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Motivational Incentives and Job Performance of Personnel of Cross River State Agency for Mass Literacy, Adult and Non-Formal Education

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ABSTRACT

The study examines the influence of motivational incentives on job performance of employee of the State Agency for Mass Literacy, Adult and non-formal Education in Cross River State. Two research questions guided the study. The survey design was adopted for the study. The Population of the study comprised 200 Personnel of Cross River State Agency for Mass Literacy, adult and Non-formal education Calabar. A purposive sampling technique was used to draw up 90 personnel for the study. A structured questionnaire designed by the researchers was used to collect data for the study. The instrument was validated by three experts. The reliability data obtained were analyzed using Cronbach Alpha reliability method and a reliability coefficient of 0.99 was obtained. Data obtained were analyzed using Mean and Standard deviation. Results of the analysis revealed that staff of the Agency were not adequately motivated to perform their job by management of State Agency for Adult and Non formal education programme. It also revealed that there is no significant differences between male and female job performance in terms of

motivation. Based on the findings, it was recommended that management of State Agency for Adult and Non-formal Education should sustain a continuous provision of motivational packages to enhance employees' job performance and productivity.

Keywords: Motivation, job performance, employees, Herzberg's theory, Adult and Non-formal Education.

Introduction

Motivational incentives is designed to drive behavior and motivate employees to be productive. In every work place, employee need to be motivated in order to perform optimally in their job schedules (Ganta, 2014). Adequate motivation of employees in work place have a direct impact on their productivity. Research have shown that workers who are motivated are often excited about their jobs and are encourage to put in the best of their ability. Personnel of the State Agency seem not to be performing adequately because of lack of motivational incentives such as pay rise, regular promotion, study leave, bonus and allowances. The State Agency for adult and Non-formal education was established to ensure quality delivery of literacy programmes at the state level through competent, knowledgeable, well-motivated and satisfied personnel. Adult and non-formal education programmes is strategically designed to prepare citizens to actively participate in the process of social, cultural, economic and national development (Acha and Itari, 2016). This educational programme contributes positively towards imparting knowledge and skills to the adult learners who show latent desire to acquire literacy as a means to live a better life (Obi, 2007).

The United Nations report (2008), suggest that Nigeria faces a situation of widespread illiteracy especially in the rural areas, major victims of this educational imbalance are women and young girls. Considering the negative effect of this report to the nation, it is therefore, expedient to have an effective and efficient agency to oversee the administration of Adult and Non-formal Education programme with motivated employees that will ensure optimum job performance and goal attainment in the Agency. In any institution, whether it is in the academic sector or industry, it is important for the management to increase workers' productivity by allowing employees to achieve their maximum potentials and satisfy their individual needs.

Unfortunately, this opportunity for employees to achieve the potentials to perform optimally in their job seems to be lacking in the Cross state agency for adult and Non-formal

education and this may affect the rate at which employees work in the agency. A close survey of activities and performance of staff of the Agency showed that they are not encouraged to perform well. It is a fact that, a well-motivated staff is one who performs his job adequately. This is why government and managers of education must ensure adequate motivation of its employees who are the drivers of literacy programmes. Employees are regarded as the prime assets of any organization whose responsibilities are to ensure that programmes and activities of the organization work smoothly (Adams, 2006). This means that the management of adult education programmes should ensure that their employees are well motivated by taking steps to satisfying the needs of their employees as this will enhance their inherent capacities to perform effectively to the growth of the Agency. Employee's motivation refers to the degree of prospects an employee holds about the organization and his approaches towards his services (Ali and Ahmed, 2009). Motivation is viewed as the inner force or urge that directs or influences an individual to attain organizational goals. Salaman (2010) defines motivation as the process of influencing or stimulating a person to take action that will accomplish desired goals. The author further explained that employees' motivation relates to a purposive and goal directed behaviour, performance and attitude towards work, emphasizing that such factors include physiological, psychological and environmental aspects of the individual employee's background. Malik (2011) posited that motivator factors such as recognition, achievement and advancement seems to motivate employees to work and derive satisfaction. When the employees are motivated, there is every tendency that they will perform well in their job.

Job performance is a critical aspect of an employees' work life. It is an emotional response to a job situation or experience, it cannot be seen but only be inferred. Smith (2009) define job performance as the overall sense of an employee on certain factors which may include company policy, working condition, advancement achievement, relations with co-workers, supervision and work itself. For some decades, research efforts have been directed towards identifying the motivating factors that leads to job performance (Vroom,1976; Herzberg,1966). Previous researches relating to motivation and job performance of male versus female employees have often been inconsistent, at one time finding women employees more or less performing adequately in their job than their male counterparts. Ulayi and Edinyang (2022) observed that women in workplaces perform satisfactorily when they are given opportunity to participate in decision-making arrangement in the organizations.

Investigation carried out by Koh (2005) revealed that gender differences in job performance are due to factors such as promotions, pay and tenure, if these variables are controlled and held constant, both male and female employees will perform significantly in their job. The study concluded that there exist no significant influence between male and female employees. Smith (2009) investigated differences in motivation and job performance between male and female mid-managers in a social work setting and found out that there exist no statistically significant differences between male and female employees on their level of the job perform with regards to (salary, working condition, advancement, supervision, relationship with fellow employees, agency, achievement (pay, advancement and working condition) which were significantly higher for female employees Thus; the purpose of the study is to determine the influence. Campbell (2004) contended that some of the specific management practices that this theory can guarantee are; delegation of authority and responsibility, granting of pay increase, regular promotion, job enrichment and opportunities for advancement.

Statement of Problem

The drive and desire to brace up with the task of eradicating illiteracy by the personnel of the State Agencies for Adult and Non-formal education is determined by the level of motivation provided by Management of the Agency. The employee's motivation should be parallel to the agency's overall goal, if employees are motivated by their employers, they tend to be productive and happier with their jobs. The goal of a motivated work force according to Herzberg, is to take initiative, remain enthusiastic and committed to work and ensure that management achieve organizational goals. Therefore, major problem facing the personnel of state agency for Adult and Non-formal Education in Cross River state seems to be lack of adequate incentives to motivate the employees. The problem is more compounded with the sheer lack of effective Human Resource management and lack of compensation packages to employees in terms of organizational hazards, these motivation imbalance have often resulted to incessant strike actions embarked upon by employees, low morale to work, mass transfer to other ministries and voluntary resignation from State Agency for adult and non-formal Education, culminating to slow pace of achievement of the State agency's goals. It is believed that an employee who is well motivated and satisfied with his/her job is likely to perform effectively and efficiently and will in turn enhance the rapid achievement of organizational goals.

Purpose of the Study

The purpose of this study is to determine the extent to which motivational incentives enhances job performance among male and female employees of Cross River State Agency for Adult and Non formal education. In particular, the study sought to:

1. Examine the influence motivation on employees' job performance in the Cross River State Agency for adult and non-formal Education.
2. Determine the difference between male and female employees job performance in terms of motivation in the Cross River State Agency for Adult and non- formal Education.

Research Questions

1. To what extent do motivational incentives influence the job performance of employees of the Cross River State Agency for adult and non-formal Education?
2. To what extent does motivation differs in terms of male and female employee's job performance in the Cross River State Agency for Adult and non-formal Education.

Hypotheses

1. There is no significant influence in the mean rating of motivation on job performance of employees of the Cross River State Agency for Adult and Non-formal education.
2. There is no significant difference in the mean rating of motivation on job performance of male and female employees of the Cross River State Agency for adult and non-formal Education.

Methodology

The study adopted the survey research. The population of the study comprised 200 employee of the state agency for adult and Non-formal education Calabar and a sample of 95 employees were drawn from the entire population as sample using purposive sampling technique. The instrument used for data collection was a structured questionnaire designed by the researchers. The instrument used a 4-point modified Likert scale. Three experts from adult education, measurement and evaluation validated the instrument. To determine the reliability of the instrument, 95 copies of the instrument were administered to employees of the agency. Data obtained from the trial testing were analyzed using the Cronbach method which revealed an internal consistency index of 0.99 which shows that the instrument was reliable and was used for data collection. Given the total numbers of copies of the questionnaire administered, a 99%

(percent) return rate was recorded. The point scale was patterned as follows: Strongly Agree =4, Agree=3, Disagreed=2, and Strongly Disagreed=1. The data generated from this study was analyzed using Mean and Standard deviation.

Presentation of results

Research Question 1: To what extent does motivation influence the job performance of employees of Cross River State agency for adult and non-formal education?

Table 1: Mean ratings and standard deviation of respondents on the extent to which motivation influence job performance of employees of Cross River State agency for adult and non-formal education.

S/N	Item statements	Mean	Std Deviation	Remarks
1	The agency provides opportunity for employees advancement	3.10	.677	A
2	Employees contribution in the agency are often recognised	1.02	.653	D
3	The agency encourages team spirits in the working environment	1.10	.677	D
4	Employees do not attain self-actualization in the agency	1.72	.750	D
5	Management encourages employees' job responsibilities.	1.85	.574	D
6	Employees are encouraged to take up further education.	2.72	.627	A

Table 1 shows the mean ratings and standard deviation of respondents on the extent to which motivation influence the job performance of employees. To elicit information from the respondents, 6 item questionnaires were administered. Item 1 and 6 with mean ratings of 3.10 and 2.72 were above the 2.50 benchmark. In other words, it showed that the respondents agreed that agency provide opportunity for employees' advancement, recognition of employee contribution, agency encourages team spirit, employees' job responsibilities and opportunity for employees to further their education. Item 2, 3, 4, 5 with mean ratings of 1.02, 1.10, 1.72 and 1.85 are below the 2.50 benchmark indicating that respondents disagreed that employees' are not motivated by

management of the agency. The variability of the employees responses where moderate and close to each other.

Research Question 2: To what extent does motivation differs in terms of job performance of male and female employees' of Cross River State agency for adult and non-formal education?

Table 2.: Mean ratings and standard deviation of respondents on the extent to which motivation differs in terms of male and female employees in the Cross River State agency for adult and non-formal education.

S/N	Item Statements	Gender	Mean	Std Deviation	Remarks
1	Female employees performed more in their job than male employees	MALE	2.59	.317	A
		FEMALE	2.51	.811	A
2	The male employees are concerned only with advancement and achievement	MALE	2.64	.484	A
		FEMALE	2.52	.797	A
3	The agency leverage on some working conditions in favour of female employees	MALE	2.36	.481	D
		FEMALE	2.20	.984	D
4	Male and female employees are given equal attention in terms of motivation by management	MALE	2.89	.317	A
		FEMALE	2.81	.756	A
5	Both male and female employees of the agency are satisfied with the management policies	MALE	2.12	.908	D
		FEMALE	2.20	.995	D

The data in table 2. showed the differences in the mean ratings and standard deviations of male and female responses on the extent to which Herzberg's motivation enhances employees' job performance. To elicit this information from the respondents, 5 item questionnaires were raised. In item 1, female employees agreed that they are performing well with their job than the male. Also, in item 2, Male and female responded uniformly agreed that Male employees are concerned with only advancement and achievement. Item 4, indicated that both Male and female respondents agreed that they were given equal attention by Management. While in items 3 and 5., both male and female respondents disagreed, indicating that they were not satisfied with management policies.

Hypothesis One:

There is no significant influence in the mean rating of the influence of motivation on employee's job performance of the State Agency for adult and non-formal Education.

Table 3: Hypothesis testing of no significant influence in the mean rating of motivation on employees' job performance of the State Agency for Adult and non-formal Education.

Two-Analysis of Variance

Tests of Between-Subjects Effects

Dependent Variable: Motivator factors

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	3534.189[a]	2	1767.094	324.978	.000
Intercept	551.471	1	551.471	101.418	.000
Motivation	**2673.980**	**1**	**2673.980**	**491.759**	**.000**
Job performance	**37.880**	**1**	**37880**	**6.757**	**.010**
Error	1288.707	187	5.438		
Total	121203.000	200			
Corrected Total	4822.896	195			

a. R Squared = .733 (Adjusted R Squared = .731)

Data in the table 3. above is the result of hypothesis testing of significant influence in the mean ratings of motivation on employees' job performance in the State Agency for Adult and non-formal Agency. The result indicated that there was no significant influence of motivation on employees job performance as F (1, 200) = **6.757**, p=**.010.** Therefore, there was no statistically significant influence in the mean ratings of influence of motivation on employees' job performance in the State Agency for adult and non-formal Education as sig. value is less than 0.05 level of significance. The null hypothesis of no statistical significant influence was retained while alternative hypothesis was rejected.

Hypothesis Two: There is no significant difference in the mean rating of motivation between male and female employees' job performance in the State Agency for Adult and non-formal Education.

Table 4. Hypothesis testing of no significant difference the mean rating of motivation between male and female employees' job performance in the State Agency for Adult and non-formal Education.

Two-way Analysis of Variance

Tests of Between-Subjects Effects

Dependent Variable: Male and female employees

Source	**Type III Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
Corrected Model	921.665[a]	4	230.416	28.087	.000
Intercept	202.362	1	202.362	24.668	.000
Motivation	**2.379**	**1**	**2.379**	**.290**	**.591**
Gender	**1.434**	**1**	**1.434**	**.175**	**.676**
Error	1927.830	187	8.204		
Total	97693.000	200			
Corrected Total	2849.496	195			

a. R Squared = .323 (Adjusted R Squared = .312)

The data in table 4. showed the hypothesis testing of no statistical significant difference in the mean ratings of motivation between male and female employees' job satisfaction in the state Adult Education Agency. The result indicated that there is no significant difference in the mean ratings of male and female employees in the State Agency for Adult and non-formal Education F (1, 200) = **.175**, p= **.676.** Hence, male and female employees' mean ratings did not differ as the sig. value was greater than 0.05 level of significance level. The null hypothesis was accepted and alternative hypothesis was rejected.

Results.

1**.**The study revealed that agency did not motivate the employees to enhance their job performance. Opportunity for employees' advancement, pay rise, recognition of employee contribution and team spirit we're not encouraged.

2. The study also revealed that respondents agreed that male and female employees were given equal attention to perform their job adequately. The result also showed that agency

does not leverage on some working conditions in favour of male or female employees, that management gives equal treatment to both male and female employees.

Discussion

Research question One sought to find out the extent to which motivation influence job performance of employees of the State Agency for Adult and non-formal education. It was the opinion of respondents that management failed to motivate the employees and this lack of motivation influenced employees' job performance to a great extent. The result also revealed that employees were not given study leaves, accorded poor recognition and overdue pay rise in the agency as well as denied opportunity for further education. The findings is also in agreement with Malik (2011) who contended that absence of motivating factors such as recognition, achievement and advancement tends to discourage employees job performance.

Findings from research question Two revealed that management gave equal treatment to both male and female employees to perform adequately in their job and that there was no discrimination between male and female employees in terms of their job performance in the Cross River State agency for adult and non-formal education. The findings was in agreement with the opinion of Smith (2009) who investigated differences in motivation and job performance between male and female mid-managers in a social work setting and found out that there exist no statistically significant differences between male and female employees on their level of the job perform with regards to (salary, working condition, advancement, supervision, relationship with fellow employees, achievement, pay and advancement.

CONCLUSION

Motivational incentive is a cardinal force that enhances job performance in any Organizations. Given the significant roles of motivation to employees' job performance in the Cross River State Agency for adult and Non-formal education, it becomes quite critical that the provision of a conducive working environment that will enhance and sustain employee’s job performance be examined. On the basis of the finding of the study, it was concluded that employees of the Agency were not motivated to perform their job maximally. The study outcome further discloses that management of Adult and non-formal education provided a level playing working environment for both male and female employees to perform their job.

RECOMMENDATIONS

The following recommendations are made;

1. Management of the agency for Adult and Non-formal Education, should as a matter of priority provide motivational inventives to boost employees job performance in the agency.
2. Management should provide a sustainable and balance working environment for both male and female employees to enhance their job performance in line with international best practices.

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