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## *Full Length Research Paper*

# **Motivation and Job Performance of Non-Academic Staff in Private Universities in Nigeria (Babcock University as A Case Study)**

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The objective of this paper is to explore the influence of some part of motivational factors (Remuneration, Recognition and Incentives) on employees' performance. Subject for the study consisted of fifty employees of Babcock University, Ogun State. Data for the study were collected through a well-structured questionnaire delivered to the employees of the university. The study employed regression (i.e. F test and t test) and correlation analysis to test the hypotheses whether remuneration, recognition and incentives boost the job performance of employees. The findings of the study reveals that there exist strong positive relationship and significant effect of incentives, remuneration and recognition, on job performances, and that incentive motivational factor has the highest contribution to boost the job performance of an employees in Babcock university. Therefore, we recommend that Babcock University should take into consideration the needs and feelings of their employees because a happy worker is a productive workers.

**Keywords:** Motivation, Job Performance, Incentives, Remuneration, Recognition

## **INTRODUCTION**

Private universities all over the world have the prime aim and objectives of improving and impacting knowledge through teaching, community services and research but these objectives cannot only be achieved by the academic staff because non-academic staff of a university carries out the administrative work which will positively contribute to the afore-mention objectives of the

universities. To effectively achieve these objectives, competent, motivated and qualified non-academic staffs are harnessed. However, the performance of non-academic staff is not only a function of qualification and competence but also of motivation. Drake et al. (2007) stated that highly motivated employees are critical factor in the long term success of many organizations.

Ngu (1998) indicates that the two most variables that explain employees performance are motivation and ability. Manzoor (2012) defined motivation as a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an

objective. Hassan, Mehact and Danet (2011) indicate that human asset is one of the most reliable sources of organizational performance, efficiency and effectiveness. Halepota (2005) defines motivation as a person's active participation and commitment to achieve the prescribed results. Highly motivated employee will triggered the total commitment of an employee and good job performance by an employee. Getting employees to do their best work even in strenuous circumstances is one of the employees most stable and greasy challenges and this can be made possible through motivating them (Manzoor, 2012).

Recognition is the identification or acknowledgement given for something. According to Harrison (2005), "employee recognition is a timely, informal and or formal acknowledgement of a person's behavior, effort or business result that supports the organization's goals and values, and which clearly has been beyond normal expectations". Indeed employee recognition is now globally more relevant and embraced in any organization that is determined to succeed in an economically competitive era.

Chikungwa and Chamisa (2013) stated that recognition of performance systems are powerful means of directing attention within and organization hence management must understand the psychology of praising employees for good work, to apply the principles of employee recognition and to encourage others to initiate it in their working relationships (Md et al., 2013). Employee recognition plays a key role in enhancing relationships which are meant to improve performance in an organization (Atambo et al, 2012). They also indicated that effective employee recognition leads to increased productivity as a resultant of enhanced satisfaction as seen in their commitment and devotion. Grote (2006) cited in chikungwa and chamisa (2013) states that Recognition of employee performance can come in such simple forms as "Good work, Thank you, well done, or I really appreciate it."

The university management can achieved effective job performance by the non academic staff through employee motivation packages. Non-academic staff performance fundamentally depend on many factors like performance appraisals, staff motivation, compensation, staff satisfaction, training and development, organizational structure and job security. Reward is another factor that enhanced commitment and influenced worker's job performance.

Rewards which are part of motivation can either be intrinsic or extrinsic. Intrinsic rewards (motivations) are derived from within the individual. Intrinsic rewards are those rewards that can be called psychological motivations and examples are individual achievement of goal, recognition, receiving appreciation. Ajila (1997) stated that an intrinsically rewards person will be committed to his work to the extent of which the job inherently contains tasks that are rewarding to him and also an extrinsically rewards worker will be committed to

the extent that he or she can gain external rewards for his or her job performance.

Effective job performance by the non-academic staff of universities can be achieved through good remuneration (pay) which will increase their employees performance and thereby increase the organization productivity and delivering of service, as established by maimona (2011) that no other inducement or motivational method comes close to cash. The performance of the employee will determine the success of the organization. Improvement on performance of an employee in an organization is paramount not only for the growth and expansion of the organization but also for the growth of individual employee. Therefore, non-academic staff can only reach peak performance if they are well rewarded (motivated).

Empowerment trigger the motivational spirit of an employee, as stated by conger and Kanungo (1988) who indicated that empowerment is a motivational concept and define empowerment at an employee as the improvement of employees self competence. Vogt and Murrel (1990) define empowerment as the period of improving the decision making ability of the employees through training, education, sharing and team work.

Hasan et al. (2011) pointed out that the purpose of the employee empowerment is to strengthen the achievement motives of the employees and therefore increase their contextual by an employee which result to high job performance by an employee. This study attempts to investigate the relationship between motivation and job performance of non-academic staff in private universities in Nigeria.

## **Statement of the Problem**

Every organization wants to achieve success and have desire to get constant progress in their daily business activities. The current trend in the world market today is highly competitive and organization regardless of size, market share and technology are facing employees (workers) retention challenges.

The management of an organization is faced with two challenges; the first challenge is to motivate workers to work towards helping the organization to achieve its goals while the second is to motivate workers to work towards achieving their own personal goals. Meeting the needs and achieving the goals of both the management and workers is often a difficult task in all types of organization all over the world.

Manzoor (2012) stated that unless and until, the employees of any organization are satisfied with it, are motivated for the task fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Several studies on motivation and job performance in Nigeria attempt to focus on typical organization like manufacturing sector, banking industry, construction industry, local government, and among

academic staff members of higher education institutions. None of these studies researched motivation among non-academic staff of higher education institutions particularly in private universities in Nigeria. This study also employed mixed statistical methods to evaluate the relationship between motivation and job performance of non-academic staff in private universities in Nigeria.

## Research Questions

- Does an employee incentive affect job performance of non academic staff in private universities in Nigeria?
- Does recognition enhance job performance of non academic staff in private universities in Nigeria?
- To what extent remuneration influence commitment and job performance of non academic staff in private university in Nigeria?

## Objectives of the Study

The main purpose of this study is to examine the relationship between employee motivation and job performance of the non academic staff in private universities in Nigeria.

The other objectives of the study are to:

- Determine the effect of employee incentives on the job performance of non academic staff in private university in Nigeria.
- Assess the relationship between employee remuneration and commitment of non academic staff in private university in Nigeria.
- Determine whether recognition trigger motivation of employee.

## Hypotheses

- Ho: There is no significant relationship between employee incentives and job performance of non academic staff in private universities in Nigeria.
- Ho: There is no significant relationship between employee remuneration and job commitment of non academic staff in private universities in Nigeria.
- Ho: There is no significant relationship between employees recognition and their performance in the private universities in Nigeria

## Literature Review and Theoretical Framework

### Motivation

Motivation of employees is a strategies use by management to enhance effective and efficient job

performance of their employee in the organization, so as to achieve organizational goals Oyebisi and Akinlabi (2013) stated that for effective work performance to thrive in the organization motivation has to be managers' top priority. No matter how the settings and beauty of an organization, if their employee are not motivated (well rewarded) the employee performance will decline and reduce the organizational performance among the competitors in the market. Maimona (2011) pointed out that performance appraisal has a collision on employees motivation with respect to remuneration. He also stated that financial incentives are not lacking of shortcoming, that one problem that can come up is the employees' feelings of not being justifiably rewarded for their assistance which is consequence may cause the employee to diminish his or her input for potential productivity. Lindner (1998) indicate that the most factors that motivate employee is interesting work followed by good wage or salary.

Ambi (2005) stated that most employee needs in most organization in Nigeria is financial motivation because of the economic situations. She also stated that motivation is a skill that can be learnt and must be learnt for any organizations to succeed and survive in the competitive economic system. According to Nelson and Quick (2003) pointed out that motivation factors lead to positive mental health, contribute to the work environment, challenge people to grow and invest themselves in the organization. After increasing motivations, the employees will work harder and feel that they are responsible to achieve all targets and goals that ordered by supervisors or manager (Oyebisi and Akinlabi, 2013)

As noted by Babaita (2010), motivation of employees shows positive effect on the employees' performance and delivering service in the Nigeria banking industry. Employee recognition motivates the workers which indirectly increase employee job performance.

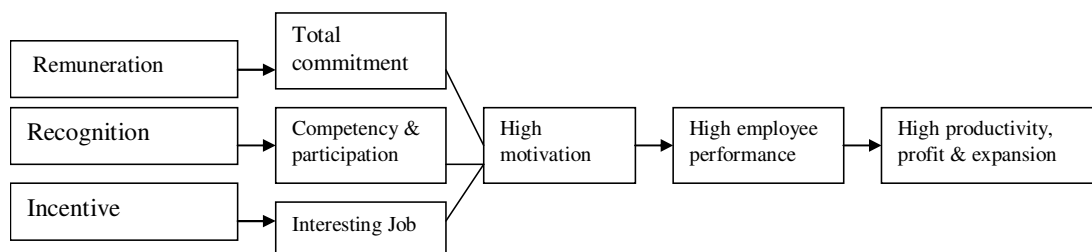
### Job Performance and Empowerment

One of the tools of motivational factors that can improve job performance by employee is job performance appraisal with respect to remuneration. Performance appraisal enhances the motivational spirit of an employee because positive result of appraisal will yield promotion with increase in salary or wages of an employee.

Hasan et al. (2011) stated that performance is the level of reaching the target both for the institution and the individual. There are many motivational factors that enhanced high or unlimited job performance like job satisfaction, good job design, wages or salary, recognition, leadership style etc exert total commitment of employee (high performance) which will yield high productivity and increase the profit performance of the organization. Locke and Latham (1990) hypothesizes that by establishing goals, individuals are motivated to take



Source: Harrison, (2005)



The relationship between high remuneration, incentives, recognition and job performance

Source: Researcher's Conceptualization, (2013).

action to achieve those goals.

Empowerment is defined by Manzoor (2012) as the giving authority and liberating potential of employees. According to Smith (1997) empowering makes employees feel that they are appreciated and for making it possible continuous and positive feed back on their performance is essential (Manzoor 2012). He also pointed out that the main driving force of empowerment is having larger control over how jobs are done and carried for more growth and productivity. Employee empowerment and participation consist of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization (Manzoor, 2012).

Constant (2001) established that employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization (Manzoor, 2012). From the result of other scholars, it shows that empowerment the employee yield positive effect of job performance by the employee of an organization.

## Theoretical Framework

There are many motivational theories that are propounded by psychologists about what motivate employees such as Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's two factor theory, McClelland's acquired needs theory etc. This study adopted the Herzberg's two factor motivation theory. Herzberg (2003) modified Maslow's needs theory and

consolidated to two areas of needs that motivated employees.

i. Hygiene's: These were characterized as lower level motivators which include company policy and administration, supervision, interpersonal relationship, working conditions, salary, status and security

ii. Motivation: These emphasized on higher level factors of motivation and focused on aspect of work such as achievement recognition for achievement, the work itself, responsibility and growth or advancement.

The Herzberg theory emphasized on salary, working conditions, job security, recognition and achievement etc, as a factors that motivate employees to commit their total effort on the task apportioned by the organization, that will increase productivity, output and performance of the organization.

Maimona (2011) indicates that no other inducement of motivational methods comes close to cash (remuneration) Recognition and empowerment play an essential part in enhancing employee motivation towards organizational task and performance (Manzoor, 2012).

## Concept of Recognition

### Cost-benefit analysis of employee recognition

The cost of a recognition system is quite small and the benefits are large when implemented effectively. Meta-analysis conducted by the Gallup Organization in 2003 of the results from 10,000 business units in 30 industries found [a meta-analysis is the statistical analysis of results across more than one study]:

TABLE 1

Demographic	Distribution Frequency n=50	Percentage %	Mean	Standard Deviation
Gender Male Female	23 27	46 54	1.54	0.50
Age 18---30 years 31---40 years 41---50 years 51---60 years Above 60 years	8 14 21 5 2	16 28 42 10 4	2.58	1.01
Marital Status Single Married Divorced/Separated	15 35 0	30 70 0	1.7	0.46
Working Experience Less than 3 years 4---6 years 7---9 years 10---12 years Above 12 years	4 6 20 11 9	8 12 40 22 18	3.30	1.15
Educational Attainment SSCE OND/NCE B.SC/HND M.sc PhD	6 9 10 17 8	12 18 20 34 16	3.24	1.27
Monthly Income Below #50000 #51000---#100000 #101000---#200000 #201000---#300000 Above #300000	15 10 18 5 2	30 20 36 10 4	2.38	1.14

### Benefits

- Increased individual productivity – the act of recognizing desired behavior increases the repetition of the desired behavior, and therefore productivity. This is classic behavioral psychology. The reinforced behavior supports the organization's mission and key performance indicator
- Greater employee satisfaction and enjoyment of work - more time spent focusing on the job and less time complaining.

- Direct performance feedback for individuals and teams is provided.
- Higher loyalty and satisfaction scores from customers.
- Teamwork between employees is enhanced.
- Retention of quality employees increases – lower employee turnover.
- Better safety records and fewer accidents on the job.
- Lower negative effects such as absenteeism and stress.

**TABLE 2.** Descriptive Statistics on Motivation in Babcock University, Nigeria.

Descriptive Statistics					
	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
Good pay has increase your commitment at work	50	2.8200	.89648	-.869	.239
Your organization job design encourage employee	50	3.0400	.85619	-.688	.023
Conducive working environment encourage employee	50	3.7347	.49056	-1.636	1.876
Recognition for doing good job increase employee commitment	50	3.7400	.52722	-1.958	3.140
Promotion when due motivate employee to put in there best at work	50	3.3400	.87155	-1.314	1.132
Increment of salary enable employee to work hard	50	3.5800	.70247	-1.768	3.004
Interesting job motivate employee.	50	3.8400	.37033	-1.913	1.726
Employee empowerment increase employee commitment	50	3.7200	.45356	-1.011	-1.021
Good style (leader) motivate employee	50	3.6200	.72534	-1.942	3.193
Incentive to employee encourage employee to work harder	50	3.8600	.35051	-2.140	2.684
Employee competence motivate workers to work	50	3.600	.70450	-1.680	2.728
Self determination increase employee commitment at work	50	3.7600	.47638	-1.829	2.657
Transparency in the organization increase commitment of workers	50	3.2200	.84007	-.873	.155
Valid N (list wise)	50				

Source: Field Survey, October, 2013.

### Costs

- Time spent in designing and implementing the program.
- Time taken to give recognition.
- Dollar cost of the recognition items given
- Time and cost of teaching people how to give recognition.
- Costs of introducing a new process. 2

### METHODOLOGY

The study seeks to investigate the effect of motivation i.e. good pay (remuneration) , incentives and recognition on job performance by the employee. The research work is based on a single case study conducted in private owned university, Babcock university, ilisan, ogun state in 2013. According to Abdulsalam and Mawoli (2012) stated that the great strength of a case study method is that it allows the researcher to concentrate on a specific situation and to identify or attempt to identify, the various interactive at work (Bell, 2004).

The survey research design method was employed in this study. It involves using self-designed questionnaire in collecting data from the respondents. This method is usually adopted in order to generate the required data from the sampled staff for analysis and also because the researcher do not intend to manipulate any of the variables under this study.

Primary sourced data was used for analysis; these were collected using a 4- point likert scale questionnaire

range from 1 as “strongly disagreed” to 4 as “strongly agreed” which was administered to the non-academics staff of Babcock University. The motivational scales are made of 13 items and the job performance scale are made of 14 items. The reliability of the job performance scales was tested using Cronbach Alpha. The questionnaire titled motivation and job performance was divided into three sections, namely A to C. Section A comprising demographic data, B measured employee motivation and C measured employee job performance. The well structured administered questionnaires were hand delivered to the targeted respondents, using private university as a case study. The responses of the staff were evaluated and used to generate an index of motivation and job performance which were used to process inferential statistics. The motivation was used as the independent variable while the job performance was used as the dependent variable. Both Pearson correlation and linear regression statistical techniques were used to test the hypotheses and statistical packages for social sciences version 21.0 were used for data analysis.

### The model

The study model is mathematically expressed as follows:-

$$\text{Per} = \alpha_0 + \alpha_1 \text{Mot} + e \text{-----}$$

equation (1)

Equation one was further expanded as follows

$$\text{Per} = \alpha_0 + \alpha_1 \text{Rem} + \alpha_2 \text{Rec} + \alpha_3 \text{Inc} + \alpha_4 \text{---}$$

equation (2)

**TABLE 3:** Descriptive Statistics on Job Performance in Babcock University, Nigeria.

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>
Arrives for work on time.	50	3.6200	.66670	-1.968	4.209
Identifies problems.	50	3.4000	.83299	-1.324	1.104
Proposes solutions to problems.	50	3.8200	.43753	-2.448	5.734
Takes appropriate action on problems as necessary.	50	3.5200	.73512	-1.838	3.822
Sets appropriate priorities for tasks.	50	3.4400	.78662	-1.497	2.063
Uses time effectively.	50	3.7200	.45356	-1.011	-1.021
Meets work deadlines.	50	3.9000	.30305	-2.750	5.792
Arrives for meetings on time.	50	3.2800	.75701	-1.112	1.576
Works without supervision as necessary.	50	3.5600	.64397	-1.188	.330
Demonstrates initiative as appropriate.	50	3.4000	.67006	-1.102	1.906
Effectively collaborates with other department members as necessary.	50	3.7400	.48697	-1.667	1.991
Deals effectively and professionally with employees in other areas.	50	3.8200	.38809	-1.718	.989
Demonstrates appropriate interactions with students.	50	3.2800	.80913	-1.045	.777
Demonstrates appropriate interactions with the public.	50	3.4000	.85714	-1.499	1.730
Demonstrates effective leadership skills as appropriate.	50	3.5800	.73095	-2.085	4.676
Deals appropriately with confidential information.	50	3.5200	.78870	-1.758	2.727
Deals appropriately with sensitive situations.	50	3.5800	.57463	-.998	.055
Valid N (list wise)	50				

Source: Field Survey, October, 2013

Rem = Employee remuneration  
 Rec = Employee recognition  
 Inc = incentive to employee  
 Per = Job Performance

## Conceptualization

The mathematical model above is represented diagrammatically

## RESULTS

### Socio-Demographics and Economic Characteristics of Respondents in the Questionnaire Survey

This section presents data analysis on the socio-demographic and economic characteristics of respondents. In table 1 below, the distribution of respondents by their socio-demographic and economic characteristics is presented. As shown in the table regarding gender distribution, majority of the respondents were female representing 54% (27) and male 46% (23). The result also shows that majority of the respondents fall in the age group between 41-50 years accounting for 42% (21); 28% (14) and 16% (8) accounted for 31—40 years and 18—30 years

respectively, while 51—60 years and above 60 years accounted for 10%(5) and 4% (2). The analysis reveals that the mean age of the respondents is 2.58 and the standard deviation is 1.01. These age groups of 41-50 years, 31-40 years and 18-30 years believed to constitute and represent the active work force of Nigeria and majority of non academics staff in Babcock University fall in these age categories. This inferred that non-academics staff in Babcock University are active and have attained high performances in term of service rendered to the institution. Table 1 equally indicates that majority of the respondents were married accounting for 70 % (45) while 30 % (15) were single respectively.

As shown in table 1 is the working experience of the respondents. As indicated in the table, majority of the respondents that have worked for 7-9 years accounting for 40%(20) and 22% (11) have worked for 10-12 years, and 18% (9) and 12% (6) of the respondents have worked above 12 years and within 4-6 years while 8% (4) of the respondents have worked for less than 3 years. Furthermore, the table reveals that majority of the respondents had master of science accounting for 34% (17) and B.sc/HND 10% (20), while 18% (9), 16%(8) and 12%(6) accounted for OND/NCE, PhD and SSCE holders respectively.

Finally, it is shown in the table that majority of respondents are earning salary within #101000-#200000 monthly, followed by #50000 below and these are

**Table 1:** Reliability coefficient of the research variables

Factor	Number of items	Cronbach Alpha
Motivation	13	0.976
Recognition	8	0.58
Incentives	12	0.68
Performance	17	0.984

Source: Researcher's Computation, 2013.

**Dependent variable:** Job Performance

Variable	Coefficient	T-stat	R <sup>2</sup>
Constant	1.143	4.194	
Incentives to employee	0.714	10.159	0.683

Source: From Author's Computation  
Significant at 5%

**Dependent variable:** Job Commitment

Variable	Coefficient	T-stat	R <sup>2</sup>
Constant	3.248	30.854	
Employee Remuneration	.231	6.483	0.467

Source: from Author's Computation  
Significant at 5%

represented by 36% (18) and 30% (15), while 20%(10), 10%(5) and 4%(2) accounted for #51000-#100000, #201000-#300000 and above #300000 worth of salary earning in a month with a mean and standard deviation of 2.38 and 1.14 accordingly.

### Descriptive Statistics on Research Questions

The results of the descriptive statistics of the variables that provide answers to the research questions of this study are presented. Thus, the section presents the mean scores, standard deviations, skewness and kurtosis of the items in the second section of the questionnaire. The maximum expected mean score is 4 while the minimum is 1 based on the 4 point Likert Scale that was used to draw the questionnaire.

In Table 1, it is discovered that the variable with the highest mean score is "incentive to employee encourage employee to work harder". This variable has a mean score of 3.86 and a standard deviation of 0.351. The second variable that has the next highest mean score is Interesting job motivate employee". The variable has a mean score of 3.84 and standard deviation of 0.37033.

The variable that has the least mean score is "Good pay has increased your commitment at work". The variable has a mean score of 2.8200 and a standard

deviation of 0.896. Generally, all the variables mean scores are high except the one that has a lowest mean score of 2.82. The results indicate that there is high level of job motivation in Babcock University.

Table 2 presents the means, standard deviations, skewness and kurtosis of the variables measuring the effects of motivation on job performance of non-academics staff of Babcock University. The variable with the highest mean is "Meets work deadlines". This variable has a mean score of 3.9 and a standard deviation of 0.30. The second variables that follow are "Proposes solutions to problems and Deals effectively and professionally with employees in other areas." These variables both have mean score of 3.82 and standard deviation of 0.43 and 0.38. The third variables that follow are "Effectively collaborates with other department members as necessary". This variable has a mean score of 3.74 and a standard deviation of 0.48. The variable that has the least mean score is "Demonstrates appropriate interactions with students". The variable has a mean score of 3.28 and a standard deviation of 0.80. The measures of variables on the effects of motivation on job performance by non-academics staff in Babcock University are high since none of them is below 2.5. When the expected maximum mean score is 4.0. This inferred that the effects of motivational factors (incentives, recognition and remuneration) on job



**Dependent variable: Job Performance**

Variable	Coefficient	T-stat	R <sup>2</sup>
Constant	2.335	10.872	
Employee Recognition	0.419	7.359	0.530

Source: From Author's Computation

Significant at 5%

**Summary on Test of Hypothesis**

Hypothesis	Variables	Correlation coefficient	P – value	F- value	F –table	Remark
H <sub>1</sub>	Incentives and job performance	0.826(*)	0.000	103.20	4.08	Reject H <sub>0</sub>
H <sub>2</sub>	Remuneration and job commitment	0.684(**)	0.000	42.103	4.08	Reject H <sub>0</sub>
H <sub>3</sub>	Recognition and job performance	0.728(***)	0.000	54.150	4.08	Reject H <sub>0</sub>

From the table above the output of the Pearson Correlation is shown. The SPSS flagged the correlation that is significant with stars indicating significant correlation at 5% level.

performance in Babcock University are significant.

**Reliability Test**

The reliability of the scales was determined using cronbach's alpha method. Analysis revealed that motivation scale is reliable 98%, recognition by 52%, total incentives by 56% and total performance by 98.4% (see table 1). Cronbach's alpha measures the average of measurable items and its correlation, and if the result is generally above 50%, it is considered to be reliable (peighambari, 2007).

**REGRESSION ANALYSIS AND HYPOTHESES TESTING**

The results obtained from the regression analyses are presented below

**Significant relationship between employee incentives and job performance**

The estimation results as presented in table above reveal that incentives to an employee is a critical factor influencing job performance of an employees. Specifically, the coefficient and t-statistics indicate that incentive to employees have statistically significant positive relationship or impact on job performance. The slope value of 0.714 means that for a unit change in employee incentives, on the average, the probability of

having improved/enhanced job performance by employee increases by 71.4 percent. It could also be confirmed that the model is significant and 68% of the variance in the job performance has been significantly explained by employee incentives. That is, other factors apart from employee incentives probably account for 32% of the variation in job performance.

**Hypothesis One Test**

This section presents the test of the first hypothesis formulated in chapter one of this study. The tests are conducted with correlation statistics which indicates whether there is relationship between employee incentives and job performance in private university in Nigeria, using Babcock University as case study. The Pearson correlation coefficient is 0.826(\*) while the p value is 0.000. The H<sub>0</sub> that there is no significant relationship between employee incentive and job performance is rejected since p value (0.000) is less than 0.05. This is further confirmed by the result which was flagged with one star showing that there is significant relationship between employee incentives and job performance in Babcock University.

Another way of testing the hypothesis for decision whether to accept H<sub>0</sub> and reject H<sub>1</sub> or vice-versa is the use of F—statistics (value). These yielded the F<sup>val</sup> of 103.2 and F<sup>tab</sup> of 4.08 which is significant at p < 0.05 level of significance (F<sup>val</sup> = 103.2, p < 0.05).

However, from the statistical analysis the F<sup>val</sup> is greater than the F<sup>tab</sup> which means that the null hypothesis (H<sub>0</sub>) is rejected and alternative hypothesis (H<sub>1</sub>) accepted. This

implies that there is a significant relationship between employee incentive and job performance.

### Significant relationship between employee remuneration and job Commitment

The estimation results as presented in table above reveal that employee remuneration is also a critical factor influencing job commitment of an employees. Specifically, the coefficient and t-statistics indicate that employees remuneration have statistically significant positive relationship on job commitment. The slope value of .231 means that for a unit change in employee remuneration, the probability of having improved on job commitment by employee increases by 23 percent. It could also be confirmed through T-value that the model and hypothesis are significant and 47% of the variance in the job commitment has been significantly explained by employee remuneration. That is, other factors apart from employee remuneration probably account for 53% of the variation in job commitment.

### Hypothesis Two Test

This section presents the test of the second hypothesis formulated in this study. The test are conducted with correlation statistics which indicates whether there is relationship between employee remuneration and job commitment in private university in Nigeria, using Babcock University as case study. The Pearson correlation coefficient is 0.684(\*\*) while the p value is 0.000. The  $H_0$  that there is no significant relationship between employee remuneration and job commitment is rejected since p value (0.000) is less than 0.05. This is further confirmed by the result which was flagged with two star showing that there is significant relationship between employee remuneration and job commitment in Babcock University.

The hypothesis testing for decision whether to accept  $H_0$  and reject  $H_1$  or vice-versa is the used of F—statistics(value). These yielded the  $F^{val}$  of 42.103 and  $F^{tab}$  of 4.08 which is significant at  $p < 0.05$  level of significance ( $F^{val} = 42.103, p < 0.05$ ).

However, from the statistical analysis the  $F^{val}$  is greater than the  $F_{tab}$  which means that the null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_1$ ) accepted. This implies that there is a significant relationship between employee remuneration and job commitment of non-academics in Babcock University.

### Significant relationship between employee recognition and job performance

The estimation results as presented in table above reveal that employee recognition is a factor influencing job performance of an employees. Specifically, the coefficient and t-statistics indicate that employees recognition have statistically significant positive relationship on job performance. The slope value of 0.419 means that for a unit change in employee incentives, on the average, the probability of having improved job performance by employee increases by 43 percent. The T-value also confirmed that the model and hypothesis are significant and 53% of the variance in the job performance has been significantly explained by employee recognition. That is, other factors apart from employee recognition probably account for 47% of the variation in job performance of non-academics staff of Babcock University.

### Hypothesis Three Test

This section presents the test of the last hypothesis formulated in this study. The test are conducted with correlation statistics which indicates whether there is relationship between employee recognition and job performance in private university in Nigeria, using Babcock University as case study. The Pearson correlation coefficient is 0.728(\*\*\*) while the p value is 0.000. The  $H_0$  that there is no significant relationship between employee recognition and job performance is rejected since p value (0.000) is less than 0.05. This is further confirmed by the result which was flagged with three star showing that there is significant relationship between employee recognition and job performance in Babcock University.

Another method of testing the hypothesis for decision whether to accept  $H_0$  and reject  $H_1$  or vice-versa is the used of F—statistics(value). These yielded the  $F^{val}$  of 54.150 and  $F^{tab}$  of 4.08 which is significant at  $p < 0.05$  level of significance ( $F^{val} = 54.150, p < 0.05$ ). However, from the statistical analysis the  $F^{val}$  is greater than the  $F_{tab}$  which means that the null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_1$ ) accepted. This implies that there is a significant relationship between employee recognition and job performance.

## CONCLUSION AND RECOMMENDATIONS

This study has confirmed the importance motivational factors (remuneration, recognition and incentives) in getting the best performances from the employees. The importance of incentives, recognition and remuneration in the day to day employee performance cannot be over emphasized especially when it come to being given incentives and recognition for a job done. It is well known fact that performances of employees improve when there is an increase in motivational factors. From the findings of this study, it can be easily inferred that employee incentives, recognition and remuneration are matter a lot and should be a concerned to the employer so as to achieve total commitment from the employee.

The results obtained from the hypotheses indicates that employees place great value on the motivational factor (incentives, remuneration and recognition) given to them by their employer. Hence, if the motivational factors are not there, employees tend to express their displeasure through non-commitment to their job and poor performance by the employee. It is therefore, imperative for the institution (Babcock University) should take into consideration the needs and feelings of their employees because “a happy worker is a productive workers”

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## APPENDIXES

**Table 4.1**  
**Descriptive Statistics**

	Mean	Std. Deviation	N
Meets work deadlines.	3.9000	.30305	50
Incentive to employee encourage employee to work harder	3.8600	.35051	50

**Table 4.1.2**  
**Correlations**

		Meets work deadlines.	Incentive to employee encourage employee to work harder
Pearson Correlation	Meets work deadlines.	1.000	.826
	Incentive to employee encourage employee to work harder	.826	1.000
Sig. (1-tailed)	Meets work deadlines.	.	.000
	Incentive to employee encourage employee to work harder	.000	.
N	Meets work deadlines.	50	50
	Incentive to employee encourage employee to work harder	50	50

**Table 4.1.3**  
**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Incentive to employee encourage employee to work harder <sup>b</sup>		Enter

a. Dependent Variable: Meets work deadline

b. All requested variables entered.

**Table 4.1.4 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.826 <sup>a</sup>	.683	.676	.17252	.683	103.200	1	49	.000	1.057

a. Predictors: (Constant), Incentive to employee encourage employee to work harder

b. Dependent Variable: Meets work deadlines.

D W=1.057

**Table 4.1.5**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.071	1	3.071	103.200	.000 <sup>b</sup>
Residual	1.429	49	.030		
Total	4.500	50			

a. Dependent Variable: Meets work deadlines.

b. Predictors: (Constant), Incentive to employee encourage employee to work harder

**Table 4.1.6**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.143	.273		4.194	.000	.595	1.691
	Incentive to employee encourage employee to work harder	.714	.070	.826	10.159	.000	.573	.856

a. Dependent Variable: Meets work deadlines.

**Table 4.1.7**  
**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2857	4.0000	3.9000	.25036	50
Residual	-.28571	.71429	.00000	.17075	50
Std. Predicted Value	-2.454	.399	.000	1.000	50
Std. Residual	-1.656	1.140	.000	.990	50

a. Dependent Variable: Meets work deadlines.

**HYPOTHESIS 2****Descriptive Statistics**

	Mean	Std. Deviation	N
Meets work deadlines.	3.9000	.30305	50
Good pay has increase your commitment at work	2.8200	.89648	50

**Correlations**

		Meets work deadlines.	Good pay has increase your commitment at work
Pearson Correlation	Meets work deadlines.	1.000	.684
	Good pay has increase your commitment at work	.684	1.000
Sig. (1-tailed)	Meets work deadlines.	.000	
	Good pay has increase your commitment at work	.000	
N	Meets work deadlines.	50	50
	Good pay has increase your commitment at work	50	50

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Good pay has increase your commitment at work <sup>b</sup>		Enter

a. Dependent Variable: Meets work deadlines.

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.684 <sup>a</sup>	.467	.456	.22347	.467	42.107	1	49	.000	.484

a. Predictors: (Constant), Good pay has increase your commitment at work

b. Dependent Variable: Meets work deadlines.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.103	1	2.103	42.107	.000 <sup>b</sup>
	Residual	2.397	48	.050		
	Total	4.500	49			

a. Dependent Variable: Meets work deadlines.

b. Predictors: (Constant), Good pay has increase your commitment at work

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.248	.105		30.854	.000	3.037	3.460
	Good pay has increase your commitment at work	.231	.036	.684	6.489	.000	.159	.303

a. Dependent Variable: Meets work deadlines.

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4794	4.1727	3.9000	.20716	50
Residual	-.47943	.52057	.00000	.22118	50
Std. Predicted Value	-2.030	1.316	.000	1.000	50
Std. Residual	-2.145	2.329	.000	.990	50

a. Dependent Variable: Meets work deadlines.

**HYPOTHESIS 3****Descriptive Statistics**

	Mean	Std. Deviation	N
Meets work deadlines.	3.9000	.30305	50
Recognition for doing good job increase employee commitment	3.7400	.52722	50

**Correlations**

		Meets work deadlines.	Recognition for doing good job increase employee commitment
Pearson Correlation	Meets work deadlines.	1.000	.728
	Recognition for doing good job increase employee commitment	.728	1.000
Sig. (1-tailed)	Meets work deadlines.	.000	.000
	Recognition for doing good job increase employee commitment	.000	.000
N	Meets work deadlines.	50	50
	Recognition for doing good job increase employee commitment	50	50

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Recognition for doing good job increase employee commitment <sup>b</sup>		Enter

a. Dependent Variable: Meets work deadlines.

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.728 <sup>a</sup>	.530	.520	.20989	.530	54.150	1	49	.000	.639

a. Predictors: (Constant), Recognition for doing good job increase employee commitment

b. Dependent Variable: Meets work deadlines.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.385	1	2.385	54.150	.000 <sup>b</sup>
	Residual	2.115	49	.044		
	Total	4.500	50			

a. Dependent Variable: Meets work deadlines.

b. Predictors: (Constant), Recognition for doing good job increase employee commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.335	.215		10.872	.000	1.903	2.767
	Recognition for doing good job increase employee commitment	.419	.057	.728	7.359	.000	.304	.533

a. Dependent Variable: Meets work deadlines.

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1718	4.0088	3.9000	.22064	50
Residual	-.59031	.40969	.00000	.20773	50
Std. Predicted Value	-3.300	.493	.000	1.000	50
Std. Residual	-2.812	1.952	.000	.990	50

a. Dependent Variable: Meets work deadlines.