

**AN EMPIRICAL STUDY ON EFFECTS OF MOTIVATION ON HIGHER EDUCATION
LECTURER'S PERFORMANCE: MODERATING EFFECT OF WORKING
CONDITION**

Umaru Hussaini

*Banking and Finance Department, Waziri Umaru Federal Polytechnic, Birnin Kebbi. Kebbi State.
umaruk002@gmail.com (08069796905)*

Monde Aliyu Muhammad Bandiya

*Banking and Finance Department, Waziri Umaru Federal Polytechnic, Birnin Kebbi. Kebbi State.
bandiyaskk@gmail.com (08037857155)*

Abbas O. Abibu

*Marketing Department, Waziri Umaru Federal Polytechnic
abassabibu@gmail.com (08035838743)*

Abubakar Muhammad Illo

*Accounting Department, Waziri Umaru Federal Polytechnic
muhdabuillo@gmail.com (08031511905)*

ABSTRACT

In the modern world, education is broadly established to be the prominent mechanism for promoting economic progress. In Nigeria, Higher education is a crucial aspect of education and is expected to contribute significantly to economic growth and development. The objective of this study is to examine the relationship between motivation and higher education lecturer's performance and the moderating effects of working environment on the relationship using Partial Least Squares-Structural Equation Modelling (PLS-SEM). The target population consists of all polytechnics academic staff in Kebbi state (Kebbi state polytechnic Dakin Gari and Waziri Umaru federal polytechnic Birnin Kebbi). Simple random sampling is used for the collection of data from the academic staff. Of the 310 questionnaires that were returned, 299 were deemed usable for data analysis using PLS-SEM. The findings of the study revealed that motivation and working environment have a positive and significant relationship with the lecturer's performance. However, it was revealed that the working environment does not moderate the relationship between motivation and the lecturer's performance. The research recommends the management of the higher institutions to motivate staff and should improve their working conditions to enable them to be safe in their workplaces and increase their performance. This study may benefit higher institutions by encouraging workers to contribute more to their jobs and may help them in their personal growth and development. Hence, an organization needs to motivate their employees to work hard and provide a conducive working environment for achieving the organizational goals and objectives.

Keywords: Motivation, Working Environment, Employees Performance, Education

JEL classifications: D60, J01

1. INTRODUCTION

Undoubtedly, education is the engine of the growth of every nation and economy. This is because economic growth is driven by the productivity of a nation's workforce, whereas the productivity of any workforce is dependent on its education. As a result, virtually all nations give priority to the

education of their citizens, ensuring that as many citizens as possible have access to education. It is worth saying that the impact of education on society becomes better as the number of people with access to higher education increases. This is because higher education is a stage of education where people are finally prepared to contribute their quotas to socio-economic development. Yet, the impact of higher education is identified to be influenced by some factors, among which motivation of teaching staff stands tall (Rasheed et al., 2010). Motivation in organizations is important and is needed for affirmatively improving the performance of employees.

All organizations want to be successful, even in the current highly competitive environment. Therefore, organizations irrespective of size and market, strive to motivate their best employees, acknowledging their important role and influence on organizational effectiveness (Dobre, 2013). To encourage performance, organizations should create a strong and positive relationship with their employees and direct them towards task fulfilment (Albeiti, 2015). Therefore, to compete in highly competitive environments and increase performance strategies for increasing employees performance should be developed by organizations.

Various resources are necessary for an organization to succeed and meet its targets, and this includes the human resource or employees (Shanks, 2012). However, skilled and talented employees may not achieve the desired results if they lack a conducive environment and motivation. Therefore, the two are also considered an important value that is vital in the achievement of the organization's goals. A conducive work environment ensures the well-being of employees which invariably enable them to perform their roles with all vigour (Taiwo, 2010). Thus, leading to high productivity in the institution. The Nigerian education sector is faced with so many challenges that lead to low performance in the sector, Akinfolarin (2013) posits that the education industry in Nigeria has been neglected through lack of adequate funding at all levels, low lecturers' wages and salaries, lack of proper supervision of human and material resources, low research facilities across various levels of education. Basic amenities such as water and electricity are also very important for lecturers' job satisfaction and motivation in addition sanitary facilities are especially important to motivate female lecturers or teachers to work at a given school (Ramachandran et al., 2005)

Therefore, this study seeks to empirically examine the effects of motivation on higher education lecturer's performance: Moderating effect of working condition.

2. LITERATURE REVIEW

2.1 Conceptual Review,

Motivation

Motivational encouragements of the workforce contribute to a higher quality of human resources and better performance in organizations. Many contemporary writers and researchers have expressed their view on the concept of motivation. For instance, motivation has been defined as the psychological feature that stimulates an organism to action toward a desired goal, and elicits controls and sustains certain goal-directed behaviors (Wigfield et al., 2004). It, therefore, involves the psychological and the social aspects of human beings (Cerasoli et al., 2014). In addition, also refers to some driving force that impels individuals to achieve set goals or targeted objectives, to attain some need or expectation (Reeve, 2014).

Specifically, in the context of work, motivation explains the conditions that influence the arousal, direction and maintenance of behaviors that are pertinent to the work setting (Reeve 2014). Therefore, motivating employee serves as a strategy that is used by managers of human resource to enhance employee productivity. There is a general conceptualization that motivation is a correlate of job performance. From the context of the relationship between motivation and performance, the notion that highly motivated employees are much more likely to be high performers is widespread in management and organizational psychology literature.

Working Environment

Different researchers have different perception of the working environment. A working environment is a place where a particular work is to be performed. It includes other factors like quality, quantity, process, procedure and benefits. The working environment plays a crucial role in enhancing the performance of an individual and the organization as a whole. In a poor working environment, it becomes particularly challenging to maintain a productive and satisfying work-life and, in turn, threatens work success (Ganapathi & Prasad, 2008). Various definition of the working environment from a different perspective has been considered by previous researchers. For instance, the working environment is the environment where people work together for achieving organisational objectives (Tulenan, 2015). McCoy & Evans (2005) pointed that a working environment refers to a pleasant area of work that does not create stress among employees to do their assigned duty of the job.

Therefore, the working environment means systems, processes, structures and tools and all those things which interact with employees and affect in positive or negative ways on employee's performance. In addition to that Hetharia et al., (2019) revealed that the working environment includes working hours, job safety, job security, the relationship among employees, supervisors and subordinates, the esteem needs of employees and the influence of top management.

In a different view, Chan & Huak (2004) suggested that the working environment discuss the social, ecological, physical, environmental, mental and emotional appearances of employees in the institution and organization in which they work. According to Sageer et al. (2012) employees are fully satisfied and encouraged with the good working condition and environment, due to good conditions employees feel happy, safety and relaxed. Hence, the right type of working environment is needed to attract users to feel comfortable, and this would enable them to work effectively. From the above literature, therefore, the work environment can be perceived in three perspectives which include: the technical environment, the human environment and the organisational environment (Wilson, 2015).

A proper workplace environment helps reduce absenteeism and thus increase employee's performance which will lead to increase productivity (Peters & Zelewski, 2007). Peoples working under inconvenient conditions may end up with low performance and face occupational health risks causing high absenteeism and turnover (Naharuddin, 2013). Oladipo (2009) states that suitable environments, often resulting in a high worker turnover rate and they will live up to their potential. According to Ollukkaran and Gunaseelan, (2012), management's new challenge is to create a work environment that entices and inspires its workforce, because the quality of the workplace environment affects the level of motivation and employee's performance. No doubt, the workplace environment influences productivity, morale, and employee's engagement-both positive and negative. When employees are physically and emotionally have the desire to work, then their performance shall be increased. Therefore, it is the quality of the employees' workplace environment that impacts their level of motivation and subsequent performance (Leblebici, 2012).

Employee Performance

Performance is a kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfilment of organizational regulations, expectations, or requirements for an official role. Employee performance is viewed by the previous researcher from different angles. For instance, Prasetya and Kato, (2011) defined employee performance is defined as the attained outcome of actions with the skills of employees who perform in some situation. Moreover, performance is productivity that expresses the quantity, quality and contribution of a job. Performance of the employee is considered as what an employee does and what he doesn't do. Therefore, employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output.

Additionally, Riyanto, Sutrisno, and Ali (2017) states that employee performance is a result achieved by a person under the measure that applies to the work concerned. Malik and Ghafoor (2011) opined that employee performance depends on many factors like performance employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others. Oswald (2012) revealed that performance is the combination of employees and other supporting equipment being available, competent, productive, responsive and effective.

Previous studies adapt various types of measures to assess employee's performance in different kinds of organisational setting. Some of the measures include: - self-assessment, team assessment, peer assessment, managers' assessment, management by objective (MBO), 360 degrees or "full-circle" assessment (Holtz, 2010). However, Sonnentag et al., (2009) claim that the concept of performance is multi-dimensional and involves many subjective criteria and judgments. Objective measures of employee's performance refer to the evaluation of performance using official records such as attendance register or archival personnel record to determine the frequency of his/her presence or number of times employee attended to his/her duty. While subjective a measure of performance includes ranking and rating of performance usually by the employee immediate supervisor or peer group and self-rating. This method of measuring performance is called evaluation, it's usually done by implementing performance rating which is filled by colleagues or supervisors and it is said to be the most utilized technique to measure performance (Sinnappan, 2017).

In addition, Mangkunegara (2011) divided the dimensions of employee performance into five, namely the quality of work, quantity of work, responsibility, co-operation and initiatives. Based on the above literature, the conceptual model tested in this paper is presented in Fig 1. The independent variable in this research is Motivation, the moderating variable is the working environment in which the employees are working within an organization and the dependent variable is the employee's performance.

2.2 Theoretical Literature

Relevant theories of motivation and work environment in the literature are discussed in this paper. Some of the theories discussed are: Vroom's (1964) expectancy-valence theory of motivation. According to this theory, the performance of the individuals are directly associated with the possible rewards that they will likely received (Jalagat, 2016). For Frederick Herzberg (1966), there are two distinctive categories of factors which affect the employee during performing his work activities thereby leading to work satisfaction or dissatisfaction. According to Herzberg's two factor theory, motivational factors such as personal development, recognition for a job well done and achievement, are associated with satisfaction and the performance of work. Also, hygiene factors, such as working conditions, safety and social environment of work, are associated with employees performance. Therefore, according to Herzberg's two factor theory it can be noticed that the motivation and working condition can influence employee's performances. Another theory relevant to this work is the Porter and Lawler (1968) theory which advocated structuring the work environment so that effective performance would lead to both intrinsic and extrinsic rewards, which would in turn produce total job satisfaction (Gagne' & Deci, 2015).

2.3 Empirical Literature

Motivation and Employees Performance

Nelson and Quick (2003) contend that a job high in motivation and hygiene factors leads to high performance and few complaints among employees. The authors further opined that motivation factors lead to positive mental health and challenge people to grow, contribute to the work environment and invest them in the organization.

In earlier research, Mitchell (1982) opines that the majority of studies in the field of organizational psychology conclusively demonstrate that individuals who are highly motivated tend to be high performing. In view of Michaelowa (2002) motivation is the “willingness, drive or desire to engage in good teaching”. Nelson and Guick (2003) revealed that motivation factors lead to positive mental health and challenge people to grow, contribute to the work environment and invest them in the organization. Also Chika et al. (2021) revealed positive effects of motivation on organizational effects which will increase the employee’s performance. Furthermore, Baibaita (2010) revealed that motivation exerts a positive impact on the employees’ performance. Different studies conducted by Ayodele (2000) and Vandiver (2011), showed that a positive relationship exists between the availability of facilities (as a motivator) and academic performance. In a different sector Sandrin, et.al. (2018) study on firefighter revealed that autonomous motivation positively impact on their performance.

In another study, Odukah (2016) revealed that staff motivation was influenced by employee performance acknowledgement, working conditions, training and development. Similarly, in Nigeria Achie and Kurah (2016) scrutinized the role of financial incentives as a motivator in employee productivity in Nigeria electricity distribution companies. However, financial incentives if not properly manage will affect the performance of employees in an organization. This view is supported by (Lasisi et al., 2021) in their study in Lagos revealed that godfathers, nepotism, tribalism, political interference, and favoritism are also other challenges confronting rewards management on employees’ performance in the Lagos State Civil Service. Thus, this study proposed that;

H₁: There is a relationship between motivation and academic staff’s performance of Nigerian polytechnics.

Working Environment and Employees Performance

Previous literature has studied the impact of the working environment on employee’s performance. with substantial evidence demonstrating employees’ perceptions of their working conditions can affect their behaviors and attitudes in the workplace (Yang et al., 2014). As evident in many previous studies, working condition is considered to both positive and negative effects on job performance. For instance, Jayaweera (2015) found a positive relationship between working condition and job performance. This was also supported by another study which revealed a positive relationship between working environment and employee performance. Meaning that if employees are provided with good working conditions, they have a better opportunity to perform positively (Yassin et al., 2013).

It was also revealed by Mohanty et al. (2012) that a positive relationship exists between working environment and employee performance and the study further revealed that any change in working environment impacts on employee’s performance. A study conducted by Bakotić and Tomislav, (2013) revealed that employees prefer to work in a working environment that is less risky.

However, negative working condition is found to have a more detrimental consequence on organizational citizenship behavior for employees with more traditional values (Wang et al., 2014). This explains that if the employees have a negative perception of their working conditions, they are likely to be absent, have a stress-related illness, and their productivity and commitment tend to be low. Thus, this study aims to examine the moderation role of working condition in the relationship between motivation and lecturer’s performance in Nigerian high educational institutions. Hence this study proposed the following hypotheses:

H₂: There is a relationship between working condition and academic staff’s performance of Nigerian polytechnics.

H₃: There is a moderating effect of working condition on the relationship between motivation and academic staff’s performance of Nigerian polytechnics.

3. METHODOLOGY

The research design consisted of cross-sectional data analysis and it was a field survey through self-developed questionnaires adapted from previous research.

3.1 Theoretical Framework

In the light of this research, Herzberg's two factor theory was chosen as an underpinning theory. It has been extensively examined in literature with supported evidence, on the relationship between motivation, hygiene factor (working environment) and employees performance (Ali et al., 2019; Anasi, 2020; Dahie et al., 2015; Diamantidis & Chatzoglou, 2019; Eroğlu & Kiray, 2020; Jalagat, 2016; Rusu & Avasilcai, 2013). Therefore, Herzberg's two factor theory is the theoretical foundation of this study. Considering the aim of the research, the paper proceeds to analyze the effects of motivation and working environment on employees' performance. Within this view, selected representative of motivation, working environment and performance criteria were used to develop an integrated research framework for the study. Figure 1 below present the research framework:

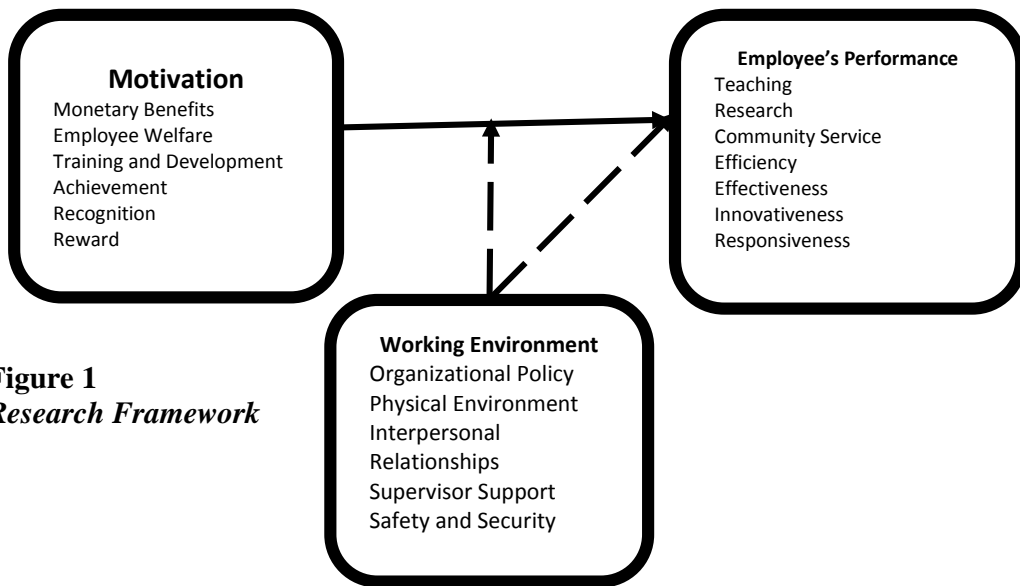


Figure 1
Research Framework

3.2 Population and Sample

The purpose of the study is to study the relationship between motivation, working environment and employee's performance. The population of the study comprises a 515-academic staff of Kebbi state polytechnic Dakin Gari and Waziri Umaru federal polytechnic Birnin Kebbi. Referring to sample size based on the recommendation of Krejcie and Morgan (1970), 217 academic staff was used as a minimum sample for the population between 500 to 550. However, to avoid non-response problem and sample size error the sample size for this study was increased by 40% to arrive at a sample of 423 to be consistent with the view of Salkind, (2012). Statistical inference and the use of random sampling procedures better go with a quantitative study (Creswell, 2012). Hence, this study applied a simple random sampling approach to give equal participation for the entire respondent.

3.3 Method of Data Collection

This study adopts a quantitative approach to determine the effects of motivation and working environment on employees' performance. The quantitative approach involves the process of collecting, analyzing, interpreting, and writing the results of a study. This current research is expressed as quantitative research because the researcher used a survey method to determine the variables under review and to explain the resultant effect(s) of the relationship. A survey method is adopted when the study is trying to assess thoughts, feelings, and options about a given situation by collecting primary data from the respondents (Fisher, 2010).

A structured questionnaire was used in eliciting data from the participants via self-structured administered, concerning the variables of interest in the study. The questionnaire has four sections (A-D). Section A of the questionnaire captures the demographic information of the respondents while Section B contains a 6-item scale of the working environment. Section C and D contained a 6-item scale of motivation, and a 7-item scale of employee performance respectively with a 5-point Likert scale used to evaluate answer ranging from strongly disagree, disagree, neither, agree and strongly agree.

In this study independent variable "Motivation" includes the perception of effort, goals, fairness, reinforcement; career and promotion, advancement, the reward will be adapted from (Hetharia et al., 2019). Working environment as a moderating variable will be measured by working hours, job safety, job security, the relationship among employees, esteem needs of employees and the influence of top management on the work of employees is adapted (Raziq & Maulabakhsh, 2015). While dependent variable "Employees' Performance" proxies by teaching, research, community service, efficiency, effectiveness, innovativeness, responsiveness, is adapted from Malik and Ghafoor (2011).

3.4 Method of Data Analysis

In this current study, descriptive and inferential statistics are employed to analyze the data. Data were recorded in the Statistical Package for Social Science (SPSS) V23 for initial data screening and The Partial Least Squares Structural Equation Modelling (PLS-SEM) approach will be adopted for data analysis using SmartPLS 3.0. PLS-SEM has become an important approach when it comes to investigating the cause and effect relations between latent construct (Hair, Hult, Ringle, & Sarstedt, 2014).

4 DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

4.1 Data Analysis

This study distributed 423 copies of questionnaires, and a total of 310 were filled and returned, giving a response rate of 73.3%. A reasonably better response rate was achieved (which is above minimum sample as advised by Krejcie and Morgan (1970)) as a result of the researcher's persistence for

completion of each questionnaire. However, in the procedure of data screening and cleaning, 11 copies of survey questionnaires were regarded as not suitable for analysis and removed. Thus, overall, 299 copies of the questionnaire were used for the analysis.

The present study employed PLS-SEM path modelling using SmartPLS 3.0 software Hair, Sarstedt, Hopkins, and Kuppelwieser (2014) to test the theoretical model. to assess the outer model (measurement model) and inner model (structural model) (Asyraf & Afthanorhan, 2013; Henseler et al., 2011; Ramayah et al., 2011). Taken together, the two-step approach for reporting the results of PLS analyses as summarized by (Henseler et al., 2011) is graphically displayed in figure 2 and 3 below.

Profile of respondents

Table: 1

The demographic profile of participants

Gender	Frequency	Percentage %
Male	269	92.8
Female	21	7.2
Highest Educational Qualification		
HND/B.SC	106	36.6
Masters	173	59.6
PhD	11	3.8
Employment Cadre		
Full-Time	271	93.4
Part-Time	17	6.6
Experience		
Less Than 1 Year	2	0.7
1-5 Years	86	29.6
6-10 Years	100	34.5
11-15 Years	56	19.3
15 Years and Above	46	15.9

Statistically, the descriptive analysis from table 1 above reveals that the majority of the participants are male with experience between 6-10 years. In terms of education, 59.6 % of the respondents have a master's degree or its equivalent, with 3.8% PhD holders. The academic qualification of the respondents is quite impressive and attests to the high calibre of staff required in higher institutions. The table reveals that most of the participants are full-time lecturers (93.4%), 6.6% were part-time lecturers. This clearly shows that our target respondents have been achieved.

Measurement Model Analysis

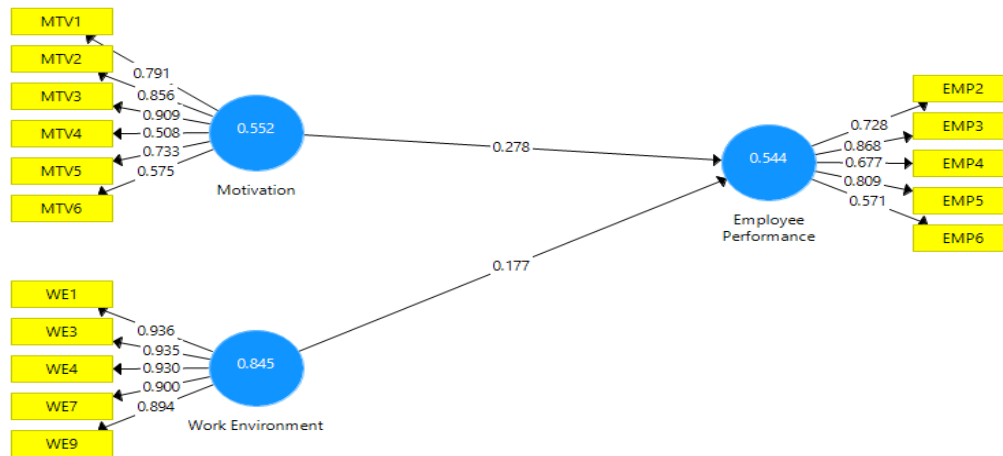


Figure 2: Measurement model analysis

Reliability and Validity of the Measurement Model

The first part in evaluating a model is to present the outer model results to examine the reliability and validity of the measures used to represent each construct (Tella, 2011; Ware & Gandek, 1998). To assess the reliability of each construct, the Cronbach's alpha (CA), composite reliability (CR), Dijkstra–Henseler’s rho (rA) and average variance extracted (AVE) are calculated. The recommended threshold values for individual items loadings are set at 0.5 and above the AVE should be greater than >0.5, rA>0.7, and CR should be > 0.7 (Dijkstra & Henseler, 2015; Hair et al., 2014). The CR and rho_A are higher than 0.7 for all components confirming its reliability. Table 2 below represent the reliability and validity of the study variables.

Table 2 Reliability and Validity of the Measurement

Variables	CA	rho_A	CR	AVE
Employee Performance	0.797	0.852	0.854	0.544
Motivation	0.831	0.864	0.877	0.552
Work Environment	0.954	0.968	0.965	0.845

To evaluate the convergent validity, the average variance extracted (AVE) are analyzed. In all cases, the AVE is higher than 0.5, establishing that more than 50 per cent of the construct’s variance is due to its indicators (Hair, Matthews, Matthews, & Sarstedt, 2017).

Assessment of the structural model

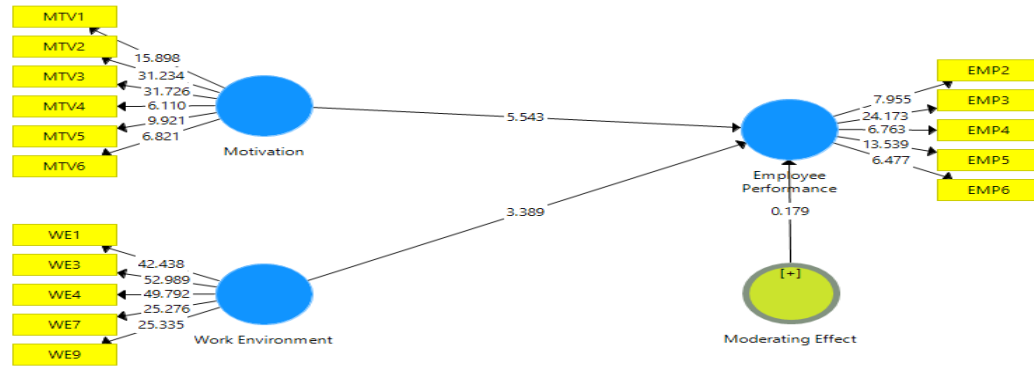


Figure 3:
Structural model analysis

Table 3
Structural model evaluation

Relationship	β	Standard Error	T Value	P Value	Stat
Moderating Effect -> Employee Performance	0.01	0.059	0.179	0.858	Not-Supported
Motivation -> Employee Performance	0.27	0.050	5.543	0.000	Supported
Work Envir -> Employee Performance	0.17	0.052	3.389	0.001	Supported

4.2 Results Discussion

After analyzing the measuring model and verifying its validity and reliability, the structural model was examined in figure 3 and Table 3 above present the results. Similarly, the significance of the estimated structural coefficients is verified using bootstrapping. Table 3 shows the structural model analysis. From the analysis, it was found Motivation ($\beta= 0.277$, $p<0.000$) was positively and significantly related to employee performance which is consistent with (Eroğlu & Kiray, 2020; Tulenan, 2015). Work environment ($\beta= 0.177$, $p< 0.001$) was also positively and significantly related to the employees’ performance. this result support previous research conducted by (Jayaweera, 2015; Riyanto et al., 2017; Tulenan, 2015). However, the Work environment also has a positive relationship with $\beta=0.011$ however, does not moderate the relationship between motivation and employee performance.

5 CONCLUSION AND POLICY RECOMMENDATIONS.

Conclusion

This study has identified the relationship between employee motivation, working environment and employee’s performance among academic staff of higher education. This study proposes and finds that employee motivations and working environment can be a valuable tool in increasing employee’s performance among academic staff of higher education, by revealing a positive and significant role played by the two variables on the employee’s performance. The results of this study have implications to policymakers in policy formulation for human capital development in Nigerian higher education. It is also an addition to the pooled of knowledge in the field of human resources.

The findings supported two hypotheses generated for this study. The study has also contributed to a more comprehensive understanding of employee motivation and work environment and how the two can contribute in increasing the employee's performance of higher education. Besides, employee's performance depends both on the management and the employee itself on how they interact and depend on each other through providing individualized support and encouragement to every employee by understanding their individual needs, personal preferences, and provide a good work environment. In addition, this study is intended to promote a better theoretical understanding and recognition of the complexities associated with employee's performance. Moreover, it can contribute significantly towards future theoretical advancements in higher education sector models.

Recommendations

Given the above findings, the study, therefore, recommends the following: The management of institutions should pay more attention to rewards for employees (academic and no-academic) who perform excellent. Staff sponsorship in education and training should be improved in order to increase the quantity of work of employees so that employees are expected to improve their competence and is able to give a good contribution to the institution. Employee shall be motivated.

The physical working environment should be well organized as a way of increasing employees' performance level. Employers should make the provision of work enhancing facilities a priority. The relationship among the employees, supervisors and subordinates should be much more cordial and allows for respects to one another. This will positively affect the productive capacities of members of the organizations. Employee's personal needs should be promptly met based on individual employees' differences.

Limitations and Suggestions for Future Research

The current study has certain limitations that need to be discussed. First, data was collected from the academic staff of polytechnic in Kebbi state only because of time limitations and budget constraints. Hence, future research can be extended to other states in Nigeria. Second, only the academic staffs were considered as the respondents in the current study. Thus, the findings may be more generalized by selecting non-academic staff members as respondents in future research. Third, the present study considered cross-sectional approach, a similar study using different research methods such as longitudinal study and observations is suggested other sectors such as services and manufacturing sectors are also suggested to be investigated in future research. Different characteristics of the studies could be included for future researches (other variables should be examined in addition to motivation and work environment, because there are still other factors or variables that affect employee performance). Future research could study the cross-sectional and quantitative research paradigm to be incorporated in their studies.

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