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Relationship between Motivation and Performance of Academic Staff in State Owned Tertiary Institutions in Sokoto State, Nigeria

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Abstract:

The study investigates the relationship between motivation and performance of academic staff in state owned tertiary institutions in Sokoto state. It employed survey research design and with a population of 1,371 academic staff. Using a combination of purposive, stratified and proportionate sampling techniques, the study selected 290 out of 1,371 academic staff with the aid of Yamen's formula of determining sample size. The study used questionnaire as a major instrument for collecting relevant data. The data collected were analyzed using Pearson product moment correlation coefficient. Based on the data analysis it was found that there is a positive relationship between recognitions and career advancement of academic staff and performance. The study recommended that the management of the state-owned tertiary institutions needs to intensify efforts in recognizing and advancing the works of academic staff and this will help them to compete with their colleagues around the world. Also, the management of state institutions should give recognition for excellent work performance of academic staff by giving reward in terms of regular promotion which will go a long way in enhancing performance of academic staff on the job and motivate others to join the institutions. It also suggested that there is need to conduct a research on the same topic using the same methodologies and instruments in state owned tertiary institutions in another Geo-political zone in Nigeria and this will confirm or reject the findings of this present study

Keywords: Motivation, academic staff, performance, tertiary institutions

1. Introduction

Higher institutions the world over have the prime objective of imparting knowledge through teaching research and community service, since these institutions are labor intensive organizations, they can only achieve these objectives by paying adequate attention to human resource and its management as these are major determinants of organization success and performance (Abdulsalam & Mawoli, 2012).

To effectively deliver these objectives, higher institutions of learning need effective job performance of academic staff in the areas of knowledge delivery, research and community services. Job performance will in turn bring about externalities in positive growth. Effective knowledge delivery for instance is expected to facilitate skill acquisition and entrepreneurship development which bring about poverty reduction in Nigeria. In addition, abundant research output will expand the frontiers of knowledge and accelerate social, economic, scientific and technological development of among other development in the country. Uzoka (2008) observes that academic institutions have constantly served as feeder institution in the overall development of nations through scientific research. Still academic staff community service engagements will develop engaged citizenship, foster civic responsibility, and contribute to the broader public good.

Many factors can influence job performance of academic staff of higher institutions but Ngu (1998) observe that Motivation and ability are two key most important variables explaining employee performance. So, the performance of academic staff is not only function ability (qualification and competence) but also of motivation. Motivation as a concept, is concerned with the aspect of human life that energies propels and stimulates human beings to change behavior for the attainment of organizations goal/objectives, thereby achieving higher productivity (Ekere & Ugwu, 2011). Adeyemo (2002) views motivation as a positive attitude of worker towards his job and emotional state of mind from the views of one's job fulfilling. A multitude factors impact on academic staff motivation: working conditions, reward system, pay, and chance of promotion, achievement and prestigious position among others. Even within an organization, academic staff may demonstrate a diversity of personality. Some may show high performance by being given pay: others may eager to get recognized by management, colleague and society. Once organization show commitment to their employee, worker will in turn show positive attitude about their work, and the happier employee are with their job growth, the more motivated they will be.

Motivation and performance are vital issues of concern to both management and staff in any organization, be it private, public organization or institutions. This is because the achievement of individuals and organizational goals are independent process but linked by employees work motivation. Individuals motivate themselves to satisfy their personal goals: therefore, they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. They are issues that can never be over emphasized. This explains the rationale behind staff evaluation and institutions accreditation exercises. every establishment or organization including higher institutions need maximum performance to enhance staff motivation and productivity, achievement is vital for successful operations of an institution with high productivity and promotion of workers as well.

Most employees in their various organizations are faced with the problem of lack motivation as occasioned by distorted motivational factors, most contemporary work organization especially state government institutions are face with the problem of low employee performance; this is cause essentially by inadequate motivational factors to spur employees towards realizing organization goals.

Performance will not be fully attained unless productivity is high and workers are sufficiently motivated by state government and top management of the institutions. Getting the best out of employees requires moves by organization and their management. This study is therefore designed to investigate the relationship between motivation and performance of academic staff of state-owned tertiary institutions in Sokoto State.

Academic staff are important in any tertiary institution of learning, be it University, Polytechnic, College of Health Technology, College of Education, College of Administration and School of Nursing among others, because they are the pillars of a building which bears the whole of it. They are thought to be the nation builders and are always given the great importance in educated and dignified societies. However, in recent years stakeholders have complained about the performance of academic staff in tertiary institutions of learning and people think that academic staff are no longer dedicated and devoted. Academic staff who are expected to produce societal virtues like honesty, integrity, discipline, devotion, dignity, are not committed and devoted to their job (Isaac, Awosusi, Arogundade, & Ekundayo, 2011). As a result, the quality of education offered by these tertiary institutions of learning in Nigeria has deteriorated substantially in recent times.

One of the major reasons for this lack of commitment of academic staff of tertiary institutions of learning is not far from the fact that various governments have handled academic staff motivation and welfare with carefree attitude. In Nigeria, governments would not pay attention to academic staff motivation until university teachers and other academic staff of tertiary institutions of learning, go on strike to demand for increased welfare packages. Some are of the opinion that the problem of education emerged from the neglect which the sector suffered since 1980s leading to the gradual erosion of the system. Such problems as inadequate funding, lack of teaching tools and modern classrooms, poor remunerations and the acute shortage of qualified teachers among others, have all contributed to the fall in the quality of education in Nigeria.

1.1. Research Questions

This study is guided by the following research questions:

- To what extent does achievement influence performance of academic staff in State owned tertiary institutions, Sokoto?
- To what extent does recognition influence performance of academic staff in state owned tertiary institution Sokoto?
- To what extent does job responsibility influence academic staff performance in state owned tertiary institutions Sokoto?

1.2. Objectives of the Study

The broad objective of this study is to investigate the relationship between motivation and academic staff performance in state owned tertiary institutions Sokoto Nigeria. The specific objectives are to find out:

- The extent to which achievement influence the performance of academic staff of state tertiary institution Sokoto.
- The extent to which recognition influence the performance of academic staff of state tertiary institution Sokoto.
- The extent to which responsibility influence performance of academic staff of state tertiary institution Sokoto.

1.3. Hypotheses of the Study

Based on the research question and objectives the study, the following hypothetical statements are drawn to guide this study.

- H₀₁: There is no significant relationship in the level of achievement in relation to academic staff performance
- H₀₂: There is no significant relationship in the level of recognition in relation to academic staff performance
- H₀₃: There is no significant relationship in the level of responsibility in relation to academic staff performance

2. Methodology

This study uses descriptive survey design to established relationship between motivation and performance of academic staff. The population of the study consist of all state-owned tertiary institutions in Sokoto, Nigeria. Which include Sokoto State University, Sokoto State Polytechnic, Shehu Shagari College of Education, College of Legal and Islamic Studies, Abdulrahman College of Health Technology Gwadabawa. Two hundred and ninety (290) academic staff out of 1,055 using Yeman's (2005) in Malami's (2005). The study used simple random and purposive sampling. The questionnaire titled

(RMPASS) to elicit information from the participant in order to determine the reliability of the research instrument by ensuring the question in the instrument was established using re-test measure of stability, and the use of Pearson product moment correlation coefficient at 0.05 level of significance. The instrument was based on five-point scale agreed, disagreed, strongly agreed, undecided, strongly disagreed. The use of PPMC to analysed data collected from questionnaire.

3. Hypotheses Testing

Variables	N	X Mean	Std dev	Df	r-cal	p-value	Decision
Achievement	290	5.7483	1.65609				
				578	0.651	0.000	Reject H ₀
Performance	290	2.6034	3.3778				

*Table 1: Pearson Correlation Analysis indicated that there is no Significant Relationship in the level of Achievement in Relation to Motivation and Performance of Academic Staff of State-Owned Tertiary Institutions Sokoto
Correlation is significant at 0.05 levels*

Table 1 indicated the result of correlation between achievement in relation to motivation and performance of Academic Staff in state owned tertiary institutions in Sokoto. The analysis indicates a mean (X) of 5.7483 and standard deviation (SD) of 1.65609 with (N) 290 for achievement and a mean (X) of 2.6034 and standard deviation (SD) of 3.3778 with (N) 290 of Academic Staff performance. The calculated value (r-cal) of 0.651, with (P-value) of 0.000 at 0.05 level of significant with degree of freedom (df) 578 the hypothesis which stated that there is no relationship in the level of achievement in relation to motivation and performance of Academic Staff of tertiary institutions in Sokoto state was rejected. Since the calculated value (r-cal) (0.651) is greater than (p-value) of (0.000) the hypothesis is rejected. This means that achievement has great impact on the performance of academic staff.

Variables	N	X Mean	Std Dev	Df	R-Cal	P-Value	Decision
Recognitions	290	10.866	2.9067				
				578	0.645	0.000	Reject H ₀
Performance	290	6.441	6.3490				

*Table 2: Pearson Correlation Analysis Indicated that There is No Significant Relationship in the Level of Recognitions in Relation to Motivation and Performance of Academic Staff in State Owned Tertiary Institutions Sokoto
Correlation Is Significant At 0.05 Levels*

Table 2 indicated the result of correlation between recognitions in relation to motivation and performance Academic Staff in state tertiary institutions Sokoto. The analysis indicates a mean (X) of 10.866 and standard deviation (SD) of 2.9067 with (N) 290 for recognitions and a mean (X) of 6.441 and standard deviation (SD) of 6.3490 with (N) 290 for performance. The calculated value (r-cal) of 0.645 and (p-value) of 0.00 degree of freedom (df) 578 at 0.05 level of significance. The hypothesis which stated that there is no significant relationship in the level of recognitions relation to motivation and performance Academic staff in state owned tertiary institution Sokoto was rejected. Since the calculated value (r-cal) of (0.645) is greater p-value of (0.000). Thus, the analysis revealed that recognition of staff makes them performs better on the job.

Variables	N	X Mean	Std Dev	Df	R-Cal	P-Value	Decision
Responsibility	290	6.855	1.788				
				578	0.581	0.000	Reject H ₀
Performance	290	2.248	3.028				

*Table 3: Pearson Correlation Analysis Indicated That There is No Significant Relationship in the Level of Responsibility in Relation Motivation and Performance of Academic Staff in State Owned Tertiary Institutions Sokoto
Correlation Is Significant at 0.05 Levels*

Table 3 indicated the result of correlation between responsibility in relation to motivation and performance of Academic Staff in tertiary institutions in Sokoto state. The analysis revealed a mean (X) of 6.855 and standard deviation (SD) of 1.788 with (N) 290 for responsibility and a mean (X) of (2.248), standard deviation (SD) of (3.028) with (N) 290 of performance of academic staff, calculated value (r-cal) of 0.581, (p-value) of 0.000 with degree of freedom (df) 578 at 0.05 level significant. The hypothesis which stated that there is no significant relationship in the level responsibility in relation motivation and performance of Academic Staff in state owned tertiary institutions Sokoto was rejected. Since the calculated value of (0.598) is greater than p-value of (0.000). Thus, the analysis revealed that there is significant impact of responsibility in the performance of Academic Staff of state-owned tertiary institutions Sokoto.

3.1. Summary of Findings

The following are the summary of major findings of this study.

- The level of achievement in relation to motivation contributes positively to the performance of academic staff in state owned tertiary institution in Sokoto. This is because achievement play undeniable role in boosting and enhancing high academic staff performance by way of motivation.
- The management of state tertiary institutions use recognition as the main instruments in motivating Academic staffs to achieve their performance target. This is because recognition play vital role in the performance academic staff in state tertiary institutions.
- The study found out that, the management of state tertiary institutions normally evaluate responsibility of each academic to know their level of contribution to the attainment goals of the institutions.

4. Discussion of Findings

In this section of the research, the data presented and interpreted were further discussed:

The first finding indicated that the level of achievement in relation to motivation contribute positively to the performance of academic staff in state owned tertiary institutions in Sokoto State. This is because achievement-oriented employee to enjoy getting things done and moving to the next objective. They play greater value on the level of their own capabilities. Academic staff needs to know how far they have gone in their career and number of high positions they have serve within the institutions. This finding agrees with the finding of Robbins (1998) who asserted that the level of achievement contributes to the performance of employee in the attainment of goal of an organization. High level of achievement leads to high level of performance of employees. Also, Ekankumo; Kemebaradikumo & Bray (2011) who observed that, achievement of employee performance cannot be met without human resources because an organization is nothing without the employees. Newstrom & Davis (1997) concurred that achievement motivates employees to contribute positively toward over come challenges and obstacles in the pursuit of organizational goals.

The second finding indicated that the authorities of tertiary institutions used recognition as an instrument to improve performance of academic staff towards achieving the goals of the institutions. This is because recognition keep committed employee in their organization, and recognition of employee influence the way in which the employee performs at work. The more the authorities of tertiary institutions continue to use reward to recognize and promote good work. Involving academic staff in decision making improve their performance.

This finding agrees with the finding of Geofrey (2010) who asserted that recognition of performance have significant effect on academic staff motivation. Also, Babaita, Danish & Usman (2010) concurred that recognition of employee performance exerts positive impact on their performance. In academic environments, employees want to know if their senior colleagues appreciate their efforts through feed back or announcement of good work in general staff meeting, they experience sense of satisfaction if their peers know about their achievement. This also concurs with the work of Nyakundi, Katanya & Charles (2012) that recognition of employee performance makes them to show their potential to perform provided they are triggered to do so.

The third finding indicated that the authorities of tertiary institutions normally evaluate the responsibilities of academic staff to know their level of contributions toward attainment of goals of the institutions. This is because responsibilities are normally used to determine the employees' performance by the employer in order to facilitate achievement of goals. This finding agrees with Muller (1996) who said that management and the senior academics should make sure that responsibilities should be allocated according to skills and ability of individual. He further stated that the authority must make sure the responsibilities are standardized for each job level and that each staff has a copy of his/her job description.

5. Conclusions

Based on the results and findings of the study, the study concluded that:

- Performance of academic staff on the job is effectively determined by the level of achievement an individual's experiences on the job. Lack of achievement contributes to the low performance and motivation as well. Employee performance is one way of determining how the management of an organization has effectively and efficiently utilized. The management of Sokoto State Tertiary Institutions can use both human and material resources at its disposal, because human resources is generally recognized as the most important tools of institutions resources and the success of every organization depends on the human elements once they are effectively managed and motivate to achieve their own goals. In addition, a good relationship between the top management and academic staff will also promote efficiency in performance of staff.
- Recognition of academic staff performance plays essential part in enhancing employee motivation toward organization task. To overcome the challenges resulting from globalization, it is important to focus on motivation most importantly the recognition of academic staff contribution to the institutions as a whole. In higher educational institutions each staff contribution is important because students need to be guided, managed. Appreciating them with their job internally satisfies them to show more commitment for the work. Academic staff contribution is vital because employee need to be reckoned with what they are doing could improve and enhance better job performance among academic staff and this will lead to attainment of overall objectives of the institutions
- In an attempt to evaluate responsibilities, allocate to academic staff to identify the strength and weakness of each employee, the authorities of tertiary institutions are use performance appraisal form as the major technique used to ensure even distribution of work responsibilities.

6. Recommendations

Based on the conclusions:

- The State Government and authorities of state tertiary institutions should take the issue of academic staff motivation seriously in order to facilitate effective performance of academic staff in terms of commitment and enthusiasm to the job. Since lack of motivation contributes to the low level of academic staff achievement. Therefore, there is a need for government and authorities of tertiary institutions to create a conducive teaching and learning environment that will help academic staff to have a high level of achievement just like their colleagues in developed nations.
- There is a need for the management of tertiary institutions to embrace recognition of academic staff performance as a way of improving performance starting from the simple technique such as splendid work to more complex one, like recognition of the year award. The authorities should constantly review performance without unnecessary delay and award staff with excellent work done. These will make academic staff contribute more to the goal attainment of the institutions.
- Since the essence of evaluation of responsibilities is to identify strengths and weaknesses of the academic staff on the job. Therefore, there is a need for the authorities of tertiary institutions to intensify effort on the technique used to distribute work responsibilities to the staff so as to avoid over-tasking of some staff.

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