

**Motivation and Employee Performance: A Study of Rev. Fr. Moses Orshio Adasu  
University, Makurdi.**  
by

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**Abstract**

The study examined the impact of motivation on employee performance in Rev. Fr. Moses Orshio Adasu University using questionnaires and an interview as the primary instruments for data collection. The study was guided by Maslow's Hierarchy of Needs Theory. Findings revealed that the university's health policy was not effectively implemented, as management did not give adequate attention to providing proper health, safety, and environmental support for staff, students, and visitors. The study also showed that the leave policy was poorly implemented, as staff leave was rarely granted due to manpower shortages, reflecting weaknesses in institutional welfare systems that affect productivity and well-being. Furthermore, the staff allowance policy was not effectively implemented, as staff often relied on loans from thrift societies under strict conditions. Teaching and research allowances were rarely paid, while acting appointments and related benefits were largely absent for both academic and non-academic staff. Promotion was also not consistently carried out, even when staff met the required criteria. In addition, salaries and allowances were generally low and irregularly paid. These conditions collectively indicate low staff motivation, which negatively affects performance and commitment to duty. The study recommends that management should fully implement the health policy as stated in the staff handbook, improve access to health services such as NHIS, and ensure prompt and consistent payment of salaries and allowances to enhance employee performance.

**Keywords: Employee, Job Performance, Motivation, University, Rev. Fr. Moses Orshio Adasu University**

## **Introduction**

Formal organizations, whether public or private, are established, exist, and function to achieve clearly stated purposes or objectives, the requires material and human resources. The material resources include capital, structures, machines, and tools. Human resources, on the other hand, have to do with the human element (i.e., the staff or workers) of the organization. Of these two, the human resources appear to be unique, and of course, more important than the material resources because no matter how large the capital base of the organization, and no matter how vast and efficient the structures, machines, tools and equipment of the organization may be, they cannot operate by themselves; but it is the human element (staff) that would largely put them to use.

Thus, the human factor (staff) is the most critical of all the resources in an organisation, as it is the one that harnesses and converts all other resources to tangible products and services. It is, therefore, recognized all over the world that human resources are essential to the growth and development of any organization and indeed any nation. It is, thus, imperative for the management of organizations to find ways of getting the best out of these staff. One way to achieve this is by ensuring that these workers are adequately motivated, because from a behavioural point of view, motivation affects the efforts of workers (Atkinson, 2014). That is, when a worker is highly motivated, it goes a long way in improving organizational productivity, effectiveness, and efficiency.

The human factor (staff) is the most critical resource in any organization, as it is responsible for harnessing and converting all other resources into tangible products and services. It is therefore widely recognized that human resources are essential to the growth and development of any organization and indeed any nation. Consequently, management must identify effective ways of getting the best out of employees. One of the most effective ways of achieving this is through adequate motivation, because from a behavioural perspective, motivation significantly influences workers' effort and performance (Atkinson, 2014). When employees are highly motivated, organizational productivity, effectiveness, and efficiency are greatly enhanced.

Employee motivation generally has two principal dimensions: intrinsic and extrinsic motivation. Intrinsic motivation refers to factors within the job and work environment, such as the nature of the work itself, responsibility, recognition, achievement, and personal advancement.

Extrinsic motivation, on the other hand, involves external factors such as salary, working conditions, supervision, and organizational policies (Mullins, 2019). Various factors motivate employees toward improved performance, and although there is no universal agreement on their exact classification, key factors identified by Jibril (2019) include salary and fringe benefits, job security, promotion, increased responsibility, opportunities for personal growth, and participation in decision-making and planning.

Nigeria has experienced significant growth in both public and private sectors over the past decades. To sustain this momentum, greater attention must be given to employee motivation. Unfortunately, this management approach has not been adequately prioritized, particularly in the public sector. As a result, instead of motivated employees, many institutions are characterized by a demotivated and frustrated workforce, leading to declines in productivity, creativity, and job satisfaction among others (James, 2011). These various factors motivate employees in organizations and ultimately influence performance outcomes.

Universities are higher institutions established for manpower development with the objectives of producing graduates who are worthy both in learning and character and who will later man various positions in both the public and private sectors. Apart from this, they are also established for the promotion of basic research for national development. To ensure that universities are meeting these onerous responsibilities, their management is systematically carried out with a job description indicating duties and responsibilities of a job, showing clearly what the job entails and the qualities and qualifications of the person to do the job. It also shows how one can be productive on the job.

There has been gross dissatisfaction among staff of the institution over certain welfare packages that could have motivated higher performance in the long run. This dissatisfaction has led to agitations by staff and unions, strike actions, and failure to reach consensus agreements with government authorities. These are clear reflections of deep dissatisfaction among staff, indicating that they are not comfortable in their workplace. They are dissatisfied and easily aggrieved because they are unable to meet their basic needs. In some cases, promotion systems are not based on merit but on godfatherism. Salaries and allowances are generally poor and are sometimes not paid regularly. If this situation is allowed to continue, it may frustrate the objectives and goals for which the institutions were established.

According to the World Bank Report (2004), about 23,000 qualified academic staff emigrate from Africa each year in search of better working conditions, and it is estimated that about 10,000 Nigerians are currently employed in United States universities alone. This persistent brain drain reflects the broader problem of inadequate working conditions and weak motivational systems in many African institutions. The lack of adequate motivation has contributed to low lecturer morale, which in turn negatively affects student academic performance. It is against this background that this study was anchored to examine motivation and employee performance in Rev. Fr. Moses Orshio Adasu University.

### **Conceptual Clarifications**

**Motivation:** Motivation is the force that influences an individual to give their best in institutions and the realization of goals. Motivation is the drive that influences an individual to achieve the maximum output for themselves or an institution (Josiah, 2023). Motivation is defined as a driving force that compels an individual to take some actions to achieve certain goals. The motivational level of everyone is different, just like the perception and the attitude of everyone are different. For example, a person feels hungry, and as a response, that particular person eats, so the feelings of hunger get diminished. Motivation is very important in influencing employees to accomplish individual as well as organizational goals. This inner drive motivates the employees to form and exhibit purposive behaviour to achieve specific and unmet needs. This little encouragement on the part of the organization enables them to accomplish their goals efficiently by acknowledging employees' work and effort, providing them with a good work environment, considering their needs, and forming pleasant job designs. The motivation increases performance (Inayatullah & Jehangir, 2022)

Motivation is perceived as an invisible force that compels and inspires individuals towards one direction or action for greater productivity. Motivation is the force that propels an individual to carry out specific functions without complaint (Ogunode, 2023). Motivation plays an important role in the organization because it increases the productivity of employees, and the goals can be achieved efficiently. The behaviour of employees can be changed through motivation in any organization. From situation to situation, the level of motivation differs within an individual (Robbins et al., 2005). Motivation also plays an important role for teachers because

it helps them to achieve their targets efficiently. Teacher motivation is very important. It improves the skills and knowledge of teachers because it directly influences the students' achievement (Mustafa & Othman, 2010). Lin (2017) and Ryan & Deci (2020) also identified several classes of motivation, namely, extrinsic and intrinsic motivation.

Intrinsic motivation can be referred to as motivation derived from within the individual or from the activity itself; it can be said to have an affirmative outcome on the conduct, performance, and well-being of an individual (Ryan & Deci, 2020). In the workplace, it springs from impulses that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such intrinsically motivated rewards comprise the chance to showcase expertise and abilities, receive gratitude, good recognition, freedom, responsibility, and mutual respect.

Extrinsic Motivation, on the other hand, extrinsic motivated behaviors are those that are external to the activity or the work, such as compensation, conditions of work, welfare, safety, and elevation. These motivators are usually determined by the company the individual works for. Extrinsic behaviors require workers to work hard or put in extra hours so as to get the reward that comes with it. Workers may not like the task, but are inspired by the additional benefits and awards.

**Job Performance:** Job performance is defined as the total expected value to the organization of the discrete behavioural episodes that an individual carries out over a standard period of time (Motowidlo, Borman, & Schmit, 2017). One important idea in this definition is that performance is a property of behavior. In particular, it is an aggregated property of multiple, discrete behaviors that occur over some span of time. A second important idea is that the property of behavior to which performance refers is its *expected value* to the organization. Thus, the performance construct by this definition is a variable that distinguishes between sets of behaviors carried out by different individuals and between sets of behaviors carried out by the same individual at different times. The distinction is based on how much the sets of behaviors (in the aggregate) are likely to contribute to or detract from organizational effectiveness. In a word, variance in performance is variance in the expected organizational value of behavior.

Deadrick and Gardner (2017) defined job performance as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way,

performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters that describe an employee's pattern of performance over time. On the other hand, a later definition was provided by Saeed (2013), who defined job performance as the art of completing tasks within the defined boundaries. Adding on to that, in order for an employee to perform, there must be some variables that must be taken care of. These variables include the manager's attitude, organizational culture, personal problems, job content, and financial rewards. Furthermore, all of these variables have a positive impact on the performance of the employee, except for personal problems that hinder the performance of the employee.

Ramanujam (2016: p.803) defines job performance as a sign of the capacity of a company to efficiently achieve independent goals. All organizations have been established with certain objectives to achieve. The objectives that have been established can be achieved by utilizing the resources like men, machines, materials, and money. Manpower plays an important role in performing tasks to accomplish the goals. Organizations need highly skilled and dedicated manpower to perform well. The business environment is constantly changing due to some internal and external factors. Organizations get the advantage over other competitors through their talented and dedicated manpower that can take the lead in the market. The contribution of employees on the job is the most important factor for development and excellence in business. Factors such as acquired skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, and communication are responsible for encouraging the employee to work sincerely and give their best output. Management must put in sincere efforts to improve employee performance in the organization, as this will have a great impact on the total production, sales, profit, progress, and market position of the company in the market.

### **The Nexus between Motivation and Job Performance**

Generally, studies on the impact of motivation as it relates to workplace productivity have attracted significant attention in the field of management; however, this issue has been largely neglected by most organizations. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2013). Generally, most organizations, through the use of incentives, seek out ways to motivate their workforce. These incentives could be in the form of good

working conditions, work environment, and compensation, amongst others. Incentives are regarded as variable payments (monetary and non-monetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Banjoko, 2016).

Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as pre-determined procedures and stated organizational goals and objectives (Martocchio, 2016). Therefore, one can conclude that there is a link between motivation and productivity. This is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa. Also, previous studies have revealed that at various points in time, low productivity levels have been documented in virtually all establishments be it government or private sectors in Nigeria (Mbogu, 2021; Ezulike, 2021; Iheriohanma, 2016); also, conclusions from further studies show that low levels of productivity can be elevated if workers are provided with adequate motivation which may or may not be financial (Tongo, 2015).

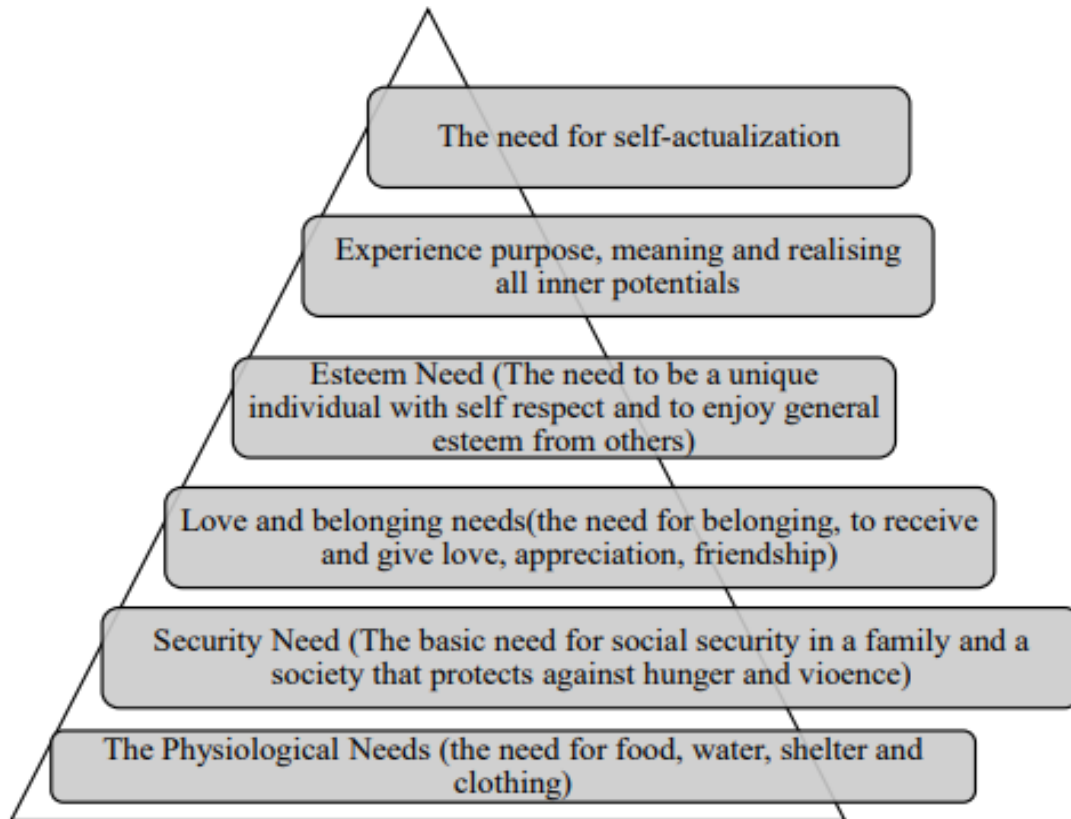
In terms of employee performance, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally, organizational performance is largely dependent on the level of productivity of the workers and various departments that make up the organization. Therefore, it is imperative that organizations fairly reward their workforce based on relative productivity and performance levels (Martocchio, 2016). Finally, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole (Reilly, 2023).

### **Theoretical framework**

Abraham Maslow's Hierarchy of Needs Theory in the book titled *Motivation and Personality*, Abraham Maslow, a distinguished psychologist, postulated the Hierarchy of Needs theory (Maslow, 1954). He stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem,

as well as self-actualization needs. He thought that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs, otherwise known as basic needs, are essential for an individual's survival. As such, once these basic needs are fulfilled, they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable, as workers who lack essential needs for continued existence, such as food, air, and water, will barely be able to make any significant impact on productivity, as such would put in little effort at work.

This theory focuses on the notion that individuals are driven by unfulfilled needs and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit of the fulfillment of those at the higher end (Maslow, 1954). This theory suggests that for an individual to behave unselfishly, every need has to be fulfilled, that is, both deficiency and growth needs. Therefore, since individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization.



**Source: Maslow (1954) Figure 1: Maslow’s Hierarchy-of-Need Model**

Maslow’s theory, although one of the earliest propounded theories of motivation, is still very much relevant and applicable in present-day organizational settings. Despite its shortcomings, it has been able to identify those needs that are peculiar to an individual and the effects they may have on an individual’s performance or productivity levels in an organization. Hence, managers must try to understand those needs affecting members of their workforce and provide adequate motivation tailored to suit or gratify those needs. To achieve high productivity levels from members of the workforce, the organization must consider employees as the backbone of the organization, as such an asset to the organization. Therefore, to ensure that workers remain highly productive and, in a bid to achieve continuous growth, stability, and success of the organization, Maslow’s theory posits that the needs of the workforce must first be given due consideration.

## Methodology

The paper adopts a survey design with the population of this study drawn from the 1991 staff of Rev. Fr. Moses Orshio Adasu University, which comprises 677 academic staff, 1314 non-academic staff (Source: Rev. Fr. Moses Orshio Adasu University, 2021). The paper adopts the Taro Yamane (1972) formula to determine the appropriate sample size for the study. Therefore, using the study target population (1991), the formula was applied as;

$$\frac{N}{1 + N (e)^2}$$

Where

N = Population size

e = Level of significance

n = sample size.

$$n = \frac{1991}{1 + 1991 \times (0.05)^2}$$

$$n = \frac{1991}{1 + 1991 \times 0.0025}$$

$$n = \frac{1991}{4.9775}$$

$$n = 400$$

Sample size determination for each of the academic staff selected for the study

### Academic Staff

$$\frac{677}{1991} \times \frac{400}{1} = 136$$

### Non-Academic Staff

$$\frac{1314}{1991} \times \frac{400}{1} = 263$$

The study adopts the use of purposive sampling in selecting the samples for the study. Here, the selection of items completely depends on chance or by probability, and therefore, this sampling technique is also sometimes known as a method of chance. Hence, the sample population was purposively drawn from 400 staff of Rev. Fr. Moses Orshio Adasu University, both academic and non-academic staff.

Primary and secondary sources of data were adopted in this study. The primary data were collected through the use of questionnaires and Key Informant Interviews (KII) conducted among academic and non-academic staff of Rev. Fr. Moses Orshio Adasu University. This was done to obtain and probe respondents' knowledge and experiences on the research topic. Secondary data were sourced from relevant textbooks, magazines, newspapers, conference papers, seminar papers, and published commentaries on the subject matter. A total number of respondents participated in the study, with some completing the questionnaire while selected key informants took part in the interview sessions. The respondents for the questionnaire and the interviews were drawn from the same population of academic and non-academic staff, but only a selected number were engaged for the Key Informant Interviews to provide in-depth qualitative information.

The data collected from the questionnaire administered were analyzed quantitatively with the use of frequency counts and percentages. On the other hand, information elicited from the interview was analyzed qualitatively. The interviews were recorded on tape, transcribed, and coded into themes.

## **Data Presentation and Analysis**

### **Bio-data of Respondents**

The demographic data for this study covers the sex distribution of respondents, their age composition, and educational qualifications. Knowledge of this will enhance our understanding of the respondents and the kind of responses that were generated during the study. This would go a long way in determining the intelligibility of the responses and what recognition and consideration they should be accorded in terms of accepting and appreciating the findings of the study. Out of the 400 questionnaires distributed, 380 questionnaires were retrieved. Therefore, the analysis is based on the 380-questionnaire retrieved.

**Table 4.1.1 Socio-Demographic Analysis of Respondents**

<b>Attributes</b>	<b>Frequency (N = 380)</b>	<b>Percentage (% = 100)</b>
<b>Gender</b>		
Male	202	53.2
Female	178	46.8
<b>Total</b>	<b>380</b>	<b>100</b>
<b>Age</b>		
30-40	45	11.8
40-50	115	30.3
50 and above	220	57.9
<b>Total</b>	<b>380</b>	<b>100</b>
<b>Marital status</b>		
Single	158	41.6
Married	182	47.9
Divorced	40	10.5
<b>Total</b>	<b>380</b>	<b>100</b>
<b>Cadre of Staff</b>		
Academic staff	250	65.8
Nonacademic Staff	130	34.2
<b>Total</b>	<b>380</b>	<b>100</b>

**Source: Field Survey, 2024.**

The first section of the table shows the gender distribution of respondents, which shows that a total of 202 (53.2%) represent males and 178 (46.8%) represent females. This shows that male respondents dominate the research work. The involvement of more males in the study shows that they are more knowledgeable about the topic under discourse.

The second section of the table shows the age distribution of respondents, which shows that 45 respondents, representing (11.8%), are between the ages of 30-40, 115 respondents, representing (30.3%) are between 40-50, and 220 respondents, representing (57.9%), are between the ages of 50 and above. This invariably shows that the respondents are adults and, to a very large extent, are aware of the research topic under study.

The third section of the table shows the marital status of the respondents, which shows that 182 respondents (47.9%) are married and 40 respondents (10.5 %) are divorced. This shows that married people dominate the research. The involvement of married people in the research shows their knowledge of the research topic under study, and thus, their opinions will provide the researcher with accurate data in carrying out the research effectively.

The fourth section of the table shows the cadre of respondents. Thus, 250 respondents representing 65.8% are academic staff, while 130 respondents representing 34.2% are non-academic staff.

**Table 2: Implementation of Staff Health Policy and Its Effect on Workers' Performance in Rev. Fr. Moses Orshio Adasu University**

S/N	Statements	YES (%)	NO (%)
1	The management of Rev. Fr. Moses Orshio Adasu University has effectively implemented the staff health policy to facilitate optimum performance of workers in the University	62 (15.93)	327 (84.06)
2	The staff health policy has been able to reduce and manage psychological challenges due to mental stress at the workplace	58 (14.91)	331 (85.08)
3	The management of Rev. Fr. Moses Orshio Adasu University has implemented a medical insurance plan for employees to protect them against the high cost of hospitalization	127 (32.64)	262 (67.35)

**Source: Field Survey, 2025**

The implementation of staff health policy and its effect on workers' performance in Rev. Fr. Moses Orshio Adasu University is presented in Table 2. A total of 380 respondents participated in the study. The findings show that the majority of respondents, representing 84.06% of the total responses, indicated that the management of Rev. Fr. Moses Orshio Adasu University had not effectively implemented the staff health policy to facilitate optimum performance of workers in the institution. Similarly, 85.08% of the respondents reported that the staff health policy had not been effective in reducing or managing psychological challenges arising from workplace stress. However, 67.35% of the respondents acknowledged that the management had implemented a medical insurance plan for employees to help protect them against the high cost of hospitalization.

A respondent interviewed on the 22<sup>nd</sup> of July, 2024, stated that the health policy is intended to provide the University with the basic structure required for effective management of its health, safety, and environmental obligations to its staff, students, and visitors to prevent possible hazards associated with the university's activities. However, staff policy on health has not been fully implemented to facilitate optimum performance of workers at Rev. Fr. Moses Orshio Adasu University. He stated that;

The lecturers in Rev. Fr. Moses Orshio Adasu University are overstretched, forcing them to work under pressure and stressed conditions. Apart from the challenges of manpower and infrastructure, such as lecture theatres, laboratories, and residential quarters for teaching and support staff, lecturer to student ration has worsened. "Needs report on public university said the Nigerian universities are grossly understaffed, relying heavily on part-time and underqualified academics. As expected, when staff are over-stretched due to the nature of their work, it may lead to physical and mental health problems, which the management policy on health is supposed to cover either through the National Health Insurance Scheme (NHIS) scheme, which turns to cover a free health policy for all its staff, or other motivational factors to boost the morale of staff. But in Rev. Fr. Moses Orshio Adasu University, this has not been implemented as over70% still finance their healthcare through Out-Of-Pocket (OOP) expenditure.

Also, the respondent stated that the staff of Rev. Fr. Moses Orshio Adasu University is supposed to be provided with free medical consultation and a staff benefits package under the Federal Government's formal NHIS. These facilities shall be extended to the spouse of the member of staff concerned and a maximum of four (4) children under 18 years. However, the respondent stated that

Since the launch of Nigeria's National Health Insurance Scheme (NHIS) in 2005, only 5% of staff of Rev. Fr. Moses Orshio Adasu University have health insurance, and 70% still finance their healthcare through Out-Of-Pocket (OOP) expenditure. Implementation challenges identified include inefficient mode of payment, drug stock-out, and weak administrative and supervisory capacity.

**Table 3: The implementation of Rev. Fr. Moses Orshio Adasu University Management policy on staff leave affects workers' performance at Rev. Fr. Moses Orshio Adasu University**

S/N	How does the implementation of Rev. Fr. Moses Orshio Adasu University's management policy on staff leave affect workers' performance at Rev. Fr. Moses Orshio Adasu University	Yes (%)	No (%)
1	Maternity leave is granted to female staff of Rev. Fr. Moses Orshio Adasu University when necessary.	334(85.86)	55(14.13)
2	Staff of the institution are allowed to go on study leave when necessary	362(93.05)	27(6.94)
3	Staff of Rev. Fr. Moses Orshio Adasu University are allowed to go on sick leave as provided in the staff handbook	365(93.83)	24(6.16)

**Source: Field Survey, 2025**

Presented in Table 3 above is the implementation of Rev. Fr. Moses Orshio Adasu University Management policy on staff leave. The majority of the respondents (85.86%) indicated that maternity leave is granted to female staff of Rev. Fr. Moses Orshio Adasu University when necessary. Most (93.05%) of the respondents stated that staff of the institution are allowed to go on study leave, when necessary, while 93.83% opined that Staff of Rev. Fr. Moses Orshio Adasu University are allowed to go on sick leave as provided in the staff handbook. From the responses above, the opinion of the researcher shows that the Rev. Fr. Moses Orshio Adasu University management policy on staff leave has been implemented minimally.

A respondent interviewed on the 21<sup>st</sup> of July, 2024, stated that female staff on maternity leave are entitled to benefits as stipulated in the university's Conditions of Service. These provisions outline the duration of maternity leave and the level of salary entitlement during the

period. However, some respondents reported that payments during maternity leave do not always reflect full salary entitlements.

In an interview with a respondent who quoted directly from the staff handbook, he stated that staff are entitled to an annual leave of thirty (30) working days and twenty-six (26) working days of research leave within the year. Research leave shall not be deferred. Members of academic staff are free to take their leave during the long vacation or at any other convenient time during the year, as may be approved by the Department, provided that any leave not taken by 31st January of the following year without approval from the appropriate authority shall be forfeited. The respondent stated that for leave purposes, the long vacation shall be deemed to last for thirty (30) working days for every member of the academic staff. Deans of Faculty and Heads of Department/Unit may, where necessary, be allowed, for the duration of their term, to take their annual leave at the convenience of their faculties or departments/units during the year. However, the respondent stated that

Leave is hardly granted to the staff of the university due to a shortage of manpower. In some departments, a single lecturer may handle up to five courses, making it difficult for such staff to proceed on leave. Under such conditions, leave is often not approved. However, it is noted that the effective utilization of annual leave promotes productive work habits among staff and enhances their motivation to perform optimally.

However, the respondent further stated that;

The university is keen on workers' health. Thus, if any staff member is sick, be it the academic or non-academic staff, they are entitled to sick leave. Health is wealth, and so if a staff don't take a sick leave when he or she is sick, he or she should blame themselves if anything happens to him or her. Sick leave is what I know management doesn't play with.

Another respondent stated that when he was sick, he applied for sick leave, and it was granted. That is how other policies should be taken seriously to motivate the staff to put in their best

**. Table 4: To what extent has the implementation of staff policy on allowance motivated workers and increased staff performance at Rev. Fr. Moses Orshio Adasu University**

S/N	To what extent has the implementation of staff policy on allowance motivated workers and increased staff performance at Rev. Fr. Moses Orshio Adasu University?	Yes (%)	No (%)
1	Staff of Rev. Fr. Moses Orshio Adasu University receive housing allowances regularly.	8(2.05)	381(97.94)
2	Staff of Rev. Fr. Moses Orshio Adasu University are granted teaching and research allowances	52(13.36)	337(86.63)
3	Staff of Rev. Fr. Moses Orshio Adasu University are granted Acting Allowances for a specific appointment.	12 (3.08)	377(96.91)
4	Staff of Rev. Fr. Moses Orshio Adasu University are regularly promoted	23(5.91)	366(94.08)

**Source: Field Survey, 2025**

Presented in Table 4 above are the extent to which the implementation of staff policy on allowance motivates workers and increases staff performance at Rev. Fr. Moses Orshio Adasu University. A higher percentage (97.94%) was recorded for those who opined that the staff of Rev. Fr. Moses Orshio Adasu University receive housing allowances regularly. Most (86.63%) of the respondents opined that the staff of Rev. Fr. Moses Orshio Adasu University is granted teaching and research allowances. The majority of the respondents (96.91%) opined that the staff of Rev. Fr. Moses Orshio Adasu University is granted Acting Allowances for specific appointment. 94.08% of the respondents indicated that the staff of Rev. Fr. Moses Orshio Adasu University is regularly promoted.

The staff of the institution interviewed on the 22<sup>nd</sup> of July, 2024 stated that the management of Rev. Fr. Moses Orshio Adasu University makes university-provided assisted housing loans based on certain criteria, such as being a confirmed staff member, and having the

capacity to pay back, subject to one-third (1/3) minimum of the gross salary rule, as take-home before granting the loan. In addition, the repayment period is a maximum of 24 months, and the loan is granted at a favorable interest rate. However, the respondent stated that the management of the institution had not implemented the policy effectively. What normally happened was that staff were allowed to obtain loans from thrift societies under stringent conditions and were often compelled to seek accommodation outside the school, as even the staff quarters were not habitable. It was further noted that the staff quarters were not conducive to habitation due to the absence of a functional water system and proper toilet facilities, while grasses had overgrown the area with no rehabilitation in sight. This situation tended to demotivate staff and reduce their commitment to giving their best. In the words of the respondent:

“The management of the institution has not implemented the policy effectively. What normally happens is that staff are allowed to get loans from a thrift with stringent conditions and possibly get accommodation outside the school because even the staff quarters are not habitable for the staff. They noted further that the staff quarters are not conducive for the staff because there is no good water system, no good toilets, and grass has taken over.

A respondent interviewed on the 22nd of July, 2024, noted that he had been teaching GST for over two years without receiving the allowance attached to the role. He further explained that as a supervisor, he was entitled to ₦5,000 per completed research at the Master’s and PhD level; however, he stated that these allowances were inconsistently paid, as staff sometimes received them while at other times they did not. He also stated that ASUU-BSU had embarked on an indefinite strike in February 2024 to press home its demands for improved conditions of service in the institution. The respondent further noted that a similar strike action had earlier been suspended on June 26, 2023, after agreements were reached that the demands would be met by the state government and the management of the institution. In the words of the respondent, he stated that:

It is no longer news that the BSU Administration has refused to address the welfare concerns of the Union after a series of engagements. The most provocative of these was a tripartite agreement reached in January 2023 between the Rev. Fr. Moses Orshio Adasu Government, BSU Administration and Governing Council, and ASUU-BSU. This agreement, which stipulated increased funding to the university to address the issues of

promotion and annual increment, was a road map to industrial harmony in BSU.“ To the credit of the Rev. Fr. Moses Orshio Adasu Government, it has kept its part of the agreement and has continued to sustain the additional funds to the university for the specific purposes of implementing promotions and annual increment, and to defray the accumulated arrears thereof. Regrettably, the same cannot be said of the BSU administration; the University has religiously collected the additional funds from the government but has refused to pay the staff their entitlements. This breach of the January 2023 agreement by the BSU Administration led to the May 2023 strike by the Branch.

However, the respondent further stated that,

ASUU-BSU graciously suspended this strike on June 26, 2023, following assurances by the BSU Administration to adhere to the January 2023 agreement. Unfortunately, the University has remained in breach of the agreement by failing to pay the arrears of annual increment since it started collecting the funds from the state government from January 2023 to January 2024. “From the foregoing, it becomes evident that the Management of Rev. Fr. Moses Orshio Adasu University has virtually pushed the Branch into the current strike action by its apathy to the welfare concerns and legitimate entitlements of Academic Staff of the University.

A non-academic staff member also stated that allowances accrue for certain jobs and certain positions have not been paid, and that was the reason for the long strike actions just a few months ago in the university. Also, appointment allowance is not paid to the staff of the institution. In fact, there are many instances where we have written to the management with respect to the allowance, but nothing was done. The respondent stated that allowance facilitates employees’ efficiency and also motivates the staff to give their best. Furthermore, the respondents stated that the promotion policy in the university sometimes takes a longer time before it is implemented. Thus, he stated that;

Sometimes, a staff member met the required criteria for advancement but was still forced to remain in his or her current position due to the promotion system in place. Salaries and allowances were generally poor and were not always paid regularly. When this situation was

allowed to continue, it frustrated the objectives and goals for which tertiary institutions were established.

## **Findings**

The paper found that the management of Rev. Fr. Moses Orshio Adasu University has not implemented its health policy effectively. Health policy, which is intended to provide the University with the basic structure required for effective management of its health, safety, and environmental obligations to its staff, students, and visitors to prevent possible hazards associated with the university's activities, has not been taken seriously by the management of the institution. This is because staff are not provided with free medical consultation and a staff benefits package under the Federal Government's formal NHIS, as stated in the staff handbook, as over 70% still finance their healthcare through Out-Of-Pocket (OOP) expenditure.

The findings also showed that Rev. Fr. Moses Orshio Adasu University has not implemented its leave policy for staff effectively, which is another area the management can use to motivate staff. Leave is hardly granted to the staff of the university due to a shortage of manpower in most cases. However, the study showed that sick leave is granted to staff of the institution only if the provided absence is covered by a sick report from a registered Medical Officer working with an accredited Health Maintenance Organisation (HMO) under the National Health Insurance Scheme (NHIS) for non-UHS Staff enrollees or any Government Medical Officer and duly certified by the Director, University Health Services.

The study also showed that the management of Rev. Fr. Moses Orshio Adasu University has not implemented its staff allowances policy effectively, which is another area the management can use to motivate staff. Thus, in the area of housing allowance prescribed in the staff handbook, the management of the institution has not implemented the policy effectively. What normally happens is that staff are allowed to get loans from a thrift with stringent conditions and possibly get accommodation outside the school because even the staff quarters are not habitable for the staff. Also, in the areas of teaching and research allowances, the policy has not been implemented effectively as staff of the university hardly receive allowance for teaching and research. In respect of acting appointments and allowances for academic staff and non-academic staff, no allowances are paid to staff of the institution. Also, in the area of promotion, the study showed that in the staff handbook, there are certain criteria one needs to

meet or have to get promoted to the next rank in the university. However, staff would meet those criteria, yet they will be forced to remain in their current positions because of the nature of the promotion systems in Rev. Fr. Moses Orshio Adasu University. Salaries and allowances are generally poor and sometimes are not paid regularly. All these put together showed that the staff of Rev. Fr. Moses Orshio Adasu University is not motivated effectively to give their best at work.

## **Conclusion**

From the findings, the study concluded that employees are and should be considered the most vital above other factors because they are the most valuable resource available to an organization. This is because they are an integral part of the organization, and as such, it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display a positive attitude to work through improved performance and productivity levels. Also, it is important to note that a lack of adequate motivation results in low productivity and vice versa. The aspect of motivation, however, plays a major role in improving worker productivity levels and therefore should not be underestimated. This study concludes that employee motivation, be it intrinsic or extrinsic in nature, has a significant effect and is a predictor of productivity levels in an organization. It also concludes that both intrinsic and extrinsic factors of motivation appeal to employees, and a right mix of both is essential in bringing out the best performance from a workforce. From the findings of the study, one can deduce that the staff of Rev. Fr. Moses Orshio Adasu University are not effectively motivated for effective performance. The staff is unhappy, uninspired, and unmotivated due to low salary, lack of promotion opportunities, unsatisfactory management behavior, a variety of workloads, and an uncondusive working environment.

## **Recommendations**

Based on these findings, the following recommendations are made:

1. The management of Rev. Fr. Moses Orshio Adasu University should ensure that the health policy prescribed in the Staff Handbook is fully implemented by ensuring that all grey areas that have caused difficulty for staff in accessing NHIS facilities are fully addressed

2. The management of Rev. Fr. Moses Orshio Adasu University needs to develop and implement strategies to provide for effective compensation and benefits in the area of sick, study, or maternity leave, as this will increase the level of employee performance. For example, the provision of the 50% salary pay to women during maternity leave should be fully implemented. Staff allowance for teaching and research should be fully paid, and even allowances that accrue to staff on sick leave should be given without delay so as to assist the staff medically.
3. Salary and other remuneration/allowance have also been discovered in this research to be a key motivating factor, which is not adequate. It is, however, recommended that the management of Rev. Fr. Moses Orshio Adasu University should invest more in prompt payment of salaries and other necessary remunerations and allowances to further advance employee performance. Management of Rev. Fr. Moses Orshio Adasu University needs to adhere strictly to the welfare scheme provisions so as to get the employees fully motivated to work and ensure that all workers have equal treatment and benefits as due.

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