



WORKERS' MOTIVATION AND JOB SATISFACTION AS FACTORS OF JOB PERFORMANCE IN THREE NIGERIAN UNIVERSITY-BASED PUBLISHING PRESS

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Abstract

The study investigated workers' motivation and job satisfaction as factors of job performance in three Nigerian University-based Publishing press. The study used null hypothesis to find the strength of relationships among variables and contribution of independent variables to dependent variable job performance in publishing press. The target population of the study consisted of 104 workers in the three university-based publishing press and was used, there was no sampling. These universities include university of Ibadan, Ahmadu Bello university, Zaria and university of Maiduguri. Workers' motivation, job satisfaction and job performance questionnaire was administered through trained research assistants. Out of 104 copies of questionnaire administered on respondents, 70 copies were filled, returned and found usable. Data were analyzed by inferential statistical tools such as multiple correlation and regression model. Multiple correlation was used to test the strength of relationships among variables. Regression model was used to test the contribution of motivation and job satisfaction job performance of workers in the university publishing press. The results of hypothesis one tested showed that there was no significant relationships among variables. The result of other hypothesis tested also revealed that there was no significant contribution of workers' motivation and job satisfaction to job performance of workers in the three university-based publishing press. Recommendations were proffered for example workers should be encouraged to evaluate the motivation indices such as annual award for the most dedicated worker, adoption of good leadership style and improved condition of services. Management of the publishing press should re-double their effort in motivating workers so as to enhance high level of performance leading to higher productivity

Key Words: - Workers, Motivation, Job satisfaction, Performance, Human Resources Management, Universities, Publishing Press, Nigeria

Introduction

Human resources play a vital role in shaping any organization. That is to say that even if an organization is well-built and decorated with beautiful facilities but there is absence of people it is meaningless. However, no organization can achieve its stated objectives without the presence and active participation of workers. This show that no organization is existing in vacuum. Government spent millions of naira in putting or reshaping the structures but still failed to achieve the set goals simply because they failed to understand the role workers can play towards upliftment or otherwise of an organization. (Banmgbeye, Bunairo and Ajani, 2008).

Head of any organization or institution must take into consideration human elements in terms of personnel administration or management. The manager must adopt strategies that will enhance high level of job performance of workers in an organization. One way by which workers' interest could be arouse is through motivation. Motivation can come in various



ways i.e. appreciating and recognizing worker's performance; adopting good leadership style, capacity building for staff, effect communication, etc.

In Nigeria context, Koroma (2005) posits that the level of workers' productively in public sector was low and this was attributed to inadequate motivation such as:-training and re-training programmers, lack of commitment and dedication to public work; poor conditions of service for workers; poor working environment and job security. In order to boost library staff morale, the university of Jos library adopted some approaches to motivate staff to perform efficient job during the retrospective conversion exercise in the university library. These approaches include: use of financial incentives, creation and maintenance of a conducive atmosphere, etc (Etubi and Ikekhai, 2007). In most cases whenever employee is adequately motivated it is expected that he/she feels satisfied and performs good job

Motivating publishing workers' within university system is a matter of concern as this category of workers is engaged in the production of knowledge which has to do with physical and mental exercises. They need on-the-job training, workshops, appreciation recognition mentoring, financial incentive and good leadership styles amongst others. In order to enhance high/good performance in an organization, it is expected that every manager evaluates employees' performance and manager reinforces the workers and takes corrective action if bad performance is noticed.

Evaluating workers' performance involves setting work standards, assessing actual performance in relation to feedback with a view to motivating him/her to reduce performance deficiencies or encourage workers to performance above the previous level (Dessler, 2011).

The concept of Publishing according to Onwuchekwa and Michael-Onuola (2015) is "series of steps taking in order to make the work of a public" and these processes are divided into different version of publishing i.e. **print** and **online version**. This process of making another's work public involves submission of another's manuscript. The essential steps in book publishing according to the co-authors include editorial, page design, page make-up, proofing, printing, binding, and dispatch and mailing as well as delivery.

Having identified the processes involved in publishing, the group workers' engaging in this activity could be referred for a knowledge workers and they need to be motivated as they are not only involved in physical production but also in mental production of knowledge.

The three universities (University of Ibadan, Ahmadu Bello University, Zaria and University of Maiduguri), were established in the 1960s, and 1970s and are first and second generation universities in Nigeria.

Statement of the Problem

Workers in the publishing houses works round the clock to meet authors' demand. They are involve in publishing variety of reading materials ranging from newspaper, magazines, Journal, pamphlets, books, novels etc. They are also working toward meeting the organization's objectives.

Unfortunately, this category of workers seems not to be motivated as the level of performance and production tends to be low. Sometimes the organization's net profit is low or no profit at all. The low quality of the published works discourages authors from patronizing the press. All these shortcomings were attributed to inadequate motivation (financial incentives and fringe benefits, training and re-training programme, poor leadership style, communication, and lack of recognition/appreciation of workers' performance, etc).

The study, therefore, seeks to find out whether workers motivation and job satisfaction are the factors of job performance in the publishing houses in the three Nigerian universities.



Research Hypotheses

The study formulated and tested the following null hypotheses at 0.05 level of significance:

H₀₁ There is no significant relationships among workers motivation, job satisfaction and job performance in three publishing press of Nigerian Universities.

H₀₂ There is no significant contribution of workers' motivation and job satisfaction to job performance in three publishing press in Nigerian universities

Literature Review

This study is based on two factor theory of motivation as cited in Stoner, Freeman and Gilbert (2008), Fredrick Herzberg in 1966 conducted a research on job attributes of 200 engineers and accountants. The outcome of the research was the discovery of two separate kinds of factors i.e. satisfiers and dissatisfiers which are responsible for job satisfaction and job performance. Satisfiers also known as motivating factors which result in strong motivation, job satisfaction and better performance. Dissatisfiers also called hygiene factors which 'include: salary, working conditions, etc. The presence of hygiene factors in work situation lead to satisfaction or motivation and dissatisfaction if not present in work situation. Aina (2004) as cited in Rubin (1998) provides relationship among data, information, knowledge and wisdom. Data are raw and unprocessed items while the processed data is known as information which provides meaning and being communicated. Further processed information is called knowledge which is not only organized but more broadly understood. Further use of knowledge becomes wisdom. Wisdom is knowledge applied to the benefit of community. Information becomes knowledge whenever it is performing the role of impacting knowledge to individuals. The concept of knowledge can be diagrammatically illustrated below:-

Data → Information → Knowledge → Wisdom.

Oloyede (2004) conducted a study on worker's job satisfaction, job motivation and commitment in both private and public organizations in Oyo State. The result showed that job satisfaction and motivation were predictory to job commitment.

Natolooka and Otenga (2011) found out the cause of labour turnover in relation to job satisfaction and effects on employees performance in Local government in Uganda. It was discovered that inadequate motivation has had both negative and positive effect on employees performance. Employees were de-motivated, no job satisfaction, no commitment and less productivity while new employees were recruited. Bamigbiye and Aderibigbe (2004) reported that the use of coercion motivation will influence personnel's job performance in publishing houses in Ibadan. It was also discovered that motivational factors would significantly influence personnel's job performance in publishing houses in Ibadan. Ololube (2006) reported that there was a significant relationship between facets of job satisfaction, performance and motivational factors among teachers in River State.

Methodology

Descriptive survey research was used to study the target population of 109 workers in three publishing press in three Nigerian universities. These workers cut across all categories of staff in the three publishing press as indicated in the table below.

Table 1: Workers in Publishing press in the three Nigerian Universities

| S/N | Name of University | Geo-political zone | Number of workers |
|-----|------------------------------------|--------------------|-------------------|
| 1. | University of Ibadan, Ibadan | Southwest | 37 |
| 2. | Ahmadu Bellow University, Zaria | North-West | 45 |
| 3. | University of Maiduguri, Maiduguri | Northeast | 22 |
| | Total | | 104 |

Source: Field Survey 2014/2015.



Due to the small size of the population, a complete enumeration was carried out and so there was no need for sampling. Ibrahim (2013) was of the opinion that in a population that is sufficiently small, a researcher can use the entire population in the study thus, called census. Questionnaire was self-designed by the researchers and was in two sets tagged: Workers' Motivation, Job Satisfaction and Job Performance questionnaire (WMJSQ JPQ). The motivation, job satisfaction questionnaire contains statement on variables such as recognition, staff development, communication and leadership style. This section/set of questionnaire is to be filled by subordinate workers in the university publishing press. The job performance questionnaire contains statements on variables such as punctuality, quality of work and communication. The researchers used part of Dessler (2011) "performance competences" in the design and use of job performance questionnaire. This section/set was completed or assessed by the heads of respective sections in university publishing press. The administration of the 104 copies of questionnaire was carried out through trained research assistants. Data were analyzed with inferential statistical tools (multiple correlation and regression models) to test the two null hypotheses on the strength of relationships and among variables as well as the contribution of independent variables (motivation and job satisfaction) to dependent variable (job performance). The response rate showed that out of 104 copies of the questionnaire administered, the exact 70 copies were filled, returned and found in usable form.

Testing of Hypotheses

H₀₁- There is no significant relationships among workers' motivation, job satisfaction and job performance in publishing press.

Table 2: Relationships among Workers' Motivation, Job Satisfaction and Job Performance in Publishing Press

| | Correlation between Vectors of Values | | |
|------------------|---------------------------------------|------------------|-----------------|
| | Motivation | Job Satisfaction | Job Performance |
| Motivation | 1.000 | .298 | .112 |
| Job Satisfaction | .298 | 1.000 | .307 |
| Job Performance | .112 | .307 | 1.000 |
| N | 210 | 210 | 210 |

From the observed multiple correlations in Table 2 motivation is not significantly correlated with job performance of the publishing press workers. The observed multiple correlation between the two variables (motivation and job performance) was 0.112 at 218 degree of freedom. There was no significant relationship among workers' motivation, job satisfaction and job performance in publishing press. The observed relationship between motivation, job satisfaction was high, positive and significant as indicated in Table 2. The two variables were highly and significantly correlated with job satisfaction of the publishing house workers. Therefore, on the basis of relationship among job performance, job satisfaction and motivation there was enough evidence to accept the null-hypothesis but on the basis of interrelationship of the variables, the null-hypothesis was rejected.

H₀₂: There is no significant contribution of workers' motivation and job satisfaction to job performance in publishing press.



The linear regression procedure was used with least square method. Performance of the workers of publishing press was used as dependent variable while the motivation and job satisfaction were used as the independent variables. The use of regression model for the test was established using the functional relationship or the contribution of the independent variables motivation and job satisfaction to the job performance of publishing press workers.

Table 3: Regression Estimates of the Contribution of Workers' Motivation and Job Satisfaction to Job Performance in Publishing Press.

| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
|------------------|-------------------------------------|---------------------------|-------|------|
| (Constant) | 51.395 | | 4.718 | .000 |
| Motivation | .034 | .022 | .184 | .854 |
| Job Satisfaction | .247 | .300 | 2.463 | .016 |
| | B | Beta | | |
| | Std. Error | | | |
| | 10.894 | | | |
| | .183 | | | |
| | .100 | | | |
| | Dependent Variable: Job Performance | | | |

From the observed significant levels for the contribution of each of the variables in Table 3 the selected parameters were not significant determinants of the workers' performance of their respective jobs in the study areas. The functional relationship between the dependent variable (job performance) and the independent variables (motivation and job satisfaction) could be expressed as $Y = a + bx_1 + bx_2$, where b represents the estimated coefficient and x for the independent variables. With the model, the functional relationship between the variables could be expressed as job performance $51.395 + 0.034$, job satisfaction 0.247 . However the observation revealed that the independent variables were not significant determinants of job performance of workers. There is adequate evidence to accept the null-hypotheses that states "there is no significant contribution of motivation and job satisfaction to job performance in publishing press". This is because the contributions of the independent variables are not determinant factors of the workers' job performance in this study.

Discussion of Results

Hypothesis one was tested using multiple correlation and the result showed that there was no significant relationships among workers' motivation, job satisfaction and job performance in publishing press in the three Nigerian universities. This finding disagree with the finding of Bamigboye and Aderibigbe (2004) and Ololubige (2006) who found that the use of coercions motivation will influence personnel's job performance. The researchers discovered that use of motivational factors significantly influence personnel's job performance Ololube (2006) found significant relationships among factors of job satisfaction, performance and motivational factors among teachers in Rivers State.

Hypothesis two was also tested using regression model. The result revealed significant contribution of workers' motivation and job satisfaction to job performance in three Nigeria University based publishing houses in Nigeria universities. This finding corroborates the finding of Oloyede (2005) and disagrees with that of Natolook and Otenga (2011) respectively. Oloyede (2005) discovered workers' job satisfaction and motivation as predictors to job commitment in both private and public organizations in Oyo State. Natolooka and Otenga (2011) found out that inadequate motivation has had both negative and positive effect on employee performance in Local Government Area in Uganda. They were not motivated which resulted in no job satisfaction, no commitment and less



productivity on the part of workers. The positive effects were the promotion of internal staff and employing the new innovative staff.

Summary of major findings

1. There was no significant relationship among workers' motivation, job satisfaction and job performance in publishing press in the three Nigerian universities.
2. There was no significant contribution of workers' motivation and job satisfaction to job performance in publishing press in the three Nigerian universities.

Conclusion and Recommendations

The study revealed that the strength of relationships among independent and dependent variables were not strong enough. Showing that whenever variable are left as individual, the relationship tend to be weak. By implication, management of publishing press is not making effort to raise workers' morale by adequately motivating them. Both of the variables were weak and thus affecting the other. This is because even if workers are adequately motivated they might feel not satisfied.

The study revealed that the contribution of motivation and job satisfaction to performance was negative and weak. It seems, that whenever motivation and job satisfaction are weak and combined, workers' level of job performance tend to be weak and low. The study recommends that:-

1. The management of the publishing press in Nigerian universities should from time to time send out organization's evaluation forms to workers to enable management map out strategic for motivating workers.
2. The management of the publishing press in universities should re-double their effort in motivating workers e.g. annual award for most dedicated worker; regular training programme, adopting good leadership style, improved condition of services, for workers in publishing press.

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