
The Impact of Motivation on Academic Staff Productivity in the Delta State Polytechnic, Otefe - Oghara

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Abstract

This research is mainly concerned with the impact of motivation on the productivity of Delta State Polytechnic Academic Staff. Academic staff in any institution of higher learning are employees saddle with the responsibilities of impacting knowledge on students through different means such as; lectures, discussions, problem solving, demonstrations, laboratory/experimental, Group discussions, assignment/individualized, field trips/excursions, projects, Socratic or questions and answers and remedial. As a result of lack of motivation on the part of the employers, the Academic staff resort to self help in the form of encouraging malpractice in order to enhance their living standard this bring about a fall in standard of academic activities. The reductions of standard in

educational sector bring about half baked graduates which according to former CBN governor (Charles Soludo) are unemployable. The finding of this research shows that motivation enhances productivity in academic staff. We therefore recommend that both Management and government should endeavour to motivate academic staff by promoting them as at when due and sending academic staff for trainings, retraining and also encourage research.

Academic Staff is a person whose duty in an institution is to pass knowledge to the students directly through lecturing or indirectly through logistics and researches. Example of the Academic Staff are the Vice Chancellor in Universities, Rector in Polytechnics, Deputy Vice Chancellor of universities, Deans of Schools, Colleges or Faculties, the Head of Departments, Lecturers etc. We also have Senior Technologist, Instructors and Technologist.

There are also the non Academic Staff in institutions that are not involve in lecturing, but assist the Academic Staff in carrying out jobs in institution. Examples of Non Academic Staff are Bursar, Registrar, Librarian, Administrative officers, the Executive officers the Secretaries, Clerical Staff, Security men and women, Cleaners etc.

Motivation which means the eagerness and willingness to do something without needing to be told or forced to do it, it is also an inner strive to initiates person's action. It is anything that can be done to propel or drive a person to a greater height of productivity and efficiency, (Nomuoja 2008). Productivity can be defined as the rate at which goods are produced, and the amount produced, compared with the work hour and money needed to produce them, (Igweoma 1999).

The aforementioned definition of both motivation and productivity shows the need for Academic Staff to be motivated in order to put in their best efficiency in all ramifications in their tertiary institution. This will enhance growth and development in the institutions. Some methods of direction and control have undergone dynamic changes in most organisations due to some social science researches, and findings, which have proved that one does not necessarily get the best out of people through the use of force or coercion but through some other social factors like motivation, (Uzomah 2002). Motivation comes in many ways, it can be through training and retraining of Academic Staff, by increment in staff salaries, it can also be through promotion for persons that have enough published work in recognized journals and those that have stayed with the institution for a long period. Incentives to staff are also a good means of motivating them at the end of every session, especially during Christmas period for the Christians and Edel-kabil for the Moslem Academic Staff.

Characteristics of an Effective Academic Staff

1. He must have interest in his subordinates and students

2. He must be well intimated about the activities of his subordinates and students
3. He must be abreast of what is happening in the academic sector

4. He must read and write books of its own for knowledge he gain through other people's books he read, for students to have as reference materials that they can lay their hands on after lectures, especially for the ones that doesn't have time to go to the library.
5. He should read further in order to have an additional qualification that will qualify him for any vacant post in the attached tertiary institution because academic work is very challenging.
6. He must know that job satisfaction is vastly important to everyone, and tries to contribute to job enrichment of others
7. He should not be static in administrative ideals and method, since we are now in computer age
8. He must listen to others, especially students and want input from people
9. He should also understand people and know that some days are better than others (Mereti 2010). All the above characteristics listed will enhance productivity in an organisation.

Historical background of Delta State Polytechnic, Otefe - Oghara

Delta State Polytechnic Otefe-Oghara, is a new higher institution established by law enacted under section 3 of Delta State House of Assembly on the 10th September 2001. The polytechnic date of commencement was 1st January 2002. In June 2001 Westminster University was invited by Delta State Government to conduct feasibility study to consider establishing new higher education institutes, in September, 2001, Westminster University and Delta State Government signed an agreement for the provision of management and technical services in respect of certain higher education institutions in Delta State, it was established along with two other polytechnics and one college of physical education, they are; Delta State Polytechnic Ozoro, Delta state Polytechnic, Ogwachuku and College of Physical Education, Mosogar. Each of these schools has their different course of study but they maintained the same salary structure that is CONPOCASS.

The mission of the Delta State Polytechnic, Otefe-Oghara is to provide an advanced technology and innovation environment for excellence in the acquisition of technical managerial and entrepreneurial skills for the development of the individual and society.

The polytechnic has enough computers and are still looking forward to acquiring more computers to enable students to be computer literate including Academic Staff through computer training organized by the school authority through computer experts that they invite within and outside the school and state with the

polytechnic being situated in Otefe-Oghara. It is wired into the very heart of Delta State, Nigeria's most dynamic state. The researcher envisages that the Delta State polytechnic Otefe-Oghara will be the gateway to professional life and potential managers, (www.otefepolytechnic.co.uk 2011).

Theories of Motivation and Its Effect on Productivity

The behavioural scientists have directed their efforts towards developing theories spanning the relationship between motivation and productivity, the connection between the two seems to represent a set of highly complex notions about the people, what motivates them to increase productivity.

Maslow, a leading behavioural scientist, defined motivation as a state of having an external force that moves one to some kind of action. Motivation is generated from within a person and cannot be imposed upon him. People are perceived as goal seekers from beginning of life to its end. Any action or means used to attain a goal is called a drive. The acting out of a drive is seen as evidence of one's motivation turns goals into human needs, which Maslow categories and ranks into a conceptual hierarchy.

Maslow identified five different levels of human needs, which are:

1. **Physiological:** These are those related to basic survival and human maintenance, which is a necessity of life. They include food, clothing, shelter, and the like. In most instances they are met through behaviour as it is translated into wage and the purchase of items that satisfy those needs.
2. **Safety:** Security needs are those related to maintaining one to satisfy physiological needs and have physical safety and job security.
3. **Love:** Affection needs are those related to the social nature of people. The desire to be loved, have companionship, the sense of belonging fostered by work groups, and co-worker affiliation are examples.
4. **Self-respect:** Social respects (esteem-status needs) are those related to individuals self image, most people want others to think highly of their status and its signs (the force and his uniform) are important. Also prestige, reputation, attention and a feeling of importance are need in this category.
5. **Self Actualization and Fulfillment:** Belonging need is the highest in the need to be what you were to be your own person. One can state that a dedicated doctor or nurse self actualizes. When he or she heals and relieves the suffering humanity. Coupled with the need hierarchy are stipulated that needs motivate and cause behaviour, however, appeals to a higher order need level generally do not induce behaviour if lower order needs are not already fulfilled and once a need level is satisfied, it no longer tends to be a prime motivator, for example, granting of esteem on status through promotion, is not likely to motivate an individual if physiological needs are not satisfied due to an extremely low wage.

The relative importance of needs as motivators varies with societal change. During the 1930's industrial workers behave in a particular manner (sought unionization) in order to satisfy physiological and security-safety needs as represented by wage increase and job security. Today these needs are met and in many instances unionization is sought to satisfy the higher-order needs as represented by the social functions of the union, the desire to humanize a job and make it more meaningful.

Fredrick Herzberg is best known for his “motivation hygiene” theory. In terms of understanding employee behaviour and how an administration can motivate employees, the motivation-hygiene factor become operational extension of Maslow need hierarchy theory of motivation. It specifically translates needs into job content and context variables. According to Herzberg there are some conditions of the job context, which operate primarily to dissatisfy employee when they are not present (Griffin 2002). However, presence of these conditions does not necessarily lead to a high degree of motivation. Herzberg called this condition maintenance factors since they are necessary to maintain a reasonable level of satisfaction. (Koontz and Wehrich 2003),

These represent all those factors that management has traditionally used to affect motivation. The term hygiene describes them because they are essentially preventive actions taken to remove sources of dissatisfaction from the environment. When any of these factors are missing, employees are likely to be displeased and to express their displeasure in ways that may hamper the organisation for example through grievances of less productivity in output of work. Hygiene needs can be satisfied only for a period of time, after a while a felling of deficiency occurs again (Harrison 1999). The satisfiers are factors that provide employees with personal satisfaction. The key of these factors is job enrichment, which can be provided by removing some of the job controls while retailing accountability, increasing accountability of personnel for their own work, dividing the work into natural unit involving line workers in management and increasing educational possibilities. The satisfier tends to encourage people to work as a team. For administrators in academic sectors like the tertiary institution, this theory says that he/she must begin building more real motivating factors in his or her organisation if he/she hopes even to maintain the current levels of administrative productivity, let alone minimize it. The task for the chief executive and his administrative staff is to ask the question; how do you treat people on the job? Use of motivators tends to provide internal generators to make people work. Motivated people want to move themselves because they want to move. When the Herzberg and Maslow motivational theories are compared, it can be seen that both emphasize the same set of relationship. Both determine what motivates people and cause certain human behaviour. Maslow identifies needs of individual while Herzberg focuses on job conditions, as they affect the individual's basic needs. In fact one can relate the Herzberg maintenance factors to the lower level of Maslow needs and Herzberg

motivational dimension factors to the higher level Maslow needs, the basic advance of Herzberg's theory of motivation over Maslow need hierarchy is that it shows the distinction between maintenance and motivational factors. Most importantly for the application of theory in the work place, Herzberg shows that motivation tends to be derived from the work itself, particularly when there is satisfaction with the maintenance and motivational factors.

Likert Kurt Vroom (1962) expectancy theory of motivation: This theory suggests that the strength of a tendency to act in a certain way is dependent on the strength of an expectation that the act will be followed by a given outcome that the individual perceives to be attractive. Likert Kurt Vroom (1962) adopts the term 'valences' to indicate strength of desire or strength of an individual's preference for some outcome. Vroom claims that when employee 'A' takes action X then action X has a certain first level outcomes. Thus, if action X consists of working hard, their first level outcome might be "high performance". To Vroom, person 'A' views such as first level outcome instrumental to desired second level outcomes, e.g. promotion, money etc. There are several important implications for management that arise out of expectancy theory, some of which can be explained as follows:

The degree of commitment that a worker brings to their jobs will be determined by their perception as to whether they can accomplish what they have been assigned. For example, if a subordinate has 8 major tasks to perform, it is unlikely that he can complete all the 8 at the same level of specialty and speed. Faced with the tasks, the workers will tend to undertake those which he knows can be accomplished.

Secondly the theory suggests that workers will expend energy on the tasks they perceive will result in some personal benefits. This implies that if you are unhappy about the ways subordinates are spending their time you may want to focus on what is perceived to be the rewards for what they are undertaking.

Finally, William Howell's observation that "people" do things for their reasons not yours aptly sums up the third implication of expectancy theory. Everyone is motivated differently. What motivates one person will not necessarily incite others to action. The theory reminds managers or supervisors that workers will not necessarily respond to our motivation however lofty and important they may seem to be. Rather they would respond to their own motivation. So many studies have confirmed the validity of expectancy theory approach to motivation. As the theory predicts, the workers who perform best in an organisation have a clear performance goals that they know can be performed. They also see a strong relationship between doing their job well and receiving rewards that they value.

Operant Conditioning: This view is different from expectancy theory but quite similar in its practical application. The approach is either called "positive reinforcement" or "behaviour modification". This approach holds that individual can be motivated by properly designing their work environment and praising their

This approach is based on a fundamental concept of learning theory. This very basic idea is that behaviour that is appropriately reinforced tends to be repeated while behaviour that is not reinforced or is punished tends not to be repeated. People will only do things that tend to be rewarded; they want and will desist from those that result in no rewards or punishment. The operant conditioning process can be portrayed as follows: STIMULUS – RESPONSE – CONSEQUENCES – FURTHER RESPONSE – STIMULUS. In the work environment, the stimulus may be a delegated task, a work objective or a service to be performed. The individual's response (or lack of response) to the stimulus will lead to a certain consequences (praise or punishment). Such consequences will determine the future response of the individual when confronted with the same stimulus.

Effect of Motivation on Academic Staff Productivity

Academic staff has certain needs that the institution is expected to provide, the institution has certain types of behaviour that it wishes to elicit from the Academic Staff. The management responsibility for eliciting this behavior is usually termed motivation. In essence, it is the skill in aligning employee and organizational interest so that behaviour results in the establishment of organizational objectives.

Productivity is related to motivation in order words, an increase in productivity attracts different types of motivation such as promotion, increase in salary, praise and different type of other motivation. In the same vain, a lack of productivity also attracts discipline such as de-motivation, (Cole 2005).

In a nutshell, trying to motivate people through the context of job is bound to result in partial success. Despite all the criticisms, the value or impact of the theory of motivation should not be under estimated.

The Basis of Reward on Productivity

Related to reward on productivity are the necessary things put in place to motivate the Academic Staff to drive them to efficiency and transparency which are the promotion incentives, praises etc. which yield productivity in the organisation, such as diligence among staff, punctuality, low staff turnout, no imposing of text books on student by Academic Staff and arriving class at the right time, then lastly not indulging in any form of malpractice and many more immoral act which would have come to his mind as a result of lack of motivation.

Feature of a Good Motivation on Productivity

1. Good salary package for staff
2. Conducive working environment
3. Punctuality of staff to offices and keeping to time.
4. Good looking of staff dressing
5. Staff purchasing good cars
6. Staff talking good of the organisation

7. Employees seeking to come and join the company instead of staff leaving the company
8. Staff partaking actively in the day to day activities of decision making process
9. Academic Staff not involving in malpractices
10. Academic Staff not imposing text books on students to buy in order for them to pay their printers or publisher

These are some of the features of a good motivation and productivity in tertiary institutions and other organisation.

Factors Affecting Motivation

The following are factors that are affecting motivation in an organisation they are:

1. Low managerial skill: the manager or leader of an organisation who lack managerial skill will not know how to motivate staff to bring out the best out of them instead he will be threatening them with sack
2. Lack of finance: this is a result of no sufficient money to do what the staff wants
3. Lack of constant attention and direction: that is not paying attention to employee can also affect motivation
4. Not satisfying the right needs of the people
5. Inequality among staff
6. Tribalism and nepotism
7. Lack of promotion
8. Insecurity of job
9. Working environment that is not conducive

Motivation and Performance

From the literature review one can easily say that what you already have does not motivate you according to the Maslow need of hierarchy (1960) theory, because once need is satisfied, it losses power as a motivator, that is to say only unsatisfied needs can influence behaviour. A person's needs are arranged in order of importance (hierarchy) from the most basic (food and shelter) to the most complex (ego and achievement). A person advances to the next level of the hierarchy only when the lower needs is at least minimally satisfied. That is an individual will be concerned with satisfying a need for safe working condition before being motivated by a need for achievement into a higher position. These fails that motivation reflect through employees performances in any conclusion, I would say that the key to under standing of human behavior is an understanding of the needs which have been discussed above in order to motivate people to put in their maximum efforts, and increase productivity, it is essential that these various need which have been identified be satisfied as far as practicable.

Conclusion

The indispensability of motivation of Academic Staff has been high lighted. Identification of the various means of motivation of Academic Staff viz good working environment, promotion of staff as at when due, effective communication skills to enhance free flow of information training and retraining of Academic Staff to enhance efficiency and effectiveness and to achieve optimum productivity. Another conclusion which was drawn from the study is the active participation of employee in the day to day activities or decision making process, if this is done they will have sense of belonging and contribute their effort to make sure that the objective of the organisation is actualized lastly, Abraham Maslow theory (1960) of human need should be considered in organisation these needs will motivate the Academic Staff to increase productivity.

Recommendation

Based on the research work and the subsequent finding the researchers posited that the management should put in place good working environment for staff in Delta State Polytechnic, Otefe Oghara in particular and higher institution in Nigeria in general. Consequent upon the above government should promote the staff as at when due and pay their salaries and other fringe benefits, so that extortion will be eliminated from higher institution. This will also enhance uninterrupted academic activities in their institutions. The researcher also recommends that there should be no communication gap between Academic Staff at all levels, and likewise they should not have relevant information from the student because it will go a long way to jeopardize academic activities. Finally, the school authority should embark on routine training and retraining of academic staff to expose them to current technological development in their various areas of specialization

Finally attention from the government in the form of sponsorship of seminars, workshops and conferences in order to compete with his foreign counter-parts world over, this will bring about cordial relationship between them and the government. Academic Staff, if properly motivated will move tertiary institutions in the country forward and also eradicate the act of examination malpractice, and other type of malpractices among Academic Staff and students in tertiary institutions.

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