direction, monitoring of traffic flow, enforcing traffic regulation and reducing traffic congestion in Lagos cities. These are major areas where LASTMA operations are visibly seen by the public. The performance of LASTMA is measured by the above indices. In line with this finding Mabindisa and Legoabe (2021) argue that the feeling of contributing to a meaningful cause and having a positive working environment motivate employees to put in more effort in their job duties.

From the result of the tested hypotheses, the first hypothesis reveals that motivational factors has a statistically significantly influence on traffic control by LASTMA staff. The result R-Square value of 0.954, and R^2 value of 0.910. This shows a strong and positive influence of those identified motivational factors on the effort of LASTMA staff in traffic control. This implies that an increase in the application of the motivational factors will cause staff of LASTMA to improve their effort in traffic control. The result of this tested hypothesis provides an answer to the first research question that motivational factors (as a single variable) influence effort of LASTMA staff in traffic control.

The analysis of the result of the second tested hypothesis reveals a correlation value of $r = -0.804$ at $p \leq 0.01$ which shows that there is a strong negative relationship between the challenges identified in table 3, and the behavior of LASTMA staff in traffic management. The negative relationship implies that a shift in the axis of the challenges to the right will cause a shift in the axis of the staff behiour to the left (negative behavior towards traffic management)

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CONCLUSION AND RECOMMENDATIONS

The study examines the nature and role of motivation in Lagos State Transport Management Authority (LASTMA). The study identified some factors that motivate staff in LASTMA, and the effects of the motivation on staff performance. The study also observes that some challenges facing LASTMA have not allow for effective manifestation of motivation among the staff of the organisation. Two hypotheses were formulated and tested. The results show a significance influence of motivation on the effort of LASTMA staff in traffic control; and also that the challenges of effective motivation has a strong negative relationship with the behavior of LASTMA staff in traffic management.

From the findings of the study, the researcher recommend that:

1. LASTMA apart from improving on the staff salary structure to cushion the effect of the current economic reality, should implement leadership development programmes to ensure that managers and supervisors are equipped with the skills necessary to motivate their teams. These programmes should focus on fostering supportive leadership, active listening, providing constructive feedback, and encouraging open communication. Establish formal feedback channels where employees can provide input on leadership performance. Regular 360-degree feedback can help leaders identify areas for improvement and ensure they are meeting the. Introduce mentorship initiatives where senior employees mentor junior staff members. This will create a supportive environment that encourages career growth and personal development, while also improving leadership communication within the organization.
2. LASTMA should create a formal recognition program that regularly acknowledges employees for their hard work and achievements. This could include monthly or quarterly awards ceremonies, employee of the month awards, and recognition during meetings. Encourage peer-to-peer recognition programmes where employees can nominate their colleagues for exemplary work. This fosters a sense of camaraderie and reinforces a culture of appreciation within the organization. Recognizing employees publicly, both in the workplace and through organisational channels like newsletters, can significantly boost morale and motivation. Public acknowledgment of achievements promotes a sense of accomplishment and encourages others to strive for excellence.
3. LASTMA should establish clear career progression pathways for employees. By outlining the steps required for advancement, employees will have a better understanding of what they need to do to grow within the organization. Provide regular training and professional development opportunities for employees to enhance their skills and knowledge. This could include workshops, seminars, and online courses focused on both technical skills (traffic management, safety regulations) and soft skills (communication, leadership). Develop a succession plan to identify and nurture potential future leaders within the organization. Offering career coaching and leadership development opportunities will encourage employees to stay motivated and loyal to the organization.
4. LASTMA should develop a clear and equitable reward system that ties rewards directly to performance. Employees should understand how their performance is evaluated and how rewards (bonuses, promotions, raises) are determined. In addition to financial rewards, LASTMA should implement non-monetary rewards such as additional time off, flexible working hours, or opportunities to work on special projects. These rewards can complement financial incentives and increase overall job satisfaction. Conduct regular surveys to gather feedback from employees on the effectiveness of the reward system. This will ensure that the reward system aligns with employees' expectations and remains motivating.
5. LASTMA should create an environment where open communication is encouraged, and employees feel comfortable expressing their opinions and concerns. Regular team meetings, suggestion boxes, and town halls can be used to foster dialogue between management and employees. Implement policies that promote a healthy work-life balance, such as flexible working hours or wellness programmes. When employees feel that their personal well-being is valued, they are more likely to stay motivated and engaged in their work. Foster a sense of teamwork and collaboration among employees by organizing team-building activities, cross-functional projects, and opportunities for employees to work together on common goals. A sense of community can enhance job satisfaction and motivation.

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