

## IMPACT OF MOTIVATION ON ACADEMIC STAFF PERFORMANCE IN NIGERIAN POLYTECHNICS: A STUDY OF FEDERAL POLYTECHNIC BAUCHI, BAUCHI STATE

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### Abstract

*This study investigate the impact of motivation on academic staff performance in Federal Polytechnic Bauchi, Nigeria. The objective of the study is to examine the impact of salary, promotion, recognition and working environment on academic staff performance in Federal Polytechnic Bauchi. Relevant conceptual, theoretical and empirical literature was reviewed taking cognizance of the problem and the hypotheses of the study. The study is anchored on Fredrick Herzberg's motivation/hygiene theory of work motivation. The methodology is quantitative approach. The population of the study were 856 academic staff of Federal Polytechnic Bauchi, Nigeria, and the sample size is 265 using Krejcie and Morgan sample size table. The instrument was validated through content validity and Cronbach's alpha was used in test the reliability of the instrument used. Descriptive analysis was used in analyze the data generated using SPSS and PLS SMART. It was discovered that salary, promotion, recognition and working environment have a positive significant impact on performance and concurrently salary, promotion, recognition and working environment have a positive significant impact on high productivity and job satisfaction in Federal Polytechnic Bauchi. Therefore, the study recommends that Prompt payment of salary and financial incentives schemes should be designed to include a mix of financial and non-financial incentives. Institution should strive to improve on prompt salary, training and development, recognition, salary scale upgrade, and promotion among their employees in order to achieve the highest level of performance*

**Keywords:** Academic staff, Motivation, Performance.

### 1.1 Background of the Study

A career in academics is an arduous and challenging work and academicians are threatened with a lot of problem affecting their incentive, causing hostile emotional conditions in their working environment hastening leaving for another environment (Adellina, 2020). Academics are required to achieve a stipulated level of work performance for the maintenance of strength and excitement of their work (Day, 2020). Boosting academic staff to devote time and to put more effort in the organization, motivation predicts performance significantly. Work motivation is therefore linked to and influences the work performance of employees (Heinz, 2015). Polytechnics need academic staffs that put more effort and do the needful to increase the level of performance of their

organization because academic staff performances are precarious success in a polytechnic (Micheal & Afolayan, 2021).

Institution administrators must to know the strategic profits of their academic staff performance to enable them progress dependable approaches aimed at assessing academics (Eggiton, 2020). It regulates and help managers to know the powers, faults and impending administrative gaps within the institutions. Even though a performance appraisal is rigorous and challenging in the polytechnic, administrators control performance altitudes of employees' especially academic staff (Kallio, 2024). It's very imperative dynamics in academic staff performance is to accomplish objectives (Turk, 2020). Ranking marks witness that the Universities faced a lot of problems in ranking and the authority unable to fund the Universities and the level of recruitment of academic staff are fault. Universities in the globe was faced a lot of pressure to accomplish fit in grades.

The performance of academic staff is one of the key factors affecting the performance of rankings (Sousa, et.al 2021). Therefore, is very good for a optimistic, active working atmosphere by encouraging high performing academics to cultivate a positive work environment. (Ngeis-Isik and Gursel 2023) posit and initiated administrative values regulate an institution's achievements and impact of incentive and happiness of academics significantly. Irfan and Maezuki (2021) established the moderating effect in connection between motivations and academic staff commitment. However, earlier researchers stressed the potential moderating and mediating effect among motivation and organizational performance; there has been little research on the role of administrative values in curbing the connection among academic staff incentive and performance, particularly in the context of Nigeria.

However, fewer organizations deliberate the human investment as being their focal asset, capable of leading them to success or not managed them properly can resulted to failure within the organization that created a serious staff turnover (Micheal& Afolayan, 2021). Due to the critical role of academic staff in capacity building and nation building, academic staff entitlements and concern appear to have been neglected and treated with contempt by the government at all levels in Nigerian tertiary institutions, particularly public universities. The Nigerian government's callous attitude toward the welfare and concerns of academic staff has resulted in a schism as well as continuous clash in between federal government and academic staff. Academic staff displeasure is evidenced in the consortium of academic staff union incessant industrial strikes. Odozobodo (2021),

## 1.2 Statement of the Problem

Polytechnics employees had so many difficulties with their welfare and motivation that they were dissatisfied with how the government interacted with them. Those who are worried about the service agreement, salary, recognition, prospects for advancement, and constructive responsibility. Conflicts

of interest, unhappiness, and bad attitudes toward work occur when expectations are not satisfied (Anashie& Aniah, 2021). This research, which aims to investigate the impact of motivation on polytechnic staff performance in Nigerian institutions, has become relevant in light of the ongoing struggle between academic staff and the federal government.

Polytechnics staff dissatisfaction, resulting in a never-ending cycle of industrial strikes that have hampered academic staff performance likewise, he stated that polytechnic staff unions have gone on strike several times since 1999 when democracy was restored. (Famurewa, 2021). These negative aspects of public institutions have driven These continuing strike activities are not unconnected to polytechnic employee unhappiness, but also to underfunding in the education sector, bad environmental atmospheres, a lack of political will in institutions, poor policy implementation, and delays in polytechnic staff pay and other benefits (Anashie & Aniah, 2021).

These ongoing industrial strike activities, which are the result of academic staff unhappiness, have an impact on polytechnic staff performance and are largely ineffective at Nigeria's higher institutions of learning. The federal government's low budgetary allocation for education, as well as the government's lack of commitment to education in general, and polytechnic employees in particular.

## **2.1 Literature Review**

### **2.1.1 Determinants that Influence Employee performance**

In contrast, occurs in response to monetary benefits, retirement benefits, the workplace, conditions of employment, as well as employment rights. Extrinsic motivations could be fulfilled exclusively either by task. That seems to be, enjoyment was indeed inferred out of an outcome of the job, like payment. The repercussions of task and its attributing predictors, according to (Kamalian, 2022), are indeed significant with need fulfillment. Like an outcome, task has been considered as a means to an end.

### **2.1.2 Salary**

Nobody works for free, Employees want to believe they are being paid a fair wage; Payment is indeed the basic motivational factor in terms of influential value; no other reward or motivational technique comes even close. It also has the potential to attract, retain, and motivate employees to be more productive. As per Frederick Taylor and his coworkers in scientific management, money is the most important motivator for industrial workers to increase productivity (Anashie, et al., 2021). As according research, rewarding employees leads to increased productivity.

### **2.1.3 Work Environment**

Work motivation too is impacted by the effectiveness of the workplace environment, both in terms of its physical characteristics as well as the extent to which it gives productive work. Whereas a comfortable nature is linked to employee motivation, the link is not as strong as the one that exists between motivation as well as organisational performance (Yazdani et al 2023). Staff motivation will

increase by a positive work environment. Employees are concerned with creating a pleasant physical work environment that will inevitably include an additional confidence boost. Workers' mental and physical well-being can incur as a result of this lack of pleasant working environments, among several other things. According to Arnolds and Feldman (2001), work environment encompass factors like working hours, heat, ventilation, noise, hygiene, lighting, and materials. Employees' jobs require physically and mentally sense of calm, so poor working conditions will lead to low productivity (Irons and Buskist, 2022). Furthermore, participants cautions that even if employment conditions seem to be at either high end of the scale, i.e. perhaps too advantageous or too excessive, the majority of workers may take it for granted or ignore it. Furthermore, if staff feels that organization does not praise or acknowledge with their endeavours or function properly, they may retaliate against management by creating poor working conditions (Whittaker, 2023).

#### **2.1.4 Promotion Opportunities**

Work motivation is greatly influenced by promotional opportunities. Employees generally desire advancement since it entails pertaining to job composition, pay, commitment, autonomy, as well as prestige, along with many other things. A classic public official could indeed hope to collect 2 or 3 promotions over through the course of its history, though rewards seem to be more probable inside the corporate sector. Employees understandably consider promotion to be the pinnacle of their careers, and when it is realized, he or she is overjoyed (Turkyilmaz et al, 2023). Staff members would be naturally inspired but also comfortable if their employer provides them with the necessary determinants for advancement, such as facilities, ability, and skills. Job satisfaction and advancement are inextricably linked. Maslow's hierarchy of needs theory, according to Kamalian (2022), also states that when people's esteem needs (self-determination, authority, appreciation, as well as prestige) have been happened to meet, people seem to be more satisfied at work. What employees expect from their jobs is defined by Herzberg's theory of motivation.

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#### **2.1.5 Job satisfaction**

Satisfaction in one's employment, as defined by Noor (2023), entails a sense of wellbeing or of as stated by Robbins (2020), job satisfaction is a reflection of the worker's attitude toward either themselves or their job. An employee's attitude toward his or her job or working conditions is the essence of job satisfaction. Work-related emotions can be influenced by factors such as how much

you work, the quality of your coworkers, the atmosphere at your office, and the structure of your firm.

Job satisfaction is defined as a positive emotional reaction to one's current work situation. It denotes a pleasurable emotional state as a result of job evaluation; an effective response a work; besides a positive boldness toward the work (Spector, 1997). The amount of positive feedback an employee receives from coworkers can also be used to measure job satisfaction (Sutherland, 2021).

#### **2.1.6 Recognition and Employee performance**

Incentives, according to Kalimullah et al, (2020), seem to be significant considerations throughout boosting employee quality of work life, which really is effectively vital to team accomplishment. Kalimullah et al, (2020) further explored the correlation among motivation and job satisfaction in Pakistani commercial banks in a study. This same research focused on the four types of rewards, one of which was recognition, which he tested utilizing Pearson correlation. According to the study results, there is a significant (0.65) connection between employee work motivation as well as appreciation (Kalimullah et al, 2020). A research was conducted in Pakistan to start investigating work satisfaction between many bankers in Punjab. 4 bank employees have been conducted a poll just use a structured questionnaire survey. The recognizing correlation coefficient seemed to be implying that it has a significant effect on job satisfaction. Job satisfaction is positively linked to worker inner work incentive, which increases as satisfaction goes up (Salman et al, al, 2024). As an outcome, a lack of suitable recognizing as well as pleasurable decrease staff members' work motivation and job satisfaction, pertaining with one research. As a result, institutions and organizations' management should adopt a plan for giving recognition and rewards in order to increase employee quality of work life (Turkyilmaz et al, 2023).

#### **2.1.7 Determinants of Employee Motivation**

Employers are concerned about employee retention due to the consequences of high turnover. Employee retention, according to Dibble (1999), should be handled, but also he recognizes rewards, advancement, job prospects, working condition, performance appraisal, and take a job, household, as well as flex scheduling as locations which influence employee motivation. According to research, a variety of factors influence employee motivation. Previous research has found that posture threshold, this same disposition like a worker's current position, as well as sufficient work schedules, which include aspects like the efficiency of existing guidance, advancement opportunities, obtainable mentoring, as well as the reliability of information exchange, influence employee motivation in an organization, according to Gaiduk et al (2022).

#### **2.1.8 Productivity**

There is no definitive correlation between employee motivation and productivity, according to Wentzel and Wigfield (2022). Notwithstanding, the overall consensus is that motivation leads to higher performance over time. Far more study implies that the two parameters, motivation and

performance, seem to be reasonably unconnected. It also has seemed to provide at least two possible solutions. One is that distinctions in motivation could indeed result in differences in production efficiency in so many job positions. 2, although when comparisons do have seemed, this same connections could be inaccurate since both are linked to some other variable In other words, motivation and productivity could pursue completely distinct correlational routes: each group of attributes (for example, technology investment) involves determining productivity, whereas another set (for example, perceived equity of rewards) provides employee satisfaction (Westover, 2020). Sometimes in situations, high productivity undoubtedly increases motivation. Workers agreed that intrinsic and extrinsic remuneration have been premised on with there productivity, which really is one affliction. A main alternative would be that extrinsic rewards (such as remuneration) be dispersed in an appropriate way. Co-workers are still not absolutely positive of the special connection among hard work and rewards due to unequal distribution (Muhammad and Wajidi, 2023). The effectiveness of an institution develops because it reveals new ways of producing it's own outcome with limited resources. Productive efficiency is crucial for long-term successful business. Managers could indeed cut costs, conserve limited resources, as well as improve profitability besides increasing efficiency. Like a result of excessive earnings, a company can offer good wages, rewards, as well as work environment. As more than just a result, workers who generate better tasks are much more strongly motivated to improve productivity even further. Wigfield and Wentzel (2022)

### 3.1 Methodology

The survey research design method is used for this study. A survey research is one in which a group of people or items is studies by collecting and analyzing data from a set of people or items considered to be representative of the entire group and the broad area of survey research encompasses any measurement procedures that involve asking questions of respondents. Therefore, this study employed simple random sampling technique in selecting the respondents. Simple random sampling (SRS) is one in which every member or element in the study population has equal chance of being chosen as a part of the sample. Sample is a representative of the population of the study. The study, using Krejcie and Morgan (1970), sample size table arrived at 265 employees as sample size from the population of 856 academic staff.

#### 4.1 Result and Discussion

##### Assessment of measurement model

**Table 1. Measurement model**

| Construct           | Items | Loading | CA    | CR    | AVE   |
|---------------------|-------|---------|-------|-------|-------|
| High Productivity   | HP1   | 0.746   | 0.799 | 0.862 | 0.556 |
|                     | HP3   | 0.751   |       |       |       |
|                     | HP4   | 0.790   |       |       |       |
|                     | HP5   | 0.669   |       |       |       |
|                     | HP6   | 0.768   |       |       |       |
| Job Satisfaction    | JS1   | 0.768   | 0.768 | 0.844 | 0.522 |
|                     | JS3   | 0.711   |       |       |       |
|                     | JS4   | 0.624   |       |       |       |
|                     | JS5   | 0.671   |       |       |       |
|                     | JS6   | 0.822   |       |       |       |
| Promotions          | PM1   | 0.600   | 0.821 | 0.868 | 0.526 |
|                     | PM2   | 0.763   |       |       |       |
|                     | PM3   | 0.800   |       |       |       |
|                     | PM4   | 0.796   |       |       |       |
|                     | PM5   | 0.625   |       |       |       |
| Salary              | SL1   | 0.601   | 0.835 | 0.863 | 0.516 |
|                     | SL2   | 0.776   |       |       |       |
|                     | SL3   | 0.714   |       |       |       |
|                     | SL4   | 0.706   |       |       |       |
|                     | SL5   | 0.855   |       |       |       |
| Performance         | SL6   | 0.636   |       |       |       |
|                     | PF1   | 0.802   | 0.824 | 0.873 | 0.540 |
|                     | PF2   | 0.638   |       |       |       |
|                     | PF3   | 0.715   |       |       |       |
|                     | PF4   | 0.793   |       |       |       |
|                     | PF5   | 0.548   |       |       |       |
| Recognition         | PF6   | 0.865   |       |       |       |
|                     | RE1   | 0.781   | 0.805 | 0.861 | 0.511 |
|                     | RE2   | 0.603   |       |       |       |
|                     | RE3   | 0.598   |       |       |       |
|                     | RE4   | 0.805   |       |       |       |
|                     | RE5   | 0.812   |       |       |       |
| Working environment | RE6   | 0.655   |       |       |       |
|                     | WE1   | 0.615   | 0.773 | 0.845 | 0.524 |
|                     | WE3   | 0.685   |       |       |       |
|                     | WE4   | 0.809   |       |       |       |

|     |       |
|-----|-------|
| WE5 | 0.734 |
| WE6 | 0.761 |

The Researcher 2026

The above table 1 displays the results and clearly explains the study's findings. Construct validity and reliability (including convergent and discriminant validity) were used in measurement model tests. Cronbach's alpha coefficients were used to assess the dependability of all core variables in the measurement scheme used in this study (construct reliability). In this study, a significance of each participant Cronbach's alpha coefficient Furthermore, each composite reliability (CR) factor had a value greater than 0.7, ranging from 0.905 to 0.965. Gefen, Straub, and Boudreau (2023)

Factor loadings were used to assess indicator reliability. While the indicators show a common basis, the condition is captured within the constructs and is further implied by the high loadings observed on such constructs (Hair et al., 2017). Significant factor loadings are defined by Hair et al. (2010) as values greater than 0.70. With the exception of item HP2, JS2, which was removed from the scale due to low loading values, every item in this study had factor loadings greater than the suggested value of 0.7, as shown in Table 1

In this study, average variance extracted values (AVE) were used to evaluate Convergent validity, which is the degree to which the measures correlate positively with corresponding alternative measures of the same construct. Every AVE was assigned a value between 0.50 and 0.50, which was the recommended value. As a result, as shown in Table 1, all constructs met the convergent validity criteria, according to Hair et al. (2010).

Figure 1. Measurement model

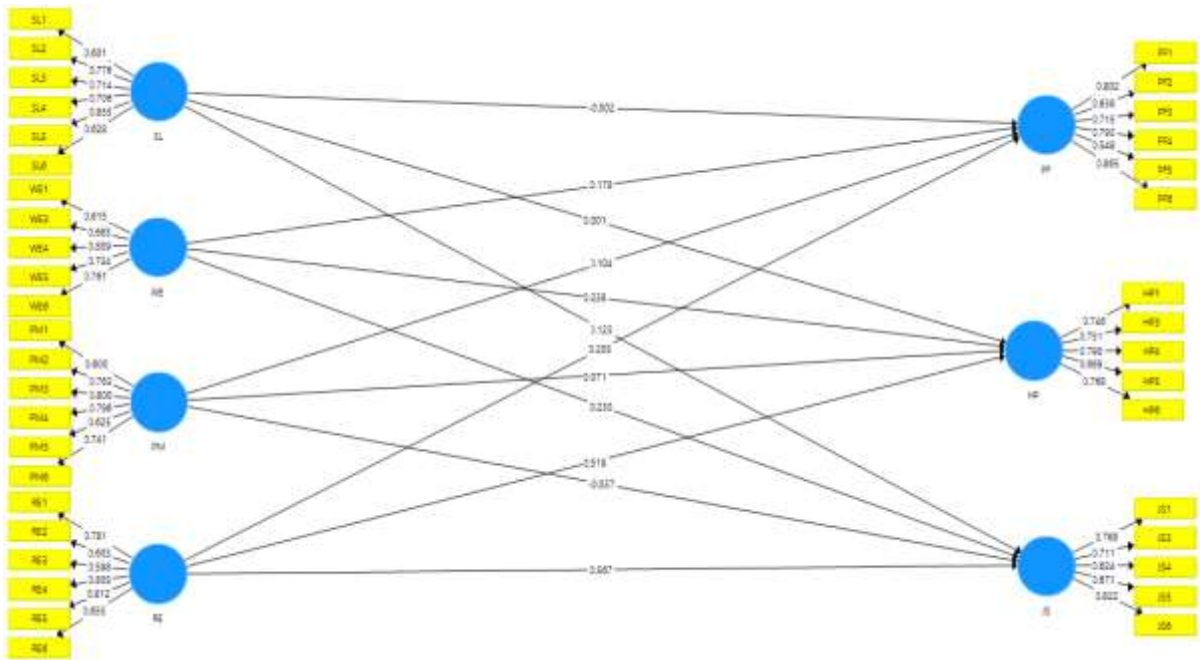


Table 2 HTMT

| Construct | HP    | JS    | PF    | PM    | RE    | SL    | WE |
|-----------|-------|-------|-------|-------|-------|-------|----|
| HP        |       |       |       |       |       |       |    |
| JS        | 0.903 |       |       |       |       |       |    |
| PF        | 0.720 | 0.576 |       |       |       |       |    |
| PM        | 0.547 | 0.541 | 0.383 |       |       |       |    |
| RE        | 0.840 | 0.899 | 0.438 | 0.601 |       |       |    |
| SL        | 0.269 | 0.412 | 0.179 | 0.452 | 0.321 |       |    |
| WE        | 0.739 | 0.740 | 0.441 | 0.791 | 0.749 | 0.306 |    |

Key: HP high productivity, JS job satisfaction, PM performance, SL salary.

In order to assess heterotrait-monotrait ratios (HTMT) were used by way of the initial stage in assessments for indicator discriminant validity (Hair et al., 2017). The table 2 shows heterotrait-monotrait ratios (HTMT) results of the study.

### 3.2 R Square

The R-square value was used to determine the suitability of the research model, according to (Ghozali, I dan Lathan, 2021). The R-square value is used to determine the strength of each endogenous latent variable against the exogenous latent variable in a specific inner model. Based on the results of the model suitability test, it is possible to conclude that the performance variable is influenced by endogenous variables such as salary, promotion, recognition and working environment by 50.5 percent.

**Table 3**

| Constructs        | R <sup>2</sup> | Q <sup>2</sup> |
|-------------------|----------------|----------------|
| High Productivity | 0.529          | 0.290          |
| Job Satisfaction  | 0.564          | 0.292          |
| Performance       | 0.161          | 0.088          |

*The Researcher, 2026*

### 3.3 Test of Hypotheses

The study tested for the first four hypotheses before the moderation. From Table 15, the study presented the results of the path coefficients for the structural model with the beta value of the relationships, t-statistic and adjusted r square.

**Table 4: Significance Effects of Direct (Path Coefficient)**

| Constructs | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values | Decision |
|------------|---------------------|-----------------|----------------------------|--------------------------|----------|----------|
| PR-> PM    | 0.203               | 0.206           | 0.048                      | 4.227                    | 0.000    | Accepted |
| RC-> PM    | 0.109               | 0.098           | 0.054                      | 2.004                    | 0.045    | Accepted |
| SL-> PM    | -1.023              | -1.020          | 0.141                      | 7.263                    | 0.000    | Accepted |
| WE-> PM    | 0.690               | 0.686           | 0.065                      | 10.699                   | 0.000    | Accepted |

Source: Extracted from Smart PLS 4 outputs, 2026.

From Table 5 above, it can be seen that PR has significant positive effect on the performance ( $\beta = -0.203$ ,  $t\text{-value} = 4.227$ ,  $p\text{-value} < 0.000$ ). This means an increase in PR will increase in the performance. Thus, the first hypothesis (H1) that state that PR has significant effect on academic staff performance is accepted.

From Table 5 above it can be seen that RC has significant positive effect on the performance ( $\beta = -0.109$ ,  $t\text{-value} = 2.004$ ,  $p\text{-value} < 0.045$ ). This means an increase in RC will increase in the performance. Thus, the second hypothesis (H2) that state that RC has significant effect on academic staff performance is accepted.

From Table 5 above it can be seen that SL has significant positive effect on the performance ( $\beta = -1.023$ ,  $t\text{-value} = 7.263$ ,  $p\text{-value} < 0.000$ ). This means an increase in SL will increase in the performance. . Thus, the third hypothesis (H3) that state that SL has significant effect on academic staff performance is accepted.

From Table 5 above, it can be seen that WE has significant positive effect on the service delivery ( $\beta = -0.277$ ,  $t\text{-value} = 4.097$ ,  $p\text{-value} < 0.000$ ). This means an increase in WE will increase in the performance. Thus, the fourth hypothesis (H4) that state that WE has significant effect on academic staff performance is accepted.

#### 4.1 Conclusion

The above discussion of the results shows the connection among the dependent and independent indicators which are Motivation as well as staff performance. This is expressed in a table that there is strong relation between motivation and staff performance. Based on the data available or literature reviewed it is possible to conclude that endogenous variables Such as salary, promotion, and job satisfaction influence the performance variable

#### 5.1 Recommendations

Employee performance is widely regarded as an essential aspect of effective performance; thus, employers are advised to prioritize important motivating factors such as prompt salary, training and development, recognition, salary scale upgrade, and promotion among their employees in order to achieve the highest level of performance. The research concluded that Federal Polytechnic Polytechnic's academic staff is thought to have greater results, but if the organization has been able to utilize its organizational materials in such a manner in which such work satisfaction action results in increasing efficiency by every employee, assisting the institution in achieving its targeted goals and objectives on time and efficiently. Research also revealed that the Polytechnic's administration devise method for meeting employees' responsibilities and obligations on a regular basis in order to prevent work dissatisfaction, which could have a negative effect on the performance of it's own

workers as a whole. As a result, in order for employees to work diligently, they should indeed be furnished along with all the necessary equipment to assist them in accomplishing the assignment delegated to them.

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