

**MEDIATING EFFECT OF JOB SATISFACTION ON THE RELATIONSHIP BETWEEN
MOTIVATION AND EMPLOYEE'S PERFORMANCE (A STUDY OF NON-ACADEMIC STAFF OF
FEDERAL UNIVERSITY GUSAU)**

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ABSTRACT

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The study intends to investigate the mediating effect of job satisfaction on the relationship between Motivation and Employees Performance among the Non Academic staffs of Federal University Gusau. A quantitative survey method is employed; the data were collected from the non-academic` staff. A total of 280 questionnaires were distributed, with a response rate of 93%. Data from the questionnaires were then analyzed using Statistical Package for Social Science (SPSS). Based on the statistical findings, the study confirmed that there is a relationship between motivation and the employee's performance. The study also reveals that Job satisfaction plays a mediating role on the relationship between motivation and the employee's performance. The result of the study has some practical implications: it assist employers to understand that job satisfaction can mediate between motivation and employee's performance. Since job satisfaction incorporates both emotional and attitudinal aspects, it will enable management to deduce the importance of job satisfaction as a potential determinant of many workplace outcomes. The researcher recommends that all organization should provide adequate motivational system in order to increase their productivity. On the bases of these findings, employers are continually challenged to develop extrinsic and intrinsic motivational policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.

KEYWORDS: *Employee Motivation, Employees Performance, Job Satisfaction, Quantitative survey, Productivity*

INTRODUCTION

1.0 Background to the Study

Employees plays a very vital role in any organization as they are charged with the responsibilities of handling and putting every other resources and factors of production (e.g capital, land, material finance or resources, time) to use in order to achieve the organizational goals. Managers are mostly responsible for determining the success of their organizations by providing an enabling environment for their employees to carry out their task successfully. (Osabiya, 2015). It is therefore important for organizations to hold their employees in high esteem so that they can contribute effectively and efficiently in carrying out their productive activities willingly. A context within which high levels of performance can be achieved should therefore be provided by the organization e.g incentives and rewards, a satisfying work environment and opportunities for learning and growth (Ogbogu, 2017). There are several

factors that can affect employee performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees (Hafiz, 2011). Among the factors that affect employee performance, motivation that comes with rewards is of utmost importance (Carragher, Gibbson & Buckley, 2006).

Motivation is an essential tool that can be used to enhance the level of employee willingness to carrying out their responsibilities in order to enhance performance in an organization. Motivation in the milieu of performance takes on factors that encourage employees to pursue and realize set objectives (Abner and Samuel, 2019). The management ability to create a workplace motivation is very vital for the achievement of set organizational goals. The willingness of the employees to put in their best efforts without being coerced in order to achieve organizational goals and objectives is the hallmark of motivation (Gberevbie, 2017). The satisfaction of employees in a workplace encourages them to put in their best efforts toward successful completion of a given task, which adds to the continuous growth of the organization. Motivation is very significant in the achievement of the growth of any organization (Geomani, 2012).

This study aims to analyze the relationship between motivation and job satisfaction and employee performance.

1.2 Problem Statement

Organizations in both the public and private sectors have goals that can only be achieved by effectively motivating employees to achieve the desired results (Chukwudi, Odogwu, and Adedehinbo 2012). Employees are faced with various challenges in the workplace which includes lack of promotional opportunities, delay in payment of salaries, and retrenchment. However there are various ways of motivating employees in a workplace, such as timely payment of wages, salaries, incentives, job security, promotion and growth. Lack of these can have a negative impact on employee performance as well as the output of the organization. Motivation can be achieved through rewarding employees using either financial or non-financial rewards (Mary, Simon, & Kibet, 2018). For effective work performance to thrive in any organization, the motivation of employees has to be the top priority of managers. A Gallup study shows that only 15% of employees feel engaged in their workplace, which points to a motivational crisis for the global workforce. Employee engagement statistics further reveal that in Europe only 10% of employees are motivated at work, which compares to 33% for US. The employees motivational statistics for UK are even more alarming with the number as low as 8% with a noticeable decrease over the year (Gallup Firm). In the same vein many workers in Nigeria are disgruntled and discouraged within the work environment; few are satisfied. This means that the majority of workforces around the world are either viewing their workplace negatively or only doing the bare minimum to make it through the day, with little to no emotional attachment.

Also, the studies of Chaudhary and Sharma (2012); Ali and Ahmed, (2009); Bogdanova and Naunivska, (2008); Germann, (2004), reveals that motivation has more positive effects on performance. However, it was argued by Dieleman and Harnmeija (2006) that the fact that someone is motivated does not necessarily mean that he will perform well.

Due to the inconclusive result in prior literatures, and developing on the work of Rahim and Jam'an (2018) who examine the relationship between motivation and employee's performance and suggested that further studies should develop on this research by paying attention to performance determinant variables such as job satisfaction. For this reason, this study seeks to bridge the gap in literature by examining the mediating role of job satisfaction on the

relationship between motivation and non-academic staff's performance in Kogi State Polytechnic

1.3 Objectives of the Study

- i. To determine the relationship between Motivation and Employee Performance
- ii. To determine the relationship between Motivation and Job Satisfaction
- iii. To determine the relationship between Job Satisfaction and Employee Performance
- iv. To determine the mediating effect of job Satisfaction on the relationship between motivation and Employee Performance

1.4 Research Questions

- i. Does motivation have a significant positive relationship with Employee performance?
- ii. Does motivation have a significant positive relationship with Job Satisfaction?
- iii. Does Job Satisfaction have a significant positive relationship with Employee performance?
- iv. Does Job satisfaction mediate the relationship between motivation and employee performance?

1.5 Hypotheses of the study

H01: motivation has significant positive relationship Employee performance

H02: motivation has significant positive relationship Employee performance

H03: Job satisfaction has significant positive relationship with Employee performance.

H04: Job satisfaction does mediate the relationship between motivation and Employee performance

1.6 Significance of the study

The study determines the mediating effect of job satisfaction on the relationship between motivation and academic employee performance. The study will serve as a contribution to the body of existing literature related to performance and further enrich human resource management literature by providing empirical evidences that support the relationship between motivation and employee performance, and also to see how job satisfaction mediates between them. In general findings from the study will be of benefit to students and academics that have interest in the research area. Additionally, findings from the study will provide the leaders of Kogi State Polytechnic with more insights and reliable way of improving employees' performance. Through the study, leaders in such organization can determine whether motivation enhances employees' performance, and whether this relationship can be mediated by job satisfaction.

Literature Review

2.1 Concept of Employee Performance

Oluseyi and Ayo (2009) argued that job performance is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the individual's productivity. Job performance can be defined as Job performance refers to how well someone performs at his or her work. Job performance has been defined as work performance in terms of quality and quality expected from each employee (Khan, R., Rehman, A. U., & Yousuf, I. 2009). Besides, Chaudhary and Sharma (2012) defined job performance as the behavior executed in line with the set objectives of the organization. Crucial in a high job performance is the ability of the employee himself (Salanova et al., 2005).

2.2 Concept of Motivation

The word motivation is derived from the Latin word "movere", which means to "transfer" or "push". Robbins and Coulter (2014) describe motivation as a process by which a person's efforts are energized, directed and sustained toward attaining a goal. Motivation has been

defined as 'a decision making process through which the individual chooses desired outcomes and sets in motion the behaviors appropriate to acquiring them. (Huczynski& Buchanan, 1991, in Dartey-Baah, 2010). Lindner (2004) also sees motivation as a psychological process that gives behavior purpose, purpose and direction.

Robbins (2005) defined motivation as the “willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”. Motivation is usually categorized into intrinsic and extrinsic motivation which signifies that different incentives have different influence or impact on employee motivation. Intrinsic motivation is part of the job or as the activity itself, while extrinsic motivation are external controlling variables as explicit rewards (e.g. money, threat)

2.3 Concept of Job Satisfaction

Job satisfaction has been defined by deferent author in different ways and a definitive designation for the term is unlikely to materialize. Job satisfaction is a psychological concept that refers to job related attitudes and characteristics such as pay and reward, policies, leadership behaviors, management styles and co-workers (Dartey-Baah, 2010). Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 2000). Armstrong (2010) also draws the attention that job satisfaction refers to the attitudes and feelings people have about their work. This implies that positive and favorable attitudes towards the job indicate job satisfaction while negative and unfavorable attitudes towards the job indicate job dissatisfaction.

2.4 EMPERICAL REVIEW

Adeoye and Fields (2014) conducted a study on compensation management and employee job satisfaction in Nigeria; they discovered that compensation management has a positive effect on job satisfaction (motivation,). Dreu & Beersma, (2005) conducted a research to identify employee motivation and organizational effectiveness. In this study questionnaire was used to collect the data and SPSS was used to analyze the result. The findings showed positive relationship between employee motivation and organizational performance. Jehanzeb (2012) investigated the impact of motivation on job satisfaction in Saudi Arabia with 568 employees participating in the study. Questionnaire was used as the instrument for data collection. The researchers used regression analysis to conduct the research. The findings revealed that motivation is positively related to the job satisfaction. In the same vein, Raza, Rafique, Ali, Mohsin, and Shah, (2015) also conduct a study with the goal of probing the connection between job satisfaction and sales representative’s performance with adaptive selling deeds of organizations, the study divulges that that there is a strong association of sales person performance and job satisfaction.

2.8 Theoretical Underpinning

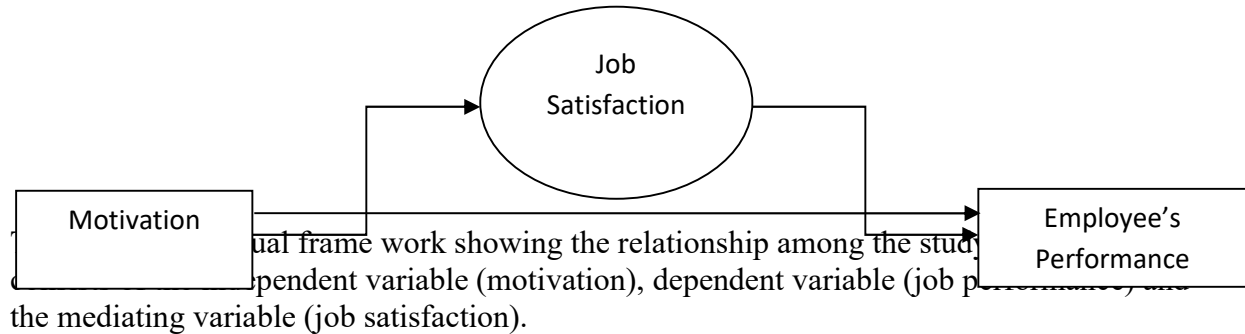
The theory to underpin this study is: Expectancy Theory (Vroom, 1964).

2.8.1 Expectancy Theory (Vroom, 1964)

It defines motivation as a process that governs employee choices among alternative forms of voluntary behavior. According to Vroom expectancy theory it has four hypotheses. One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. Secondly, an individual’s behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. The next assumption is that people want different things from the organization (ex. good salary, job security, advancement, and

challenge). The last assumption is that people will choose among alternatives so as to optimize outcomes for them personally. Expectancy theory based on three key elements as depicted in Figure 3 expectancy, instrumentality, and valence. An employee is motivated to the degree that, effort will lead to acceptable performance (expectancy); secondly, performance will be rewarded (instrumentality), and finally, the value of the rewards is highly positive (valence).

2.3 CONCEPTUAL FRAMEWORK



3 Methodology

3.1 Population and Sample Size

The population of the study comprises of academic staff members of Kogi State Polytechnic. Purposive sampling was used to select two hundred and seventy eight (278) respondents. (278) questionnaire (100%) were administered: 268 questionnaire (96.40%) were return while 10 questionnaire (3.60%) were not returned. Based on the result, the study analyzed data on the returned questionnaire.

4 Data Presentation, Analysis and Interpretation

4.1 Introduction

This chapter presents and discusses the result of the data analysis. Analysis of the results obtained from the frequency and percentage method, descriptive statistics and correlation presented in tabular form followed by regression. Hypotheses are tested so as to determine whether or not to reject the null hypothesis.

4.2.2 Correlation Result

The correlation result shows the relationship between each independent variables and the dependent variable. The values of the correlation coefficient range from -1 to 1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative) the absolute value of the correlation coefficient indicates the strength, with larger values indicating stronger relationships and lower values indicating weak relationships. The correlation coefficients on the main diagonal are 1.0, because each variable has a perfect positive linear relationship with itself.

Table 4.3: Correlation result

	PER	MTV	STF
PER	1		

MTV	0.620**	1	
STF	0.704**	0.962**	1

Source: Computed using SPSS

Table 4.3 shows the correlation result of the independent variables MTV and STF and the dependent variables PER. The relationship between independent MTV and dependent variable PER is positive and strong, with a coefficient of 0.620 representing 62% this means that, all things being equal the higher the MTV the higher the PER. The relationship between the mediating variable STF and dependent variable PER is positive and strong, with a coefficient of 0.704 representing 70.4% this means that, all things being equal the higher the STF the higher the PER. The relationship between independent MTV and the mediating variable STF is positive and strong, with a coefficient of 0.962 representing 96.2% this means that, all things being equal the higher the MTV the higher the STF..

4.2.4 Regression Result

Coefficients

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.551	.315		8.098	.000
	MTV	.618	.047	.620	13.069	.000

Table 1: Regression Analysis of Motivation on Performance.

Table 2 shows that the independent variable (MTV) is also a significant predictor of the mediating variable (STF) ($t = 58.443, p < .000$). That is, “a” (un-standardized coefficient = .863) is a statistically significant.

Coefficients

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.927	.098		9.429	.000
	MTV	.863	.015	.962	58.443	.000

Table 2: Regression Analysis of Motivation on Job Satisfaction.

Table 3 shows that while controlling for the independent variable (MTV), the mediating variable (STF) is a significant predictor of the dependent variable (PER) ($t = 9.618, p < .000$). That is, “b” (un-standardized coefficient = 0.612) is a statistically significant.

Coefficients

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.057	.314		3.366	.001
	MTV	-.772	.150	-.774	-5.141	.000
	STF	.612	.168	1.449	9.618	.000

The regression result shows the impact of each independent variable to the dependent variable. The regression coefficient values indicate the extent of the impact which range from 0% to 100%. This section also presents the F statistics, R^2 and adjusted R^2 of the model.

Tables 1-3 display the SPSS regression output. These tables display the un-standardized and standardized regression coefficients, standard errors, the t and p values, and the 95% confidence interval for each analysis.

Table 1 shows that the independent variable (MTV) is a significant predictor of the dependent variable (PER) ($t = 13.09$, $p < .000$). In other words, “c” (un-standardized coefficient = .618) is a statistically significant

Table 3: Regression Analysis of motivation and Job Satisfaction on Performance

Having confirmed that the three conditions for mediation are established, we want to examine if the mediating variable (job satisfaction) is a statistically significant using the Sobel test (using the Z formula).



Sobel test was utilized to examine if job satisfaction mediated the relationship between motivation and performance. First, results of simple linear regression show that motivation was a statistically significant predictor of performance ($b = .618$, $\beta = .620$, $t = 13.09$, $p < .000$). Next, when the mediator, job satisfaction, was entered in the regression analysis, motivation was no longer a significant predictor of performance ($b = .863$, $\beta = .962$, $t = 58.443$, $p > .000$). On the other hand, the mediator, job satisfaction, emerged as a significant predictor of performance ($b = .612$, $\beta = 1.449$, $t = 9.618$, $p < .000$; 95% CII = “-1.22” to “-.53”).

To further investigate the mediator, the Sobel test was utilized to examine if job satisfaction, significantly mediated the relationship between motivation and performance. The results confirmed that job satisfaction significantly mediates the relationship motivation and performance ($Z = 3.63557677$, $p < .00013868$).

Conclusion and Recommendation

Conclusion

Human resource is the most important asset of every organization. Acquiring and retaining these resources is one of the major challenges faced by many organizations. The goal of the researcher was to ascertain the mediating effect of Job Satisfaction on the relationship between Motivation and Employee Performance. The results of the data analysis indicated that there is a positive relationship between all the hypotheses.

In the first **H₁**: Motivation and Employees Performance relationship is positive at ($\beta=0.618$, $p<0.000$) this is consistency with previous findings of Jehanzeb (2012) who investigated the impact of rewards and motivation on job satisfaction. The findings revealed that rewards have positive significance on motivation.

In the Second Hypotheses, **H₂**: Motivation and Job Satisfaction relationship is positive at ($\beta=0.863$, $p<0.000$) this is in agreement with the study of Adeoye and Fields (2014) who conducted a study on compensation management and employee job satisfaction in Nigeria; they discovered that compensation management has a positive effect on job satisfaction (motivation,).

In the Third Hypothesis, **H₃**: Satisfaction and Job Performance is also positive at ($\beta=0.783$, $p<0.05$) this is also in line with the research conducted by Rose, Kumar and Pak, (2011) to observe the connection between job satisfaction and work performance. It was established that job satisfaction has positive impact on work performance.

In the fourth Hypothesis, **H₄**: job satisfaction has significant positive effect on the relationship between motivation and employee's performance according to the Sobel test calculator ($Z = 3.63557677$, $p < .00013868$).

Recommendations

Remuneration is important but it is not the single most important factor for motivating employees. There are some other important factors that could motivate employee performance. Still, it should be fair enough and transparent. Organization must have to ensure both extrinsic and intrinsic rewards if they want to improve and develop their employee's performances.

Organizations should create opportunities for employee growth and development. Create opportunities for employees to work with teams and increase the employee cooperation. It might seem logical for companies to offer team rewards instead of individual to foster team spirit, but they should not emphasize on team achievement at the cost of individual achievement. Therefore it should be done both ways covering the individuals and the team as a whole too.

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