
The Role of Motivation in Performance Management: A Study of Delta State Polytechnic Ogwashi-Uku (DSPG), Delta State, Nigeria

Dibia Godwin Chukwuedo, Marvin UdokaChukwusa&Cynthia Ukalyade

^{1&3}Department of Arts and Humanities, Department of Cooperative Economics and Management
Delta State Polytechnic
Ogwashi-Uku, Delta State, Nigeria

E-mails: dgchukwuedo@gmail.com; gaye4t@yahoo.com; iyadecynthia@gmail.com

Phone Nos: +2349068817668; +2348037782800; +2348035365821

ABSTRACT

The study interrogates the role of motivation in human resource management in Delta State Polytechnic Ogwashi-uku. The objectives of the study were to ascertain the needs, identify various methods, and explore how motivation has helped in human resource management using the reinforcement theory of motivation to explain the phenomenon under study. Descript survey design and sample size of 96 from a population of 193 workers findings from the study indicate that workers of Delta State Polytechnic, Ogwashi-uku do not give maximum service without motivation. That motivation helps employees to give their best. Furthermore, some workers at Delta State Polytechnic Ogwashi-uku are not properly motivated in spite of the importance of motivation which stems from staff welfare. Based on the findings, the study recommended that motivation should always be carried out to get the best out of workers and improve productivity. Also staff motivation should be periodically in addition to regular training of staff.

Keywords: Motivation, Performance Management, Delta State Polytechnic Ogwashi-Uku (DSPG), , Nigeria, Staff, Institution, Productivity

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I. INTRODUCTION

Most experts believe that a firm's strategy must be aligned with employees' competences and performance if profitability, growth, effectiveness, and valuation are to be achieved. That is managers have a responsibility to develop, implement, monitor, and modify measures of performance (Ivancevich, 2001; Kay, 1999). It is the process of optimizing employee's output to the goals of the Organization by managing talents and abilities together with job environment and employee morale. Ivancevich (2001, p. 243) sees it as "the process by which executives, managers and supervisors work to align employee performance with the firm's goals". In other words, it is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standard and competence requirements.

Futhermore, it is a process of establishing shared understanding about what is to be achieved, and an approach to managing and developing people in a way that increases the probability of expected achievement in the short and longer term (Armstrong, 2004, p. 479). Basically, performance management is concerned with how best to improve employees' performance so as to meet organizational, team and individual effectiveness. It is equally concerned with the improvement of the skill, knowledge and competence of the labour force through a strategic training and development programmes deriving from the individuals and organizational needs. Also, Motivation is concerned with ensuring coordinated activities through the instrumentality of communication and involvement. It creates a climate in which a continuing dialogue between managers and the members of their teams takes places to define expectations and share information on the organizations mission, values and objectives. Lastly, performance management is concerned with satisfying the needs and expectations of all the organization's stakeholders – owners, management, employees, customers, suppliers, host communities, and the general public.

IRS (1996) summarized the principles of performance management as follows:

- It translates corporate goals into individual team, department and divisional goals.
- It helps to clarify corporate goals.
- It is a continuous and evolutionary process, in which performance improves over time.
- It relies on consensus and cooperation rather than control or coercion.
- It encourages self-management of individual performance
- It requires a management style that is open and honest and encourages two-way communication between supervisors and subordinates.
- It requires continuous feedback.
- Feedback loops enable experiences and knowledge gained on the job by individuals to modify corporate objectives.
- It measures and assesses all performance against jointly agreed goals.
- It should apply to all staff: and it is not primarily concerned with linking performance to financial reward.

Motivation focuses on how best to manage the organization in order to meet set target and objectives. As Fowler (1990) rightly observe, it is neither a system nor a technique of management; instead, it is a natural process of management, which concerns everybody in the organization and not just managers. According to Armstrong (2004, p. 481), "Managers and their team are jointly involved in agreeing what they need to do and how they need to do it, in monitoring performance and in taking action". The underlying ethical principles to performance management as adduced by Winstanley and Stuart-Smith (1996) include:

- a. **Respect for the individual:** - People should be treated as 'ends in themselves' and not merely as 'means to other ends'.
- b. **Mutual Respect:-** The parties involved in performance management processes should respect each other's needs and preoccupations;
- c. **Procedural Fairness:-**The procedures incorporated in performance management should be operated fairly to limit the adverse effect on individuals;

- d. **Transparency** – people affected by decision emerging from the performance management process should have the opportunity to scrutinize the basis upon which decision were made.

Motivation plays very important role in performance management in Delta State Polytechnic Ogwashi-uku, Delta State.

2. REVIEW OF RELATED LITERATURE

This chapter presented different scholarly views, and opinions of some academic giants that have done some significant works on the concept of performance appraisal. Furthermore, the work shall be presented under subheadings for more clarification.

Meaning of Motivation: term motivation is derived from Latin word "movere" which means "to move" chandan (1987, 232) and said it is an active form of a desire craving or need, which must be satisfied. It is simply a force which triggers of action sustain it and at times results in stoppage of certain course of action and behavior for the attainment of set objectives. Hellriegel and slocum (1995) see's motivation as any form of influence that brings out, directs or maintains people's goal directed behavior, in other words It is a set of forces that initiatives behavior a determines its form, direction, intensity and duration, to vroom (1964) motivation is a process governing choices among alternatives forms of voluntary activity. It is a set of forces that causes people to behave in certain ways (ariffins 1997). Cole (2002, p 95) a process in which people choose between alternative forms of behavior in order to achieve personal goals.As chandan rightly observes the level of his ability and his motivation. The first, he said determines what he "will" do and the later, what he "will" do. The ability he added, "can always be judged and measured and depends upon background, skills and training motivation on the other hand is the force within"

The study of motivation we said, is concerned, basically, with why people behave in a certain way. The basic underlining question thus, is "why do people do what they do" (pat 1998). As krech, crutch field and Ballachey (1962) described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period and in the face of difficulties and problems

Theoretical Framework

In this study, "the Reinforcement theory of motivation" was be adopted which is behaviouristic in approach. Definitely motivation and de-motivation contribute more to performance of workers in an organization. This is greatly applied by the relationship that exists between the workers and the management or better put the industrial relations in the organization. Motivation and improvement of the workers performance are the most important function of the human resource management department of the organization. How then can they do this?This is the reason why the motivation theory should form the fulcrum of this our discussion on human resource and performance appraisal.

The aim of performance appraisal is to aid the human resource management of the organization to determine the strength and weakness of the organization the central point's here are the behavior of workers and the goal attainment of the organization as the function of the organization. Using the reinforcement theory of motivation which is behaviouristic in approach we can analyze the role of appraisal in the behavior of workers. This theory argued that what controls the behaviours and reinforce any consequence that when immediately following are responses increases the probability that behavior will be repeated. This gives the reason why behaviours which attracts reward are repeated while those that attract negative consequences are avoided. Therefore behaviours are to be monitored, evaluated and regarded either positively or negatively. This theory was propounded by B.F Skinner who stated that behavior is a function of its consequences. Fred Luthans and Robbert Kreitner (1988) stated that four basic kinds of behavior can result from behavior in organizational setting, they are:

- a) Reinforcement
- b) Avoidance
- c) Punishment
- d) Extinction

Furthermore, positive reinforcement resulting from the evaluation of the workers behavior will improve his performance. While negative reinforcement also improves a workers performance. The fear of punishment or unfavorable consequences leads to improve performance while punishment itself also improves performances of workers. All these are the management means of improving the employee's performance through motivatio.

3. RESEARCH METHODOLOGY

Research Design

Research design is a plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control various research questions. Its purpose is to ensure that the plan and procedure or strategy are systematically followed, objectively examined and appropriately displayed, and providing answers to research questions. It is a structure or the research plan aimed at identifying and investigating the problem or achieving the objective set for the study. This research work made use of survey design to a negligible extent library design a comprehensive questionnaire was prepared to enable this research work obtain data for analysis. The role of Motivation in Performance Management in Delta State Polytechnic Ogwashi-uku was traced to Dr Edna Nneka Mokekwu administration between 2012 to 2016.

Population Size

Delta State Polytechnic Ogwashi-uku, being our case study has a total population of one hundred and ninety-three staff (193). This population comprises of 143 senior staff and 50 junior staff.

Sample Size and Sampling Technique

This research made use of Yamans simple random technique to get a sample size. I selected 50% of the entire population of the workers (193) which is 96.5 approximately to (96). This was spread across the senior and junior staff. One (1) out of every two (2) staff was selected as sample.

Sample size = selected % Total population

$$= 50 \times \frac{193}{100} = 96.5$$

The sample size = 96.5

The sample is approximated to 96

Interval = Total Population

Sample size

$$\frac{193}{96.5} = 2$$

Table 1: One out or every two persons in the population is selected

Categorization	Population	Sample	Selected %
Senior	143	71.5	50%
Junior	50	25	50%
Total	193	96.5	50%

Source: Field work, 2025.

4. RESULTS AND DISCUSSION

From the table 1, it shows that DSPG has more male staff. They have the male staff 81-15 female staff which is the ration 27.5analysis is based on the response elicited from the questionnaire on each of the research questions.

Demographical Analysis of the Population

Table 2: Sex Distribution of the Population

Sex	Number of Respondents	Ration
Male	81	27.5
Female	15	5.27
Total	96	

Table 3: Age Distribution of the Population

Age Bracket	Number of Respondents	Ration
18-28	20	20:32:25:19
29-39	32	32:20:25:19
40-5-	25	25:20:32:19
50 and above	19	19:20:32:25
Total	96	

From table 2, it shows that majority of the workers in DSPG is concentrated on the age bracket of 29-50 years which has the ration of (19:13)

Table 4: Marital status of the population

Status	Number of Respondents	Ration
Married	64	2.1
Single	32	1.2
Total	96	

Table 3 indicates that 64 of the respondents are married against 32 who are not married which have the ratio of (2:1).

Table 5: the work status of the respondents

Status	Number of Respondents	Ration
Senior	71	71:25
Junior	25	25:71
Total	96	

From table 4, DSPG has 71 senior staff as against 25 junior staff which represent by the ratio of (71:25)

Analysis of the Research Questions through the Questionnaire

Research question 1

Is there any need for motivation in human resource management?

Table 6

Questionnaire Item 5	Response	Number respondents	Ratio
Do you think motivation is necessary for workers?	Yes	72	3.1
	No	24	1.3
	Total	96	

Table indicates that the ratio of (3:1) respondents supported that it is necessary that workers should be motivated.

Table 7

Questionnaire Item 6	Response	Number respondents	Ratio
Do you think workers can really give their best without adequate motivation?	Yes	26	13:35
	No	70	35:13
	Total	96	

From table6, 70 respondents against 26 which has the ratio of (35:13) supported that workers cannot give best without adequate motivation while the ratio of (13:35) did not support the assertion.

Table 8

Questionnaire Item 7	Response	Number of respondents	Ratio
Is training in DSPG done through recommendation from the human resource department?	Yes	80	5:1
	No	16	1:5
	Total	96	

From table 7, 80 respondents against 16 respondents which is the ratio of (5:1) respondents supported that training in DSPG is done through recommendation from human resource department.

Table 9

Questionnaire Item 8	Response	Number of respondents	Ratio
Do you think training is needed for improvement of workers in DSPG?	Yes	84	7:1
	No	12	1:7
	Total	96	

Table 8 indicates that 84 respondents against 12 respondents which is the ratio of (7:1) respondents think that training is needed for improvement in DSPG.

In all ratio of the support of the respondents to the questionnaire to research question 1 goes questionnaires 5(3:1), 6(35:13), 7(5:1) and 8(7:1).

Research Question 2

Is there any relationship between motivation and the performance of employees in an organization?

Table 10

Questionnaire Item 9	Response	Number of respondents	Ratio
Do you improve on your performance when you are commended by the supervisor?	Yes	96	96:0
	No	0	0:96
	Total	96	

Table 9 indicates 96 respondents against 0 respondent which are 96:0 agreed that they improve their performance when they are commended by their supervisors.

Table11

Questionnaire Item 10	Response	Number of respondents	Ratio
Do you agree that most workers of DSPG improve on their poor performance when they are advised by the superior?	Yes	52	13:11
	No	44	11:13
	Total	96	

Table 10, shows that 52 respondents against 44 respondents which is 13:11 agreed that most workers of DSPG improve on their performance on the advice of their superiors.

Table 12

Questionnaire Item 11	Response	Number of respondents	Ratio
Do you agree that workers improve on their performance because of evaluation ?	Yes	54	9:7
	No	42	7:9
	Total	96	

Table 11 demonstrated that 54 respondents against 42 respondents which is the ratio of 9:7 respondents agreed that workers improve on their performance due to evaluation.

Table 13

Questionnaire Item 12	Response	Number of respondents	Ratio
Do you think there is effectiveness and efficiency in DSPG when workers are supervised in their work?	Yes	66	11:5
	No	30	5:11
	Total	96	

From table 13, 66 respondents against 30 respondents which is the ratio of (11:5) agree there is efficiency and effectiveness in DSPG when workers are under supervision.

In all, the ratio of the support of the respondents to the questionnaire relating to research question 2 goes questionnaires 9(96:0), 10(13:11), 12(11:5). Hence there is total support that there is relationship between performance appraisal and performance of employees in the organization.

Research Question 3

How can performance appraisal help in Human Resource Management?

Table 14

Questionnaire item 13	Response	Number of respondents	Ratio
Do you think supervisors in DSPG know the ability of the subordinate?	Yes	68	17:7
	No	28	7:17
	Total	96	

Table 13, indicates that 68 respondents supported that superior in DSPG know the ability of their subordinates while 28 respondents do not support that, therefore the ratio of the support to against 15(17:7).

Table 15

Questionnaire Item 14	Response	Number of respondents	Ratio
Do you think efficiency and effective service in DSPG is due to motivation of workers performance?	Yes	76	19:5
	No	20	5:19
	Total	96	

Table 14, indicates that 76 against 20 respondents think that efficient and effective service come through motivation of workers performance. The ratio of the supporting to the negating response is (19:5).

Table 16

Questionnaire Item 15	Response	Number respondents	Ratio
Are the training needs of workers in DSPG noticed through evaluation?	Yes	86	43:5
	No	10	5:43
	Total	96	

From the table 15, 86 respondents against 10 respondents which is the ratio of (43:5) agreed that training needs are noticed through motivation of workers performance.

6. SUMMARY, RECOMMENDATION AND CONCLUSION

Summary

Motivation has been identified as played an unquantifiable role in human performance management in every organization and the growth of organization. It makes for efficiency and effectiveness of both the employee and the organizations. This has significantly traced the relationship between performances of workers in the organization. Hence the findings of the work as summarized thus:

- That workers of DSPG do not give their maximum service without supervision.
- That training in DSPG is done as formality without the identification for such need by the personal department.
- It was found out that the employees in DSPG improves on their performance through commendation and advice.
- Motivation also helps employees of DSPG to give their best at work and also improve on their poor performance.
- That efficiency and effectiveness of the employee and the organization largely depends on motivation.
- Motivation brings out the training needs in DSPG.
- That some superiors in DSPG do not delegate functions to subordinates.
- That some workers of DSPG are also not motivated in their function.

Conclusion

When people work in an organization, it is expected that there should be a way of motivating their jobs in order to know whether they are actually performing the job for which they are hired and paid. Hence motivation is the major function of personal management in any organization towards the achievement of the organization goals and objectives. These include motivation, discipline, promotion, good office and environment, etc of personnel to ensure efficient and effective service delivery towards efficiency and effectiveness of the organization. However, it is pertinent mentioning at this juncture that the general management failure in organizational goals. Personnel management department is not exonerated from this blame as the failure in proper motivation accounts for under performance of many employees and inefficiency in organizations. Should the problem of motivation treated and solved in our organizations will record a massive resurgence and improvement.

Recommendation: Motivation is basic and necessary tool in human resource management that must be encouraged. The recommendation to this work should therefore centre on the maintenance and upgrading of motivation practice in our organizations.

My recommendations therefore include:

1. That workers performance should be periodically motivated in the organizations to check their level of performance, whether they are improving or depreciating.
2. That training should always be done on the recommendation of the findings of the personal management department to motivate performance.
3. That dialogue, advice and recommendations should be used in correcting or improving employee's performance.
4. That functions should be delegated to subordinates with surveillance from the superior to get them acquainted with the job and the strength and weakness dictated.

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