



Motivation of Academic Staff and Job Productivity: An Appraisal

Kaikara Akiki

Department of Mass Communication Kampala International University Uganda

ABSTRACT

Motivational factors are those aspects of the job that make academic staff want to perform the duties. They help to propel, stimulate, channel, direct, energize, arouse, sustain and influence the teachers' behaviour towards striving for excellence. They also encourage academic staff and increase their persistence level in the teaching-learning process for the achievement of university educational goals and objectives. Every educator needs to be concerned about motivation. It is a quality that students, teachers, parents, school and college administrator, and other members of the community must have if the educational system is to prepare young people adequately for the challenges and demands of the coming century. University administrators need motivation to ensure that every facet of the schools, college and University they manage continues to improve; hence, this paper evaluated the influence of motivation in the management of human resources for job productivity. The study highlighted the significant impact of various motivational packages, including staff training, a conducive work environment, modern infrastructure facilities, prompt payment of salaries and allowances, research access, and recognition through commendation letters and awards. Hence, it is vital for university authorities and the government to pay the needed attention to the motivation of academic staff in order to boost their job performance and enhance high productivity.

Keywords: Job productivity, Motivation, Academics, Performance, Human Resource

INTRODUCTION

In educational organizations, such as the university system which is meant to inculcate the right knowledge, attitude, skills and best life practices to enable individuals fit into the society effectively and efficiently, the ultimate increase in productivity can be rated by the increases in qualified graduates (student output) into the society and for self-reliance. [1], opined that, presently education is aimed at producing human beings that are intelligent, knowledgeable and better leaders [2]. [3, 4, 5], are of the opinion that human resources are active agents, who accumulate capital, exploit nature resources, build social, educational, economic and political organizations that translate to the overall development of any nation. These people use their skills, qualities and capabilities to control other resources in the production process for the realization of organizational goals. Human resources in the university system are the personnel of that institution. They include the Vice Chancellors (V.C), Deputy Vice Chancellors (DVC), Registrars, Directors, Deans, Heads of Department (HODs), Academic and Non Academic staff and students. The V.Cs, Deputy V.Cs, Registrars, Directors, Deans of faculties and Heads of Departments are regarded as the management cadre. Academic staff of universities refers to the teaching personnel responsible for imparting knowledge, skills and attitudes to the university students towards goal attainment. The job of the academic staff also includes carrying out community services as well as doing research activities. Academic staff job productivity has to do with an increase in the output of the totality of staff activities in the class such as transmission of knowledge, punctuality to work, proficiency in instruction delivering, monitoring of students' academic progress through tests, assignment, and examinations, submission of examination grades on time, effective class controls, classroom discipline, etc. [6] emphasized that staff productivity requires essential inputs of the staff such as proper monitoring and evaluation of students, through adequate lecture planning and delivering, providing regular feedback on students' performance, adequate record keeping and appropriate discipline of student that result in adequate educational goal attainment. It is only pertinent that academic staff as an essential aspect of the university human resource, be effective managers so that they can put in their best in the discharge of their tasks which will in turn yield desirable outputs. Human resources in the university system assist in the implementation of educational programmes towards goal achievement. Education has been regarded as an instrument par excellence for national development according to the Federal Republic of Nigeria (FRN) in its National Policy on Education (NPE) [7] hence, the human resources needed to implement the educational curriculum towards goal attainment require adequate management so as to make positive contributions to the overall productivity of educational institutions. Management has to do with the

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planning, organizing, co-coordinating, directing, etc, of human and material resources towards goal attainment [8]. Management of human resources in a school is an integral part of the educational system. Human resources management according to [9] involves the acquisition of personnel and co-ordination of their performances to achieve organization productivity. [5], referred to human resource management as a wheel of progress in the realization of educational goals. Human resources management strategies, thus can be referred to as, ways by which those in authority (administrators) plan, motivate, co-ordinate, organize, direct, develop, make control decisions, etc. the personal of the organization towards institution goal attainment. This study aims discusses the place of motivation in enhancing job productivity.

Motivation

Utilization of motivation strategies in the management of human resources has to do with the perceptions, methods and activities used by the administrators to get staff to put in their best towards increases in the school productivity. Motivation according to [10] is the willingness to exert efforts toward achieving organization goals by staff of that organization. [11], opined that motivating organization staff intrinsically and extrinsically entails providing staff with factors that are likely to yield job enrichment, satisfaction and increase organization productivity. Utilization of motivation strategies in terms of adequate communication, promptly paid salaries and allowances, recognition, awards, praises, appreciation, promotion as at when due, etc. in the management of human resources is likely to increase production well sort for. In a study conducted by [12] on effective management of tertiary education for sustainable national development, carried out in Alvan Ikoku Federal College of Education Owerri, using a sample size of 116 lecturers, the result revealed that lack of lecturer motivation was a challenge in the management of tertiary educational institutions. The need for a highly motivated, conscientious staff with professional, intellectual and knowledgeable background in his/her area of study should be encouraged.

Motivation and Employees Performance

The achievements of individuals and organizational goals are independent process linked by employee work or task motivation. Individuals motivate themselves to satisfy their personal needs or goals; therefore, they invest and direct their efforts for the achievement of organizational objectives to meet with their personal needs or goals. It means that, organizational objectives and/or goals are directly proportional to the personal needs or goals of individuals. [13], reported that the manager's job is to ensure the work done through employees is possible; employees are supposed to be self-motivated towards work rather than being directed all the time. The manager's involvement is not so much important in motivating employees. The employees should motivate themselves to perform better in work. The major concern in all services organizations is the motivation of their employees regardless they are skilled or unskilled or professionals. Motivating employees, offering efficient and good services that customers expect are contemporary challenges for the management in this competitive world. The employees' motivation, their enthusiastic and energetic behaviour towards task fulfillment plays a key role in the success and long term survival of an organization [15]. [16], denotes that, ensuring employees' workplace motivation is in check is one of the functions of human resource manager. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their tasks or jobs. He/she has to develop motivated employees and encourage their morale regarding their respective works. The employee work morale can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance may be poor if the employee is not properly satisfied and made happy. There are a number of ways in which organizations can affect the employee's perceptions of goal importance. First, as mentioned above, managers can persuade employees that their jobs are important by providing a convincing rationale for their work tasks [17]. Similar to the concept of task significance or importance; if employees can see how their work contributes to achieving important organizational objectives or goals, then they are more likely to see their work as particularly salient because the link between individual and organization objectives and/or goals may extend beyond the boundaries of the organization [18]. Motivation is an effective instrument in the hands of manager for inspiring and creating confidence in the workforce. By motivating the workforce or manpower, management creates will to work which is necessary for the achievement of the organizational goals. Motivation involves getting individual employees and as members of the group, to carry out properly the purpose of the organization. The following outcomes may be expected if the employees are properly motivated: The workforce will be better satisfied if management provides them with opportunities to fulfill their physiological and psychological needs. The workers will cooperate voluntarily and/or willingly with management and will contribute their maximum towards the goals of the enterprise. Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. The organization may have increased productivity as well as the rate of labour turn over and absenteeism among the workforce will be reduced to the barest minimum [17]. It is true to some extent that when workers are motivated, their ability to increase productivity will be high. There are certain situations some workers attitude are not reversible and management must put pressure in order to influence them work hard. Despite the deviates in every society,

motivation still remains a powerful or recommended tool in influence labour force will to work. On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provides the environment for their motivation to be enhanced and improved [20]. It means that an organization is a better environment and proper working atmosphere provider, it must believe that its people have the motivational behaviour. [21], noted that different theories questioning why people prefer certain careers, why they seek particular rewards and why they feel satisfied or dissatisfied with their work, tasks and rewards. These are some of the many questions that create so many assumptions and indeed require to be researched.

Human Resource Management

Human resource management is a discipline, professional specialization that has developed in recent years as a broad spectrum, encompassing various field incorporated and synthesis with certain element of personnel management, organizational behavior, industrial and labor relationship. [22], stated that human resources ensure the right things are done at the right time, to ensure the goals of the organization are achieved. It is important to note that, it's the individual that determines and chooses in what type of organization human resources he/she wants to belong, which means that it's a personal choice, determination, zeal, expertise and drive that make one belong to the work force of an organization. Therefore, human resources are the most important asset of an organization. It forms a greater and reasonable portion or organization resources. Human resources is directly connected to the success of an organization and therefore must be planned. The process by which management attempts to provide for its human resource to accomplish its task is called man power planning.

Functions of an Effective Human Resources Management

According to [23], an effective human resource management involves maintaining and improving all aspects of a company's practices that affect its employee from the day of his recruitment to the day he leaves the company. The main functions of human resource management are classified into two:

1. Managerial function
2. Operative functions

Human Resource Management on Organizational Performance

Businesses are increasingly recognizing the critical role that human resources play in achieving financial performance for their organizations. As a result, companies are becoming more focused on their employees by focusing on improving employee engagement and organizational engagement. For companies, implementing a human resources management (HRM) system that optimizes their workforce can give companies a competitive edge in today's global economy, which provides broad access to technology, finance, and other resources. It is important to note that companies increasingly recognize the potential of their employees as a source of competitive advantage [24, 25]. Creating a competitive advantage through people requires careful attention to practices that make the most of those assets. According to [26], academics generally agree that well-designed human resource management practices can improve organizational performance. A related theory that suggests and supports this assumption is that human resource management practices influence employee attitudes and behavior. Human resource management is an invisible asset in an organization. When embedded in an operating system, it creates value in improving organizational performance and ability to deal with turbulent environments. Effective human resource management helps develop talent into a high-quality, efficient workforce, and thereby enabling organizations to gain competitive advantage through talent. Conversely, an inefficient workforce can increase labor costs and reduce an organization's productivity. However, in order for a company to remain competitive, grow and diversify, employees must be skilled, well positioned, properly trained, effectively managed, and committed to the success of the business.

Goal

The goal of HRM is to maximize employee contribution and achieve optimal productivity and efficiency. Human resource aspects and practices of (training, recruitment, reward system performance appraisals, etc.) have a significant impact on organizational performance and contribute to the positive association between human resource management and organizational productivity. Training is a flexible way to develop employees as it includes both formal and informal methods to increase employee effectiveness and efficiency [27]. Employment security increases employee loyalty, maintains employee loyalty to the company, and also provides security of valuable information [28]. Compensation schemes are imposed on organizations to assess the compensation and remuneration of their employees based on added value by showing what employees have spent and what they have received [29, 30] Evaluating employee performance by assessing tasks and compensation scheme enhances employee performance which is impacted by knowledge transfer [31]. Knowledge transfer helps employees better understand their network and focus on organizational productivity. Other aspects of human resource management have a significant impact on employee attitudes, which in turn impacts employee performance. Organizations perform better when HRM systems work effectively [32]. Therefore, in order to increase the performance of an organization, human resource management should be designed to maximize the use of employees.

Organizational Productivity

Organizational productivity revolves around human resources management, and without qualified human resources, no organization can advance as anticipated, especially in the current digitalized world. Human resources are essential to an organization's productivity since they are the primary means of motion and support for the organization. In order to achieve standardization and molding of the same through approved methods, it is crucial for organizations, notably institutes of higher learning, to train their workers. Low productivity is a chronic and on-going issue in institutions of higher learning in Nigeria, just like it is in other nations like the United Kingdom. All of them can have a positive impact on productivity in an organization, as can a straightforward action like implementing the appropriate HRIS software.

The Role of Motivation

Literature indicates that motivation enhances productivity. Thus, [33] asserted that “by motivational communication, by making employees feel better at work, by appreciating ‘the power of inclusion’ and by sharing a vision with employees would not only create a productive employee and a pleasant transaction but also would generate self-confidence, self-discipline, co-operation, improve efficiency and strengthen bonds in the long run”. Also, [34] did a study that determined the factors affecting motivation and job satisfaction of non-management academic staff of universities in South-South geopolitical zone of Nigeria. Results revealed that there is no significant difference between male and female non-management academic staff motivation and job satisfaction. It was also found that highly motivated non-management academic staffs perform their job better than poorly motivated staff. [35], discovered that academic staff job satisfaction has significant relationship with their job performance and the academic performance of their students. Attitudes of academic staff are affected, in part, by workplace conditions such as a positive and safe environment, a supportive administration, career progression, commensurate salary, supportive work team, and the appeal of the job itself. It is also connected with their autonomy. Autonomy in the true sense, should be the privilege of the university system so as to enable it operate with full vigor for the fulfillment of goals and objectives. Academic autonomy, in relation to offering courses, evolving evaluation methods, teaching, research and extension activities is available. Also, [34] submitted that a motivated academic staff is one who not only feels satisfied with his or her job but is empowered to strive for excellence and growth in instructional practice. When academic staffs are motivated, they become satisfied and more committed to their teaching job. It eventually leads to or contributes positively to the attainment of educational goals and objectives. The more satisfied academic staff are with their job the more productive they will be, and the healthier they will be physically, emotionally, socially and academically. This is only possible if the necessary motivational factors that enhance job performance and satisfaction are in place. In another study, [36] disclosed that “encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledgement on achievement enhances the performance of University lecturers, also, 60% of their respondents agreed that there was lack of provision of regular payment of salary and other remuneration by the head to promote the performance. The study recommended provision of adequate chances for professional growth, instructional facilities to argument lecturer’s performance, research development, availability of Institutional facilities, good relationship with academic staff and prompt payment of lecturers’ salaries as motivational packages to boost staff morale and improve performance. In the study of [37], they ascertain what factors motivate lecturers of private universities in Ghana. It also sought to determine whether these employees perceive the motivating factors as readily available to them or not. The study examined the ranked importance of motivational factors of university lecturers. Findings suggest high salary and personal development are the main motivating factors of university lecturers. Carefully designed reward systems that include high salary, opportunity for personal development, fringe benefits, and nonmonetary compensation should be considered. From the above analysis, it can be deduced that motivation has impact on the productivity of academic staff of higher institutions of learning.

CONCLUSION

This paper has found that motivation plays a pivotal role in influencing the job performance of academic staff within higher institutions. The paper further highlights the significant impact of various motivational packages, including staff training, a conducive work environment, modern infrastructure facilities, prompt payment of salaries and allowances, research access, participation in decision-making, and recognition through commendation letters and awards. These factors were identified as instrumental in enhancing the overall academic job performance of staff members. Hence, it is vital for university authorities and the government to pay the needed attention to the motivation of academic staff in order to boost their job performance and enhancing high productivity.

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