

Effects of Motivation on Higher Education Lecturer's Performance the Moderating Effect of Working Condition: A Proposed Conceptual Framework

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***Abstract**— In the modern world, education is broadly established to be the prominent mechanism for promoting economic progress. In Nigeria Higher education, which is a crucial aspect of education, and is expected to contribute significantly to economic growth and development. The objective of this study is to primarily through relevant literature, review previous literature in finding the effects of motivation on employee performance; moderating effects of working environment. This study provides comprehensive overviews on the relationship between motivation, working environment and employee's performance of higher education in Nigeria. Previous literature reveals there is a dearth of studies exploring the association between the variables under studies whether conceptual or empirical. Though, the findings of the few studies reviewed there were inconsistent, the paper suggest that there is positive relationship between motivation, working environment and employee's performance. The study recommends the framework to be tested empirically by testing the moderating effect of working environment on the relationship between motivation and employee's performance.*

***Keywords**— Motivation, Employees Performance, Job Performance, Working Environment.*

I. INTRODUCTION

In the ever-changing global knowledge and innovation economy, it is incontestable that higher education institutions ought to make it a top priority to attract, deploy, motivate, develop and retain talented academic staff. For Nigeria, education becomes inevitable for it to survive and regain her lost glory as an Africa's largest (in terms of population) and perhaps third Africa's richest country (Scheffran, Marmer, & Sow, 2012). Higher education, which is a crucial aspect of education, is expected to contribute significantly to economic growth, development and competitive advantage

of Nigeria by imparting knowledge and skills to current and potential manpower (Rabah, 2016).

Academic staff performance is a strong and significant predictor of quality higher education, because job performance of lecturers will lead to success of educational institutions and achievements of students (Abbasi & Mir, 2012), contributes in shaping the country's potentials toward their sustainable national development, transformation, and quality education (Oke, Ogundele, & Mainoma, 2017). Effective job performance by the academic staff can lead to the realization of the broad objectives for which

higher educational institutions (polytechnics) are established, for instance, effective knowledge delivery will facilitate entrepreneurship development and skill acquisition which led to poverty reduction especially in developing countries like Nigeria. Abdulkareem and Oyeniran (2011) corroborate that polytechnics are established to serve as centers of technological and scientific advancement, skills development, and production of quality entrepreneurial graduates.

However, academic staff performance has become an issue of concern in Nigeria, most especially in Nigerian Polytechnics, as it is still at a low ebb (Yusuf & Ogbudinkpa, 2017), and precipitate poor quality of education as reflected in the continuous mass failure of students. Although several educational policies have been formulated to improve the poor performance of lecturers in the Nigerian educational sector (Fareo, 2013), the policies have not been well effective. The higher educational system in Nigeria is faced with varieties of problems. Specifically, Nigerian polytechnics, which are among the primary higher education providers in Nigeria, are grossly underperforming resulting to inefficient and ineffective utilization of both material and human resources and total decline in quality of higher education (Babagana, 2014).

The issue of lecturers' poor performance in the Nigerian higher educational institutions has become an important topic of discussion among academicians, public and non-governmental organizations Nigerian authorities, and other stake holders. For instance, El-Rufai, (2011) who is currently a governor in Kaduna State Nigeria, has expressed concern over the low performance of employees in the Nigerian higher educational sector. Furthermore, Ning (2016) reported that the president of the Federal Republic of Nigeria had expressed the government's displeasure over low productivity and poor performance of the Nigerian higher institutions of learning. Similarly, the Yemi Osibanjo Nigerian vice president emphasized that the public sector in Nigeria is surrounded by issues of low performance, corruption, and ethical issues more especially in the educational sector (Agba, 2015).

The problems of insufficient working environment coupled with low performance of academic staff in the high education sector in less developed countries like Nigeria, is also receiving increased global attention. A conducive working environment has been singled out as one of the critical factors that can enable any organization, regardless

of context, to deploy, attract, and retain talented employees. In today's competitive higher education environment, polytechnics can no longer afford to waste the potential of their workforce, especially the academic staff. The working environment that is put in place, more often than not, impacts academic staff morale, productivity and engagement both positively and negatively. Given poor working condition in the educational sector in Nigeria, the federal government of Nigeria has increased the budgetary allocation of the education sector in 2018 from N550 billion allocated in 2017 to N605 billion in 2018. This is to improve the working condition especially in the higher institutions where academic staffs and non-academic staff are threatening to go on strike due to poor working condition (Utomi, 2018).

Moreover, several studies have been conducted in Nigeria on factors that can improve job performance of employees. For instance, some studies have investigated the effect of human resource practices (e.g., training and development) (Babagana, 2014a; Karimi, 2014; Ugbomhe, Nosakhare, Osagie, & Egwu, 2015; organizational commitment (Folorunso & Abodunde, 2014); stress management (Egu, Ememe, Obike, & Clement-Ukandu, 2014); remuneration (Calvin, 2017); on job performance. Nevertheless, literature has indicated that the effect of motivation and working conditions on the job performance of lecturers have not been given due attention in the performance research field, most especially in the Nigerian context, even though motivation and working conditions constitutes a basis for competitive advantage (Delery & Roumpi, 2017), and enhanced performance (Seidu, 2011). Based on the above exposition, the current study proposes a framework that will empirically test the moderating effect of working conditions on the association between motivation and Lecturer's Performance in Nigerian high educational institutions.

II. LITERATURE REVIEW

Motivation

Motivation is definitely, among the major factor that impacts the performance of employees (Osei, 2011). Motivation is derived from the word "motivate", which denotes to push, influence, move, or to succeed in satisfying a want (Muogbo, 2013). Motivation refers to some driving force that impels individuals to achieve set goals or targeted objectives, in order to fulfill expectation or some need (Reeve 2015). It involves the psychological, physiological and the social

aspects of human beings (Cerasoli and Ford 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 2015). Furthermore, motivating employee serves as a strategy that is used by managers of human resource to enhance employee productivity. From the context of the relationship between performance and motivation, the concept that employees who are highly motivated are expected to perform high is common in management and organizational psychology. In particular, Nelson and Quick (2003) revealed that that a job that is high in motivation and hygiene factors leads to high performance with less complaints among employees.

Work Motivation is encouragement to work or something that increases interest to work. Work Motivation in the psychology of work is also called a driver of morale (Narasuci & Noermijati, 2018). In earlier research Mitchell (1982) opines that majority of studies in the field of organizational psychology conclusively demonstrate that individuals who are highly motivated tend to be highly performing. For instance, Buchanan and Huczynski (1997) revealed that motivation is the single most important determinant of individual job performance. In addition, Nelson and Quick (2003), revealed that motivational factors challenge people to grow, lead to positive mental health, and contribute to the work environment.

Furthermore, Baibaita (2010) revealed that motivation exerts positive impact on the employees' performance in the Nigerian banking industry. Significant positive relationship between motivation and productivity is also reported in a study conducted by Aderibigbe, (2017). This indicates that, for employees to produce at a higher level, the employers must appropriately motivate their employees individually by providing them their specific needs. According to Maslow, any organization that seeks a higher level of productivity from the employees must provide effective means of satisfying the individual needs of the employees (such as good salary package, bonus, transportation, security, affiliation to workers union, consistent promotion and others). Positive relationship between motivation and employees performance is also reported in several studies. For instance, in a study conducted in finding the effects of employee's motivation on employee performance, the results revealed that positive relationship exist between employee motivation and organizational performance (Shahzad Aziz, 2014) as cited in (Dahie, Jim'ale, & Ali, 2015).

Additionally, study conducted in Uganda University by Geoffrey (2010) that examined the effect of motivational factors on lecturers' teaching, research activities, and community service. The study revealed that, motivational factors, significantly affected lecturers teaching and research activities at Makerere University. Furthermore, in another study conducted on measuring the effect of work motivation on job performance of employees in 2013. The results revealed that a significant and positive relationship exist between work motivation job performances of employees in Islamic Revolution Housing Foundation (Azar & Shafiqhi, 2013). It was concluded that, motivational factors have a positive and significant effect on lecturers' teaching and research activities. However, negative relationships revealed between motivation and research performance of academic staff in a research conducted by (Abdulsalam & Abubakar Mawoli, 2012).

Working Environment

It is unquestionable that 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. A working environment is the environment where people work together to achieve the objectives of an organizations (Tulenan, 2015). It means structures, processes, systems, tools and all those things which interact with employees to affect in negative or positive ways on their performance. The work environment can be perceived in three perspectives which include: the technical environment, the human environment and the organisational environment (Wilson, 2015). Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements.

However, Amir (2010), view that workplace is an arranged area which is provided by the establishment to achieve its goal. The author identified two main elements that are related to the working condition which includes; the office layout plan and also the office comfort. . The layout of a workspace (i.e. cabinets, chairs, cubicles, and desks or a work table with all types of hand tools) shall suits the task that is to be performed. The author further stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved. Additionally, Oswald (2012), revealed that working environment has two types which are the behavioral component and physical component. Physical environment

consists of elements which is related to the connectivity of office environment with the office user. While, the behavioral environment consists of elements which connect between users and impact of working environment on the user's behavior.

In another way Chan & Huak (2004) suggested that working environment discuss the environmental, physical, ecological, social, mental and emotional appearances of employees in the institution and organization in which they work. McCoy & Evans (2005) pointed that working environment refer as a pleasant area of work that do not create stress among employees to do their assigned duty of job. Chaudhry, Jariko, Mushtaque, Mahesa, 2017. Therefore, work environment can be seen as physical factors that exist around the work that can have effect on employees in carrying out their job, it comprises of facilities and infrastructure that is around employees performing the task (Narasuci & Noermijati, 2018). The right type of working environment is needed to attract users to feel comfortable, and this would enable them to work effectively. 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 relaxation.

Impact of working environment on employee's performance have been studied by the previous scholars with substantial evidence demonstrating employees' perceptions on their working conditions can affect their behaviors and attitudes, in the workplace (Yang, Johnson, Bauer, Groer, & Salomon, 2014). However, working condition as revealed by the previous studies considered to have 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, Ali, Ali, & Adan, 2013).

It was also revealed by Mohanty, Susmitaparija and Ghansyamsahu (2012) as cited in Awan and Tafique Tahir (2015) 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. In a study conducted by Bakotic and Babic (2013) revealed that employees prefer to work in working environment that is less risky. Significant

positive effect is also reported between work environment and employee performance. Conversely, Tulenan, (2015) found that the workplace environment impacts employee morale, productivity and engagement both positively and negatively. However, negative working condition is found to have more detrimental consequence on organizational citizenship behavior for employees with more traditional values (Wang, Lu, & Lu, 2014). In Another study, Ali, Ali & Adnan (2014) maintained that working conditions are essential to the organization. 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.

Employee Performance

Review of literature shown that several studies used various types of measures to assess employee's performance in different kinds of organization setting (Holtz, 2010). Some of the measures include:- managers' assessment, peer assessment, team assessment, self-assessment, 360 degrees or "full-circle" assessment, management by objective (MBO) etc. These measures can be categorized under. (Sonntag, Volmer, & Sychala, 2009) claims that the concept of performance is multi-dimensional and involves many objective (judgments) and subjective criteria.

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 measures of performance including ranking and rating of performance usually by the employee immediate supervisor, himself (self-rating), or peer group. In other word this method of measuring performance is called evaluation, it can be 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).

Other authors viewed employee's performance from different angles. For instance, Riyanto, Sutrisno, and Ali (2017) states that the performance is a result achieved by a person under the measure applies to the work concerned. Also Prasetya and Kato (2011) viewed performance as the achieved results of operations with the capabilities of the employee who acts in certain situations. Malik and Ghafoor (2011) defined employee performance basically depend on many factors like performance employee motivation,

employee satisfaction, compensation, training and development, job security, organizational structure and others. Oswald (2012) said that performance is the combination of employees and other supporting equipment being available, competent, productive, responsive and effective which is almost similar to Hill and Aylwin (2005).

According Mangkunegara (2011. p. 67) the dimensions of employee performance is divided into five, namely the quality of work, quantity of work, responsibility, co-operation and initiatives.

Conceptual Framework

Based on the above literature, the conceptual model proposed in this paper is presented in Fig 1. The independent variable in this research is the Motivation, moderating variable is working environment in which the employees are working within an organization and the dependent variable is the employee’s performance. Working environment includes the working hours, job safety, job security, relationship among employees, supervisors and subordinates, esteem needs of employees and the influence of top management on the work of employees motivation is adapted from (Hetharia, Sailah, & Yulianda, 2019).

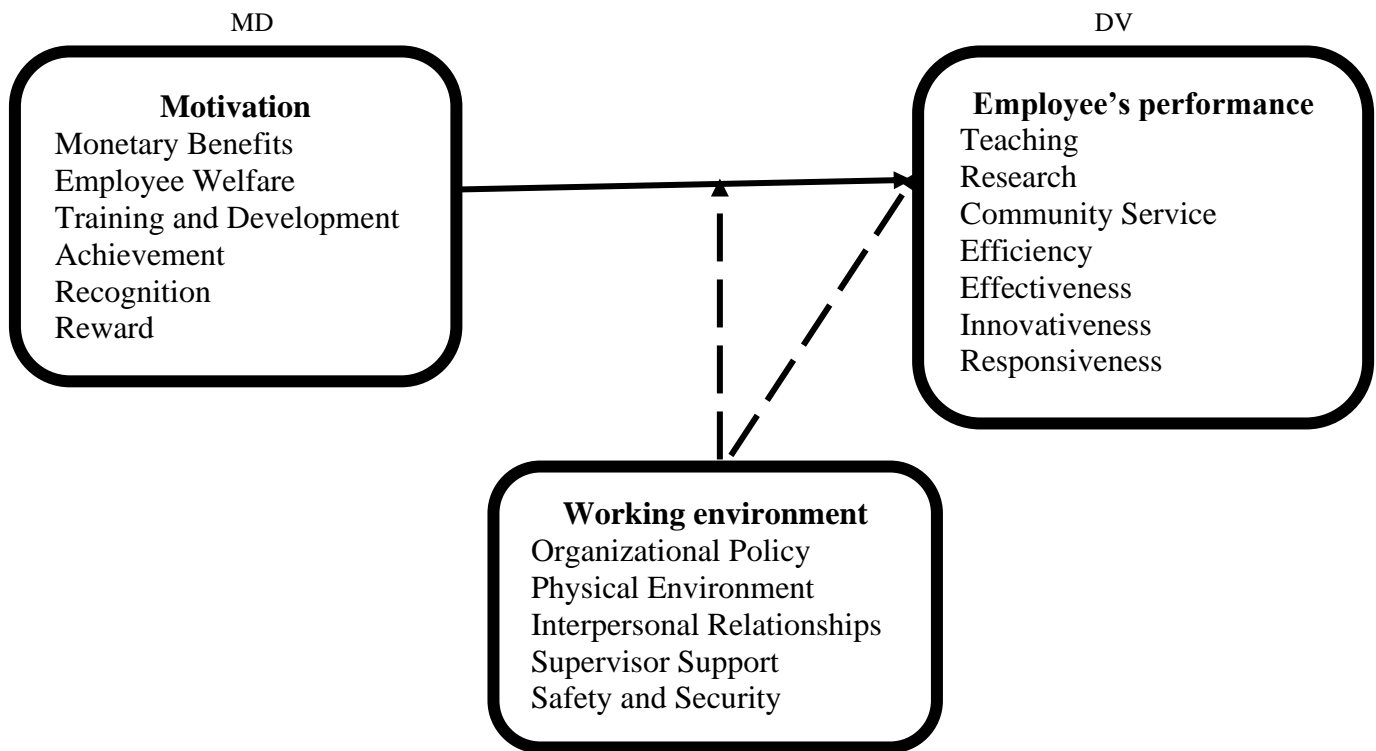


Fig.1: Research Model

III. CONCLUSION

The research finding depends on the results of hypotheses test. However, this study review and theoretically, examine the relationship between motivation (achievement, recognition, monetary benefits, employee welfare, training and development, reward), Work Environment (physical environment, interpersonal relationships, supervisor support,

safety and security) and employee’s performance (teaching, research, community service, efficiency, effectiveness, innovativeness, and responsiveness). From the comprehensive review of past researchers in this area, it is found that motivation has a significant positive relationship with employee’s performance. Previous research also revealed that Work Environment influence employees

performance positively. This study may, in a long way, support by providing input to policymakers in making various decisions. Also, having an understanding on how motivation and working environment relates with employee's performance, various parties such as government, private organizations, and other institutions regulatory bodies should be encourage to motivate their staff and change working environment on how it will positively affect the performance of employees.

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