

The Impact of Motivation on Employee's Performance in some Public and Private Schools in Talata Mafara

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ABSTRACT

Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of an organization. Nowadays motivation has become one of the most indispensable factors in management toward the achievement of organizational goals. There nothing more central to management than the question of human motivation. The main objectives of the study are to find out that what kind of motivation factors influence Nigerian employee and also to find out to which extent motivation affect the employee performance. 200 data are collected from teachers from some selected public schools and private in Talata Mafara and by using self-administered questionnaire. A Structured interview was also carried out with the management of the schools. Descriptive analysis is applied to find the effect of employee motivation on employee performance involving five variables. Employee promotion, employee motivation, employees performance, employee perceived training effectiveness, and intrinsic reward. The result of this work shows that there is positive and significant relationship exist between employee motivation and employee performance. It also show that promotion and intrinsic reward has positive impact on employee performance.

1. Introduction

Motivation is an important matter for every organization public or private. For the success of any organization, motivation play an important role. (Zameer et al 2014). Employees are directly influenced by motivation to satisfy their esteem, physiological safety, social safety, psychological and self-actualization level. (Maslow). An organization has goals, which can only be achieved by the efforts of the people who work in the organization. Individual people also have their own 'goals' in life and these are likely to be different from those of the organization. A major consideration for management is the problem of getting employees to work in such a way that the organization achieves it goals; in other words, employees must be motivated.

Motivation is the strength of commitment that individuals have to what they are doing. Workplace motivation is concerned with commitment to an organization and its objectives and targets. Dave Needham et al (2003). The motivation of an individual or group of individuals may be negative as well as positive. Many writers on organizational and management theory have attempted to suggest how motivation of employees should be achieved and improved, by means of management action or else by organization structuring. Much of the research work is associated with the behavioral school of management thought, but ideals on motivation are not confined to the 'behaviorist 'You may be wondering why

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motivation is important. What makes employees willing to “go the extra mile” to provide excellent service, market a company’s products effectively, or achieve goals set for them? To provide efficient productivity? It could argue that if a person is employed to do a job, he will do that job and no question of motivation arises. If the person doesn’t want to do the work, he can resign. The point at issue, however, is the efficiency with which the job is done. It suggested that if individuals can be motivated by one means or another, they will work more efficiently or they will produce better quality of work.

Motivation is a combination of approaches. The managers job is not to manipulate people but rather recognize what motivates people. Motivation is a general term applying to the entire class of drives, desires, needs wishes, and similar forces. (Heinz Weirich et al 2008). To say that manger motivates their subordinates is to say that they do things which they hope will satisfy these drives and desires and induce the subordinate to act in a desired manner. Motivation is the act that stimulates the people so that they give their best to the organization. Employee motivation is very important for an organization as every concern requires physical financial and human resources to accomplish these. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resource. These can increase productivity and less cost of operation and also improve overall efficiency. It is a well-known fact that one of the major problems facing us in Nigeria today especially in the public sector is lack of devotion and loyalty to work. One does not need detailed investigation to discover that productivity, loyalty and commitment of the average Nigeria workers to the organization is disappointing. A favorable working environment can lead to both increase in productive and reduction in absenteeism, bad timekeeping, and labor turn over, accident frequency rate and similar indication of low morale. This is the challenge to management, therefore, to recognize and understand the impact of various motivation theories and techniques on individual and group behavior within the organization. Since the behavior of human element can be either beneficial or detrimental to an organization studying it shall light on the proper course to follow. There is a need to direct motivational efforts on what motivates employee because as individual we spend a great deal of energy to reach a desired goal to satisfy a given need or to complete a given task. This effort tends to reflect the physical, psychological and social need that enhances our own personal well-being.

Motivation makes common people do in common things and stimulates employees to do a create co-ordinal atmosphere between subordinates and the management in such a way that supervision and understanding of order and instruction becomes less cumbersome and above all its increase performance.

The general problems mostly inherent in organization and institutions are low salaries and wages, irregular promotional structures, lack of recognition of workers achievements and other poor conditions of services. Employees are the first customers of an organization and therefore must be satisfied first before they too satisfy their customers appropriately.

In view of the recognition of motivation as one of the indispensable factors in management, this research is directed toward assessing the role motivation plays in increasing employee’s performance with particular reference to some selected public and private school in Talata Mafara.

1.2. Problem Statement

The researcher has examined that there are some elements that can impact employee performance and one of such elements is motivation. An employee expects to work in a conducive environment that facilitates their productivity, performance, or efforts. This research set out to examine how employee of some public and private schools in Talata Mafara

are motivated and how this affects their level of productivity. It also attempts to explore the problems associated with the task of employee motivation.

1.3. Objectives of the Study

- To examine the extent to which financial incentives can motivate employee to put in their maximum effort in organizational set up;
- To find out why employee do fail to put maximum effort in their work;
- To examine the effect of motivation on employee performance.

2. Literature Review

2.1. Motivation

Miller (2007) opined that to get the best performance from employees, there needs to be some sort of motivation. Knowledge of what motivation is and how it can be supplied effectively to accomplish organization goal is very impotent in management. It is easier to see the result of motivation than to explain how it works. Motivation is the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. (Robbins and Judge, 2013). Management has a social responsibility for making work interesting, constructive and adding to the sum total of human happiness. Human motives are based on needs, whether consciously or subconsciously felt. Some are primary needs such as physiological needs. Other needs may be regarded as secondary needs. Naturally these needs vary in intensity and over time among individual.

Motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enable individual to act in a direction of a particular objectives (Shahzadi et al 2014). According to the study of (Grant 2008 as cited in Shahzadi 2014) held on employee motivation, motivation forced such result as productivity, performance and persistence. Motivation is a general term applying to the entire class of drive, desires, needs, wishes, and similar forces. To say that manager motivate their subordinates is to say that they do things which they hope will satisfy these derives and desires and induce the subordinates to act in a desired manner. (Weirich et al 2008). While in general motivation is concerned with effort towards goal, in this research the researcher narrow the focus to organizational goals in order to reflect singular interest in work-related behavior. The three key elements of motivation are intensity, direction and persistence. Intensity describes how hard a person tries. This is the element most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favorable job-performance outcomes unless the effort is channel in a direction that benefits the organization. Effort directed towards and consistent with organizational goals is the kind of effort we should be seeking. Motivation has a persistence dimension. This measures how long a person can maintain effort. Motivated individual stay with a task long enough to achieve their goal.

Motivation is more discussed in the subject of organizational behavior which contains a variety of models and theories relevant to motivation. The development and growth of employee is significantly focused. According to the early theories of motivation such as Maslow, McGregor, H Herzberg and McClelland, the growth is most influential motivator for an individual that exploits the potential of employees. The contemporary theories of motivation they represent the current state of thinking in explain employee motivation. According to Marcian, Edwin Locke, Albert Banduras, BF Shiner, Jane Pearson and Victor Vroom's individual will be motivated when they have control over their actions. All the goals are set by them and employee will be motivated to exert a high level of effort when they believe it will lead to a goal performance appraisal, that a good appraisal will lead to organizational rewards such as bonus, salary increase, or promotions and that the reward will satisfy the employees' personal goals. Freeman (1998) said, motivation is concerned with the

manner in which individual chose to exert effort in pursuit of their job goals and correspondingly with the manners in which employees attempt to create work environment which stimulate such efforts. Motivation is divided into two major types, extrinsic and intrinsic motivation

Intrinsic motivation is far difficult to define and pinpoint. According Ali (2016) intrinsic motivation is linked to work content which happens when employee executes an action from which the develop gratification for simple appealing effort himself. This motivation comes from within and they serve a sense of self-satisfaction. It is important but difficult to create as it comes from individual. It refers to behavior that is driven by internal rewards. In other words, the motivation to engage in a behavior arises from within the individual because it is naturally satisfying to you. Intrinsic motivation is fueled by taking part in activities that you genuinely enjoy and don't feel pressured or obligated to do. Motivation is what determines what we do, how we do something and how much we accomplish. It has been tested and proven that our performance is only as great as our motivation. The less inspired we are, the poorer our performance. If your peers are unmotivated and your surroundings feel toxic, your only source of inspiration will be yourself.

Extrinsic motivation, which involves engaging in a behavior in order to earn external feedback like rewards, compliments, medals and recognition or avoid punishment and off -putting criticism. Extrinsically motivated people focus more on outcome rather than the (positive) emotions associated with their behavior. Extrinsic motivation is common and it drives most workers to perform job duties. One common examples of extrinsic motivation is the pay structure. But sometime extrinsic motivation can be non-monetary. International recognition from management and colleagues can be a major motivating factor.

Work environment with a lack of intrinsic and extrinsic motivators often suffer from low performance as no reward is available for the work completed.

2.1.1. Concept of Motivation

$$\text{Performance} = \text{Motivation} \times \text{Ability} \times \text{Environment}$$

Fig. 1 According to the equation, motivation, ability, and environment are the major influence over employee performance. Source: Mitchell, T.R. (1982). Motivation: new directions for theory, research and practice. The academic of management Review, 7, 80-88, porter, L, W &Lawler, E.E 1968. Managerial attitudes and performance. homewood, IL: Dorsey Press Columbia encyclopedia. (2004). New York: Columbia University Press

2.1.2. Need - Based Theories of Motivation

The earlies answer to motivation involved understanding individual needs. Early researchers thought that employees try hard and demonstrate goal-driven behavior to satisfy needs. The four major theories in the need-based category: Maslow's hierarchy of needs, ERG theory, Herzberg's dual factory theory, and McClellan acquire needs theory.

2.1.3. Process -Based Theories

In contrast to the needs-based theories, process-based theories view motivation as a rational process. Individual analyse their environment develop reactions and feelings and react in certain ways under these there are equity theory, expectancy theory, and reinforcement theory (Porter,L.W & Lawer, E.E. (1968), Gary Dessler (2008)

2.2. Employee Performance

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resource like men, machines, materials and money. All these

are important but out of all these manpower is the most important if they are motivated this will affect the job performance. The performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timelines of output (Shahzadi et al 2014). In the later 1960s, Edwin Locke proposed that intentions to work towards a goal are major source of work motivation difficult goals when accepted, result in higher performance than easy goals. The result of the study conducted by Yang 2008 as cited in Shahzadi et al 2014 on individual performance showed that performance of individual cannot be verified. Vroom's model argues that the psychological forces on an employee to exert effort is a function of his or her expectancies about the future and the valence of specific future outcomes. Two kinds of expectations are important in the model. The expectations that effort will lead to performance and the expectation will lead to rewards.

Effort-Performance Expectancy ($E \rightarrow P$):- In deciding on a course of action, employee will consider whether their effort will translate into a desired accomplishment. If obstacles are performance their motivation to perform will be diminished.

Performance — Outcome Expectancy ($P \rightarrow O$): —another consideration is whether a given level of performance will result in the containment of a particular outcomes. The more strong a person believe that performance will lead to a positive outcome, the more likely it is that he will be motivated to higher level of performance. Employee performance in organizational set up stems out of the factors that motivates them. The effect of this on employee's motivation is designed to be tested. According to the expectancy theory, individual motivation to put forth more to determine by rational calculation (Porter L.W & Lawler E.E (1968). According to this theory, individual ask themselves three question:

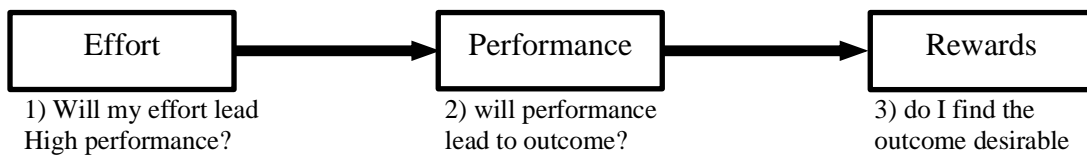


Fig.2. Summary of expectancy theory. Source based on Porter L.W, & Lawler, E.E 1968. Managerial attitudes and performance Homewood, IL: Irwin; Vroom, V.H. (1964). Work and motivation New York.

2.3. Job

It believes that most people would like to grow in skill, professional capability and experience, by engaging in challenging and interesting job. People are motivated when the management provide some motivational approach in meeting their objectives.

2.4. Hypothesis development

HO: positive motivation increase employee perform sufficiently and effectively

H1: Negative motivation makes employee's perform inefficiently and ineffectively

H2: The organization needs a well-defined objective for effective manpower management in order to motivate people at work

3. Research Methodology

This research method is descriptive research which means describing, explaining and validating the findings. The descriptive research focuses on throwing some light on current issue through a process of data collection. Descriptive studies are use to describe the behavior of sample population.

3.1. Research Instrument and Measures

The main purpose of this research work is to investigate the impact of employee motivation on employee performance in some public and private schools in Talata Mafara. Sampling method was used to get data. Questionnaire was the main source of data collection .250 questionnaire was distributed to various employees and was given 10 days to fill the questionnaire but the researcher was able to retrieved 200 questionnaires only and the analysis will only be based on the valid questionnaire. The research has two variables. The dependent variable which is employee performance and the independent variable which is employee motivation. The survey instrument contains two section. Section 1. The personal information about the respondent which include age group, gender, qualification, income and years spent in the organization. Section 2 which very important to the study include all the variables such as employee motivation, intrinsic rewards, promotion, performance and training

4. Results and Analysis

4.1. Profile of the respondents

Personal and demographic information of the respondents is presented in the table below.

Table 1.

Profile of the respondents

Variable	Category	Frequency	Percentages	Valid percentage	Cumulative percentage
Gender	Valid				
	Male	150	75	75	75
	Female	50	25	25	100
	Total	200	100.00	100.00	
Age group	Valid				
	20-30	67	33.5	33.5	33.5
	31-40	102	51.0	51.0	84.5
	41-50	22	11	11.0	95.5
	51-60	4	2.0	2.0	97.5
	65+	5	2.5	2.5	100
	Total	200	100	100	
Qualification	Valid				
	NCE/ND	119	59.5	59.5	59.5
	B.Sc./HND	63	31.5	31.5	91.0
	Master	16	8.0	8.0	99
	PhD	2	1.0	1.0	100
	Total	200	100	100	
Income	Valid				
	₦5000-₦10000	16	8.0	8.0	8.0
	₦11,000-	120	60.0	60.0	68.0
	₦15000	18	9.0	9.0	77.0
	₦16,000-	20	10.0	10.0	87.0
	₦20,000	12	6.0	6.0	93.0
	₦21,000-	14	7.0	7.0	100
	₦30,,000	200	100	100	
	₦31,000-				
	₦35,000				
Years services	Valid				
	1-5	69	34.5	34.5	34.5
	6-10	79	39.5	39.5	74.0
	11-15	32	16.0	16.0	90
	16-20	13	6.5	6.5	96.5
	21+	7	3.5	3.5	100
	Total	200	100	100	

Source: questionnaire administered (2019)

As it can be seen in the above table the sample consist of 200 respondents from some selected various schools within Talata Mafara town. About 20 schools comparing both private and public schools at both primary and secondary levels. Results from the selected schools shows that (75%) of the 200 respondents are male while only (25%) are female. These means that majority of the employees are male-only very few are female as it shown in the table above, the majority of the workers are within the age group of 31-40 (51%) followed by the age group of 20-30 (33.5%). 11% are the age group of 41-50 while the smallest age group is 2% that is 51-60 and 65+.

On the issue of educational qualification those with diploma/NCE are the majority with 59.5%. 31.5% of the respondent have B. Sc /HND while only 8.0% has master degree and 1% is a PhD holder.

Based on the working experience of the respondents 34.5 of them have been working for the period of 1-5 years. 39.5% spent 6-10 years in the school. 16% have been working for more than 11 years 6.5% for 16-20 years while only 3.5% have worked beyond 21 years.

The income of the teacher in the Talata Mafara local government is nothing to talk about as majority of them are receiving ₦11,000-₦15,000 thousand naira per month which is 60%. 8% receives ₦5000-₦10,000. 9% and 10% of the teacher in the local government received ₦16,000-₦20000 and ₦21000-₦30000 and only 7% of them collect ₦35,000 per month.

The researcher was able to discover that although the primary and secondary school teachers are among the least pay workers in the State on the issue of training most of them have undergone training. Out of 200 respondents, 138 or 60% are of the opinion that they have undergone training in various field which is related to their jobs. Only very few did not undergone training which is only 62 or 31% of the population. And when asked where they undergo their training most of employee are trained locally as part of Advancing Education in Nigeria, the federal Republic Nigeria collaborated with International Labor Organization (ILO) IN 2004-2005, National Certificate in Education (NCE) is the minimum qualification for teaching at the Basic Education Level. The teacher was encouraged to upgrade their qualification either through the National Teacher Institute Kaduna or through the faculty of Education in the universities and college of Education

The pay package of both the public and private schools in the local government is inadequate. 65% are with opinion that the salary is inadequate and as the result of this inadequate of salary payment in the State and the local Government as well it has affected the performance of the teachers. When a vast of employees claim that their take-home pay is inadequate, these decrease the employee performance unlike when it is adequate. These may bring about a lot of employees to leave the teaching job or they may not have the zeal to work. When an employee work for an organization they deserve a certain minimum compensation ,if this compensation is adequate it can increase the employee performance , as money is one of the basic factors that motivate employees in Nigeria. As the pay package is inadequate most of those who qualify to teach only take teaching jobs on temporary basis. Once they find a color job they abandon the teaching job.

66% of the teachers are promoted and only few are not promoted that is 34% and when asked on which criteria is the promotion is based 60% said performance, which shows that only the hard-working teacher is promoted. But the unfortunate thing is there is no financial backup for the promotion.

Finally, although the working condition is conducive, there is cordial relation between the employee most of them are secured on their job and their potential have fully utilized but most of them are not satisfied because of their pay package.

5. Discussion, Conclusion, and Recommendation

The purpose of the study is to find out the impact of motivation on employees' performance in some selected public and private schools in Talata Mafara, Zamfara State. Data was gathered through the use of close end questionnaires. Motivation is the key factor for increasing employee performance and organizational productivity. The researcher investigated that motivated employee perform well than when they are not motivated. Motivation can increase employee's performance.

The result from the investigation shows that the employees of some selected public and private schools in Talata Mafara motivate their workers by the using these key elements such as promotion, training, welfare services good relationship between employee and employer but majority of them are not happy with their jobs because the basic things that motivate Nigeria worker is inadequate that is the financial incentives and as these has serious effect of the employee performance.

If the organization want to increase the performance of its employees, it has to improve on the salary and wages of the employees. The researcher further recommended that the motivation in public and private secondary and primary schools in Talata Mafara impact employee performance .it is proposed that higher productivities and these can only be attained when the government and managements of these schools place more emphasis on the salary and wages, conducive working condition, promotion should be backup with financing incentives. The government of Zamfara State should see the primary and secondary schools as the bedrock of education in any society.

For further studies the researcher suggested that the same research study should be carry out in higher institutions such as National Certificates in Education (NCE), Polytechnics and Universities

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