

Motivation and Staff Performance: A Case Study of Alvan Ikoku Federal College of Education Owerri.

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ABSTRACT

This paper examines the Motivation and Staff Performance with special interest or focus on the interplay between motivation and performance among the staff of Alvan Ikoku Federal College of Education, Owerri. It has the primary aim of ascertaining the level of influence motivation will exert on the employees of an organization and what is likely to be the performance level of unmotivated employee. Staff of the organization (A.I.F.C.E) cannot be motivated only with traditional settlement of salaries (cash reward) but a combination of the former and suitable work environment. Our work adopted a quantitative method of research where questionnaire was distributed and analyzed with the help of Chi-square. Upon the detection that there is a traditional relationship between motivation and high performance, we advise that organizations and managers should begin to practically see the problems of the employees as part of the problems, vision and mission of the organization. If the Alvan Ikoku Federal College of Education takes the stated step, it will experience better staff performance. Besides, organizations should not see satisfaction of physiological needs as the most effective tool for motivating employees considering the dynamism in human being and his needs.

Keywords: Motivation, staff, performance and employee

INTRODUCTION

Employee motivation and performance are key factors in moving any business outfit, organization and institutions. Managers know that positive motivation leads to better performance and higher productivity. The job of every manager or management of organization is to get things done through employees. To do this the manager should be able to encourage employee. An understanding and appreciation of this is prerequisite to effective employee motivation in the workplace. There is need for positive reinforcement by managers before employees can perform effectively. Naturally speaking, human being is a conscious animal whose actions and inactions more often than not are driven by things or circumstances that benefit him. The intrinsic existence of this quality in man is usually made explicit in any organization man finds himself. This is

because the ability to act or not to act for the benefit of the organization depends on the level of job satisfaction that the management made available to the employee.

According to Oxford Advanced Learner's Dictionary to motivate means "(1) reason for somebody's action; to cause somebody to act in a particular way". (2) "to stimulate the interest of somebody; to cause somebody to want to do something". It is possible that different organizations get different performance level from their employees. This may be predicated upon the level of motivation that different organizations make available to their employees.

In the words of [1] "motivation is a set of forces that lead people to behave in particular ways". Whatever an employee sees as motivation whether the tangibles or intangibles are likely to define and

determine his level of commitment to the organization. It is believed that motivated employees are the performance strength and base of the organization, thus the statement by Beth Miller, Chairman, MA and A Group that "satisfied employees are worth their weight in gold" [2]. The reason for wide spread and incessant manifestation of labour turnover in organization is not farfetched. Nature and need had made it that labour cannot go for nothing. Labour cannot be released or given without at least a near commensurate reward which will act as a motivation for such embarkation. Therefore, since the individual needs of the worker constitute the nerve centre of motivation, organizations are expected to put in place policies and programmes that can ensure mutual inclusivity between the needs of the individual worker and the goals of the organization [3].

Research Questions

For the purpose of this research work, the researcher considered it necessary to make these research questions as guide.

- (1) What extent has the employees' motivation ensured improved staff performance in A.I.F.C.E?
- (2) What extent has staff improvement progressed in the institution through effective motivation technique?
- (3) What are the effective management skills that can be applied in the A.I.F.C.E to induce staff performance?

Objective Purpose of the Study

The researcher will attempt to proffer answers to the questions agitating the minds of management of the institution as to what to do to adequately motivate the workers to contribute their quota to the efficient and sustained growth of the institution.

The research will also look at motivation from the perspective of the workforce while seeking to refute or validate the various models and theories of motivation by finding out from the "horses mouth" what really motivates staff of organization to perform better.

The purpose -and objective of this research also include finding out whether there is any relationship between

motivation to staff on one hand and their performance in the organization under study on another hand.

It is hoped that this study will help to identify how the staff of the institution rate various motivational factors and implication.

Finally, it is expected that the findings of this study will serve as a model for improved working relationship between management of the institution under study and her employees in particular and other human organizations in general.

Significance/Justification of the Study
The findings from this study will help to highlight those areas where there are problems among staff and thus will be of immense benefit to both management and staff of the institutions. This is worthy because it is said that identification of problems marks the beginning of resolution [4].

The results of this study would hopefully be significant in the sense that it would enable both the management (administrators) and the employees to better understand how the various motivational factors could be harnessed to inspire staff to increase and sustain high level performance and to understand the individual needs of the employees from time to time so that the right motivation will be given to the right employee, possibly- at the right time because of employees differences in motivational needs.

Besides, the findings will help to further highlight the likely problems of frustrations and how motivation can be used to either reduce or eliminate such problems among the staff of the institution [5].

Again, the result from this study will help-to highlight the concept of dynamics and staff behaviour to work. Through such understanding, the administrative scope of the institutional management could be broadened and this would put it in a better position to review and overhaul their orientation to administration in terms of better motivating staff and thus producing better result by fully utilizing the human resource potentials available.

Furthermore, this study will be of immense benefit to policy makers in the human resources functions of the organization. [6] Also labour unions and other officials and their representatives at the negotiation meetings will find it useful when putting together their "basket of needs", and it will assist management in the following areas;

- Designing and putting in place welfare incentives for their workers.
- Enable the organization to identify various types of needs and expectations of people at work.
- Explain the meaning and underlying concept of motivation.

METHODOLOGY/RESEARCH DESIGN INTRODUCTION

This chapter deals with the methodology of the study showing the various steps and procedures used in collecting the data for the study and most importantly data collection instruments used [7].

Research Design

The study adopted the descriptive survey design. This method is used for collection, analysis of data for the purpose of assessing motivation and staff performance in a survey of Alvan Ikoku Federal College of Education (A.I.F.C.E) Furthermore, data used in the interpretation of motivation and performance were collected from Alvan Ikoku Federal College of Education in accessible population from which analysis we hope to get our research findings or results. [8] In every research project or thesis, there is need for authenticity, validity and reliability as a means of achieving an accurate and meaningful result through research design,

Population of Study

The population of study consists of select staff of Alvan Ikoku Federal College of Education, Owerri, Imo State.

Unit of Analysis, Sample and Sampling
The sample study was drawn from the staff of the college (Alvan Ikoku Federal College of Education) hence two hundred (200) people comprising both senior and junior staff of the college were selected as

- Useful for government officials and establishment responsible for reviewing and updating policies and legislation on worker's motivation and incentives.

Finally, this research will serve as academic exercise contributing to the existing body of knowledge on the subject-matter. It can also provide replication given the dynamic nature of human resource management which shelters staff motivation and performance, and again, given the strategic position of the energies of the employees to organizational efficiency.

sample size for the research investigation. [9] They were selected because they are experienced and involved. This was achieved through ballot paper box with "Agree", "Strongly Agree", "Undecided", "Disagree", and "Strongly Disagree" options. Options selected were analyzed without bias.

Methods of Data Collection

The researcher went to the Alvan Ikoku Federal College of Education and distributed questionnaire to the select staff of the college which were collected as they were filled out. The questionnaires were designed to cover staff of Alvan Ikoku Federal College of Education, Owerri, Imo State. Prior to the distribution of the questionnaires, a pilot survey was conducted with both senior and junior staff with the purpose to enable the researcher identify motivation and its effectiveness or enforcement on performance.

The questionnaire comprised multiple choice questions that gave the respondents the alternatives to choose from. We also relied on secondary source of data to ensure adequacy in data collection. The respondents are expected to tick accordingly reflecting their opinion in the structured questionnaire [10].

Method of Data Analysis

The researcher analyzed data using tables and figures based on responses of the respondents on each research questions as shown in chapter four (4). However, two set of data were collected in this study. They are primary and secondary data that were believed when analyzed can provide for effective decision making. Based on this we shall use such analytical tools as tabulation and simple percentage in a tabular form. [11] Simple percentage is the observed information collected divided by the expected data multiplied by hundred (100). However, it is stated mathematically as $\% = \frac{X}{N} \times 100$.

Where % = Percentage

X = Total observed data collected

N = Total expected data.

In addition to the simple percentage analysis, the Chi-square (X^2) tool would be used to test the hypothesis on the relationship between motivation and performance in Alvan Ikoku Federal College of Education. The Chi-square is mathematically expressed as shown below:

$$X^2 = \sum \frac{(O_t - \Sigma t)^2}{\Sigma t}$$

Chi-square statistic is a test of goodness of fit. It is also a test of association. It has a numerical value [3]. The distribution is used to test if an observed series of value differ statistically in significance from what was expected. The Chi-square (X^2) is a measure of the discrepancy existing

DATA PRESENTATION AND ANALYSIS INTRODUCTION

This chapter deals with the presentation, analysis and interpretation of the data. These are presented under the following headings; presentation of primary data, data analysis, testing of the hypothesis, summary of findings and discussion [11].

Presentation of Primary Data

The primary data presentation and analysis were designed to test the formulated hypothesis. A total of two

between observed and expected frequency.

The degree of freedom would be cross checked against the level of confidence throughout the test. The research operated within a (0.05) level of confidence. This simply means that any test that falls within the remaining (5) percent should be rejected.

The value of the Chi-square is calculated by

$$X^2 = \text{Chi-square.}$$

O_i = Observed frequency

E_i - Expected frequency

Σ = Summation

Considering the hypothesis postulated in the study, the Chi-square method of data analysis and presentation was used. It is denoted by:

$$X^2 = \frac{(f_{O_i} - f_{E_i})^2}{f_{E_i}}$$

$$X^2 = \sum_{i=1}^k \frac{(O_i - E_i)^2}{E_i}$$

$$\mu \times \alpha \times K = 1$$

where X^2 = Chi-square

f_{O_i} = Observed frequency

f_{E_i} = Expected frequency

k

sign)

$i = 1$ μ = Neu sign (i.e. as it tends to normal distribution)

α = Alpha sign

$K - 1$ = (i.e. the number of columns minus 1

hundred (200) questionnaires were distributed to the employees in their selected staff status of the institution. Responses were received from the 200 selected staff including the academic staff (both senior and junior). The sample comprised 100 from academic staff representing 50% while 100 (50%) are from the non-academic staff.

Table 1: Primary Data Presentation

Distribution location	Number distributed	Number returned	Number of percentage rate returned
Academic staff	100	100	50
Non academic staff	100	100	50
Total	200	200	100%

Source: Survey Date 2013

Question 1

Does Alvan Ikoku Federal College of Education (AIFCE) implement staff

motivation policy? The question was asked to know if A.I.F.C.E implements staff motivation policy.

Table 1

Options	Response	Percentage %
Strongly Agree	80	40
Agree	70	35
Undecided	—	—
Disagreed	30	15
Strongly disagreed	20	10
Total	200	100

Source: Survey Data 2013

Based on the above table; 40% strongly agreed that A.I.C.E implements staff motivation policy; 35% agreed. 15% and 10% disagreed and strongly disagreed; while non were undecided. However, the researcher deduced that A.I.F.C.E implements staff motivation.

Question 2:

Have there been real efforts by the management of AIFCE to motivate its worker? Here, the question seeks to know if real effort has been put in place to motivate the staff.

Table 2

Options	Response	Percentage %
Strongly Agree	20	10
Agree	30	15
Undecided	10	5
Disagreed	65	32.5
Strongly disagreed	75	37.5
Total	200	100

Source: Survey Data 2013

The table above shows that 15% and 10% agreed and strongly agreed that there have been real efforts by the management of A.I.F.C.E to motivate its workers, 32.5% and 37.5% disagreed and strongly disagreed with the above statement; while 5% was undecided. However, one can infer that real efforts by management of

A.I.F.C.E to motivate its workers is an illusion

Question 3:

Is staff motivation a regular practice by the management of A.I.F.C.E? This question is aimed at knowing if staff motivation is a regular practice by the management.

Table 3

Options	Response	Percentage %
Strongly Agree	20	10
Agree	20	10
Undecided	10	5
Disagreed	70	35
Strongly disagreed	80	40
Total	200	100

Source: Survey Data 2013

The table above shows that 10% both agreed and strongly agreed that staff motivation is a regular practice. 35% and 40% of the respondents disagreed and strongly disagreed that staff motivation is not a regular practice by the management of A.I.F.C.E, while 5% of the respondents was undecided. However, one can deduce

that staff motivation is not effectively practiced by the management of A.I.F.C.E.

Question 4

Does staff motivation really increase staff performance in A.I.F.C.E? This question is aimed at knowing if incentives to staff can really push them to work harder for goal attainment.

Table 4

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	30	15
Strongly disagreed	-	-
Total	200	100

Source: Survey Data 2013

Based on the table above, 40% and 45% agreed and strongly agreed that staff motivation really help to increase staff performance. 15% of the respondents disagreed with the above question; while none of the respondents responded to undecided and strongly disagreed options. However, the above percentage shows that staff motivation really increases staff

performance.

Question 5

Does staff motivation increase general output of the institution? This question seeks to know whether staff motivation generally increases productivity in A.I.F.C.E.

Table 5

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	-
Disagreed	20	10
Strongly disagreed	10	5
Total	200	100

Source: Survey Data 2013

Table 5 above shows that 40% and 45% of the respondents agreed and strongly agreed that staff motivation increases the

general output of the institution. 10% and 5% of the respondents disagreed and

strongly disagreed on the statement, while none was undecided. However, one can deduce that staff motivation increases the general output of the institution.

Question 6.
Are you sure staff motivation in A.I.F.C.E cuts across all cadres of workers? This question wants to know if staff motivation touches all cadres of workers in the institution.

Table 6

Options	Response	Percentage %
Strongly Agree	20	10
Agree	20	10
Undecided	10	5
Disagreed	70	35
Strongly disagreed	80	40
Total	200	100

Source: Survey Data 2013

The table above shows that 10% both of the respondents agreed and strongly agreed that staff motivation in A.I.F.C.E cut across all cadres of worker. 35% and 40% of them disagreed and strongly disagreed that staff motivation in A.I.F.C.E does not cut across all cadres of workers, while 5% of the respondents was undecided.

However, one can deduce that staff motivation in A.I.F.C.E needs to cut across all workers for effective performance.

Question 7

Can staff motivation encourage industrial harmony in Alvan Ikoku Federal College of Education (A.I.F.C.E), Owerri? This seeks to know if staff motivation can avoid labour unrest in A.I.F.C.E.

Table 7

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	-	—
Disagreed	30	15
Strongly disagreed	-	-
Total	200	100

Source: Survey Data 2013

Based on the table above, 40% and 45% of the respondents agreed and strongly agreed that staff motivation encourages industrial harmony. 5% of the respondents disagreed with the above statement, while none of the respondents responded to options undecided and

strongly disagree. However, the above percentage shows that staff motivation encourages industrial harmony.

Question 8

What level of seriousness does the management of A.I.F.C.E attach to staff welfare?

Table 8

Options	Response	Percentage %
Very serious	50	25
Serious	80	40
Less serious	40	20
Non-chaliant	30	20
Total	200	100

Source: Survey Data 2013

The above table shows that 40% and 25% of the respondents said serious and very serious regarding how management responds to staff welfare. 20% and 15% said "less serious" and non-challant" to staff welfare.

However, one can infer that management shows concern to staff welfare.

Question 9

How would you assess the practice of staff motivation by the management of A.I.F.C.E

Table 9

Options	Response	Percentage %
Very high	41	20.5
High	38	19
Low	63	31.5
Very low	58	29
Total	200	100

Source: Survey Data 2013

Table 9 above shows that 19% and 20.5% of the respondents said "high and very high" in an assessment of ^AIFCE, while 31.5% and 29% of the respondents reflected "low and very low". However, one can agree that the practice of staff

motivation by the management is not highly encouraged.

Question 10

Do you think it is necessary to review the implementation of staff performance of A.I.F.C.E?

Table 10

Options	Response	Percentage %
Strongly Agree	90	45
Agree	80	40
Undecided	10	5
Disagreed	10	5
Strongly disagreed	10	5
Total	200	100

Source: Survey Data 2013

Based on the table above, 40% and 45% of the respondents "agreed and strongly" that it is necessary to review the implementation of staff motivation of A.I.F.C.E; while 5% each was undecided, disagree, and strongly disagree to the review option. However, one can deduce that it is necessary to review the

implementation of staff motivation in order to effect staff performance.

Testing of Hypothesis

Hypothesis 1

:Staff motivation will increase staff performance.

Hi: There is no positive and significant relationship that staff motivation will increase staff performance,

	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Observed frequencies	90	80	0	30	0
Expected frequencies	40	40	40	40	40

$$X^2 = \frac{(f_o - f_e)^2}{f_e}$$

$$X^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

$$= \frac{(90-40)^2}{40} + \frac{(80-40)^2}{40} + \frac{(6-40)^2}{40} + \frac{(30-40)^2}{40} + \frac{(0-40)^2}{40}$$

$$= \frac{(50)^2}{40} + \frac{(40)^2}{40} + \frac{(-40)^2}{40} + \frac{(-10)^2}{40} + \frac{(-40)^2}{40}$$

$$= \frac{2500}{40} + \frac{1600}{40} + \frac{1600}{40} + \frac{100}{40} + \frac{1600}{40}$$

= 62.5 + 40 + 40 + 2.5 + 40 = 185
 $X^2 = 0.05, 5-1; X^2 = 0.05, 4 = 9.488$
 Reject H₀ if $X^2 > X^2_{5-1}$ at 0.05 level of significance
 Reject H₀ and accept H₁ since 185 > 9.488

X ² - value	Critical value	Δ
185	9.488	0.05

A Chi-square Distribution for Four (4) Degree of Freedom



DECISION RULE
 Since 185 exceed 9.488, we reject the null hypothesis and conclude that there is positive and significant relationship that

motivation to staff increases staff performance.
Hypothesis 2
 H₀: There is a relationship between staff motivation and staff performance.

Options	Response	Percentage %
Strongly Agree	134	67
Agree	36	18
Undecided	-	
Disagreed	12	6
Strongly disagreed	18	9
Total	200	100

Source: Survey Data 2013

According to the table above, 18% and 67% of the respondents agreed and strongly agreed that relationship exists between staff motivation and staff

performance. 6% and 9% of the respondents disagreed and strongly disagreed that relationship does not exist between staff motivation and staff performance; while none was undecided.

H₁: There is no relationship between staff motivation and staff performance

	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Observed frequencies	134	36	0	12	18
Expected frequencies	40	40	40	40	40

$$X^2 = \frac{(f_o - f_e)^2}{f_e}$$

$$X^2 = \sum_{i=1}^{\mu} \frac{(O_i - E_i)^2}{E_i}$$

$$= \frac{(134-40)^2}{40} + \frac{(36-40)^2}{40} + \frac{(6-40)^2}{40} + \frac{(12-40)^2}{40} + \frac{(18-40)^2}{40}$$

$$= \frac{(94)^2}{40} + \frac{(-4)^2}{40} + \frac{(-28)^2}{40} + \frac{(-22)^2}{40}$$

$$= \frac{8836}{40} + \frac{16}{40} + \frac{1600}{40} + \frac{784}{40} + \frac{484}{40}$$

$$= 220.9 + 0.4 + 40 + 19.6 + 12.1 = 293$$

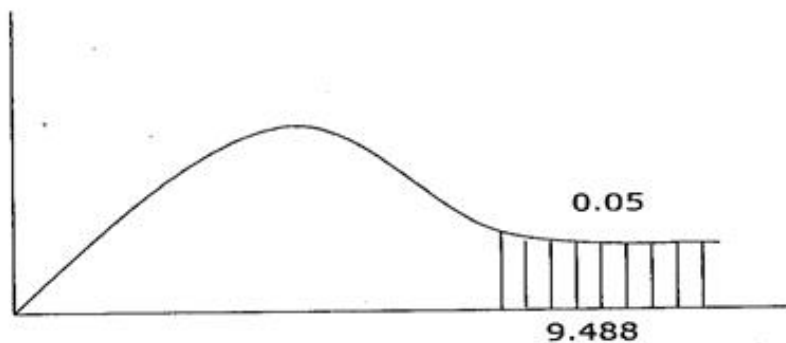
$$X^2 = 0.05, 5-1; X^2 = 0.05, 4 = 9.488$$

Reject H₀ if X² > X² 5-1 at 0.05 level of significance,

Reject H₀ and accept H₁ since 293 > 9.488

X ² - value	Critical value	Δ
185	9.488	0.05

A Chi-square Distribution for Four (4) Degree of Freedom



DECISION RULE:

Since 293 exceed 9.488, we reject the null hypothesis and conclude that there is positive and significant relationship between staff motivation and staff performance.

Data Analysis

Two hypotheses were tested and findings made. First, we discovered that staff motivation increases staff performance. When individuals are offered motivation or any incentives, they tend to put more effort which facilitates high performance and also when individuals are given opportunity to realize their own resources of initiation and creativity towards the organization, they tend to be motivated [12].

It was also observed that staff performance was said to be very high in the event of adequate staff motivation and proved a disturbing contrast where the reverse is the case. The finding agrees with [3] that "the greater the motivation, the higher the productivity and job satisfaction and the lower the motivation, the lower the productivity and morale". This explains why we have higher percentage of the respondents 45% and 40% as "strongly agree and agree" respectively to the question in Table 4. Furthermore we could attribute this to the reason for sudden improved performance by the employees at the institution.

The findings also revealed that staff motivation and staff performance are significantly related. We observed that staff motivation increases the clarity of organizational contingencies; this gave credence to the general belief that when organizational goal reflect individual goal, it encourages that staff to work effectively and efficiently for attainment of general goals which is epitomized in high performance [13].

The research reveals the intrinsic, dynamic and relative nature of motivation. That is to say it is difficult to motivate many staff with one motivational facility at same time or always. This further proves how difficult it is to motivate people because the

incentive that motivates Mr. "A" may not delight Mr. "B" one bit thus cannot increase performance level of Mr. B though may be accepted.

Besides, it was gathered that financial reward does not, and is never the most effective means of motivating staff. Financial reward and a host of non-financial reward were observed to be more effective in motivating workers to higher performance when effectively combined. Financial reward was never mentioned either in the literature gathered from the institution or from direct interaction with the staff as a technique for staff motivation. Instead things like staff training, massive renovation of offices, installation of office equipment that can aid teaching and learning for the academic staff and those for the administrative staff hold sway [14].

Finally, the organization shows significant involvement of staff motivation and performance in management process. This is made possible through meetings, discussions and interviews with/of staff of A.I.F.C.E, Owerri,

The confirmation through the respondents and test of hypothesis that staff motivation to workers plays important roles in getting the best of the workers of an organization is a clear reason for the increased performance of the staff of Alvan Ikoku Federal College of Education. In the recent past prior to the takeover of the institution by the federal government, there had been a series of labour crisis arising from job dissatisfaction and unpleasant conditions of service which consequently affected efficiency but as the federal government took over the college, a lot in terms of policy re-structuring and rearrangement in the area of personnel management brought encouraging injections into the system. Empirical evidence from some of our data tables still point to the direction that the institution needs to do more to perfect the philosophy and culture of staff motivation [15]: [16].

Empirical investigations have proved that true lackluster attitude of the employees

of the institution before federal government takeover such as the infamous "sorting" issues among students and lecturers, late release of students' results, poor attitude to teaching, undue influence on students, indiscriminate selling of books and handouts, lateness to class etc gave way for ordered and well articulated manner of operation among the academic staff of the college as a result of practical packages introduced by the management of AIFCE to encourage the staff after federal government take over.

The non academic staff was not left out of this because the hitherto poor attitude to work among them such as absenteeism, dereliction of duty, feeling of insecurity, lack of dedication to duty, discontent etc also gave way for well disciplined and productive attitude to work.

The college has come to the understanding that where the organization is not managed in such a manner that the individual's needs and goals are incongruent with those of their organization, which would result in full integration of the individuals with their organization, the individual workers in such organization would manifest adaptive behaviours such as absenteeism, labour turnover, slow down, alienation and extreme cases, withdrawal from work [4]. The fear of the above prompted the institution to put in place the policies and actions that improved workers welfare in turn spurred them to greater dedication to duty, constant urge to improve service delivery to the institution [17].

Motivation and Staff Performance as they Affect A.I.F.C.E, Owerri

As has been recorded, the essence of motivation of staff by the organization is for the general benefit of both the motivating institution (employer) and the motivated institution (employee). This equilibrium is expected to tickle the motivated employee into greater dedication to duties, thus higher performance, which is the principal expectation of the employer from the employee. Motivation to staff and correspondent response to motivation by

staff appears to be the livewire of every organization, whether public or private. Our research radar on our background of study, A.I.F.C.E reveals that tremendous efforts have been made in motivation of staff through infrastructural development, provision and maintenance. This however is done to physically reposition the employees of the college to put in better performance. It has been observed that motivation varies and that what motivates employee "A" may not motivate employee "B". [18] However, evidence is rife that good and conducive work environment and tools (that is appropriate and modern machines) are of no mean importance to the effectiveness and efficacy of any employees of organization. A critical and clinical look at the hierarchy of needs as presented by Abraham Maslow shows that work environment plays a vital role in determining the performance of workers from time to time. [19] A good work/office environment with state-of-the-art tools is most likely to reduce any form of negative attitudes to work, boredom, lost of interest etc.

Any good office environment is a great motivation of its own to employees. This thought was what played the authorities of Alvan Ikoku Federal College of Education, Owerri into the unprecedented refurbishment of virtually all the offices of its staff pointing that such offer will bring about maximum concentration on the side of employees which in turn will surely generate higher performance from the workers.

As we embarked on a tour of offices of Alvan Ikoku Federal College of Education, we could see offices with at least fairly good and encouraging infrastructure capable of making the workers feel they are being recognized and respected as bonafide and worthy members of the institution. We could see good working computers, set of furniture (tables, chairs etc), working air-conditioners, photocopies of which some are of tripod functionality, that is to say, they can photocopy, scan and print hard copies. Furthermore, efforts have been made and

still ongoing by the institution in providing new office blocks for the staff of the college to bring about decongestion. Some of these offices are equipped with internet services especially where they are needed for easy and quick access and dissemination of information. [20]The picture below shows a set of computers and the photocopies donated by the college management so that the affected office will no longer face the hurdles of queuing up at the private business centers to do their photocopies

and sundry work. This has brought about a positive reduction on the frequency of the possibility of truancy and malingering on the part of the staff. Again, evidence is rife that most workers on the premise that they are on official errand could choose to go their private ways only to return to office at will and tell false stories. The provision of these systems raised the ego of the workers who always feel honored for the opportunity to work with modern equipment, thus motivated to work harder.

Pix "A" Depicts Office of Secretary to the Dean of school of Arts, A.I.F.C.E



Source: Field Work, A.I.F.C.E, Owerri, Showing newly installed computer system for the school of Arts.

The availability of these equipment and infrastructure has reduced time wasting, increased quick service and efficacy which has resulted in efficient time management.

Furthermore, as we burst into the office of the Public Relation Officer (PRO) of the college, we experienced a conducive office. A refurbished office with functional air conditioner, computers with internet service, multipurpose photocopier machine, and even refrigerator. The office is not without

comfortable working desks and chairs for the staff. According to one of the staff we met, the availability of these have enhanced their operations and that there is the feeling that the management acknowledges how important it is for them (staff) to enjoy what will make them work better. Pix "B" below depict the office that was given a new lease of life through refurbishment to encourage the users of the office to do more in terms of service delivery.

Pix 'B': Office of A.I.F.C.E P.R.O



Source: Field Work, A.I.F.C.E, Owerri. Conductively refurbished and equipped office of A.I.F.C.E P.R.O

With such offices as depicted here, any official stationary work could be comfortably achieved without an inch movement outside the office. Interestingly the target of the college for doing these yielded and still yielding expected results as staff are responding to such provisions.

It was observed that Alvan Ikoku Federal College of Education took interest on organizing workshops and seminars for staff as part of staff motivation. One of such workshops was on strategic planning. This workshop was organized for the college for the entire community-both academic and non-academic staff. The essence of the workshop is to build capacity for the staff on how best, fast, and effective they could plan and execute strategies to move the institution to a higher level.

This is not just to help the institution, it is also a way of increasing them to perform. One thing is important; the workers received this training and it became added knowledge and experience which is capable of taking their career to another level. Again, in trying to put into practice the newly acquired knowledge, they will surely increase productivity in the institution.

This workshop titled- A.I.F.C.E HOLDS A WORKSHOP ON STRATEGIC PLANNING' focused on providing a forum for

generating ideas that would engender shared values, visions, mission, goal, objectives as well as identifying the challenges which pose threat or that are constraints to achieving the desired goals that could be appropriated not only for moving the college forward but also for the formulation of strategic plan (A.I.F.C.E Newsletter. Vol 2. Nol, A.I.F.C.E, Owerri, Jan-March 2010. Pp 38. Please refer to appendix [21].

In attempt to sustain upgrade, training and retraining of staff of A.I.F.C.E, the college attracted the attention of SERVICOM to organize a workshop for the college community. Our greatest interest in this workshop is the involvement of Deans and college staff of the institution in the workshop as depicted in the attached excerpt (please site as appendix). The deans and college staff in attendance are expected to gain extra knowledge from the workshop which is expected to guide them in delivering good, fair and timely leadership in their various areas of assignment. [22] This workshop serves as a motivator to the affected staff-that is to say, for the institution to invest knowledge in them means it trusts their abilities to put in performances that will move on their various areas of duty in particular and the institution in general. Upon learning of then trust reposed on them, the workers will rise to the

challenge of raising performance to justify the trust and confidence reposed on them [23].

Training and retraining of the staff of Alvan through workshops, seminars etc as could be seen as attached had been seen as one of the major ways through which the affected employees of the college get motivated. The investigation reveals that it is a welcome development among the employees of the college.

Most of the employees affected by this mode of motivation expressed that such exercise lifts them to self-actualization point in the hierarchy of needs according to Abraham Maslow. Furthermore, they claimed that the knowledge from the workshop helps them to be what they aspire to be at their workplace/career. The paper attached depicts a cross-section of deans and college staff at the workshop learning to upgrade their knowledge which in attempt to practice them will positively affect their performances in the institution

Still on the workshop matters as a way of motivation, the affected staff of Alvan Ikoku Federal College of Education stands the huge opportunity of being given higher responsibility. This factor is a strong occupier in the pyramid of needs. That is to say, if an employee is given a higher responsibility, it means the management reckons with his ability and such reckoning can singularly challenge the staff to rise to unprecedented level of performance and dedication to duty [24].

Indicators of Performance in Alvan Ikoku Federal College Of Education, Oweeri

The A.I.F.C.E as was gathered has related to its workers based on the provision of the condition of service of the institution where so many benefits and penalties are spelt out, With the adherence to staff motivation, certain positive attitude to work by the staff such as are discussed below gradually germinated. It has been said that "to whom much is given, much is expected". This is the position of the employees both academic and non-academic that work with various schools and departments of the college. The

question now is what is performance? What is our operational definition of performance vis-avis Alvan Ikoku Federal College of Education staff? Performance however in our context should be seen as the accomplishment of a given task measured against preset known standards of accuracy, completeness, costs and speed"... (www.businessdictionary.com) . Based on the available motivations to the employees of the college, which span from training and retraining of staff, awards and rewards, promotion as when due, provision of good office blocks, refurbishment of offices, provision of modern working tools (like computer, scanners, photocopying machines) conducive office/work environment to sparse cases of financial motivation etc, it was observed that the college staff have responded significantly by improving performance. [25] We shall therefore look at the indices of performance among Alvan staff in the face of available job satisfaction. Such indicators of performance include;

1) Improved teaching delivery by academic staff of A.I.F.C.E:

Given the provision of suitable work environment by the authorities of A.I.F.C.E, and general support for lecturer's job satisfaction the academic staff of the institution has increased interest in devising better skill of teaching the students which has ultimately improved significantly the standard of education in A.I.F.C.E environment. Lecturers feel motivated to teach in good classrooms with teaching aids like loud speakers in the case of large lecture theatres, modern boards and electronic projectors, cool classrooms aided by working fans and air conditioners as the case may be. Given these situation, the lecturers do enjoy performing their jobs with great willingness.

The provision of internet service to the school and the compulsory distribution of computers to many offices have increased and supported lecturer's urge to engage in extensive research which not only increases their knowledge but also

includes A.I.F.C.E in the list of researcher schools.

2) Achieving semester lecturers on schedule:

The putting in place of policies that support lecturers satisfaction has encouraged them to devise a means of making sure that lectures end at the appropriate time in a semester. This has given the students the opportunity of engaging in private revision and group studies which have always helped them get properly prepared before the examination. Such time for preparation for examination has helped the students to do well.

3) Prompt release of students result:

Further investigation revealed that one of the responses of the academic staff of AIFCE for feeling motivated is the prompt release of students' results. This is considered as a big success by the school because students had in time past suffered a lot because of late release of results. Most students can now know their academic fate as soon as the semester ends, that is, to know on time what their results are like. Those who will retake certain courses will know and prepared for it unlike before where students in final year will surprisingly learn that they have carryover in year one due to non-release of result as when due.

Another good side of this lecturers' response is preparing students for National Youth Service Corps (NYSC). This is the dream of over 99% of graduating students in Nigeria and the urge for it is justified. Since it is clear that no student can graduate let alone going to NYSC without complete results and since it is only the lecturers that can authoritatively ensure such through the release of results, it follows that releasing the result at the right time is a strategic performance.

4) Giving required attention to final year students doing project work:

Another remarkable achievement is the resolve by the academic to properly guide and assist final year students writing their projects to avoid unnecessary delay, hitches and problems. Before now,

students had suffered in trying to get the attention of the project supervisors assigned to them by the school and thus suffered untold elongation of the project work and other negativities. Lecturers' reversal following the collective recognition of the need to encourage them by the management has injected efficiency to the point under discussion.

5) Internal industrial harmony both from academic and non-academic front: The motivation in place in A.I.F.C.E has led to the achievement. This fact does not mean that there has never been industrial misunderstanding between the management and staff of the college. Industrial disputes that are internal and peculiar to A.I.F.C.E have always been handled with great understanding, thanks to the sentiment showed by the workers because of myriads of effort made by the college to motivate them. It was gathered that currently, the college is on strike but the strike action is not peculiar to A.I.F.C.E. It was an issue that affected all the Colleges of Education nationwide, both of Federal and State persuasion. Thus being a national union affair, the local chapter of A.I.F.C.E cannot back out because of the statutory bond between it and other chapters of the union body. However the academic staff of A.I.F.C.E has maintained good delivery in terms of teaching and submission of results when appropriate.

6) Punctuality to work:

The psychological nature of man has played out here very tremendously. Prior to the availability of the mentioned motivating provisions, the college had been struggling without success on how to enforce punctuality to work on the staff. This ugly and negative attitude to work took a sharp turn in the face of statutory changes made by the institution to facilitate the motivation of workers. Of course one will not be left guessing on the effects or benefits of punctuality to work. Staff service to the institution increased with greater enthusiasm and vigour, Punctuality they said..."is the soul of business

7) Appreciable reduction of absenteeism: There was great improvement in staff attendance. Staff took joy in maintaining regular attendance to work. Absenteeism reduced drastically among workers. The issue of boredom in the office which was a part cause of absenteeism as a result of poor work environment was resolved. Workers always think of office because of the newly found lively nature of the work environment. Staff now prefers to be at duty post/office to any other place.

8) Cut down of truancy and non-challant attitude among staff especially non academic staff:

It has been observed that most organizations that do not meet the supposed and legitimate demands of their workers face truancy and non-challant attitudes from the aggrieved or dissatisfied worker. These trends do rundown organizations if not handle properly by management. The workers will appear at the office but would adopt a kind of work-to-rule action, reduced effectiveness and efficacy through non-challant dispositions. Workers are usually not very steady of workplace. Other non-official interests tend to override that of the official. Half baked services are rendered. The most dangerous of this point is that the management cannot effectively claim that workers are not functioning yet loopholes are evident.

The college experienced encouraged changes from the discussed negativities to improved study and dedicated service delivery from the staff, thanks to the availability of motivation.

It was observed that the college has never adopted stick diplomacy as a means of motivating staff. No records of threat of sack or demotion, or withdrawing from staff. Instead carrot form of motivation towers. Therefore, the Alvan Ikoku Federal College of Education, Owerri does not see as effective and efficient the adoption of negative motivation to spur its workers to expected performance.

There is therefore price for every good work. Good effort must produce good result. If management demands good performance from staff, it must motivate them and if staff wants motivation further, they must respond to initial motivation and the cycle continues. This will spur the concerned to give all not half for organization's growth because. According to [5]

"Nothing worthwhile comes easy. Half effort does not produce half results. It produces no results. Work, continuous work and hard work are the only ways to accomplish results that last. No one finds life worth living. You must make it worth living"...

The institution therefore, is expected to continue with the practice of staff motivation and also to improve on seeking other modalities that can place them on a better scale to carry their workers along in the scheme of things in the institution. Half effort to motivate the staff will produce no result.

SUMMARY

The study investigated Motivation and Staff Performance in Avan Ikoku Federal College of Education in Owerri. It was guided by several objectives, research questions and hypotheses. The survey research design was adopted and a total of relevant 200 staff of the Institution formed the sample size. A combination of primary and secondary sources of data was employed. The researcher-developed questionnaire was used as instrument of data collection which was later analyzed using simple percentage and chi-square.

Observations show that there is a relationship between motivation and staff performance. The responses show that no employee will love to continue putting in his/her best at the workplace without being recognized and encouraged.

Again the institution under study has a culture of motivating workers but it has to be broadened to reflect the contemporary understanding of staff motivation.

The investigation highlights on the need for organizations to make staff

motivation integral part of its Human Resource Department which should be regularly reviewed to create better industrial harmony among them. The research drew its strength from two

theoretical frameworks. They are Maslow's Hierarchy of Need Theory and William Ouchi's Theory Z. Both are strong protagonists of staff motivation.

CONCLUSION

In this research work, it has been established that motivation has a positive impact on staff performance in an organization and also helps to reduce or minimize inefficiency in an organization. It is then very important for management of organizations to put adequate measures in place to enhance motivation as it helps to effect employees and increase organization's productivity. All the measures discussed in the previous chapters of this project work

should be vigorously pursued and policies put in place to enhance job security and satisfaction among staff. Better relationship among superior and subordinates is said to be an effective tool to enhance organizational performance. The act of participative management, that is trusting and giving some of the management functions to the subordinates could also trigger in the employee, the urge to perform better in the assigned position.

RECOMMENDATIONS

In view of the facts gathered, the researcher recommends that it will be in the economic interest of both parties for the institution to consider staff motivation as a cardinal and most effective management tool for higher productivity as it is clear beyond every reasonable doubt that no staff can give his/her best when the organization is not ready to match his/her needs with the goals of the organization. Furthermore, the researcher suggests that management allow subordinates to be involved in certain management decision especially those that affect them and also realize that employees are human in nature and as such should be treated with respect and recognition in issues of their

common interest. Empower them via participatory management. Finally, we are in a computer and robot age where a lot of machines are used at work to complement human labour input. It will therefore be beneficial if Management considers making suitable work environment available for the employees with the appropriate working tools that will make functionality easy, fast and effective. It was observed that the employees in Alvan Ikoku Federal College of Education, whose offices are equipped with requisite and modern work tools work with better ease, achieve better efficacy and attain set target much earlier than those in manual offices. Such work environments boost the staff confidence, thus spur him for higher performance.

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