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## **Influence of Motivation Policy on Employee Performance among the Examination Boards in Niger State**

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### **ABSTRACT**

The study investigates the Influence of Motivation Policy on Employee Performance among the Examination Boards in Niger State. Descriptive survey was employed considering the purpose of the study and the research questions. All non-management staffs of JAMB, NABTEB, NECO, and WAEC as examination boards in Niger State Offices were included in the population. Out of the 221 non-management staffs of the examination boards, a systematic sampling technique was used to select 130. A questionnaire with closed-ended questions was used by the researcher. The validity of the questionnaire was determined by the multiple questions asked of the respondents. Cronbach's alpha test with a high value indicates that the measurement is stable, reliable, and certain. Data analysis was done using SPSS package and the results were presented using tables in terms of frequency and percentage of occurrence to aid comparisons of statistical relationships between variables. Data for the two research questions were analysed using percentages obtained to show the distribution of opinions and perceptions of respondents. Two research questions were raised and answered in the study and the results showed that one of the most effective motivators for employees is a sense of purpose and meaning at work, opportunities for career advancement and a clear path of career progression were the major factors of motivation. Also, the study revealed that the main factors responsible for job satisfaction among workers were honour at workplace, opportunity for growth and ability to make necessary decisions so as to effectively carry out certain work. However, since the most motivating variables in the study were promotion and possibilities for progress, therefore, it is recommended that Nigerian examination boards give new and improved instructions, rather than the current ones, on how promotions and study leave with/without pay are handled, in order to reward employees who have truly worked or performed in the bodies.

**Keywords: Motivation Policy, Employee, Performance Examination Boards, Niger State**

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### **1. Introduction**

There are different examination bodies in Nigeria, each with its own mandate. The major ones are West African Examinations Council (WAEC), National Examinations Council (NECO), National Business and Technical Examinations Board (NABTEB) and Joint Admissions and Matriculation Board (JAMB). Each board strives to fulfil its mandate; but in doing this annually, large numbers of human resources are being engaged. While WAEC, NECO and NABTEB uses assessment of learning' for achievement yardstick and certification, JAMB uses its own for selection and placement purposes in tertiary educational institutions (Chinyere, 2014; Kenni, 2020).

These examining bodies exist only for the purpose of achieving specified objectives. Thus, each body's resources, both human and non-human, are budgeted, directed, coordinated, and regulated in order to achieve the body's defined goals (Oko and Adie, 2016). However, significant attention must be paid to the examination bodies' human resources, that comprise management and non-management personnel who are accountable for the bodies' effective and efficient management (Onyibe *et al.*, 2015). As a result, suitable measures to motivate the entire workforce of examination organizations must be taken.

Motivation is thus a method of recognizing and comprehending an employee's requirements, goals, feelings, and ideals by enhancing their abilities and knowledge at work (Agbenyegah, 2019). Mankind differs in nature and in the way they think, making it difficult for management to select the most effective motivational strategy for each individual. It is worth noting that men do not just enjoy cake; they occasionally require a little pushing and pulling to improve their performance (Vandana and Manisha, 2014). Because men value their employment as a source of income, they may follow strict orders, but they should not be used to manipulate or victimize them, causing them to act in ways that are counter to their expectations (Agbenyegah, 2019). It is critical to emphasize at this point that if the management takes necessary measures to motivate the employees of examination bodies, production and efficiency will grow as a result (Amir, Retnoningrum and Ratieh, 2018). Employee motivation, in a nutshell, is important to every organization's growth, development, and success, including examination boards (Osabiya, 2015). As a result, this study, titled "the effect of motivation on employee performance in examination bodies in Nigeria," was conducted to investigate the effect of motivation on employee performance using the following variables: Motivation, Intrinsic reward, Extrinsic reward, Feedback, and Performance.

### 1.1 Purpose of the Study

The purpose of this study is to examine the impact of motivation on employee performance in examination bodies in Niger State. The following are the specific objectives:

- i. To determine what motivates the staff of the chosen examination bodies.
- ii. To identify factors responsible for job satisfaction among workers in the selected examination bodies.

### 1.2 Research Questions

The following research questions guide the study

- i. What are the factors that motivate employees of the selected examination bodies?
- ii. What are the factors that serve as job satisfaction among workers in the selected examination bodies?

## 2. Research Methodology

The descriptive survey was employed considering the purpose of the study and the research questions. All non-management workers of the JAMB, NABTEB, NECO, and WAEC in Niger State Offices formed the population of this study. Out of the 221 non-management personnel of examination organizations, a systematic sampling technique was used to select 130. A questionnaire with closed-ended questions was used by the researcher. All the exam bodies were served questionnaires according to her staff size in the state office. The questionnaire was coded in sequence for easy identification.

Data analysis was done using SPSS package and the results were presented using tables in terms of frequency and percentage of occurrence to aid comparisons of statistical relationships between variables. Data for the various research questions were analysed using percentages obtained to show the distribution of opinions and perceptions of respondents.

## 3. Results and Discussion

**Research Question 1:** What are the factors that motivate employees of the selected examination bodies?

Table 1: The factors that motivates employees of the selected examination bodies

Factors	% Motivate	% Uncertain	% Not motivate
Appreciation or recognition for a job well done	61.0	10.0	29.0
Career advancement opportunities	75.6	7.3	17.1
Good wages	46.3	4.9	48.8
Interesting work.	52.3	7.9	39.8
A clear path of career progression	75.2	3.3	21.5
Having a sense of purpose and meaning in your work	79.0	4.2	16.8

**Research Question 2:** What are the factors that serve as job satisfaction among workers in the selected examination bodies?

Table 2: Results on the factors responsible for job satisfaction among workers in the selected examination bodies

Factors	Very high	Uncertain	Low
At work, there should be honour	64.5	2.3	33.2
Ability to make concepts in order to effectively complete a task	53.3	4.7	42.0
Growth opportunity	62.6	3.3	34.1
Style of leadership exhibit by the management	50.9	26.2	22.9
Consistent job training of employee	42.5	10.3	47.2
Adequate financial inducements	44.4	2.8	5.8

The results revealed the following major findings:

- i. The survey found that one of the most effective motivators for employees is a sense of purpose and meaning at work, opportunities for career advancement and a clear path of career progression were the major factors of motivation.
- ii. The results of the study also revealed that the main factors responsible for job satisfaction among workers were honour at workplace, opportunity for growth and ability to make necessary decisions so as to effectively carry out certain work.

When asked if decent pay motivates them, respondents said yes. According to Table 1, 46.3 percent of respondents believe that good salaries inspire them, 48.8% disagree that good wages do not motivate them, and 4.9 percent are unsure. This supports Davidescu, Apostu, Paul, and Casuneanu's (2020) findings that wage is not a motivator: higher wages may increase commitment to production, but the effect is short-lived; on the other hand, commitment and involvement must come from other motivators, such as opportunities for personal growth, job challenge, and, more recently, opportunities to participate in decision-making. This argues that in order for workers to be more productive, different non-monetary incentive schemes should be supplied.

Table 1 demonstrates that 52.3 percent of respondents think that interesting job motivates them greatly, whereas 8% are unsure and 39.8% strongly disagree. The majority of respondents agree with the statement, meaning that employees appreciate doing fascinating job, according to the study. According to Davidescu *et al.* (2020), Good organizations strive to design work schedules that reflect their employees' personalities and make work as engaging and enjoyable as possible. Employees are more driven to perform better when they respect what they do.

According to Table 1, 75.2 percent of respondents strongly believe that clear progression in the selected examination bodies motivates them, 3.3 percent are unsure, and 21.5 percent dispute that career advancement does not encourage them in any manner. According to the findings, if examining bodies want to motivate their employees, they should use career advancement as a key weapon because employees believe development is a big incentive for them and should be encouraged when it is due to help complete expectation theory. If an employee believes that putting in extra effort will result in a positive performance evaluation and more work, he or she will be encouraged to do so.

Table 1 indicates that 79 percent of respondents in the examination bodies agree that their work has value and purpose when they are motivated. Only 16.8% of those asked disagree with the statement, while 4.2 percent are undecided. This is in line with Van Wingerden and Van der's (2018) findings that employees are motivated by meaningful and purposeful tasks. According to Chanana and Sangeeta (2020), employees who are given a sense of importance and reason in their job, as well as the feeling that they have a voice in the business, have better work contentment.

Table 2 shows that 64.5 percent of respondents believe that being honoured at work makes them feel very good, while 33 percent disagree and 2 percent are unsure. This is in line with Victor Vroom's expectation theory, which defines valence as a person's affection to the work's future consequence or reward. People will always believe that the honour and prize bestowed by employers is more valuable and superior; for example, individuals will always believe that the honour and prize bestowed by employers is more valuable and superior.

Table 2 shows that 53.3 percent of respondents agree that being given power to make necessary decisions to effectively carry out certain work makes them very happy, but 42% disagree with the statement that being given authority to make necessary decisions in order to complete assigned works alone does not make them happy, and 5% are unsure. The data strongly show that allowing employees to make their own judgments will improve their performance.

According to Table 2, 62.6 percent of respondents think that management initiatives to expose individual employees to growth possibilities give them with high job satisfaction, while only 34.1 percent disagree and 3.3 percent are unsure. Employees are happy and will work toward that objective when examining bodies present potential for improvement, according to Locke's goal setting theory, which states that purpose to work toward a purpose is an essential basis of work motivation.

Table 2 shows that 50.9 percent of respondents agree that the management's improved leadership style contributes to high job satisfaction, while 22.9 percent disagree and 26.2 percent are unsure. This means that a positive work environment created by better management will result in high job satisfaction and the delivery of high-quality work. It contributes to good performance when leaders treat their subordinates well. How you treat your employees has a big impact on their motivation and performance. Meraku (2017) emphasizes the need of treating individuals with respect in order to achieve organizational performance and success.

According to Table 2, 42.5 percent of respondents agree that constant job training helps employees be more content at work, whereas 47.2 percent disagree since there is no continuous job training and 10% are unsure. This indicates that there is no consistent job training for employees at their workplace, or if there is, as evidenced by the findings, it is not meeting their needs, and organization should find a method to enhance it so that their staffs are satisfied.

These are the replies of respondents when questioned whether suitable financial inducements are sufficient to serve as work satisfaction or discontent. According to Table 2, 44.4 percent of respondents believe enough financial inducements are sufficient to satisfy them. Meanwhile, 52.8 percent of respondents disagree that current financial incentives in their workplace are inadequate in comparison to other sectors, while 2.8 percent are unsure. This indicates that management should look into raising monetary incentives to attract and retain talented people while also improving performance.

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#### 4. Conclusions

Based on the findings of the study and the study's aims, it can be inferred that opportunities for progress, recognition for work well done, remuneration, promotions, and other factors were the primary motivators for employees in examining bodies. This is due to a higher proportion of well-educated, young, and active people in the military, as well as fewer people nearing retirement who are seeking for ways to improve their status. In addition to opportunity for growth, gratitude for completed work, special offers, and better relationships with co-workers, it has been established that the type of salary received, relationships with co-workers of higher grade levels, and working conditions, among other factors, play a role in employee satisfaction.

Again, it can be stated that educational qualifications, experience, working environment, financial rewards, and job sanctuary, among other characteristics, as well as positive motivational elements, have an impact on employee performance and vice versa. As a result, there is a link between motivation and performance, and motivation has an impact on staff productivity.

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