

**DEMOTIVATIONAL FACTORS AND EMPLOYEE JOB PERFORMANCE IN STATE OWNED
UNIVERSITIES IN NIGER DELTA REGION**

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ABSTRACT

The study examined the relationship between of demotivational factors and employee job performance in State owned universities in Niger Delta Region. Correlational as well as survey research design was adopted for the study. The population of the study consisted of eleven (11) State owned universities in the Niger Delta Region. The researcher adopted a stratified random sampling technique in drawing a total sample of 456 staff. Goggle and structured questionnaire were used as instrument for data collection after face validation. Mean distribution was adopted to assess the strength and extent of the variables as attributes of the universities, while standard deviation was adopted as the statistical tool for the assessment of the data dispersion. The findings revealed that demotivational factors have significant influence on the job performance of employee in State owned universities in Niger Delta Region. Based on the findings of the study, the researcher concluded that work hazard, lack of promotion and irregular training affects the accuracy of the employee job performance negatively. The study recommended improved security measures in the universities within and outside Niger Delta Region.

Keywords: Demotivational Factor, Stunted Growth, Poor Communication Employee Job Performance

INTRODUCTION

The word motivation according to Vroom (1982) has been derived from the Latin word "movere" that means "to move" which refer to the internal force, which is dependent on the need of individual that drive ones-self to achieve. According to Webster's dictionary by looking at the root of the terminology, motivation starts with motive which means something causes another thing to act, and thus, motivation simply can be defined as the act of providing motive that causes someone to act. Motivation is the act or process of giving someone a reason for doing something: the condition of being eager to work. It is the act of giving someone incentive or praises as a means of encouragement for a job well-done, it is equally the key to the success of any organization, and it is the level of commitment, drives and energy that a company or universities worker brings to the everyday role without it, companies/universities experience reduced productivity, lower levels of output and it is likely that the company/university will fall short of reaching importance too. A motivated Information Manager leads to increased productivity and also allows companies, organizations, state owned universities etc. to achieve higher levels of output, as they are motivated, they generally put their best effort in whatever task assigned to them. When an Information Manager is motivated, their efficiency and ability increases and they put in their best for the universities or organization to get the very best result. An Information Manager needs to have a good balance between the ability to perform the task given and willingness to want to perform the task. If the Information Manager is adequately motivated, it will lead to increased productivity in an improved efficiency, but if the Information Manager is not motivated, he/she becomes demotivated as a result working inefficiently at his/her place of work.(en.m.wikipedia.org)

Motivated and committed employees (Information Managers) are what organizations/state owned universities need to survive the threats they face in their day to day operations (Zeb-Obipi, Obiekwé and Ateke, 2019). There are innumerable reasons that could cause Information Managers demotivation and low morale in his/her job performance, and they vary depending on the individual. One of the biggest causes of demotivation however is the relationship between the Information

Manager and his/her immediate boss (Li, 2021). Vaibhavi (2018) is of the view that demotivational factors that could lead to Information Managers poor job performance include; job insecurity, unfair hearing to matters (issues), lack of equity, regular redundancy and dismissal. Information Managers also performed below expectation as a result of stunted progress, office politics, tribalism, favouritism, hypocrisy, poor communication, abusive words, uncontrolled and unusual commands which led to low morale in Information Managers job performance. It was in the light of this that the study examined Office Demotivational Factors and Information Managers Job Performance in State Owned Universities in Niger Delta Region.

Research Hypothesis

Ho1 Demotivational Factors does not significantly influence Employees Job Performance in State Owned Universities in Niger Delta Region

Concept of Demotivational Factors

As an Information Manager, being demotivated is most times arguably one of the worst feelings in workplace. You feel as though you have no direction and, despite the fact that you are not getting any fulfillment from your job, you feel no urgency to work or drive to make a positive effort to change your situation as no matter how you try, you will not be appreciated by your immediate boss.

It is not new that Information Managers that has certain number of responsibility at his/her workplace, motivation and wellbeing should be seen as a source in workforce. It is important to recognize

Dimensions of Demotivational Factors

i. Job Insecurity

Also known as mobbing, workplace bullying "is a long lasting, escalated conflict with frequent harassing actions systematically aimed at a target person. Specific actions of workplace bullying include the following:

1. False accusations of mistakes and errors,
2. Hostile glares and other intimidating non-verbal behaviors,
3. Yelling, shouting and screaming,
4. Exclusion and the "silent treatment,"
5. Withholding resources and information necessary to the job,
6. Behind-the-back sabotage and defamation,
7. Use of put-downs, insults,
8. Excessively harsh criticism,
9. Unreasonably heavy work demands designed to ensure failure, Salin (2003)

The 2014 Workplace Bullying Institute/Zogby national survey shows that 27 percent of the total number of Human Beings on the Planet Earth have experienced workplace bullying in the past, and 70% of employees are currently suffering with workplace bullying. In addition, more than 97% of nurse managers reported experiencing abuse, whereas 60% of retail industry workers, 23% of faculty and university staff, and 53% of business school students reported abuse at work. The areas of industry in which emotional abuse happens are not limited to one, but rather they range from hospitals, universities, manufacturing plants, research industries, and social service agencies, (Lee, 2000).

More so, specifically, some physicians and psychologists attribute the cause of workplace bullying to target Information Managers mental health which curses mental disorders, such as general anxiety disorder, instead of the working situation, Yamada (2003). The opposite argument contends that the cause of workplace bullying lies in the company, organization, or tertiary institution problems and poor leadership skills in most offices. Another argument states that workplace bullying

is a multi-causal phenomenon, as different factors can play their respective roles in building the tension, (Warchol in en.m.wikipedia).

Stunted Progress

For Information Managers to work efficiently and effectively, his/her boss should exhibit some level of control over uncontrolled command. Although Information Manager may find the language used in the office in universities hierarchy to differ from one office (position) to another. If uncontrolled command is replaced with control of command in the universities, the institution will experience relative workplace peace.

When an Information Manager has just one or two persons to report to, they will likely work together closely, resulting in faster communication and the ability to solve problems quickly.

Causes of Stunted Progress

There are many factors that contribute to Information Managers stunting progress, and these factors include:

- a. Poor communication and lack of regular training
- b. Lack of improvement on the part of Information Managers
- c. When the Information Managers feels he/she is not appreciated at workplace despite how hard he/she works
- d. Lack of incentives
- e. Emotional bullying
- f. Godfatherism
- g. Lack of strong development and Career progression opportunities
- h. Office politics
- i. Lack of investment on Information Manager could potentially deter their progress.

Finally, stunted progress is often intergenerational: Information Managers who are stunted at their place of work are also more likely as those without progress.

Employee Job Performance

Job performance assesses whether a person performs a job well. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. Campbell defines performance as behavior, which is something done by an Information Manager. This concept differentiates performance from outcomes. Outcomes result partially from an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcome than just an Information Managers behavior and action. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral.

The difference between individual controlled action and outcomes is best conveyed through an example. In a sales job, a favorable outcome is a certain level of revenue generated through the sale of something (merchandise, or some service such as insurance). Revenue can be generated or not, depending on the behavior of employees. When the employee performs this sales job well, he is able to move more merchandise. However, certain factors other than employees' behavior influence revenue generated. For example, sales might slump due to economic conditions, changes in customer preferences, production bottlenecks, etc. In these conditions, employee performance can be adequate, yet sales can remain low. The first is performance and the second is the effectiveness of that performance. One can de-couple these two because performance is not the same as effectiveness.

Another key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goals. For example, the effort put toward the goal of getting to work in the shortest amount of time is not performance (except where it is concerned with avoiding lateness).

Job performance consists of more than one kind of behavior. Campbell (1990) proposed an eight factor model of performance based on factor analytic research that attempts to capture factors of job performance existent across all jobs. The first factor is task specific behaviors which include those behaviors that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another. Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force.

Taxonomy of job performance was proposed and developed for the US Navy by Murphy (1994). This model is significantly broader and breaks performance into only four dimensions. Task-oriented behaviors are similar to task-specific behaviors in Campbell's model. This dimension includes any major tasks relevant to someone's job.

Need Theory

Organizational environment is important because it provides opportunities and threats and it influence the various strategic decisions that executive must take. It also plays a major role in shaping the behaviour of the management and employees. Leading as viewed in Merriam-Webster Dictionary is having great importance, influence or success. For an Information Manager to be a good leader at his/her workplace, the following must be considered:

Maslow's Hierarchy of Needs

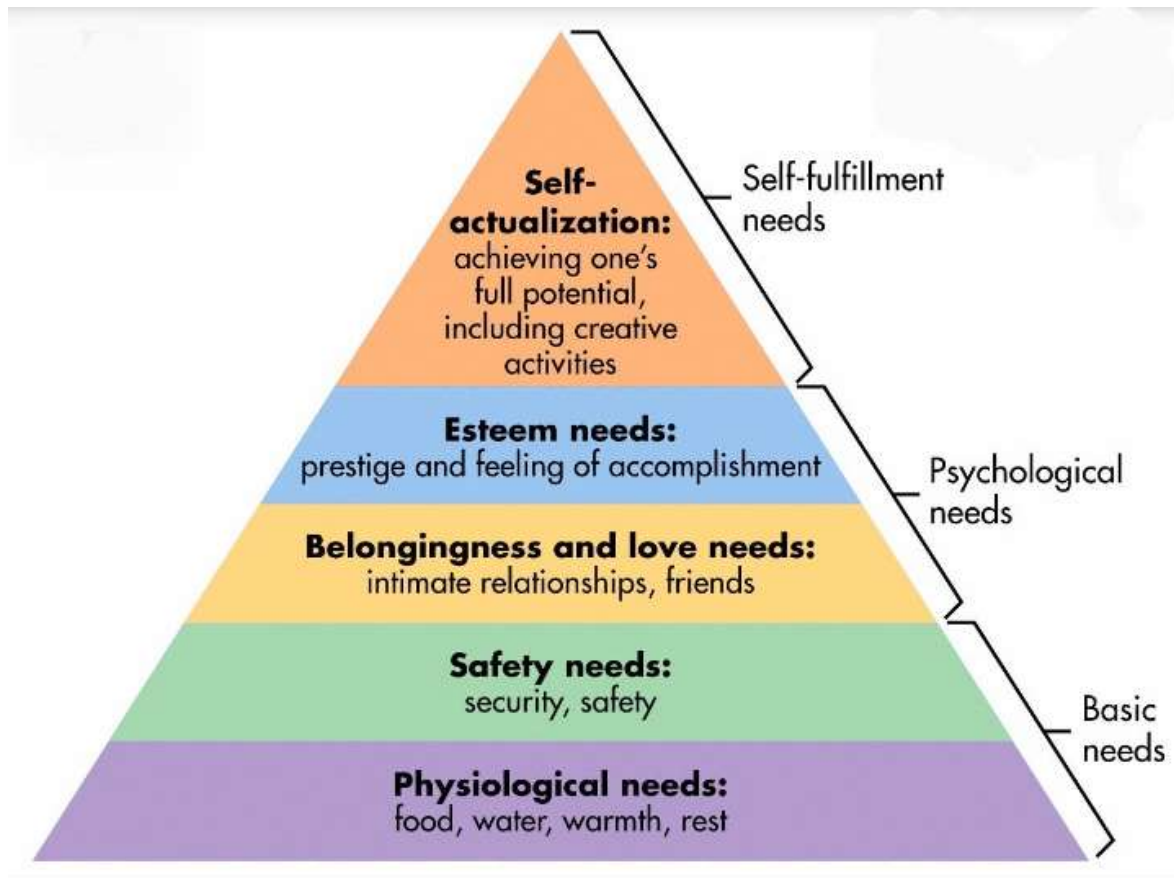


Figure 1: Abraham Maslow's Hierarchy of Needs Theory (Okoroma, 2007).

The diagram above on need theory explains the basic needs of anyone especially that of Information Managers in State Owned Universities in Niger Delta Region. Therefore, the needs of Information Managers should be met for an effective job performance at their workplace.

Effective workplace recognize that Information Managers are universities greatest resource and make a critical difference in the institutions ability to not merely survive, but to thrive, to be truly effective at workplace, its design, practices and policies must benefit both the universities and its Information Managers.

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Research Design

The study adopted correlational as well as survey design which is a method that seeks to establish the relationship that exists between variables.

Research Population

The population of the study comprised the entire registry staff in the eleven State Owned Universities in the Niger Delta Region given a total population of 930 respondents (researchers field work, 2022). However, the researcher considered the useful population, that is, the faculty/admin officers, secretaries and few registry staff, (Researcher Filed Study, 2022). This study therefore considered the eleven (11) State Owned Universities in Niger Delta Region as its target population.

Sample and Sampling Techniques

Maduabum, (2007) Faculty/Admin Officers and 243 Secretaries of the eleven Universities in Niger Delta Region, which represented 49% of the entire population of the study.

Instrumentation

The instrument that was used for this study was structured questionnaire.

Method of Data Analysis

The univariate was answered and analyzed using mean and standard deviation statistics. A mean value of 2.49 and below on any item on the instrument was regarded as low extent. While a mean value of 2.50 and above on any item on the instrument was considered as high extent. Therefore, the criterion mean of this study was 2.50. While the bivariate analysis was tested using independent z-test. Independent z-test was used when the researcher compared two groups on their performance on variables. In the thirteen hypotheses, the researcher compared the responses of Information Managers in the various Faculties, Schools/Institutes/ Colleges/Centres and Departments in the eleven State Owned Universities in Niger Delta Region.

Research Question 1: To what extent does Organizational Environment moderate the relationship between Demotivational Factors and Job Performance of Information Managers in State Owned Universities in Niger Delta Region?

Table 1: Univariate Distribution for Properties of Information Managers on the Extent to Which Organizational Environment Moderate the Relationship between Demotivational Factors and Job Performance of Information Managers in State Owned Universities in Niger Delta Region

Dimension	Properties	Faculty/Admin. n=213		Officer Remark	Secretaries n=243		
		Mean	SD		Mea n	SD	Remark
Organizational Environment moderate Demotivational Factors	Policy that Surround How Organizational Environment Handle Information Managers does not Determine their Job Quality	2.21	0.88	LE	2.32	0.98	LE
	The Values Attached to Information Managers Determine the Efficiency of their Job Performance	2.94	0.96	HE	2.90	0.88	HE
	Less Values Attached to Office Politics affect Information Managers Job Performance Accuracy	2.22	0.99	LE	2.32	0.98	LE

Effective Job Performance is the Way of Life of Most Information Managers	3.20	0.98	HE	2.88	0.94	HE
Grand Mean	2.64	0.93	HE	2.61	0.95	HE

Source:(Data result, 2022)

Data in table 1 above revealed the grand mean and standard deviation of Faculty/Admin Officers and Secretaries of 2.64-0.93 and 2.61-0.95 extent to which Organizational Environment moderate the relationship between Demotivational Factors and Job Performance of Information Managers in State Owned Universities in Niger Delta Region. This implies that Information Managers agreed that The Values Attached to Information Managers Determine the Efficiency of their Job Performance, and Effective Job Performance is the Way of Life of Most Information Managers. Faculty/Admin Officers on item 2 with mean and standard deviation of 3.94-0.96 and item 4 with mean and standard deviation of 3.20-0.99. While Secretaries on item 2 with mean and standard deviation of 2.90, and item 4 with mean and standard deviation of 2.88-0.94.

Faculty/Admin Officers on item 1 is of Low Extent with mean and standard deviation of 2.21-0.88 and item 3 with mean and standard deviation of 2.22-0.88. Secretaries on item 1 2.32-0.98 and item 3 with mean and standard deviation of 2.32-0.98 which implies that Policy that Surround how Organizational Environment Handle Information Managers Determine their Job Performance and Less Values Attached to Office Politics affect Information Managers Job Performance Accuracy in State Owned Universities in Niger Delta Region negatively. The responses are summarized in the appendices.

CONCLUSION

Based on the findings of the study, the researcher therefore concludes that; Work hazard affects the accuracy of the employee job performance, lack of equity and detachment affects the job performance, regular redundancy and sudden dismissal affects job performance, lack of promotion affects and reduces the performance, lack of improvement and accuracy affects job performance negatively. timely dissemination of information affects employee job performance, bad attitude towards colleagues negatively affect the effective communication of employee Job Performance in State Owned Universities in Niger Delta Region.

RECOMMENDATIONS

The following recommendations are premised on the noted challenges which necessitated this study, and the facts generated in line with the observed role of office demotivational factors and employee job performance in State Owned Universities in Niger Delta Region. The recommendations of this study were therefore stated as follow:

- There should be an improved security measures in the universities within and outside Niger Delta Region, adoption or introduction of a conducive work environment for it staff especially the Information Managers should be visited, issues of unfair hearing to matters, lack of equity. Regular redundancy and dismissal should be properly taken care of and to improve the work quality of Information Manager in terms of completeness and accuracy.
- In other to avoid stunted progress on the side of Information Managers in State Owned Universities in Niger Delta Region, there should be room for constant training, promotion of staff due for promotion, seminars and workshop training should be organized for improvement of Information Manager for efficiency and effective job performance.
- Politics should be far from office environment especially in state owned universities as tribalism, favoritism and hypocrisy are seen as office politics that affects the effective communication, confidentiality, and timely dissemination of information of Information Managers in State Owned Universities.

- The issue of poor communication in state owned universities should be looked into and handled with care as poor communication leads to constant abusive words. uncontrolled command and unusual command of Information Managers in State Owned Universities in Niger Delta.

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