



High Job Performance in Organisation: The Role of Motivation in the University of Africa Staff

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ABSTRACT

This paper critically examines the high job performance in organisations and an analysis of the role of motivation in the university Africa staff. The overall achievement of any organisational goal is tied to motivation because motivation promotes the drive, desires of workers to act in accordance to organizational objectives. Motivation is one of the functions which managers apply in improving high job performance among employees and it helps to ensure the accomplishment of goals of the organisation. The study frames its arguments from Herzberg two factors theory of motivation and the research employed qualitative method and on content analysis. The findings showed that motivating the University of Africa staff increases high job performance at any point in time, that monetary and non-monetary benefits to a large extent help employees to encourage high job performance within the organization. The study recommended that; managers should identify the factors that motivate the staff for high job performance and those factors that will dissatisfy the employees for low job performance, there should be prompt payment of all remunerations owed to employees and also there should be frequent review of pay structure in order to promote high job performance among employees of the university of Africa because its mission is a model public private higher institution producing outstanding quality graduates and renowned faculty members and building partnerships with people, government and industry.

Keywords: Motivation, Job performance, Organisation, Staff, Remuneration

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1. INTRODUCTION

This paper investigates high job performance in organisation and it looks at the role of motivation in the University of Africa staff. For organisation to achieve its set goals, there should be some means where employees would be active, efficient and functional because employees would want to achieve their targets if the organisation provides them with the needed things that will make them always happy to perform towards high productivity. The level of high performance within organisation to a large extent is tied to adequate motivation of employees. Tambou (2018:2) University institution the world over, like every other human organisation is a complex system that is made up of several subsystems which must interact harmoniously to attain the predetermined goals and objectives of the enterprise.



However, a number of factors affect the smooth interaction and harmonious working relationship of the university subsystems which in turn impede the institution's overall productivity. More so, the challenges of the dynamic nature of the university environment and the constantly changing values of the factors affecting the system becomes apparent that university management must be ready at all times to attain a level of organisational environment to accommodate the trends in the conditions which must be pre-planned.

The above assertion is based on the understanding that motivation has a very significant role to play in the blending and judicious use of organisational resources including men, materials and money put forth for the accomplishment of the set goals and objectives of an organisation. In consonant with the relevance of the concept of motivation, researchers have time and again sought to explain the how and why people behave the way they do and how they can be made to behave in a manner supportive of the organisational goals.

For Basu (2012) the greatest efficiency and productivity in an organisation will flow from the efforts of those who find satisfaction in their work and conditions or service, who feel encouraged to move ahead and to meet new challenges, who perceive their working environment as one in which high standards of performance are maintained and rewarded. Motivation can do miracles as a motivated workers can achieve more than expert with no motivation. Managers must, therefore, devote considerable time and effort to planning for and achieving a high level motivation and morale. In such a situation, we would achieve goal congruence, ie and identity between the individual goals and the organisational goals. Miksen (2007) posits that an effective employee produces at a high level, while an efficient employee produces quickly and intelligently. The adoption of effectiveness and efficiency in an organization to a greater extent produces better products faster and with fewer resources. Effectiveness is the level of results from the actions of employees and managers, that is, employees and managers who show case or show effectiveness in the workplace help to produce high-quality results. Organizations predetermine or measure effectiveness through conducting performance reviews. The effectiveness of a workforce has an enormous impact on the quality of service, which usually dictates a company's reputation and customer satisfaction. Inefficient employees and managers or lack of efficiency between employees and managers cause a big threat to organizational growth and development. Cited in Sapele (2015: 38).

Motivating staff is a fundamentally important dimension of successful management and a vital aspect of a leader's role. Significant organizational outcomes can be obtained by having staff that are motivated. These include:

- Increased productivity in the workplace
- Reduced absenteeism and turnover
- Increased innovation and creativity
- Increased employee and customer satisfaction
- An enhanced company profile
- Higher quality products or services
- Improved financial performance

A committed and motivated workforce is critical to maximising an organisation's full potential. Highly motivated employees frequently seek to work beyond the bounds of their specific work roles and functions in order to not only improve themselves, but also to achieve the objectives of the organisation. Motivated employees can be considered vital to organisational survival in our rapidly changing workplaces and work world – they help organisations survive because they are more productive in Easy UK (2018). Greenberg and Kenney (2002) in Ali and Oketch (2016:79) noted that performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and motivation is a way of increasing individual's performance.



Accordingly, employee's performance is measured against the performance standards set by the organisation. Good performance means how well employees performed on the assigned tasks. In every organisation there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organisational expectations they are believed to be good performers.

When an organisation is perceived by the employees as efficient and effective, the employees tend to be highly motivated by the satisfaction that their individual performances are responsible for the organisational efficiency. Conversely, it will be extremely difficult for an inefficient organisation to motivate its employees to improve their job performance. (Ogunna, 1999). Cole (1995:119) in Nimizigha (2018) motivation is : the term used to describe those process both instinctive and rational , by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behaviour. By this assertion, it shows that motivation plays importance role in promoting staff performance within organisations. And that, for organisation to see high performance of staff, there would be high need from the part of management to play their role of showing greater commitment in energizing, strengthening the courage of productivity towards the goals of the organisation.

2. CONCEPTUAL REVIEW

2.1 The concept of Motivation in Organisation

According to Schein as quoted in Ezeani (2005:136) motivation can be defined as "impulses that stem from within a person and lead him to act in ways that will satisfy those impulses. More so, motivation helps greatly to improve effectiveness and administrative efficiency in any given organization. Basu, (2012) it is only when the employees are properly motivated that they will use their skill, knowledge and ability to ensure best results. Motivation is of the utmost importance, as it constitutes the base for the management functions of planning and organizing. Morgan (2000) in Basu 2012:166) motivation is a general term referring to behaviour determined by needs and directed towards goals. Motivation is a tendency, which helps a person attentively and purposefully engaged in achieving his formulated goals. (Cited in Sapele 2016:137).

According to Mc Cornick and Tiffin (2007), Motivation can be either extrinsic or intrinsic. Extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, and promotion, contract of service, the work environment and conditions of work. While Intrinsic motivation on the other hand are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. So many people have carried out researches in this area, some of which are Oloko (2003) Kayode (2003) Nwachukwu (2004) Egwurudi (2008). All these issues call for research efforts, so as to bring to focus how an appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity. (Cited in Muogbo 2013: 136).

For Stoner (2000) motivation is a human psychological characteristic that contributes to a person degree of commitment in an individual behaviour .Balunywa's (2005) define employees' motivation as identification of the desires and needs of subordinates and creating an atmosphere to attain organizational goals and objectives. The term motivation has been defined variously by different authorities in the study of Psychology, Management and allied disciplines. According to Cole (1995) motivation is essentially about what drives a person to work in a particular way and with a given amount of effort. To Buford (1995) motivation is a pre-disposition to behave in a purposive manner to achieve specific needs. Lindner (2004) perceives motivation as a psychological process that gives behaviour purpose and direction.



Obviously, there are divergences in these definitions, though some common threads seem to exist. What is common to the foregoing definitions, among others, is that something has to trigger an employee to perform in an exceptional way. Motivation is operationally defined as a set of indefinite factors that cause a person (an employee) to perform his or her duties in a special way. The factors are described as indefinite because they constantly change with time, as pointed out by Kovach (1987). What is implicit in this definition is that an employee will not work in that special way if he or she is not encouraged (motivated) to do so. An understanding of this definition depends on the appreciation of some existing theories of motivation in Ekit (2012).

2.2 High Job Performance in Organisation

Debates in the various studies on measurement of job performance, on one end included scholars like Campbell, McCloy, Oppler, and Sager (1993) Murphy and Cleveland (1991) Rotundo and Sackett (2002). According to them job performance should be viewed in terms of employees' behavior which is under the control of employees and relate to organizational goals (Kozlowski, 2012). Campbell (1993) stressed that performance referred to only such behaviour which were goal-oriented i.e. whether the individual accomplished the organizational goal behind hiring the employee for that specific job role. Campbell further established that as far as measurement of performance was concerned, at the most basic level, job performance could be differentiated in terms of either process or outcome of that performance. However, on the other end, in contrast to this group of authors, there are authors like Bernardin, Villanova, Hagan, and Kane (1998) who did not agree that job performance, could be described as employees' behaviors; they rather proposed that performance was something different and separated from the person doing it. These authors asserted that performance was the record of outcomes achieved by a person on a particular job assigned to him during a specified time period. It was also provided by these scholars that job performance is distinct from the characteristics of the person producing it (Kozlowski, 2012) cited in Nidhi (2015: 303).

For Avina (2016) high job performance involves all those processes that make the employees to provide the overall objectives of the organisation. This process helps organisation to have high level of productivity. Because the performance of workers in an organisation lies to the level of their motivation. If employees are highly motivated within the organisation the issue of high performance as regards to organisational goals should not be a challenge. It is also importance to say that staff high performance is as a result of increased motivational packages. Employee performance refers to the output in terms of quantity and quality that helps the organization to realize its set objectives. In other words performance can be measured by traits, behaviors' and/or outcomes, (Bratton and Gold, 2003). Employee performance management encourages the employee to get involved in the planning for the company, and therefore anticipates by having a role in the process the employee will be motivated to perform at a high level. Kreisman, (2002) in Ekit (2012).

There employees who are motivated by rewards offered by the firm they tend to work for the organizations for long term or to continue their work for industry. In recent years rewards got importance due the economic conditions of both the employees and the organizations. It is very important factor for retaining employees as well for job satisfaction. The rewards are very significant and wished by the employees to be given them on special contributions and performance made by them. It can be internal or external like it can be cash, in the forms of bonuses or some recognizing some employee name of the month. (Cited in Iqbal 2017). Importantly, the level of high job performance in organisation can be achieved through the process of employees' level of inputs and outputs towards the organisational set goals. And by this means, organisation intends to achieve it stated objectives as a result of the level of the committed from the employees through a positive push which would arose the employees to high productivity within the organisation.



2.3 The Role of Motivation in Staff High Performance in organisation and in Relations to the University of Africa

According to Ambrose (2018) Motivation is an important means of propelling employees within an organisation to achieve management aims. And if employees are not really motivated then the aspirations and desires of the organisation needs would be thwarted. Motivation helps university of Africa staff to established a formidable force to be currently rated as the 43th state university, and 143rd in the Nigerian University System. University of Africa one strategic objective is the engagement of internationally and nationally qualified academic and professionals who are well catered for by the university management in providing sound academic processes. UAT also provided staff compulsory scholarship by exposing them to conferences, seminars and workshops with enough financial supports.

For James (2019) University of Africa staff had been praise for the high level of performance as a result of the management strong concern for staff welfare due to the fact that it is a new university. That employees in the University of Africa are given the following benefits in comparable to other higher institutions and these are: Xmas bus, free transportation system, free medical services, moderate and affordable standard accommodation, regular payment of salary, staff conference, seminar and workshop supports etc. That all these help to a large extent in motivating the staff of UAT to have high performance within the institution. Similarly, Joseph (2019) University of Africa has provide a system where by employees are push to perform better than other institutions. That UAT staff packages like: flexible conversion process of qualify staff ,regular salary payment system, strong financial support of conferences, seminars and workshop, provision of affordable accommodation system, constant power supply, other incentives per job performances among staff, easy process of staff conversion etc., have greatly helped in energizing the staff to provide high performance towards the core legacy and values of the university as :integrity, knowledge, dignity, excellence and service.

Benson (2019) University of Africa has a unique culture where by staff are given opportunities for advancement, achievement, interpersonal relations based on performances and employees are rewarded easily, allowed to grow without hindrances. UAT management style is performance oriented leadership style as a young university than considering seniority for positions. On the other hand, Tambou (2018) the University of Africa, Toru-Orua, (UAT) being a relatively young institution with its teething administrative and personnel challenges needs to put itself together in order to leave up to its responsibilities to members of staff with a view to making the most out of them for a sustained high productivity from the word go.

2.4 Theoretical Analysis

The theoretical analysis for this research was Frederick Herzberg Motivation-Hygiene theory which is also refers to as Two Factors Theory of Motivation .According to Ezeani (2005:142) this theory was borne out of critical interviews carried out in the 1950s by Herzberg, together with Mausner and Synerderman, with 200 engineers and accountants in the Pittsburg area of the United States of America. Each individual was asked to describe events which had made them feel 'exceptionally good' or 'exceptionally bad' at work. Based on the result of the study, Herzberg developed his two groups of factors as satisfiers and hygiene or maintenance. (Ezeani 2006).

Basu (2012:177) Herzberg's two-factor theory identifies five strong determinants of job satisfaction and five of job dissatisfaction, which are a totally different sets of factors. He labelled the factors associated with mental growth and the task content of a job as 'satisfiers '. Factors associated with pain avoidance and 'context/ surround 'of a job were labelled dissatisfies. The factors identified as satisfiers, which perform the role of motivators in jobs, are as follow:
Achievement: The personal satisfaction of solving problems independently, completely a task, and seeing the results of one's effort.



Recognition: Positive acknowledgement of the task completed or other personal achievements, rather than a generalized 'human relations' expression of rewards.

Work itself: The task of content of a job and relative interest, variety, challenge, and freedom from boredom.

Responsivity: Being entrusted with full responsivity and accountability for certain tasks, or the performance of others, and having control over deciding how and when tasks are to be done.

Advancement and growth: Advancement to a higher order of tasks to perform. The sense of the possibility for growth and advancement as well as the actual satisfaction from new learning and thus being able to do new things.

The potential dissatisfies or "hygiene factors" (using an analogy to the medical use of the term, meaning preventive and environmental) are: salary, company and administration, supervision, working conditions, and interpersonal relations.

Key principles: The three key principles at the heart of the motivation-hygiene theory are: Factors involved in producing job satisfaction are separate and distinct from the factors that lead to job dissatisfaction. Growth occurs with achievement, and achievement requires a task to perform. Hygiene factors are unrelated to tasks. Hygiene factors are unrelated to tasks. The opposite of satisfaction on the job is not dissatisfaction; it is not merely a job satisfaction. Satisfaction and dissatisfaction are discrete feelings. They are not opposite ends of the same continuum. Herzberg described them as "unipolar traits".

The motivators have a much long-lasting effect on sustaining satisfaction than the hygiene factors have on preventing dissatisfaction. The motivators in a work experience tend to be more self-sustaining and are not dependent upon constant supervisory attention. Hygiene needs, however, are related to things for which our appetites are never satisfied completely. Applications of hygiene improvement must be constantly reapplied, since the need for them always recurs, usually with increased intensity. Hygiene must always be replenished. Most of the methods used in work-related organisations to 'purchase' motivated behaviour over the years have appeared to be ineffective, since the traditional motivation problems will still exist. This is the inevitable result because only the things that surround the work itself were being improved, and these things have no lasting effect on the motivation of workers.

Be that as it may. The framework revealed that employees in organisation are productive and can ensure high job performance when they are motivated. And for organisation to achieve its target objectives management should provide all ways to motivate employees because for organisation to succeed efficiently and effectively, the employees' aspects of needs should be properly looked at.

3. METHODOLOGY

This research employed qualitative method to find out the level of high job performance in organisation by looking at the role of motivation in the university of Africa staff. The study also made use of content analysis.

3.1 Recommendations

The study recommended that; managers should identify the factors that motivate the staff of University of Africa for high job performance and those factors that will dissatisfy the employees for low job performance, there should be prompt payment of all remunerations owned to employees and also there should be frequent review of pay structure in order to promote high job performance among employees of the university of Africa because its mission is a model public private higher institution producing outstanding quality graduates and renowned faculty members and building partnerships with people, government and industry.



4. FINDINGS AND CONCLUSION

The findings showed that motivating the University of Africa staff increases high job performance at any point in time, that monetary and non-monetary benefits to a large extent help employees to encourage high job performance within the organization. It was also revealed that rewards play vital role in organisation efficiency and effectiveness which lead to high job performance among employees. And if employees are not rewarded then workers will show a high level of displeasure throughout his or her services and this would greatly affect high job performance. Because employees to be non-committed to a large extent affect high productivity. It is very necessary for organisation to always consider the desires, needs of the workers and employee who is motivated is a happier persons and always happy to see overall growth of the organisation. It was showed in the research that university of Africa management has provided a standard where employees are recruited across the globe and where staff needs are always looked at by improving their level of performances within the university. It was also revealed that staff are provided with conducive working environment, regular salary payment, provision of Xmas bus, free transportation services, internet system and power supply, opportunities for advancement, conference, workshop and seminar financial supports and also staff training and development etc. These findings was in line with Ambrose, James, Joseph and Benson.

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