

## EMPLOYEE MOTIVATION AND PERFORMANCE AMONG POLYTECHNIC STAFF IN NIGERIA

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### ABSTRACT

*This study focuses on how performance in some selected polytechnics from the six geo-political zones in Nigeria is influenced by employees' motivation. The study investigates how employees perform on the job and are motivated in higher education institutions in Nigeria (polytechnics). In the study, survey research was employed. The sample procedure employed both convenient sampling and intentional sampling. The study's instrument for acquiring data is a questionnaire. 250 employees from Nigerian Polytechnics were used as the sample, encompassing senior management, middle management, and junior staff. Using the chi-square method, the results of the hypothesis test showed a positive association between worker motivation and performance. According to the report, having high expectations for employees will motivate them to do better on the job and should encourage management at higher educational institutions.*

**Keywords:** Employees, Expectations, Motivation, Performance, and Workforce.

### 1.0 INTRODUCTION

Motivation can mean many different things to different people. It always decides whether or not he takes action based on the individual's perspective of what he perceives to be significant to him. Another definition of motivation is the processes acting on or inside a person that produce the arousal, direction, and persistence of goal-directed, voluntary effort (Chrisnall, 1975). Every now and again, one could wonder why some employees perform at work better than others, or even better, why some put in such a lot of effort. Unless confronted by particular forces or conditions, man is generally quite slothful and tends to gravitate toward his comfort zone. This force or circumstance motivates him to go against his comfort zone in order to prevent undesirable outcomes or, as the case may be, to benefit from them.

All the time attempted to explain what motivates people to work. The answer to this question is important because it is obviously good to understand what influences people's behavior. However, isn't the only reason for the great interest in the subject of motivation? Managers looking for ways to motivate employees because they claim that motivation can lead to some positive results for a company. Therefore the manager standing between the concerns of experts to form, identifying special qualities, but also for those of a leader allowing perspective to associate the most talented and recommended. Fulfilling proper function of the manager assumes this practice by an appropriate driving style, motivating subordinates differentiated and exciting, and establishing and maintaining communications with them. These elements form the essence of leadership, which is the driver's ability to obtain

performance of his subordinates individually, in groups or scale organization (Ştefan& Dogaru, 2012).

Employee motivation has become a great challenge facing most organizations and has in recent years assumed a global dimension. That's why, Dugguh (2014), cautions that organizations that operate under these conditions of poor employee motivation and need to enhance performance and productivity, managers and other organization's stakeholders have to motivate employees in such a way that their efforts would bring about job satisfaction and commitment. This is because, the success and effectiveness of any organization depends to some extent on how well the effort of employees of that particular organization are recognized in terms of different motivational incentives.

Any bonus scheme for manual laborers should be based on metrics that can be consistently measured and that the workers can relate to. The motivation to meet one particular objective, like raising volume, shouldn't be used as an excuse to compromise on other performance criteria, like quality. Understanding what best inspires employees is essential because everyone has different wants and goals. Since it will aid them in understanding the significance of incentives to employee performance, this paper will be of great assistance to management academics and other labor employers. Incentives can genuinely boost employee productivity if used correctly. Nigerian polytechnics are the subject of this investigation. The major objective is to investigate the nexus that exist between tertiary institutions performance and staff motivation.

However, one of the most important factors in Nigeria's economic and social development is the public sector's ability to attract and keep skilled employees. The concept of a total compensation scheme consequently has an impact on the economy, society, behavior, and law. How much of an effect does this have on the Nigerian higher education institution's incentive scheme for staff performance? This study intends to look into how performance in Nigerian Polytechnics is impacted by employee motivation.

The research questions include:

- i. What significance are incentive schemes to workers overall performance?
- ii. Is there any positive nexus between motivation offered to workers and job satisfaction?

The main objective of this study is to find out how employees in Nigerian Polytechnics are motivated to work hard. The specific goals is to ascertain:

- i The incentive schemes available in Nigerian Polytechnics and workers motivation to work efficiently.
- ii The extent to which these incentive schemes lead to the achievement of job satisfaction and motivation of workers.

This led to a series of hypotheses such as:

H01: There is no significant relevance of the incentive schemes offered to workers on their overall performance in Nigerian Polytechnics.

H02: There is no positive relationship between Motivation offered to workers and job Satisfaction.

## **2.0 LITERATURE REVIEW**

### **Conceptual Review**

#### **Employee Performance:**

In organizational context, performance usually is explained as the length to which a member of an organization puts in his efforts towards the achievement of the objectives of that

organization. According to Luthans et al. (2013) employees are the basic source of competitive advantage in organizations that are service oriented. Additionally, the approach of commitment performance sees employees rather as assets and resources, with a value for their voice. Actually it performs a very good role in the performance of an organization.

### **Reward System and Employee Productivity**

Reward system means the available employer tools that is effected so as to attract, hold, stimulate and gratify workers (Armstrong, 2013). Thompson (2002) sees reward is an appreciation that may be monetary or otherwise extended to workers for their extra output to the firm. It is also viewed as overall gratification that may be an association of monetary and other rewards in an identified reward system (Armstrong, 2009). Armstrong also explained on the reward that is total is normally stressed because it is unclear as to which of the rewards (monetary or otherwise) is better in stimulating employees' morale for better performance.

### **Motivation**

Motivation is a critical factor for the success of the organization as it helps to maintain the continuity of the work in a powerful manner (Omollo, 2015). Motivation is defined as all internal and external driving forces that make the individual to perform an activity, what determines the limits and forms of activity and which gives activities oriented towards achieving certain objectives. (Duica, 2008).

### **Incentive Schemes**

Incentives are objectives or goals that can satiate a worker's perceived need, drive, or desire. Both increased production and better working circumstances are rewarded more quickly. As an illustration, even while infrastructures like transportation services, cafeteria services, etc. do not directly fund employees' salaries, they are crucial to their effective performance. Incentives therefore involve a wide range of problems, such as information flow, relationships between junior and senior executives, and work enrichment. Above all, people are motivated and inspired to strive even harder to attain organizational and social goals when they are recognized by society for their contributions.

### **Theoretical Review**

The following theories were briefly discussed for the purpose of this work:

#### **Abraham Maslow's Theory**

- I. Maslow asserts that a man is a striving animal that works to satisfy his needs. His theory holds that human development happens in a hierarchical manner, starting with the lower demands and moving up when one need is satisfied and another one arises. Because of this, the concept is occasionally referred to as "The Hierarchy of Needs." From the most basic necessity of life through multiple levels to the more complicated higher level of rationale, these requirements grow. Maslow groups human requirements in the following order:
- II. Physiological needs which are necessary to human survival, example food, water, sleep rest etc.
- III. Safety needs, example security, order, stability, non-hostility.
- IV. Social or Love needs example belongingness and friendly relationship with fellow citizens, need of companionship and association with others, affection and identification.
- V. Ego or esteem or self-expression need, example self-respect, prestige, success etc.
- VI. Self—actualization or self—fulfillment needs.

### **McGregor's Theories X and Y**

Every management move or choice is predicated on a presumption regarding the character and behavior of people. Two sets of premises and presumptions about the nature and actions of individuals in organizations were developed by Mac-Gregor Douglas, (1960). The following assumptions better explain the terms "Theory X and Theory Y.": The postulate in theory Y is followed by managers who believe in it. They believe that goal commitment is a function of the rewards associated with those goals. The demands that these rewards fulfill motivate them to act in a certain way. When the benefits are received, the person feels less stressed. The demands that these rewards fulfill motivate them to act in a certain way. When the benefits are received, the person feels less stressed. How we act or react to other people is influenced by our assumptions about them. If we believe an employee has a particular dislike for work and will avoid it if at all possible, or if we believe he is at work because he needs money to satisfy his physiological needs, we will try to motivate him with money and threaten him with losing his job (security need) if he does not put in some of his effort. Management must consequently lead, persuade, penalize, and regulate people's behavior in order to execute theory X, as well as attempt to coerce and alter people's behavior to meet organizational goals

#### **Theory X Assumptions:**

- I. The average man is inherently lazy.
- II. It lacks ambitions: dislikes responsibility kind must be led.
- III. It is resistant and is indifferent to organizational needs.
- IV. Coercion and close control are required to induce him to work.

#### **Theory Y Assumptions**

- I. To the average man, work is as natural as rest or play.
- II. Motivation, potential for development, imagination and ingenuity are present in all people given proper conditions.
- III. Coercion and close control are not required to force him to work.
  - I. Given proper condition, people will accept and seek out responsibility.

### **Empirical Review**

Mollel-Eliphaz et al. (2017) who studied the influence of performance appraisal practices on employee productivity: A case of Muheza District, Tanzania. The researchers discovered that employee productivity in a company is affected by recognition and feedback. This paper investigated the Influence of Performance Appraisal Management Practices on Employee Productivity in Muheza District in Tanzania. A sample of 339 employees participated in the study through questionnaires and interviews. Validity was ensured through expert judgment and reliability ranged between 0.682 and 0.955 Cronbach's Alpha implying all items in the questionnaire were reliable. Descriptive statistics represented mean scores while Pearson Product moment correlational Coefficient evaluated potential relationships between the independent and dependent variables. The findings of this study highlight the fact that performance appraisal tools such as recognition and feedback are vital to employee's performance and indeed influence employee productivity in the organization. However, surprisingly training and development and promotion did not have a significant effect on employee productivity. The study recommends that to improve employee productivity, training and promotion should focus on increasing employees' commitment and should be based on performance. Furthermore, raising employee satisfaction through recognition should be used as a tool for maintaining competent employees and screening out less effective.

Hayford et al. (2016) digressed to look at "If performance appraisal is Anachronistic in tertiary institutions in Ghana": Evidence from University of Cape Coast. Their result proved that university staff there saw reason for performance appraisal pointing at it being for

administration or for development. This study examined the extent to which PA system has been anachronistic in terms of its purpose as perceived by employees in the university of Cape Coast. A quantitative method with random sampling technique was used the sample was 233. The result of the study reviewed that PA system is still perceived to be useful although the precision amongst respondent in terms of its purpose to be more of developmental. However, most senior staff consider the current PA system exercise as mere formality, which is there to reflect on the institutional culture of assessment. To them PA system is a waste of time and therefore anachronistic. Thus, the university should reconsider and redesigned it PA system to be in line with the aspirations of its employees by including them in it execution.

Onyije (2015) looked at the concepts related to Nigerian University. He saw a relationship that is significant and positive in performance appraisal and employees' productivity. A case study of the Niger-Delta University on employee productivity. The methodology employed was a survey study design. During the research study process, the population of the study comprises about 3478 Academic and Non-academic staff. The researcher sampled 3% of the total population using stratified random sampling. The instruments used were self-developed questionnaires distributed to 104 respondents of which 102 were retrieved. Correlation coefficient was used to testy the hypothesis. There was a significant relationship between performance e appraisals and employee productivity and the effective appraisal system could be boost by the morale of workers. Especially when they are rated adequately. The findings also revealed that performance criteria also affect the relationship between performance appraisal and employee productivity. Thus employees should not be appraised based on their personal trait but based on performance variable.

Peleyeju and Ojebiyi (2013) studied the employee productivity of public universities in South-Western Nigeria related to lecturers' performance. They discovered a relationship quite significant and positive that exist between performance appraisal and employee productivity in the institutions. This paper examined the influence of lecturer' performance appraisal on total quality management of public universities in South-western Nigeria. It adopted a descriptive research design. Three hypothesis were formulated and tested at 0.5 alpha level. Random sampling technique was used to select 500 lecturers from the ranks of senior lecturers to the ranks of professors in all the universities. Pearson product moment correlation was used to analyze the data collected. At the end of the study it was revealed that there are significant relationships among establishing performance standard, communicating performance standard to the lecturers by annual performance appraisal and total quality management in public universities. It was recommended that management must ensure the assessment of lecturers' performance thoroughly and continually in order to improve quality in the lecturers and bring about overall total quality management in public universities.

### **Gap in the Literature**

However, the study conducted by Onyije (2015) specifically focused on the Niger-Delta University and explored the impact of performance appraisal on employee productivity using a survey study design. The study used self-developed questionnaires and sampled 3% of the total population of academic and non-academic staff. On the other hand, Peleyeju and Ojebiyi (2013) investigated the influence of lecturer performance appraisal on total quality management in public universities in South-Western Nigeria. It adopted a descriptive research design and used Pearson product-moment correlation to analyze data collected from 500 lecturers. The gap in these studies lies in the specific context and scope of the research. While both studies highlight the positive relationship between performance appraisal and employee productivity, Onyije's study focuses on the Niger-Delta University and its overall impact on employees' productivity, whereas Peleyeju and Ojebiyi's study concentrates on

lecturers' performance appraisal and its influence on total quality management in public universities in South-Western Nigeria. Therefore, a gap exists in terms of the different aspects and university settings they investigated.

### 3.0 METHODOLOGY

The research design used for this study is the survey research design which also involves the administration of questionnaires to respondents. The study used a non-probability sampling technique known as intentional sampling also referred to as subjective, judgmental, or selective sampling. 250 survey cards were handed out distributed by the researcher directly to a chosen group of staff members of the selected Nigerian Polytechnics, with assistance from some staff members. In the study, a 5-point Likert scale was used. The chi-squared test analyzes whether there is a difference between the observed value and the anticipated value. The Chi-Square function uses the given observed frequency and expected frequency to illustrate or, in a way, assess the relationship between two category variables. To analyze the main effects of each independent variable on these data, we used chi-square analysis and a straightforward percentage ratio of respondents' views to quality impression.

We accept the alternative hypothesis and reject the null hypothesis, and vice versa, if the calculated value is higher than the predicted value from the tabulated data (T-value) at the 5% level of significance or 95% level of confidence. In the analysis to assess the hypothesis, descriptive statistics, plain percentages, and other relevant data are used.

#### Chi Square Formula

The Chi-Square is denoted by  $\chi^2$ . The chi-square formula is:

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

where

3  $O_i$  = observed value (actual value)

4  $E_i$  = expected value.

### 4.0 DATA ANALYSIS AND DISCUSSION OF FINDINGS

#### Chi—Square summary table

Attributes		Observed	Expected
A	B	Cal. Value	
O	E	(O-E)	(O-E) <sup>2</sup>
Expectation of withdrawal			

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121	44.2	76.8	5898.24	
Withdrawal of rewards				
10	44.2	-34.2	-68.4	-1.5475
Expectation of punishment				
20	44.2	-24.2	-49	-1.1085
Personal satisfaction				
70	44.2	25.8	665.64	15.059
Other factors				
0	44.2	-44.2	-1953.64	-44.2
**9.488		$\Sigma$ =*101.63		

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Note significant at 5% level; \*calculated value  $DUE = 4 \text{ i.e. } (c - l(r - 1))$

**Source: SPSS v.20 Decision**

Since the calculated value is greater than the tabulated or critical value at 5% level of significance, we would reject the null hypothesis and accept the alternative hypothesis which states that "there is a significant relevance of the motivation offered to worker on their overall performance in the institution

H1: There is no positive relationship between motivation offered to workers and job satisfaction.

Attributes	Observed	Expected	A	B	Cal. Value	
O	E	(O-E)			(O-E) <sup>2</sup>	
E						
Strongly agree 50						
44.2	5.8	33.64			0.761	
Agree 131						
44.2	86.8	7534.24			170.45	
Disagree 32						
44.2	-12.2	-148.84			-3.3674	
Strongly agree 8						
44.2	-36.2	-1310.44			-29.64	
Undecided	0		44.2	-44.2	-1953.64	-44.2
**9.488		$\Sigma$ =*94.0036				

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Note significant at 5% level; \*calculated value  $DUE = 4 \text{ i.e. } (c - l(r - 1))$

**Source: SPSS v.20**

**Decision**

Since the calculated value is greater than the tabulated or critical value at 5% level of significance, we would reject the null hypothesis and accept the alternative hypothesis which states that there is positive relationship between motivation offered to workers and job satisfaction.

**Discussion of Findings**

The first hypothesis, according to which a worker's motivation is significantly related to their total performance in higher education institutions, was accepted. This demonstrates that employee performance in some selected Nigerian Polytechnics is significantly impacted by the type of motivation provided to employees. This is consistent with equity theory, which emphasizes that workers typically perform better when their compensation is fair. The results are in line with those of Berjum et al. (2004), who demonstrated that workers exhibited productive work behavior when rewards were tied to performance and that those who got

incentives outperformed those who did not. The results of this study can also be claimed to have been confirmed by Akerele's work from 2001. He notes that low morale, a lack of commitment, and low productivity were caused by poor compensation relative to the organization's profitability, wage differentials between high and low income earners, among other factors. The conclusions of this study are supported by Eze's (2009) assertion that 90% of the managers in his sample saw their employment as a means to an end, which was understood to include money, material things, etc. The necessity for workers to take care of themselves, their families, and other dependents, as well as to pay for their fundamental needs, may be the cause. The second hypothesis, which claims that "Worker motivation and job satisfaction are positively correlated," was likewise approved.

This result implies that there is a significant association between employee motivation and job satisfaction, including the salary, benefits, recommendations, and other recognition that employees receive and their performance. The significance of incentives like money as a reliable predictor of job success, however, has been highlighted by this study. This demonstrates how highly incentive is valued. On the basis of the aforementioned, it can be concluded that it is important for laborers to be aware of the types of rewards that they can use to persuade their employers of labor to give their workers excellent performance review. In other words, the usefulness of motivating variables depends not just on their capacity to satisfy individual employee requirements, but also those of the organization.

The analysis of the data using descriptive and inferential statistics revealed that the majority of respondents agreed that employee motivation affects job performance in a business. Based on the hypothesis that was already tested. The motivational incentive program provided to employees has a substantial impact on their overall performance at higher education institutions. The motivation of employees and job satisfaction are positively correlated.

## 5.0 CONCLUSION AND RECOMMENDATIONS

On the basis of the results of this empirical study, the following conclusions were drawn:

Employees in the selected Nigerian Polytechnics are encouraged to perform better not just via financial incentives but also through non-cash benefits like health insurance, lunch subsidies, transportation benefits, and one-lodging benefits.

If employees receive compensation for their efforts, they will work harder to achieve higher performance. Employees in Nigerian Polytechnics don't need to be threatened, bullied, or pushed into doing their jobs. For its employees to perform better on the job, Polytechnics in Nigeria should continue to use on-the-job training.

Based on our findings and conclusions, the following recommendations are put forward for the consideration of the management of the various polytechnics in Nigeria should:

- 2 Ensure adequate improvement of non-financial benefits to staff which includes Promoting staff on merit to enhance and enrich their job and giving supervisory and management staff measure of free hand backed by authority to operate.
- 3 When management actions, policies, and choices are perceived as fair, consistent, and progressive, staff morale can be further boosted. To reduce ambiguity, partiality, and inconsistency, requirements for discipline, promotions, and other benefits or punishments must be explicitly stated.

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