

INFLUENCE OF MOTIVATION ON WORKERS' PERFORMANCE AT THE UNIVERSITY OF ABUJA



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ABSTRACT

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This study investigated the relationship between motivation and workers' performance at the University of Abuja. It utilized a descriptive research design. Both primary and secondary data were utilized in the study. Descriptive statistics and multiple regression methodology were employed on a sample of 337 workers' obtained from 2145 workers through the stratified sampling method. The findings revealed that salary increase, promotions, allowances, regular timely salary and involvement in decision-making had a positive and significant effect on workers' performance at the University of Abuja. However, bonuses and fringe benefits had a negative and significant influence on workers' performance. Furthermore, workers of the University of Abuja were not motivated by annual increments, recognition and supervision. The study recommends that the management of the University of Abuja should sustain their policies on salary increases, promotions, allowances, regular timely salary and involvement in decision making since they were yielding the desired outcomes. In addition, the policies of the University regarding annual increment, recognition and supervision should be strengthened and made to be effective. Furthermore, the policy on bonuses and fringe benefits should be reviewed as a result of their counterproductive nature.

Contribution/ Originality: This study contributed to the literature by utilizing nine factors of motivation unlike other studies to examine its effect on workers' performance at the University of Abuja. Consequently, its dependability, reliability and novelty cannot be questioned.

1. INTRODUCTION

Motivation plays a critical role in the performance of workers in both private and public organizations. No wonder it was singled out as the greatest problem confronting businesses nowadays by Wiley (1997) the writer of "What motivates employees according to over 40 years of motivation surveys". This is why it creates uneasiness among administrators of numerous organizations. Thus, this main pillar at the workstation is considered one of the highest priorities of organizations that want to succeed. Motivation is one of the critical Human Resource

Management (HRM) constructs for the increment of productivity, workers' retention and attainment of organizational objectives in the face of stiff competition and economic doubt. Motivation is vital in the university because the capacity of the global economy to develop depends majorly on research output from the universities.

The responsibilities of institutions of higher learning in building a science and technology base for industrialization boost the capacity of the economy in terms of economic growth and development. Thus, to get a competitive edge in the realization of their organisational goals in the current vigorous business world, motivation is a must. In the contention of [Moodley, Hove, and Karodia \(2018\)](#) workers' are the change drivers and are charged with the responsibility of simplifying the procedures that result in better performance and productivity. Thus, as noted by [Armstrong and Taylor \(2014\)](#) organizations are earmarking additional resources as never seen before to thrive and improve their performance and productivity. Furthermore, the concern of each organization should be the decision to be taken for the attainment of high-performance levels through individuals ([Armstrong, 2006](#)). The motivation of workers is a sine qua non for the efficient functioning of organizations.

The mission and vision of organizations in the twenty-first century can only be attained through the performance of a focused, competitive, goal-oriented and highly motivated workforce. [Forson \(2012\)](#) argued that the old-fashioned method of carrot and stick is not applicable nowadays and administrators need to change their method of motivating individuals to get the preferred result. Workers' motivation could be disintegrated into intrinsic motivation and extrinsic motivation. Intrinsic motivation stems from the inside of the person. The principal elements of intrinsic motivation are the nature of the job, appreciating employees, job development and job success. On the other hand, extrinsic motivation originates from outside of the person.

The main elements of extrinsic motivation are salary, coercion, job security, risk of punishment, workplace conditions, bonuses, fringe benefits, supervision, positive feedback and appraisals from others and policies governing the workplace. Under this condition, [Ryan and Deci \(2000\)](#) remarked that individuals are influenced by external factors to act in a particular way. Evidence from motivation and performance of employees' theories, revealed that motivation has a positive and significant impact on workers' performance. This study would enable universities to implement methods of motivation that results in competitive advantage and guarantee the success of their establishments. In addition, the outcome of this study would serve as a veritable tool for Workers' Unions in the area of conflict resolution in the workplace.

Furthermore, the outcome of this survey can provoke ideas that can pilot the delivery of outstanding service at the University of Abuja. High frequencies of industrial disputes, poor employee-employer relations, inefficiency, poor service delivery, high cost of production, high labour turnover, fraud, absenteeism, low morale on the part of the workers, indiscipline, decreased productivity, and decreased profits are features of organizations with an unmotivated workforce. The global economy is managing its economies in line with the stipulations of the Sustainable Development Goals (SDGs) intended to steer the direction of sustainable development in the universe beyond 2015. The fourth and eighth objectives of the SDGs are to "ensure inclusive and equitable quality education and promote life-long learning opportunities for all" and "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" in the year 2030.

This probably explains why the International Labour Organization (ILO) with the core goal of creating and advancing decent economic conditions of working had been an employee motivation campaigner ([International Labour Organization, 2008](#)). For the realization of these objectives, especially the goal of ensuring inclusive and just quality education and fostering lifelong education prospects for all, the workers in the universities need to be adequately motivated. Numerous universities in Nigeria particularly public universities of which the University of Abuja is one are confronted with problems ranging from career progression, remuneration and training of employees. The Federal Government of Nigeria has been deficient in the management of workers of government universities in Nigeria, particularly from the perspective of career advancement, remuneration and training of these workers.

These universities have been plagued by brain drain and exodus of workers to private universities in Nigeria as a result of their failure to give career growth, good salaries, and effective training. Heavy workload, poor institutional governance, and poor remuneration and training were enumerated as the reasons for workers' attrition and poor performance in government universities (Ogunade, 2011). Berman, Bowman, West, and Wart (2010) observed that workers must be motivated by managers to produce their best as an element of the important resource absent in the institutions for universities in Kenya to measure up effectively. The disappointment of the Academic Staff Union of Universities (ASUU) over the industrial strike they embarked upon for better remuneration, better conditions of service and to save public universities for eight months without full implementation explains everything.

Globally, institutions of higher learning are experiencing important transformation propelled by economic, cultural, political and technological factors and universities are not excluded from it Kulik and Perry (2012). Again, Lawler III, Finegold, Benson, and Conger (2002) maintained that the survival of an organization is a function of the treatment given to individuals in that organisation. The issue of motivation of university workers in the public sector had continuously been at the base of the national agenda as evident by the number of strike actions embarked upon by public universities in Nigeria. The performance of universities involved in this strike may be affected resulting in an unmotivated workforce. No wonder, Ali, Ali, and Adan (2013) and Armah, Boamah, Quansah, Obiri, and Luginaah (2016) opined that the unattractive conditions of work in developing countries make this incident more severe.

Although the University of Abuja perceives an improvement in the performance of workers' as a critical objective to be met, problems bordering on career advancement, better pay, better conditions of service and reward and training of workers important for the attainment of this objective are yet to be addressed. The critical question now is what is the effect of motivation on workers' performance at the University of Abuja? Against the backdrop that the Federal Government of Nigeria had not fully implemented its 2009 agreement with ASUU for better pay and conditions of service resulting in the eight months strike that started on 14th February 2022 and ended on 17th October 2022, the worry that the standard and future of education in Nigeria is generating and bearing in mind that motivation had been established to improve performance, this paper intends to investigate the effect of motivation on workers' performance in University of Abuja.

The rest of this paper is structured as follows: Section two concentrates on the literature review and theoretical framework. Section three dwells on the methodology. Section four would focus on data presentation, analysis and discussion of results whereas the conclusion and recommendations would be presented in section five.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Empirical Literature

Since the formative work of Huselid (1995) several empirical and theoretical works have been executed to unravel the relationship between motivation and workers' performance. For example, Mawoli and Babandako (2011) investigated the relationship between staff motivation, dissatisfaction and performance at Ibrahim Badamasi Babangida (IBB) University Lapai, Niger State, Nigeria. Using a descriptive research design and descriptive statistics on a sample of 141 academic staff obtained from 219 academic staff through the application of Guilford (1973) formula and proportionate stratified random sampling technique, the results showed that the academic staffs of IBB University Lapai are greatly motivated and comfortable. In addition, the results revealed that the performance of staff is high in terms of teaching. However, in the sphere of research, they exhibited moderate performance.

Mueni (2013) in another similar study ascertained the effect of motivation on the performance of workers in the Catering and Hostels departments of the University of Eldoret. Using descriptive and inferential statistics on a sample of 56 employees obtained from 164 employees through purposive and simple random sampling methods, the

findings disclosed that monetary incentives such as bonuses, salary increases, and vouchers were used for motivation. Nevertheless, empowerment, involvement in decision-making, promotions and recognition were other avenues through which workers were motivated. Furthermore, the results revealed that bonuses, increase in salary, promotion and recognition of employees had a positive effect on employee performance. Conversely, involvement in decision-making and regular payment of salary and vouchers had a negative impact on employee performance.

In Nigeria, [Muogbo \(2013\)](#) examined the effect of motivation on the performance of employees of selected manufacturing companies in Anambra State. Applying descriptive and inferential statistics on a sample of 63 managerial staff chosen from 21 manufacturing companies within the three senatorial areas of Anambra State obtained based on three managerial staff from each firm, the findings showed that there was a significant positive relationship between extrinsic motivation and workers' performance. Furthermore, the findings revealed that there was no significant relationship between intrinsic motivation and workers' performance.

In a like manner, [Maduka and Okafor \(2014\)](#) used descriptive and inferential statistics to investigate the relationship between motivation and employee productivity in manufacturing companies in Nnewi. The results revealed that the motivation strategies for employees of manufacturing companies in Nnewi had a significant impact on productivity. [Sahiri \(2015\)](#) examined the effect of employee motivation, workplace diversity and workplace environment on the performance of Yamaha Electronic Manufacturing (YEM) situated in Ipoh, Perak, Malaysia. Using survey research design and quantitative methodology on a sample of 161 employees selected randomly from employees of YEM, the findings showed that employee motivation, workplace diversity and workplace environment had a positive and significant link with the performance of YEM. However, employee motivation and workplace environment had a stronger effect on YEM's performance than workplace diversity.

In a related study, [Said, Zaidee, Zahari, Ali, and Salleh \(2015\)](#) examined the association between employee motivation and job performance among the non-academic staff of Universiti Teknologi MARA Terengganu. Utilizing the regression methodology and descriptive research design on a sample of 169 employees selected through the simple random sampling method, the findings indicated that personal preferences, individual needs and work environment on one hand had a significant positive relationship with the job performance of non-academic employees of Universiti Teknologi MARA Terengganu on the other hand.

In another related study, [Mwende \(2015\)](#) examined the effect of motivation on employees performance of non-governmental institutions in Kenya focusing on the Tenri Society in Embu County. Using a survey research design and inferential statistics on a sample of 260 employees obtained from 745 employees through purposive and stratified random sampling procedures, the results showed that there was a significant relationship between motivation and employees performance. Furthermore, compensation, promotion, recognition and supervision had a significant impact on employees performance.

Moreover, in another similar study, [Kuranchie-Mensah, Boye, and Kwesi \(2016\)](#) investigated the relationship between employee motivation and work performance in mining companies in Ghana. Utilizing descriptive and inferential statistics on a sample of 240 workers from four mining companies selected through the stratified and convenience sampling techniques, the results showed that workers were well motivated by management as a result of the risk associated with the mining industry and to avoid industrial unrest that affects performance. Again, workers were to observe the health and safety rules since the industry was a major contributor to the Gross Domestic Product (GDP) of the country. Furthermore, the findings showed that there was a significant relationship between intrinsic motivation and workers' performance. In addition, the results revealed that there was no significant relationship between extrinsic motivation and workers' performance.

[Nwannebuife \(2017\)](#) investigated the influence of employee motivation on the productivity of May & Baker Plc., Ota, Ogun State, Nigeria. Utilizing a survey research design and multiple regression methodology on a sample of 217 employees obtained from 475 employees through the stratified random sampling procedure, the results disclosed that there was a significant relationship between employee motivation and organizational productivity.

Furthermore, the results showed that the extrinsic elements of motivation exerted more significant impacts on organizational productivity than the intrinsic elements of motivation.

Likewise, [Boateng \(2017\)](#) used a cross-sectional survey approach to investigate the role of motivation on the performance of the employees of Anointed Electrical Engineering Services Limited. The study utilized a quantitative methodology on a sample of 72 employees obtained from 90 employees through purposive and convenience sampling procedures. The descriptive and inferential statistics employed for analysis were executed using Statistical Package for Social Sciences (SPSS). The results indicated that motivation exerted a positive influence on employees' performance. The results further revealed that employees were significantly motivated by non-monetary factors.

In another similar study, [Riyanto, Sutrisno, and Ali \(2017\)](#) investigated the effect of a working environment and working motivation on employee performance at the Indonesian Stock Exchange (IDX). Using descriptive research design and the multiple linear regression methodology on a sample of 150 employees selected from 395 employees of the IDX in Jakarta through the simple random sampling procedure, the results showed that working environment and working motivation had a significant effect on the performance of employees of the IDX.

In addition, [Siddiqi and Tangem \(2018\)](#) explored the influence of compensation, motivation and work environment on the performance of employees in the Insurance industry of Bangladesh. Utilizing descriptive research design and Structural Equation Modeling (SEM) on a sample of 150 workers in the insurance industry, the results showed that compensation, motivation and work environment exerted a significant impact on the performance of employees in the Insurance industry of Bangladesh.

Furthermore, [Ekundayo \(2018\)](#) examined the link between motivation and the performance of selected insurance companies' employees in Nigeria focusing on employees of selected insurance companies in Lagos. Employing a descriptive research design on a sample of 100 employees selected through simple random sampling and stratified random sampling procedures, the results disclosed that motivation exerted a major impact on employee performance. Besides, the results revealed a strong positive relationship between motivation and employee performance.

Depending on the survey research design, [Assefa \(2018\)](#) investigated the effect of motivation on the performance of employees of selected Bank of Abyssinia in Addis Ababa. Using descriptive statistics on a sample of 176 employees derived from 1301 employees through the simple random sampling procedure, the findings indicated that the level of motivation in the Bank of Abyssinia was low. However, the findings disclosed that the greatest motivating factor for employees was promotion. Furthermore, the study established that the low level of motivation affected the commitment and productivity of employees in addition to the overall success of the organization.

Using descriptive and inferential statistics, [Leseiyo and Ngui \(2019\)](#) explored the effect of employee motivation on the performance of public universities in Kenya with an emphasis on Moi University, Nairobi Campus. Specifically, the study examined the effect of career development, employee remuneration and staff training on the performance of Moi University, Nairobi Campus. Using descriptive and inferential statistics on a sample of 70 employees obtained from 200 employees through the stratified random sampling procedure, the results showed that there was a significant positive relationship between career development, employee remuneration and staff training on one hand and the performance of Moi University, Nairobi Campus on the other hand.

[Gift and Obindah \(2020\)](#) investigated the effect of motivation on the productivity of private hospitals in Bayelsa State, Nigeria. Adopting survey research design, descriptive statistics and inferential statistics on a sample of 135 employees obtained from 204 employees applying the [Yamane \(1967\)](#) formula, the results showed that motivation had a significant effect on the productivity of private hospitals in Bayelsa State. Furthermore, the results revealed that the higher the level of motivation in Bayelsa State private hospitals, the better the organizational productivity among office managers. Evidence from the results showed that the productivity of an organization could improve through the motivation and promotion of office managers.

Forson, Ofosu-Dwamena, Opoku, and Adjavon (2021) in another similar study investigated the link between employee motivation and the performance of basic school teachers in Ghana. Using multiple regression and Analysis of Variance (ANOVA) methodologies on a sample of 254 teachers derived from 678 teachers in the Efutu Municipality of Ghana, the results showed that compensation package, environment, job design and performance management system had a significant relationship with performance of basic school teachers in Ghana. Alase and Akinbo (2021) examined the effect of employee motivation on the performance of First Bank of Nigeria Plc., Ibadan, Oyo state. A survey research design and inferential statistics were used on a sample of 206 employees in the senior and management cadre, obtained from 426 employees from the cadre through the Yamane (1967) formula and the simple random sampling method. The findings showed that monetary incentives of motivation like allowances, bonuses, competitive salary, percentage profit sharing and salary raise and non-monetary incentives of motivation such as career advancement opportunities, flexible working hours, job security, job training and retirement benefits had a significant positive link with employee performance. Furthermore, the results revealed that competitive salary and job security were the leading factors for monetary incentives of motivation and non-monetary incentives of motivation respectively.

Evidence from the reviewed literature from the litany of literature existing on the link between motivation and workers' performance showed that numerous empirical studies have been executed in developing and developed economies of the world. The results of studies from both developing and developed economies have resulted in unpredictable and questionable outcomes. The findings of the empirical studies were mixed and defy exact conclusions between motivation and workers' performance. Several studies have been conducted outside Nigeria to examine the influence of motivation on the performance of workers in universities (Chowdhury, Alam, & Ahmed, 2014; Isa et al., 2016; Leseiyi & Nguui, 2019; Mueni, 2013; Narag, 2018; Quynh, 2019; Said et al., 2015). Conversely, some of the studies conducted in Nigeria on motivation dwelt on the effect of motivation on employees' performance (Alase & Akinbo, 2021; Ekundayo, 2018; Jibowo, 2007; Muogbo, 2013; Mustapha, 2020; Onyishi, 2010). Others focused on the link between motivation and organizational productivity (Gift & Obindah, 2020; Nwannebuife, 2017). Mawoli and Babandako (2011) investigated the relationship between staff motivation, dissatisfaction and job performance in IBB University Lapai.

The remaining prevailing studies in this link (Osemeke, 2012; Rabi, Olanipekun, & Bamidele, 2014; Ugwu & Okojie, 2016) focused on it from Human Resource Management (HRM) and performance angle. Thus, the existing literature on the effect of motivation on workers' performance is sparse in Nigeria. While the influence of motivation on the performance of employees is increasing, the organized literature on it remains limited in Nigeria. Hence, it is still open for investigation. Even though the study conducted by Mustapha (2020) focused on the effect of motivation on employees' performance in selected public and private schools in Talata Mafara, the selected schools were not specified in the study.

Again, the studies that looked at motivation construct from the perspective of HRM and performance, justify further the need for a study on the influence of motivation on workers' performance. Irrespective of the litany of literature previously existing in this area, many facets remain mostly limited or without investigation. To the best of our knowledge, no study had been piloted at the University of Abuja to untangle the link between motivation and workers' performance. Hence, this study plans to bridge this gap. Even though theoretical evidence on the nexus between motivation and workers' performance showed that motivation affects the performance of employees positively, there is a need for further evidence to substantiate the link between motivation and workers' performance in diverse contexts.

Wiley (1997) expressed the results of the initial studies concerning motivation showing the least and most important factors of the studies from 1946 to 1992. Furthermore, evidence from the factor rankings derived from employees revealed that factors of motivation change through the years. Hence, there is a need for more studies concerning the factors that motivate employees. For instance, appreciation, interesting work, interesting work and

good wages were the most important factors of motivation in 1946, 1980, 1986 and 1992 respectively. In contrast, discipline, discipline, personal problems and personal problems were the least important factors of motivation in 1946, 1980, 1986 and 1992 respectively. Thus, it is imperative to note that the diverse environments of employees significantly influenced the outcome of the results. The employees' values varied across these years as a result of variations in economies and industries. Hence, diverse findings on factors of motivation among employees would undoubtedly be obtained currently if such a study is done (Wiley, 1997). This justifies further the need for this study.

2.2. Theoretical Framework

Several theories explicating motivation and its effect have blossomed in the literature for some years now. These are Maslow's hierarchy of need theory (Maslow, 1943) reinforcement theory (Skinner, 1953) Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman, 1957) a modified version of Vroom (1964) Model (Porter & Lawler, 1968); Equity Theory (Adams, 1965) Discrepancy Theory (Locke, 1969) Job Characteristics Model (Hackman & Oldham, 1976) Range of Affect Theory (Locke, 1976) Social Learning Theory (Bandura, 1977) and Opponent Process Theory (Landy, 1978). This study would be reinforced by Fredrick Herzberg's two-factor theory and Abraham Maslow's hierarchy of needs theory. This is premised on the fact that these theories work toward explicating what motivates workers to work. Again, the main focus of these theories is individuals' needs and goals.

No wonder they are regarded as need theories and further considered as content theories. Furthermore, scholars have frequently embraced these theories to empirically explicate motivation in different establishments. The main contention of this theory is that the needs of people are in hierarchical form and includes physiological needs, safety needs, social needs, esteem needs and self-actualization needs. In the contention of Maslow (1943) physiological needs are the basic needs for the survival of individuals. Safety needs comprise the needs for security of body, resources, property, employment, morality, health and the family. Social needs consist of the need for friendship, family and love. Esteem needs involve the need for self-esteem, achievement, confidence, respect for others and being respected as well by them. Lastly, self-actualization needs entail the attainment of self-fulfilment as an individual and by implication a worker in this situation.

This classification emphasizes the need for identification of workers' needs in an organization and the necessary action to ensure that they are satisfied thereby influencing workers' performance positively. In addition, needs satisfaction is in hierarchical order. Hence, lesser needs or basic needs must be met before greater needs gain significance. By implication, workers must meet physiological needs, safety needs, social needs and esteem needs before thinking of self-actualization. Thus, for the realization of efficient workers' performance in the workplace, administrators must put mechanisms in place to ensure that workers' needs that spin around five phases are met from lower to higher needs before culminating in the self-actualization of workers. Thus, the underlying principle behind this theory is that administrators can apply it and cause their workers' to become self-fulfilled. The ultimate is to attain and meet the maximum level of self-actualization in the pyramid.

Maslow emphasized that the higher-pyramid needs are more important in the hierarchy of needs ladder. However, it is instructive to note that self-fulfilment needs can never be met (Armstrong & Taylor, 2014). This theory has some limitations. Despite being very common and having a natural appeal, this theory has not been subjected to empirical investigation in the class of that done by Wahba and Bridwell (1979); Armstrong and Taylor (2014). In addition, it had been condemned for its seeming rigidity. Conventional wisdom shows that various individuals and by implication workers' in this case may have diverse priorities. Thus, based on their priorities, workers may order esteem needs, physiological needs, safety needs, social needs, and self-actualization needs differently in terms of importance. Hence, this argument invalidates the supporting assumption of this theory that everybody has identical needs. Furthermore, the assertion that needs advance gradually upward the hierarchy is hard to accept.

On the other hand, in the contention of the Herzberg Two-factor theory, workers are motivated by two factors. These are motivators and hygiene factors. Workers' needs for growth determine motivators. Hence, they are considered factors of growth. Elements of motivators are known to create satisfaction in the workplace when there are in existence. They are intrinsic and comprise career development, responsibility, promotion, recognition, achievement, and the opportunity for growth and work. These factors can influence workers' to perform optimally at the workstation with efficient implementation to attain job satisfaction. This is based on the fact that the workers realize direct benefits for their labour. Contrariwise, hygiene factors could result in dissatisfaction and demotivation of workers' when lacking in a workplace. They are extrinsic and consist of administration, the culture of the organization, interpersonal relations, job security, level of noise, the policy of the organization, quality of supervision, style of leadership, lighting, salary, safety, the status of the job and temperature at the office. These elements neither satisfy nor motivate. They predominantly prevent dissatisfaction at the workplace while exerting little influence on positive attitudes toward the job. Furthermore, Herzberg et al. (1957) and Herzberg (1966) argued that since lower-pyramid needs are met fast, the inclusion of additional hygiene elements in the workplace would be an unhealthy way of motivation. This theory has some shortcomings. Opsahl and Dunnette (1966) criticized the method of research that resulted in this theory. First, the link between satisfaction and performance was not measured in this model.

Additionally, the two-factor disposition of this theory was an outcome of the questioning technique that the interviewers applied. Also, the extensive and unjustifiable conclusions were derived from samples that were small and specific. Furthermore, there was no proof to indicate that factors of motivation enhanced productivity. Likewise, the supporting assumption that everybody has identical needs was unfounded. However, despite opposition, this theory had continued to blossom; partially due to the ease of comprehension and being founded on factual rather than scholastic abstractions, and to some extent because it strongly underscores the positive consequence of the intrinsic factors of motivation and underlines the necessity to ponder on the financial and non-financial factors when building reward systems (Dowling, 1971).

3. METHODOLOGY

This study utilized a descriptive research design. The population for this study is the 2145 workers of the University of Abuja. This consists of the 640 academic staff and 1505 non-academic staff of the university. The Yamane (1967) formula was used to ascertain the sample size with a 95% confidence level.

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

Where:

n = sample size

N = population

e = allowable error (%)

Substituting into the formula:

$$n = \frac{2145}{1 + 2145(0.05)^2}$$

$$n = 337.13$$

A sample size of 337 was gotten based on this formula. The study used probability and non-probability sampling techniques. The study used purposive and stratified random sampling techniques. We selected the University of Abuja on the premise that it had Lecturers and students from the 36 States of the Federation as well as the Federal Capital Territory (FCT). The workers at the University of Abuja were stratified into academic and non-academic staff. The number of questionnaires to be administered to each cadre was determined through a disproportionate stratified random sampling method based on a sample size of 337. This implies the random

selection of workers from each stratum by the researcher to complete the sample. This is a disproportionate stratified random sample of workers and their corresponding populations, which does not precisely reflect the cadres for the total workers' population.

This technique was employed because it allowed us to gather responses from the non-academic staff whose numbers were marginal during the ASUU meeting of the University of Abuja. In other words, drawing statistical inferences based on their sample would have been difficult since they were in the minority subgroups. It is worth noting that the questionnaires were distributed and collected during the various ASUU meetings of the University of Abuja because of the strike action embarked upon by ASUU. Thus, through random selection, 95 questionnaires were administered to the non-academic staff while 242 questionnaires were administered to the academic staff. Under this technique, the sample size is not proportionate to the size of the population of the stratum.

Hence, it does not guarantee that each subgroup of the population is sufficiently represented in the entire sample. Hence, 337 questionnaires were administered to both the non-academic staff and the academic staff of the university. Both primary and secondary data were utilized in this study. The primary data were derived from a structured questionnaire. In contrast, current and systematic literature on the nexus between motivation and workers' performance in form of newspapers, journal articles, books, internal and external reports of government, reports, magazines and publications of Non-Governmental (NGOs), international organizations, development partners and Ministries, Departments and Agencies (MDAs) formed the secondary data.

Nine items were used to measure motivation. We employed 11 items to measure work performance. However, productivity was used as a proxy for workers' performance. This was based on the premise that it was commonly utilized as a measure of performance in the literature. The study used Principal Components Analysis (PCA) and Cronbach-alpha coefficients to ascertain the validity and reliability of the instruments of measurement and the presence of unique factors in the data. The coefficients of Cronbach-alpha between 0.70 and above are considered acceptable. Thus, Cronbach-alpha coefficients within this range implied that the certainty, reliability and stability of the instrument employed for measurement were not in doubt but guaranteed. The collected data was analysed through the use of descriptive and inferential statistics. This involves the use of frequencies, means, percentages, regression analysis and standard deviations. The analysis of data was executed using the International Business Machines Corp (IBM) Statistical Package for Social Sciences (SPSS).

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

The number of questionnaires administered was 337. However, 300 questionnaires were retrieved. The rate of response was 89%. Conversely, 11% of the workers' did not respond to the questionnaire. A Cronbach-alpha reliability score of 0.876 and 0.969 was obtained for the motivation construct and measures of work performance respectively. The overall value of Cronbach Alpha depicted by the instrument was 0.883. This Cronbach's coefficient was deemed reliable for this study. The demographic features of respondents are presented in [Table 1](#).

Evidence from the demographic characteristics of the respondents depicted in [Table 1](#) showed that 220 or 73.3% were academic staff while 80 or 26.7% were non-academic staff. The results showed that a mass of them (73.3%) were the academic staff. It showed that 116 or 38.7% have been working at the University of Abuja for a period of between 11-15 years. However, the rest (61.3%) were spread between the periods of less than 5 years, 6-10, 11-15, 16-20, 21-25 and 26 years and above. Thus, the years of experience of most of the staff qualifies them to pass judgment on the issue under investigation. In addition, their marital status revealed that 225 or 75% of them were married, 75 or 25% of them were single. The widowed, separated, never married, divorced and engaged to be married equally shared 0 or 0%. The findings revealed that the majority of the respondents (78.3%) were male and the rest (21.7%) were female. Furthermore, 124 or 41.3% were in the age group of 31-35 years. On the other hand, the remaining (58.7%) were spread between the age groups of 21-25, 26-30, 36-40, 41-45, 46-50, 51-55 and 56-60

years. From the angle of education, 272 or 90.7% had Tertiary Education. Those with Secondary Education followed with 16 or 5.3%. However, 12 or 4% had Polytechnic Education.

Table 1. Demographic characteristics of respondents.

Variable	Items	Frequency	Percentage (%)
Type of Staff	Academic Staff	220	73.3
	Non-Academic Staff	80	26.7
	Total	300	100.0
Number of Years Worked	Less than 5 years	40	13.3
	6-10 years	49	16.3
	11-15 years	116	38.7
	16-20 years	29	9.7
	21-25 years	40	13.3
	26 years and above	26	8.7
	Total	300	100.0
Marital Status	Married	225	75.0
	Single	75	25.0
	Widowed	0	0.0
	Separated	0	0.0
	Never Married	0	0.0
	Divorced	0	0.0
	Engaged to be Married	0	0.0
	Total	300	100.0
Gender	Male	235	78.3
	Female	65	21.7
	Total	300	100.0
Age	21-25 years	4	1.3
	26-30 years	41	13.7
	31-35 years	124	41.3
	36 - 40 years	14	4.7
	41-45 years	42	14.0
	46-50 years	15	5.0
	51-55 years	45	15.0
	56-60 years	15	5.0
	61-65 years	0	0.0
	66-70 years	0	0.0
Total	300	100.0	
Education	No Education	0	0.0
	Primary Education	0	0.0
	Secondary Education	16	5.3
	Polytechnic Education	12	4.0
	Tertiary Education	272	90.7
	Total	300	100.0

Source: Field Survey, 2022.

Table 2 showed that a five-point Likert tool was used to ascertain the factors of motivation at the University of Abuja. The factors were derived as a result of an in-depth literature review, interviews and participant observation. We identified nine motivational factors and incorporated them into the questionnaire and the workers were demanded to identify the option that matches their opinion. The decision on each view was based on 3.00, the mean of a five points rating scale. Since the average of a five points rating scale tallies with the agreed view, 3.00 was employed to ascertain the effectiveness of each factor of motivation at the University of Abuja. A view with a mean rating of 3.00 and beyond was considered as agreed. However, views with a mean rating of less than 3.00 were considered not agreed. Salary increase was ranked first as the main factor of motivation at the University of Abuja. This was because it had the highest frequency of 913 and a mean score of 3.04. It was the only view rated above a mean score of 3.00. This result is consistent with the findings of Alase and Akinbo (2021). Nevertheless, workers' of the University of Abuja concurred that the remaining factors of motivation were not effective at the University of Abuja. This was premised on the fact that views on all these motivational factors were rated below a mean score of 3.00.

Table 2. Distribution of respondents based on the factors of motivation at the University of Abuja.

Code	Opinion	Strongly Agree (X5)	Agree (X4)	Undecided (X3)	Disagree (X2)	Strongly Disagree (X1)	Sum	Mean	Std. Dev.	Rank
M1	Salary Increase	370	224	177	62	80	913	3.04	1.53	1 st
M2	Bonuses and Fringe Benefits	65	236	213	102	106	722	2.41	1.27	3 rd
M3	Promotions	125	232	249	92	88	786	2.62	1.31	2 nd
M4	Recognition	65	184	192	100	127	668	2.23	1.26	5 th
M5	Allowances	155	100	132	174	113	674	2.25	1.32	4 th
M6	Supervision	125	80	162	84	159	610	2.03	1.32	7 th
M7	Annual Increments	80	124	210	56	155	625	2.08	1.28	6 th
M8	Regular Timely Salary	80	112	132	44	190	558	1.86	1.27	9 th
M9	Involvement in Decision Making	150	80	126	32	192	580	1.93	1.40	8 th

Note: M represents motivation.

Source: Field Survey, 2022.

Table 3. Principal component analysis results of the construct of motivation.

Code	Factors and Observed Variables	Loadings	Eigenvalues	Percentage of Variance
	Factor: Motivation			
M1	Salary Increase	0.372	4.772	53.022
M2	Bonuses and Fringe Benefits	0.587	1.935	21.495
M3	Promotions	0.886	1.045	11.612
M4	Recognition	0.742	0.409	4.542
M5	Allowances	0.714	0.321	3.571
M6	Supervision	0.798	0.227	2.527
M7	Annual Increment	0.861	0.133	1.478
M8	Regular Timely Salary	0.813	0.094	1.040
M9	Involvement in Decision Making	0.638	0.064	0.714
	Total Variance Explained by Motivation			100.000

Extraction Method: Principal Component Analysis. KMO Measure of Sampling Adequacy = 0.769, Bartlett's Chi-Square 2472.13 with 36 d.f, $p < 0.05$, and Bartlett's Test of Sphericity = 0.000.

Table 4. Principal component analysis results of the factors of work performance.

Code	Factors and Observed Variables	Loadings	Eigenvalues	Percentage of Variance
	Factor 4: Work Performance			
WP1	Quality Services	0.770	8.520	77.454
WP2	Effectiveness	0.850	0.985	8.952
WP3	Service Delivery	0.884	0.427	3.88
WP4	Productivity	0.918	0.291	2.643
WP5	Mental Production (Decisions)	0.750	0.228	2.077
WP6	Return to Government	0.891	0.146	1.323
WP7	Investment in Research	0.902	0.117	1.063
WP8	Web Ranking	0.902	0.104	0.947
WP9	Task Done	0.931	0.082	0.749
WP10	Observable Action	0.931	0.061	0.558
WP11	Rate of Innovation	0.931	0.039	0.355
	Total Variance Explained by Work Performance			100.000

Extraction Method: Principal Component Analysis. KMO Measure of Sampling Adequacy = 0.924, Bartlett's Chi-Square 4800.98 with 55 d.f., $p < 0.05$, and Bartlett's Test of Sphericity = 0.000.

Note: WP denotes work performance.

Table 5. Regression results.

Factor/Model	Unstandardized Coefficients	Standard Error	t-statistic	Sig.
Constant	1.935	0.161	12.055	0.000
Salary Increase	0.239	0.058	4.110	0.000
Bonuses and Fringe Benefits	-0.797	0.093	-8.571	0.000
Promotions	0.204	0.091	2.242	0.026
Recognition	0.081	0.077	1.043	0.298
Allowances	0.257	0.121	2.129	0.034
Supervision	-0.052	0.075	-0.702	0.483
Annual Increments	0.061	0.123	0.493	0.622
Regular Timely Salary	0.215	0.109	1.976	0.049
Involvement in Decision Making	0.192	0.097	1.979	0.049
Model Parameters				
R ²	0.531			
Adjusted R ²	0.516			
F-Value (Sig.)	36.424 (0.000)			
Dependent Variable: Workers' Performance				

The items and their factor loadings are shown in Table 3. A PCA was performed to acquire information on the number of items under the construct of motivation that would represent it best. To improve clarity, the proposition that loadings less than 0.40 should be ditched from the analysis was implemented. This was based on the fact that a factor loading with a value of 0.4 and above was considered valid. Again, factor loadings below 0.30 were believed to be low whereas loadings greater than 0.40 were believed to be high. The results showed that motivation had strong loadings on all the items representing it. A check was carried out to confirm that the variables were correlated at a moderate level and that minimum conditions were satisfied. The Kaiser-Meyer-Olkin (KMO) measurement assumption was realized. The KMO estimate of 0.769 revealed the appropriateness of the investigation. This was premised on the fact that it satisfied the first assumption for factor analysis. The significance of the Bartlett test of sphericity (Chi-Square with degrees of freedom $36 = 2472.13$, $p=0.000$) further indicated that it was appropriate to carry out factor analysis. These items were subjected to final analysis.

In Table 4, to obtain information on the number of factors that represents the data best, a PCA was conducted on work performance. However, no factor was eliminated from it. All the items showed good internal consistency and were valid for further analysis. A check was carried out to confirm that the variables were correlated at a moderate level and that minimum conditions were satisfied. The KMO measurement assumption was realized. The KMO estimate of 0.924 revealed the appropriateness of the investigation. This was premised on the fact that it satisfied the first assumption for factor analysis. The significance of the Bartlett test of sphericity (Chi-Square with degrees of freedom $55 = 4800.98$, $p=0.000$) further indicated that it was appropriate to carry out factor analysis.

The results of the regression analysis are depicted in Table 5. The results showed a positive and significant link with workers' performance for the following factors of motivation: salary increase, promotions, allowances, regular timely salary and involvement in decision making. However, the findings revealed that bonuses and fringe benefits had a negative and significant influence on workers' performance. The plausible reason for this may be the occasional nature of bonuses and fringe benefits. The positive and significant result obtained between promotions and workers' performance disagrees with the submissions of Boateng (2017). The findings indicated that 53% of the variability in workers' performance was explained by the independent variables. The F-statistic of 36.424 and its significance value of 0.000 revealed that workers' performance is significantly predicted by salary increase, bonuses and fringe benefits, promotions, recognition, allowances, supervision, annual increments, regular timely salary and involvement in decision making. Hence, the model was good.

5. CONCLUSION AND RECOMMENDATIONS

The findings indicated that salary increase was the most effective tool of motivation at the University of Abuja. Furthermore, in terms of performance, workers of the University of Abuja were motivated by salary increases, promotions, allowances, regular timely salary and involvement in decision making. Hence, these factors of motivation are currently yielding the desired results at the University of Abuja. However, workers of the University of Abuja were not motivated by annual increments, recognition and supervision. Furthermore, as far as workers' performance is concerned, bonuses and fringe benefits were counterproductive. The study recommends that the management of the University of Abuja should sustain their policies on salary increases, promotions, allowances, regular timely salary and involvement in decision making since they were yielding the desired outcome. In addition, the policies of the University regarding annual increments, recognition and supervision should be strengthened and made to be effective. Furthermore, the policy on bonuses and fringe benefits should be reviewed as a result of their counterproductive nature.

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