Impacts of motivation on academic staff performance in Nigerian Universities: A study of Bauchi State University Gadau

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Abstract
Making motivational measures that are capable of enhancing academic staff performance is paramount to every organization due to the fact that is brings about positivesalary and also bring about promotion among academic staff in the workplace. However, the high productivity at which employee work is also believed to have a great deal on determining level of motivation on performance of an academic staff. Therefore, providing a good salary working is critical to organizations as it will further enhance job satisfaction and high productivity which will result to higher performance. This study examines the impact of salary and promotion on the performance of academic staff of Bauchi state University Gadau (BASUG) with high productivity as the moderator variable. The academic staff of Bauchi state University plays an important role towards achieving to goals and target of the University, which makes it important to conduct the study and device a means that will further enhance their performance. Therefore, a total number of 285 questionnaires were given out of academic staff in BASUG using systematic random sampling and data collected is analyzed using SMART PLS. The result of the study finds that there is positive and significant relationship between salary, promotion, job satisfaction and high productivity on the performance of academic staff of the University. The findings further suggest that salary positively moderate the relationship between job satisfaction and employee performance of the University. Therefore, the study will serve as a policy guide to the management of the University in areas relating to employee performance improvement and it will also further make andstimulus the field of human resource management.

Keywords: Academic staff performance, Bauchi State University, Motivation, Salary.

1. Introduction

Nigerian universities must pay attention on how to maintain and manage academic staff motivation at work so that they always focus on institutional goals. Maintaining employee motivation is very important because motivation is a driving force for every individual who underlies employees to act and do something. Employees will not do things optimally if they do not have high motivation from within themselves to excel at work. Motivation can be divided into two (Danvila-del-Valle et al., 2019), namely positive motivation and negative motivation. Positive motivation is the process of prompting people by giving the possibility of getting gifts while negative motivation is the process of influencing someone through the power of fear such as loss of recognition, money, or position (Rizaldi, 2017).

Academic staff performance is a performance result that can be achieved by a person or group in an organization quantitatively (Robbins & Judge 2017). All activities carried out to improve the higher education are a method of performance. Success in achieving superior performance

requires the strategic role of academic staff as actors in every institution's activity (Raineri, 2017). Therefore, institutions need to monitor the performance of each employee, whether or not they have carried out their duties and obligations as expected. Efforts to improve academic staff performance are a management challenge because success in achieving the goals and survival of the university depends on the quality of the performance of the human resources that are in it (Oliveira &Honório, 2020). Moreover, Employee performance can be influenced by some factors, one of which is motivation. Employee motivation at the universities must be a serious concern in handling academic staff (Village & Asaari, 2020). Motivation can be divided into two according to (Danvila-del-Valle et al., 2019), namely positive motivation and negative motivation. Positive motivation is the process of influencing people by giving the possibility of getting gifts while negative motivation is the process of influencing someone through the power of fear such as loss of recognition, money, or position. Rizaldi (2017), examines the effect of motivation on employee performance and shows that motivation has a positive effect on employee performance. Furthermore, research by Olusadum & Anulika (2018) about the effect of motivation on employee performance found that motivation has a positive and significant effect on employee performance.

2. Literature Review

Octaviann et al. (2017) examined the effect of motivation on employee performance. Also, Rizaldi (2017) examined the effect of motivation on employee performance shows that motivation has a positive effect on employee performance. A study of Badrianto & Ekhsan (2019) on the effect of motivation on employee performance found that motivation has a positive effect on employee performance. Hidayah (2018) shows that intrinsic motivation plays an imperative role in increasing employee job satisfaction. Octaviann et al. (2017) state that motivation has a positive and significant effect on job satisfaction. Hidayah (2018) also stated the need for employees to have the motivation to increase job satisfaction. Employees who are motivated and satisfied at work tend to contribute better to the organization (Riana, 2015; Octaviann et al., 2017).

2.1 Job performance

Job performance is the result of individual or group work that shows the level of achievement of job qualifications in organizations that aim to meet organizational goals (Al- Omari & Okasheh, 2017; Papilaya & Rijal, 2019). Meanwhile, performance defined as employees' behavior at work. An employee's performance is individual because each employee has different levels of ability to perform their duties. Individual performance can be seen and measured if a person or group of employees can meet the success standards set by the company (Fogaça et al, 2018; Siagian, 2018).

2.2 Salaries

Employees want to earn a fair wage or payment, and employers want to believe that is what they are getting. Money is the primary inducement; no other incentive or motivational technique comes close in terms of influential value. It has the ability to attract, retain, and motivate people to perform better. Money, according to Frederick Taylor and his scientific management associates, is the most fundamental determinant in motivating industrial workers to achieve higher productivity (Abadi, et al., 2011). According to the research, reward motivates employees, which leads to higher productivity.

2.3 Promotion

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence

and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector. It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz et al., 2011). If an organization provides employees the necessary determinants for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Kamalian (2010) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job.

2.4 Productivity

According to Wentzel and Wigfield (2019), there is no definitive relationship between employee motivation and productivity. The general consensus, however, is that motivation leads to increased productivity in the long run. Much of the research suggests that the two variables, motivation and performance, are relatively independent of one another. There appear to be at least two possible explanations for this. The first is that in many jobs, differences in motivation cannot lead to differences in productivity. Second, even when correlations do appear, the associations may be spurious because both may be related to other factors. To put it another way, motivation

2.5 Jobsatisfaction

One of the tenets of job satisfaction is that it leads to performance. When a staff issatisfied, he/she would produce the optimal quality performance in time and can lead toincrease in profits of an organization. Satisfied staff is also motivated to be creative andinnovative and novel that warrants an organization positive outcome (Sharma &Jyoti,2009). This will persuade the employer readiness to pay back the staff in terms ofpromotion,salaryetc.Thisisbecausethelev elofproductivitydependsonjobsatisfaction (Sharma &Jyoti, 2009). Job satisfaction is defined as an individual's positive emotional reaction to his or her current work situation. It denotes a pleasurable emotional state resulting from the evaluation of one's job; an effective response to one's job and an attitude toward one's work (Spector, 1997). Job satisfaction can also be measured by the amount of positive feedback an employee receives from coworkers (Sutherland, 2015).
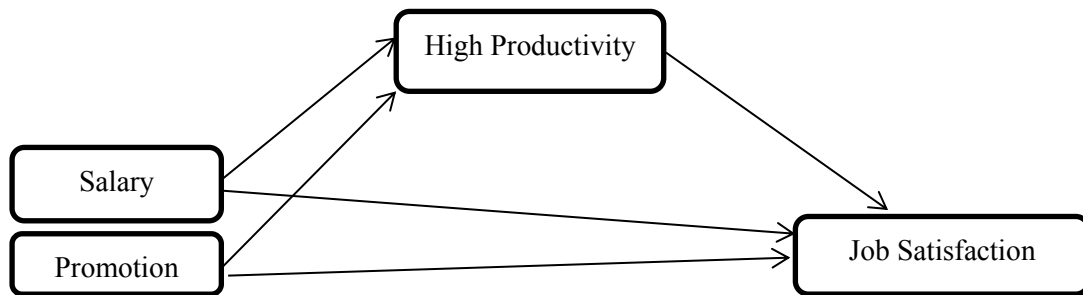
Research framework

Figure 1: Research Framework

3. Methodology

The research was conducted in Bauchi State University. The research was carried out by distributing the Likert scale-based questionnaires to 285academic staff. The data collection was carried out from July 28 - September 3 2021. This method is useful for testing whether there is a relationship between the latent variables (prediction). The data analysis was carried out with the help of the SmartPLS software. The data analysis was divided into two, namely: the outer model (the measurement model) and the inner model (the structural model). The testing of these two models had different purposes. The outer model was used to represent the latent variables that were being measured. Meanwhile, the inner model showed the power of estimation between the latent and construct variables. Quantitative approaches were used for the collection of relevant information in this study.

4. Results and Discussion

Partial Least Square Structural Equation Modelling (PLS-SEM) 3.3 was used in the examination of the research models devised for this study, via operation of the SmartPLS 3.0 application module (Ringle, Wende, & Becker, 2015). The dual-stage analytical approach (Anderson &Gerbing, 1988; Hair, Hult, Ringle, &Sarstedt, 2017) that comprised (i) evaluations of current measurement models and (ii) evaluations of current structural models was applied after carrying out descriptive analyses. This two-stage analytical approach comprising a measurement model and a structural model evaluation is better than a one-step evaluation (Hair, Black, Babin, & Anderson, 2010; Schumacker& Lomax, 2004). The measurement models describe the measurements of constructs and structural models define the relationships among constructs in structural models (Hair et al., 2017).The application of the PLS method for assessing the structural and measurement models used in this study is due to the technique's capacity for performing simultaneous analyses, which results in more accurate assessments (Barclay, Higgins, & Thompson, 1995).

4.1 Assessment of measurement model
Table I: Measurement Model

Construct	Items	Loading	CA	CR	AVE
High Productivity	HP1	0.779	0.799	0.862	0.556
	HP3	0.737			
	HP4	0.806			
	HP5	0.632			
	HP6	0.762			
Job Satisfaction	JS1	0.779	0.768	0.844	0.522
	JS3	0.709			
	JS4	0.634			
	JS5	0.653			
	JS6	0.820			
Promotions	PM1	0.617	0.821	0.868	0.527
	PM2	0.749			
	PM3	0.793			
	PM4	0.811			
	PM5	0.608			
	PM6	0.750			
Salary	SL1	0.613	0.835	0.865	0.520
	SL2	0.774			
	SL3	0.722			
	SL4	0.715			
	SL5	0.843			
	SL6	0.636			

Note: AVE = Average Variance Extracted, CR = Composite Reliability, α=Cronbach's alpha, SD=Standard Deviation, M=Mean.

The Above table shows the result and clearly explains the findings in the study, Construct validity and reliability (including convergent and discriminant validity) were used in measurement model tests. Cronbach's alpha coefficients were used to assess the dependability of all core variables in the measurement scheme used in this study (construct reliability). In this study, the value of each individual Cronbach's alpha coefficient ranged between 0.818 and 0.959, exceeding the suggested value of 0.7. (Nunnally& Bernstein, 1994; Kannana & Tan, 2005). Furthermore, the value of each composite reliability (CR) factor ranged between 0.905 and 0.965, which is greater than 0.7 (Gefen, Straub, & Boudreau, 2000; Kline, 2010; Werts, 2010). Factor loadings were used to assess indicator reliability. While the associated indicators show a common basis, the condition is captured within the constructs and implied further by the high loadings observed on such constructs (Hair et al., 2017). According to Hair et al. (2010), values greater than 0.70 indicate significant factor loadings. The table1 shows that every item in this study had factor loadings greater than the suggested value of 0.7, with the exception of item HP2, JS2 which was removed from the scale due to low loading values.

In this study, average variance extracted values (AVE) were used to assess Convergent validity, which is the degree to which the measures correlate positively with corresponding alternative measures of the same construct. Every AVE had a value between 0.50 which was suggested value of 0.50. (Hair et al., 2010). As a result, as shown in Table1, all constructs met the convergent validity criteria satisfactorily.
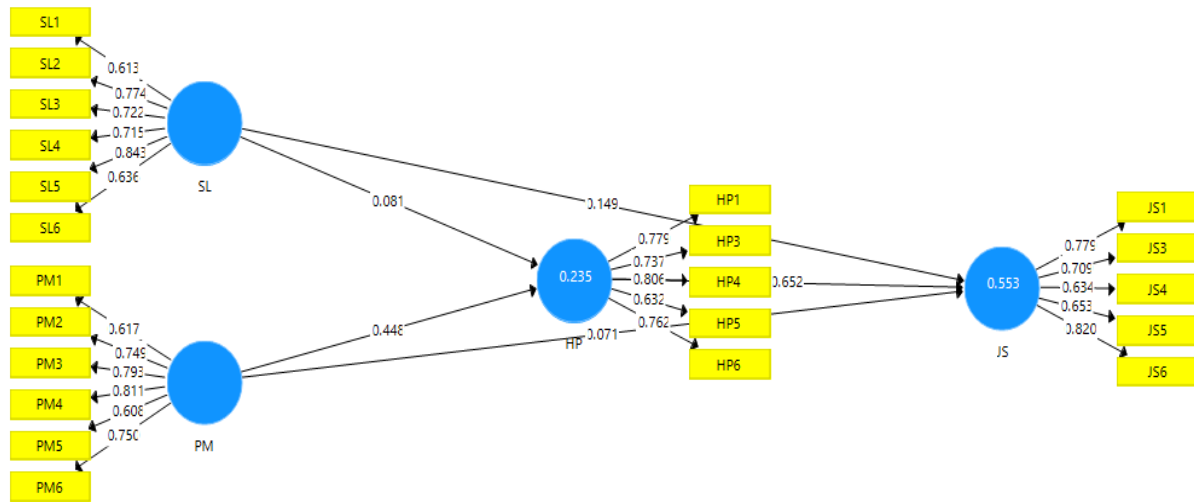
Table II: HTMT

Construct	HP	JS	PM	SL
HP				
JS	0.903			
PM	0.547	0.541		
SL	0.269	0.412	0.452	

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

In order to assess heterotrait-monotrait ratios (HTMT) were used as the first step in tests for indicator discriminant validity (Hair et al., 2017).

The Table 2 show heterotrait-monotrait ratios (HTMT) results of the study

Table III: VIF

Constructs	HP	JS	PM	SL
HP		1.307		
JS				
PM	1.165	1.428		
SL	1.165	1.174		

The inner model test with the SmartPLS application was carried out by analyzing the R-square value, multicollinearity test, and path coefficient. The recommended value for the multicollinearity test (VIF) is less than 5. Table III.Shows, that all of the exogenous variables do not have a high correlation with the endogenous variables. To find the suitability of the research model, it was implemented by looking at the R-square value, according to (Ghozali, I., dan Lathan, 2015). The R-square value is seen to know each endogenous latent variable's strength against the exogenous latent variable in a particular inner model. Based on Table IV, the model suitability test results can be concluded that the performance variable is influenced by the endogenous variables, namely: Salary, promotion, Job satisfaction by 50.5%. The rest, the performance is influenced by the other variables.
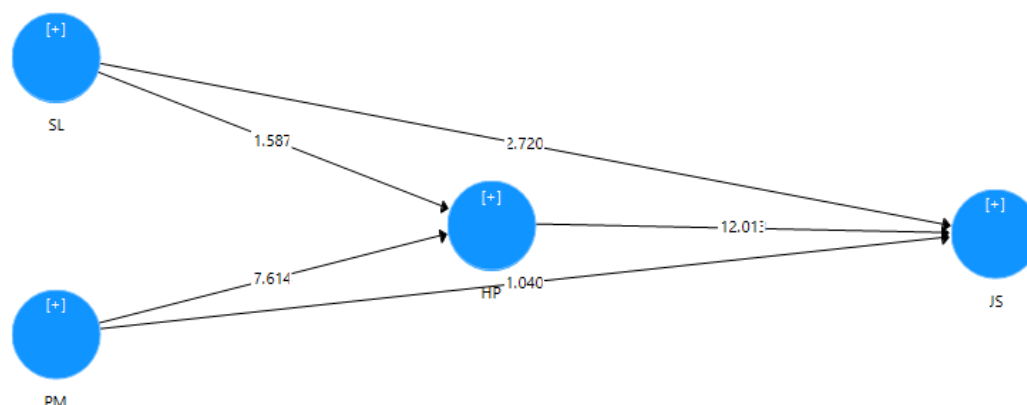
Table IV:

Constructs	R^2	Q^2
High Productivity	0.235	0.22
Job Satisfaction	0.553	1.33

Table V:Summary of F^2

Construct	HP	JS
HP		0.727
JS		
PM	0.225	0.008
SL	0.007	0.043

StructuralModel

Result of Hypothesis

The picture above in Pig I.shows that the construct Salary can be measured by six indicators, namely SL1, SL2, SL3, SL4, SL5, SL6, and to build the Promotion can be measured by six indicators that PM1, PM2, PM3, PM4, PM5, PM6. In the same way, to build High productivity can be measured by five indicators of HP1, HP2, HP3, HP4, HP5, and to build a Job satisfaction can be measured by five indicators of JS1, JS2, JS3, JS4, JS5, Direction of the arrow between the indicator with latent constructs are heading indicators that the study uses a relatively appropriate reflective indicators for measuring the impact to be studied relationship (hypothesis) is denoted by arrows between the constructs. To answer each research hypothesis, it is carried out by looking at the research models.

5. Conclusion and Recommendations

Based on the results of the data processing analysis, it can be concluded that the High Productivity, Job Satisfaction, Promotions and Salary have positive effects on the academic staff performance. By increasing salary, promotion the academic staff feel more comfortable to work and, with a feeling of improving their performance. Furthermore, the existence of appreciations

from management will lead to the high productivity. Besides, providing salary, promotion to academic staff will lead to the increasing the performance.

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