

## Motivation as a Correlate of Lecturers' Job Performance in State-owned Colleges of Education, North-central Nigeria

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### Abstract

*This study examined motivation as a correlate of lecturers' job performance in state-owned Colleges of Education, North-central Nigeria. It adopted descriptive research design of correlational type. The population of the study comprised 2,011 lecturers in all the state-owned Colleges of Education in North-central Nigeria. Random sampling technique was used to select three states, all the six state-owned Colleges of Education in the sampled states were selected purposively. Proportionate sampling technique was used to select 289 lecturers out of the 1,144 in the six institutions. 'Motivation Questionnaire' and 'Lecturers' Job Performance Questionnaire' were used to collect data. Validity of the instruments was ensured and their reliability test yielded 0.83 and 0.79 for MQ and LJPQ respectively. The findings of the study revealed that there was a significant relationship motivation and lecturers' job performance in state-owned COEs, North-central Nigeria. The study concluded that motivation is a very factor which determines job performance of lecturers in state-owned COEs, North-central Nigeria. It recommended that state governments should sincerely prioritise provision of motivation to lecturers in COEs, North-central Nigeria by paying them adequate salary, showing unwavering commitment to their capacity building, and provision of fringe benefits, to enhance their effective job performance.*

**Keywords:** Correlate, Job Performance, Lecturers, Motivation, Colleges of Education

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## Introduction

Colleges of Education in Nigeria are saddled with the responsibility of producing competent and qualified teachers for the basic schools. To achieve this goal, the institutions need lecturers among other resources. For lecturers to effectively discharge their duties, there is need for the management to provide adequate motivation for them. Motivation refers to the driving mechanism that is used to achieve effective services delivery of lecturers in educational institutions, to enhance actualisation of the established goals. It covers salary, promotion, capacity building, working conditions and fringe benefits. The manner in which motivation is handled in tertiary institutions could determine the lecturers' job performance. Owan *et al.* (2020) maintained that job performance is a concept that is observed as the extent to which a combination of duties (such as teaching, research and community service) is performed by academic staff of tertiary institutions. Oladejo (2022) explained job performance as how lecturers in higher institutions of learning carry out the tasks given to them, considering the mandate of the institutions. The performance is measured based on teaching, research and community service. Hassan (2021) viewed job performance as the attitudes exhibited by lecturers to the tasks before them in the institutions. This is seen in a tripartite (teaching, community service and research). Obinna *et al.* (2022) observed that job performance of lecturers is determined by using their behaviour to teaching, community service and research.

Alani (2022) posited that with adequate provision of motivation to employees in the aspects of salary, fringe benefits, capacity building, job security and the likes, job performance of lecturers could be enhanced. Abdulmumin (2021) stated that lecturers in Colleges of Education are important assets. This necessitates the reason they need to be well motivation to enhance production of quality teachers for the basic schools in Nigeria. Munyengabe *et al.* (2017) noted that the factors which give motivation to lecturers include adequate salary, promotion, conducive lecture room and incentives. Hussaini *et al.* (2020) stressed that with the ongoing dynamism in the knowledge globally, it is advisable that the managements of tertiary institutions in Nigeria design attractive motivating mechanisms, which would retain and trigger lecturers to discharge their duties effectively. The aspects of motivation which this study focuses on are salary, promotion, capacity building and fringe benefits. According to Rachmawati (2018), salary, among other motivating factors,

attracts people to join an organisation and they attach much importance to it. This is the reason many deadlocks between the employers and employees in organisations usually revolve around salary. Oladejo (2022) argued that issues bothering on salaries could be one of the factors responsible for poor lecturers' job performance in tertiary institutions in Nigeria. Not only that, this might be the reason Nigerian tertiary institutions keep losing lecturers to the foreign ones, where better pay is offered. To give empirical support to the importance of motivation to lecturers' job performance, the finding of the study conducted by Calvin (2017) revealed that there was a significant impact of salary on the performance of employees in Abdul Gusau Polytechnic, Talata-mafara and State College of Education Maru, Zamfara State, Nigeria. Monday (2021) argued that if tertiary institutions prioritise capacity building of lecturers, it could enhance their job performance. Karim *et al.* (2019) emphasised that capacity building is an academic activity aims at providing particular skills and knowledge, leading to effective job performance of lecturers. Capacity building cannot be ruled out of the ways of motivating employees for effective discharge of their duties. Ajadi and Omotayo (2023) submitted that the managements of tertiary institutions in Nigeria need to intensify efforts in providing capacity building for lecturers, to enhance their job performance. This is because lecturers are likely to perform their duties effectively, if they are given the opportunity to participate in different capacity building programmes.

Fringe benefits also play key roles in enhancing job performance of lecturers. Oladejo (2022) posited that apart from salary and promotion, another area which Nigerian government needs to focus on more in motivating lecturers in tertiary institutions is fringe benefits such as health insurance scheme, festive packages, car loan, housing loan and recognition. If fringe benefits are adequately provided for lecturers, their job performance could be more effective. Fringe benefits, just like other aspects of motivation, help in enhancing effective job performance of lecturers. Failure to pay attention to the provision of fringe benefits could cause ineffective job performance. Saliu (2019) asserted that poor provision of fringe benefits to lecturers, among other factors, could be one of the factors responsible for ineffective job performance. Zubair (2020) found that fringe benefits have a significant influence on lecturers' job performance. Hence, government needs to prioritise it for lecturers, to boost their job performance. It is against this background that this study aims at examining job motivation as a correlate of lecturers' job performance in Kwara State Colleges of Education, Nigeria.

Lecturers in tertiary institutions in Nigeria are saddled with three statutory responsibilities (teaching, research and community service), which are meant to enhance effectiveness of the institutions. However, information derived by the researchers through interaction with some students, lecturers, and heads of department in Kwara State Colleges of Education show that job performance of some lecturers in the areas of teaching, research, and community service has not been effective. For instance, as expressed by the students, some lecturers do not go for lectures regularly and punctually, while the commitment of some lecturers to imparting knowledge to students is not encouraging. Apart from this, lecturers are expected to regularly conduct researches that would help proffer solutions to series of problem in education, but it seems that the commitment of some lecturers in the institutions to conducting cutting-edge researches is not appealing. The situation seems to be the same in the aspect of community service. However, this might be due to inadequate motivation.

Some researchers have conducted studies related to this present study. For instance, Onabanjo (2020) examined the impacts of salary on lecturers' job performance in Colleges of Education in Kogi State. Oladejo (2022) investigated the impacts of compensation on academic staff's job performance in polytechnics in Lagos State, Nigeria. Abdulsalam and Mawoli (2014) conducted a research on motivation and job performance of academic staff of state universities in Nigeria: The case of Ibrahim Badamasi Babangida. Peter (2020), Monday (2021), Alani (2022) and Salami (2023) also carried out researches related to motivation. However, none of the afore-mentioned studies focused on motivation as a correlate of lecturers' job performance in state-owned COEs, North-central Nigeria; hence, this is the gap which this study filled. The study:

- I. examined the relationship between job motivation and lecturers' job performance in state-owned COEs, North-central Nigeria;
- II. investigated the relationship between salary and lecturers' job performance in state-owned COEs, North-central Nigeria;
- III. assessed the relationship between capacity building and lecturers' job performance in state-owned COEs, North-central Nigeria; and

IV. found out the relationship between fringe benefits and lecturers' job performance in state-owned COEs, North-central Nigeria.

The following research hypotheses were formulated in the study.

**H01:** There is no significant relationship between motivation and lecturers' job performance in state-owned COEs, North-central Nigeria.

**H02:** There is no significant relationship between salary and lecturers' job performance in state-owned COEs, North-central Nigeria.

**H03:** There is no significant relationship between capacity building and lecturers' job performance in state-owned COEs, North-central Nigeria.

**H04:** There is no significant relationship between fringe benefits and lecturers' job performance in state-owned COEs, North-central Nigeria.

## **Methodology**

Descriptive research design of correlational type was used to carry out the study. This was because the researchers were interested in determining the relationship between motivation and lecturers' job motivation. The population of the study consisted of 2,011 lecturers in all the state-owned Colleges of Education in North-central Nigeria. Random sampling technique was used to select three states (Kwara, Kogi and Nigeria) out of the seven in the area including Federal Capital Territory, while all the six state-owned Colleges of Education in the states sampled were selected purposively. Proportionate sampling technique was used to select 289 lecturers out of the 1,144, using Krejcie and Morgan (1970) table for sample size determination. See table 1.

**Table 1:** Population and Sample of the Study

S/N	Institution	Population	Sample
1.	Kogi State College of Education, Ankpa	196	50
2.	Kogi State College of Education, Kabba	98	25
3.	Kwara State College of Education, Ilorin	178	45
4.	Kwara State College of Education, Oro	115	29
5.	Kwara State College of Education (Technical) Lafiagi	105	26
6.	Niger State College of Education, Minna	452	114
	<b>Total</b>	<b>1,144</b>	<b>289</b>

The researchers used self-designed questionnaires entitled ‘Motivation Questionnaire (MQ) and Lecturers’ Job Performance Questionnaire’ (LJPQ) to collect data for the study. The questionnaires were divided into two sections (A & B). Section A was used to collect information from the respondents based on salary, capacity building and fringe benefits; while Section B was used to collect data on Teaching, Community Service and Research. MQ and LJPQ were close-ended and each had 15 items. MQ and LJPQ were presented to three experts for validation. Thirty copies of the questionnaire were administered to some lecturers in a state-owned Colleges of Education, outside the ones that were used for the study. Cronbach’s Alpha was used to analyse the data gathered and reliability index of 0.83 and 0.79 was realised for MQ and LJPQ respectively. Pearson Product-Moment Correlation was used to test hypotheses formulated at 0.05 level of significance. All the analyses were done with the use of Statistical Package for Social Sciences (SPSS).

## Results

**H<sub>01</sub>:** There is no significant relationship between motivation and lecturers’ job performance in state-owned COEs, North-central Nigeria

**Table 2:** Correlational Analysis of the Relationship between Motivation and Lecturers’ Job Performance in state-owned COEs, North-central Nigeria

Variable	N	X	SD	Cal. r-value	p-value	Decision
Motivation	275	2.45	.69	.662	.001	H <sub>01</sub> Rejected
Lecturers’ Job Performance	275	2.56	0.65			

Table 2 shows the calculated r-value (.662) and the p-value (.001) which is less than the significance level (0.05). Hence, hypothesis one is rejected. This signifies that there was a significant relationship between motivation and lecturers’ job performance in state-owned COEs, North-central Nigeria.

**H<sub>02</sub>:** There is no significant relationship between salary and lecturers’ job performance in state-owned COEs, North-central Nigeria

**Table 3:** Correlational Analysis of the Relationship between Salary and Lecturers' Job Performance in state-owned COEs, North-central Nigeria

Variable	N	X	SD	Cal. r-value	p-value	Decision
Salary	275	2.35	.64			
				.627	.003	Ho <sub>2</sub> Rejected
Lecturers' Job Performance	275	2.82	0.91			

Table 3 shows the calculated r-value (.627) and the p-value (.002) which is less than the significance level (0.05). Hence, hypothesis two is rejected. This shows that there was a significant relationship between salary and lecturers' job performance in state-owned COEs, North-central Nigeria.

**Ho<sub>3</sub>:** There is no significant relationship between capacity building and lecturers' job performance in state-owned COEs, North-central Nigeria

**Table 4:** Correlational Analysis of the Relationship between Capacity Building and Lecturers' Job Performance in State-owned COEs, North-central Nigeria

Variable	N	X	SD	Cal. r-value	p-value	Decision
Capacity Building	275	2.69	.87			
				.613	.001	Ho <sub>3</sub> Rejected
Lecturers' Job Performance	275	2.82	0.91			

Table 4 shows the calculated r-value (.613) and the p-value (.001) which is less than the significance level (0.05). Hence, hypothesis two is rejected. This depicts that there was a significant relationship between capacity building and lecturers' job performance in state-owned COEs, North-central Nigeria.

**Ho<sub>4</sub>:** There is no significant relationship between fringe benefits and lecturers' job performance in state-owned COEs, North-central Nigeria

**Table 5:** Correlational Analysis of the Relationship between Fringe Benefits and Lecturers' Job Performance in State-owned COEs, North-central Nigeria

Variable	N	X	SD	Cal. r-value	p-value	Decision
Fringe Benefits	275	2.30	.55			
				.640	.000	Ho <sub>4</sub> Rejected
Lecturers' Job Performance	275	2.82	0.91			

Table 5 shows the calculated r-value (.640) and the p-value (.000) which is less than the significance level (0.05). Hence, hypothesis four is rejected. This means that there was a significant relationship between fringe benefits and lecturers' job performance in state-owned COEs, North-central Nigeria.

## **Discussion**

The findings of the study revealed that there is a significant relationship between motivation and lecturers' job performance in state-owned COEs, North-central Nigeria. This finding supports the finding of Alani (2022) that there was a significant relationship between motivation and job performance of lecturers in universities in Kano State, Nigeria. This finding agrees with the finding of Peter (2020) that there was a significant relationship between lecturer motivation and job performance of lecturers in polytechnics in Lagos State, Nigeria.

The study found that there is a significant relationship between salary and lecturers' job performance in state-owned COEs, North-central Nigeria. This finding corroborates the finding of Monday (2021) that there was a significant relationship between adequate salary payment and job performance of academic staff in Colleges of Education in Kano State. This finding is in tandem with the finding of Salami (2023) that there was a significant relationship between salary and lecturers' job performance in Oyo State College of Education, Lanlate.

The findings of the study revealed that there is a significant relationship between capacity building and lecturers' job performance in state-owned COEs, North-central Nigeria. This finding is in consonance with the finding of Hassan (2021) that there was significant relationship between capacity building and lecturers' job performance in Colleges of education in Rivers State, Nigeria. This finding confirms the finding of Abdulmumin (2021) that there was a significant impact of capacity building on lecturers' job performance in private universities in Kogi State, Nigeria.

The study found that there is a significant relationship between fringe benefits and lecturers' job performance in state-owned COEs, North-central Nigeria. This finding agrees with the finding of Peter (2020) that there was a significant relationship between fringe benefits and job performance of lecturers in polytechnics in Lagos State, Nigeria. This finding supports the

finding of Alani (2022) that there was a significant relationship between fringe benefits and job performance of lecturers in universities in Kano State,

### **Conclusion**

The study concluded that motivation is a very factor which determines job performance of lecturers in state-owned COEs, North-central Nigeria. Adequate payment of salary is a veritable tool for achieving effective job performance of lecturers. Capacity building contributes significantly to the effective job performance of lecturers. Fringe benefits also help in enhancing job performance of lecturers.

### **Recommendations**

The following recommendations were made:

- i. State governments should sincerely prioritise provision of motivation to lecturers in COEs, North-central Nigeria by paying them adequate salary, showing unwavering commitment to their capacity building, and provision of fringe benefits, to enhance their effective job performance.
- ii. There is need for the government to review salary of lecturers and add significant amount to it due to inflation in the country, to meaningfully increase their monthly take-home and consequently boost their morale in job performance.
- iii. Consistent provision of periodic capacity building to lecturers via workshops, seminars, conferences, and lecturers need to be given a sincere attention, to help lecturers acquire more knowledge, skills, and techniques that would help enhance their job performance.
- iv. Governments should prioritise provision of fringe benefits such as car loan, housing loan, festive packages, health insurance scheme and a host of others to lecturers, to boost their morale and consequently enhance job performance.

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