Employees’ motivation and performance confirms a fundamental important measure in organizations. The desired goals and objectives of organizations cannot be achieved without the motivation of their employees. The study empirically determined the motivation factors influencing job performance. The results showed that fringe benefits, job supervision, and incentives significantly predicted higher job performance.

Keywords: agricultural institutions, motivation, job performance, administrative personnel, linear regression.

Introduction

Research, extension, training and community services are the core targets of teaching and research institutions. Scientists in research institutes also are academic scholars due to the fact they make contributions to information via publishing their research findings to justify the targets and mandates of their studies in the institutions. These objectives cannot best be done by using those research and instructional personnel alone due to the fact the administrative personnel performs the managerial and clerical work obligations which definitely contributes to the previously noted goals and desires of the research institutes. To efficiently attain those purposes, competent, advocated, and certified administrative personnel is harnessed. Thus, the performances of this personnel are not only in the function of their qualifications and competences; however, additionally of certain
motivational elements that enable them to carry out much higher performance at the job (Onu et al., 2014). A. R. Drake, J. Wong and B. S. Salter (2007) on the other hand, explained that extraordinarily motivated personnel are vital factors that significantly influence positively the lengthy-term achievement of a number of organizations.

Many cutting-edge authors and writers have distinct the idea of motivation in so many forms. An investigation of R. Kreitner in 1995 opined it as the psychosomatic development that gives behavioural drive and path. J. A. Buford, A. G. Bedeian and J. R. Lindner (1995) additionally described it by way of a susceptibility to conduct yourself in a conscious way towards reaching the unambiguous and desires not achieved. A. G. Bedeian (1993) and J. M. Higgins (1994) made it clear that it is an inner determination to gratify an unfulfilled necessity, and the willpower to get things done properly and at the right period. Instead of these reports, motivation is operationally stated as the inner dynamism that drives an individual to realize his or her own and organizational dreams in due time (Aworemi et al., 2011).

The majority of the problems confronting human resource management both in private and public organizations is that of motivating workers to perform assigned tasks to meet or surpass predetermined standards. Most organizations are concerned with what should be done to achieve sustained high levels of performance of their employees. For this to be achieved, agricultural institutions should protect the interest and welfare of their employees and management board. Hence, there needs to be proper co-ordination, and cooperation between the employers and employees in order to further realize their desire goals and productivity (Gilley et al., 2009).

Therefore, an organization in a bid to achieve success in maintaining a competitive edge over its rival as well as avoid a steady decline in the productivity levels of its employees must ensure members of the workforce are adequately motivated. Generally, most businesses, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently to achieve an organization’s goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation, and administration amongst others. The human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Rajhans, 2012).

The challenge of this backdrop in organizational studies is that every organization wants to obtain fulfilment and feature the choice to get regular development in their day-to-day occupational happenings. The modern style within the global marketplace these days is relatively rivalrous and organizations irrespective of dimension, call participation and technical knowhow are going through the challenges of personnel retention. The control of an establishment is confronted with demanding situations, i.e. to stimulate personnel to work towards supporting the business enterprise to acquire its desires and to inspire personnel to labour in the
direction of reaching their peculiar private objectives. Gathering the needs and attaining the desires of each, the control and personnel are regularly a challenging task in all kinds of the corporations all around the sphere (Onu et al., 2014).

It is however noted that except and pending the personnel of whichever establishment are happy by the situation and are stimulated for the challenge fulfilment and aims realizations, not an iota of the business enterprises can develop or acquire achievement (Manzoor, 2012). Numerous researches on employees’ motivation and their performance on the job in Nigeria tried to cognizance on common establishments such as the producing companies, banking industries, construction corporations, neighbourhood government, and amongst academic employees of higher training institutions (Onu et al., 2014). Presently, there is the dearth of information at the motivation factors that influences the job performance of administrative personnel in Nigerian research institutions. This study, therefore, had used statistical methods to set up and evaluate the cause-effect relationship of the motivation factors determining the administrative personnel’s degree of job performance.

1. To ascertain the personal characteristics of the administrative personnel in the agricultural institutions in South-West, Nigeria.
2. To examine the respondents’ perception of the effect of motivation on their job performance.
3. To examine the respondents’ perceived motivation factors influencing their job performance.
4. To examine the respondents’ level of job performance.
5. To determine the motivation factors influencing their job performance.

The following hypothesis was verified in the null form.

$H_0$: There are no significant motivation factors influencing the job performance of administrative personnel.

**Theoretical background**

A motive is what prompts a person to act in a certain way or at least develop an inclination for specific behaviour (Dermody et al., 2004). Motivation can be defined as a driving force within an individual that stimulates that individual to do something up to a target level in order to fulfil some needs or expectations (Gilley et al., 2009). Motivation is a process governing choices made by persons among alternative forms of voluntary activity (Chiang et al., 2008). It is a complex issue of human behaviour that differs from person to person; as a result, different persons are motivated in different ways (Kanfer et al. 2016). According to P. J. Meyer (2018), motivation is said to be that force that makes people choose a particular job, stay with that job and work hard in that job.
It is, therefore, important that employee's motivation should become an obligatory part of the human resource plan in any organization.

Three qualities are included in most definitions of motivation: (a) it is a presumed internal force (b) that energizes for action and (c) determines the direction of action (Nohria et al., 2008). Hence, the motivational process has been viewed as a decision-making process that takes place within the employee (Gilley et al., 2009). P. J. Meyer (2018) thought that most psychologists believed that all motivation is ultimately derived from a tension that resulted when one or more of our important needs were unsatisfied. Maslow also stated that “Only unsatisfied needs provide the sources of motivation; a satisfied need creates no tension and therefore, no motivation” (Rajhans, 2012). Motivators are the factors that arouse, direct, and sustain increased performance (Kanfer et al., 2016).

Motivation sources take two forms, it can be intrinsic or extrinsic (Kerce, Booth-Kewley, 1993). The intrinsically motivated behaviour is reinforced behaviour which leads to feelings of the necessity of finding a job and finding the job interesting. Extrinsic sources of motivation, on the other hand, are motivated behaviour referred to as gain rewards. Example of such is organizations giving bonuses to exceptional employees who have met organizational demands, extra holiday, and money or to avoid punishment.

In humans, intrinsic motivation is not the only kind of motivation or even a volitional activity, however, it is an all-encompassing and important one (Ramlall, 2004). The researchers mention that “from birth onward, humans in their healthiest states, are active, inquisitive, curious and playful creatures, displaying a readiness to learn and explore and they do not require extraneous incentives to do so” (Raudeliūnienė et al., 2014). S. Ramlall (2004) referred to intrinsic motivation as doing something inherently interesting and enjoyable. The researchers posit that when a person is intrinsically motivated, he or she is moved to act for fun or challenge rather than because of external pressures or rewards.

According to L. I. Syafi et al. (2015), intrinsic rewards are self-regulated and a direct consequence of an employee’s performance. M. Šajbidorová (2008) posited that intrinsic satisfaction, particularly job satisfaction displays the experience of an employee having feelings of accomplishment and self-actualisation from performing a task and indicated the following intrinsic factors to be linked to job satisfaction namely; career advancement, recognition, responsibility, and achievement. M. Šajbidorová et al. (2013) stated that individuals who consider their jobs professionally rewarding and feel that their work is appreciated by the organization will have some level of satisfaction. They further posited that rewarding jobs helps the individual learn, satisfies their curiosity, or develops them intellectually and emotionally.

Extrinsic motivation refers to doing something because it leads to an independent outcome (Manzoor 2012). According to Higgins (1994), job satisfaction involves employees’ affective and emotional feelings, and this has major consequences on their lives. Various researches indicate that the use of extrinsic incentives increases the extrinsic motivation of workers at the expense of their
intrinsic motivation (Vetráková et al., 2015). According to R. Zámečník (2014), extrinsic satisfaction is experienced from the rewards received by individuals from peers, supervisors, or the organization, and could be in the form of recognition, compensation or advancement.

Giving to O. I. Oladele and L. K. Mabe (2010), “extrinsic motivation entails that management does something to employees so they will contribute to in the ways the organization expects them to.” A. R. Drake et al. (2007) posited that extrinsic satisfaction, particularly job satisfaction, mirrors the experience of an employee feeling positively towards rewards, such as any form of compensation and job security, provided for him or her by the organization for performing work. J. R. Aworemi et al. (2011) posited that job security, increases in salaries are usually characterised as extrinsic factors of job satisfaction. Additionally, C. A. Onu et al. (2014) acknowledged certain extrinsic factors namely, supervision, compensation, and company policies and practices to be extrinsic factors.

**Methodology**

The research study was carried out in four selected agricultural institutions in South-West, Nigeria. The selected agricultural institutions used for the study are located in Oyo and Ogun States in South-West, Nigeria. The institutions include Federal University of Agriculture (FUNAAB), Abeokuta, Ogun State; Institute of Agricultural Research and Training (IAR&T), Ibadan, Oyo State; National Horticultural Research Institute (NIHORT), Ibadan, Oyo State and Federal College of Agriculture (FCA), Ibadan, Oyo State. The study population was administrative personnel in these selected agricultural institutions in South-West, Nigeria.

**Sampling procedure**

A multistage sampling procedure was used to select respondents in the study area.

Stage 1: Purposive sampling technique was used to select the four institutions because FUNAAB is the only agriculturally based tertiary institution (university) in South-West Nigeria. FCA is the first College of Agriculture in Nigeria and West Africa. IAR&T has its mission in research and training while NIHORT is one of the oldest research institutes with the mandate of carrying out research in Nigeria.

Stage 2: Purposive sampling technique was used to select agricultural-based colleges and departments in the institutions based on their mission.

Stage 3: Purposive sampling was used to select only administrative personnel (non-academic staff) in the selected colleges and departments of the institutions based on their stated career as administrative officers.

Stage 4: Disproportionate random sampling technique was used to select a different percentage of each category of administrative personnel, i.e., junior and senior cadre in each college/department of the institutions because of the difference in population.
Sample size

The sample size for the study was 286 administrative personnel which was determined by using Slovin’s formula to calculate the proportions selected from a comprehensive list of all the administrative personnel in the selected agricultural institutions. This is presented as follows:

\[ n = \frac{(N)}{(1+N*(e)^2))} \quad \ldots \text{eq. 1.} \]

Where,

- \( n \) = sample size (which is unknown)
- \( N \) = total population (1008 administrative personnel)
- \( e \) = margin of error (0.05)

Slovin’s formula is used when it is not possible to study an entire population; it allows the researcher to sample the population with a desired degree of accuracy and also gives the researcher an idea of how large his sample size needs to be to ensure reasonable accuracy of results (Sekaran, 2003). According to T. Yamane (1967), it is a simplified formula for proportions to calculate sample sizes.

Research methods

The research instrument was subjected to a validity test to ensure that it served the purpose for which it is designed. It was subjected to face validity by experts in the field of Agricultural Administration and agreed modifications were made before the administration of the main instrument. Test and re-test method were used in determining the reliability of the scale used in the questionnaire.

Data processing was performed using MS EXCEL 2016 and IBM SPSS Statistics 23. Mathematical and statistical methods and tests such as Cronbach’s Alpha tests of internal consistency were employed to determine the reliability of study variables and these ranged between 0.78 and 0.85 while regression analysis was applied for statistical hypothesis testing. However, the information collected was analysed using descriptive statistics and mean score analysis.

Measurement of variable

The key variables of the study were motivation factors and job performance. This examination used standard queries embraced from earlier studies to quantify the variables. Respondents were requested to specify on a 5-point Likert-type scale (1 = strongly disagree; 5 = strongly agree) the degree to which they decided with the expressions. The motive of a 5-point Likert scale was to provide the respondents with further choice selections and well-captured unevenness of their attitudes and feelings (Hinkin, 1995). To audit reaction prejudice, a small number of articulations was undesirably worded and afterward contrary-scored.

Statistical analysis

Descriptive Statistics: These include the use of measures of dispersion in means, percentages, frequencies and use of tables. These were used to present the personal characteristics of the sampled administrative personnel and other analysis of subsequent objectives.

Mean Score Analysis: To ease the analysis of the respondents, values were
allotted to the level of agreement replied in a five-point measure which strongly disagrees to strongly agree. The value (weighted) attracted to scales helped to indicate the average rating items. A benchmark point of $2.5 - 3.49$ was used to decide which of the articles was regarded as neither in agreement nor not being in agreement with the stated articulations. Articles on the questionnaire with a score lower than $2.5$ appeared as no longer being in the settlement with the stated articulations in the questionnaire, while articles on the questionnaire with a score above $3.49$ was considered as being in pact with the stated articulations in the survey.

**Regression Analysis**: A multiple regression model was specified to determine the motivation factors influencing job performance of administrative personnel in the agricultural institutions in South-West, Nigeria. The regression equation is denoted in the unambiguous form thus:

$$y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \beta_6 x_6 + \beta_7 x_7 + e$$

Where

- $y =$ Personnel's Job Performance
- $x_1 =$ Payment and Salary Package
- $x_2 =$ Fringe Benefit
- $x_3 =$ Career Opportunities
- $x_4 =$ Recommendation for Training, Workshops, Conferences and Seminars
- $x_5 =$ Job Supervision
- $x_6 =$ Staff Incentives
- $x_7 =$ Job Recognition
- $\beta_i =$ Coefficient
- $i = 1, 2, 3, \ldots, n$
- $a =$ Constant
- $e =$ Stochastic Error Term

**Results and discussion**

**Personal characteristics of the respondents**

The distribution of respondents by their characteristics is presented in Table 1. As presented in the table, a larger portion of the respondents (59.4%) were males while 40.6% were females. This implied that most of the respondents in organizations are males. This agrees with the findings of T. O. A. Banmeke and M. T. Ajayi (2005; 2010) that male employees are more prominent in agricultural institutions. A greater portion of the respondents (60.9%) are between the ages of 36-45 years. This denoted that the respondents are still quite young, vibrant and active in their work service. A majority of the respondents (47.4%) are B.Sc. degree holders. This implied that the most dominant educational qualification of the respondents is the University’s first degree. This makes them have adequate knowledge and skills required for their work-related task. This result is corroborated by W. E. Kerce and S. Booth-Kewley (1993) who found out that workers are becoming better educated and that they now consider work as a tool for personal growth, development and social support rather than merely a means of achieving financial independence. A majority of the respondents (80%) were married and this signified that most of the respondents were matured and responsible (Buhari, 2016). However, 84% of the respondents had beneath 15 years of work experience.
Table 1. Personal characteristics of the respondents

<table>
<thead>
<tr>
<th>Personal characteristics</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>170</td>
<td>59.4</td>
</tr>
<tr>
<td>Female</td>
<td>116</td>
<td>40.6</td>
</tr>
<tr>
<td>Age (Mean = 39.23 years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>≤ 35</td>
<td>33</td>
<td>11.6</td>
</tr>
<tr>
<td>36 – 45</td>
<td>174</td>
<td>60.9</td>
</tr>
<tr>
<td>≥ 46</td>
<td>79</td>
<td>27.5</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HND</td>
<td>45</td>
<td>15.9</td>
</tr>
<tr>
<td>BSc</td>
<td>137</td>
<td>47.8</td>
</tr>
<tr>
<td>MSc</td>
<td>50</td>
<td>17.4</td>
</tr>
<tr>
<td>PhD</td>
<td>21</td>
<td>7.3</td>
</tr>
<tr>
<td>Others</td>
<td>33</td>
<td>11.7</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Married</td>
<td>57</td>
<td>20</td>
</tr>
<tr>
<td>Married</td>
<td>229</td>
<td>80</td>
</tr>
<tr>
<td>Work Experience (Years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>≤ 5</td>
<td>87</td>
<td>30.4</td>
</tr>
<tr>
<td>6 – 10</td>
<td>79</td>
<td>27.5</td>
</tr>
<tr>
<td>11 - 15</td>
<td>75</td>
<td>26.1</td>
</tr>
<tr>
<td>≥16</td>
<td>45</td>
<td>15.9</td>
</tr>
</tbody>
</table>

Perceived effect of motivation on the respondents’ level of job performance

Table 2 presents the perceived effect of motivation on respondents’ level of job performance. The results from the table indicate that the respondents consistently agreed that motivation had a progressive influence on their level of job performance ($\bar{x} = 4.39$). Notably, the respondents strongly agreed that their quality of service provided is at its maximum when being motivated ($\bar{x} = 4.51$). Furthermore, with respect to their high level of agreement, they established that the effect of motivation makes them demonstrate appropriate interactions with students, colleagues and public ($\bar{x} = 4.44$); use time effectively on the task assigned to them ($\bar{x} = 4.42$); work without supervision as necessary ($\bar{x} = 4.41$); deals appropriately with confidential information sensitive situation ($\bar{x} = 4.39$); respond quickly and courteously to fulfil needs that may arise in the institute ($\bar{x} = 4.36$); and lastly meet work deadlines, target quotas and organizational goals ($\bar{x} = 4.22$).

Perceived factors of motivation influencing the respondents’ job performance

Table 3 presents the perceived factors of motivation influencing respondents’ job performance. The results in the table indicated the respondents agreed that the identified motivation factors influenced their job performance but at different levels. In the order of the respondents’ degree of perception, they strongly agreed that regular payment of salary package vis-à-vis recommendation for training, workshops,
Motivation and Job Performance of Administrative Personnel in Agricultural Institutions

Table 2. Perceived effect of motivation on the personnel’s level of job performance

<table>
<thead>
<tr>
<th>Motivation makes me…</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Agreement Level</th>
<th>Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>…maximise quality of service provided.</td>
<td>4.51</td>
<td>0.51</td>
<td>Strongly Agree</td>
<td>1</td>
</tr>
<tr>
<td>…demonstrate appropriate interactions with students, colleagues and the public.</td>
<td>4.44</td>
<td>0.63</td>
<td>Agree</td>
<td>2</td>
</tr>
<tr>
<td>…use time effectively on the task assigned to me.</td>
<td>4.42</td>
<td>0.58</td>
<td>Agree</td>
<td>3</td>
</tr>
<tr>
<td>…work without supervision</td>
<td>4.41</td>
<td>0.61</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>…deal appropriate with confidential information and sensitive situations.</td>
<td>4.39</td>
<td>0.73</td>
<td>Agree</td>
<td>5</td>
</tr>
<tr>
<td>…respond quickly and courteously to fulfil needs that may arise in the institute.</td>
<td>4.36</td>
<td>0.57</td>
<td>Agree</td>
<td>6</td>
</tr>
<tr>
<td>…meet work deadlines, target quotas and goals.</td>
<td>4.22</td>
<td>0.64</td>
<td>Agree</td>
<td>7</td>
</tr>
<tr>
<td><strong>Overall Perceived Effect</strong></td>
<td>4.39</td>
<td>0.37</td>
<td>Positive</td>
<td></td>
</tr>
</tbody>
</table>

Table 3. Perceived factors of motivation influencing the respondents’ job performance

<table>
<thead>
<tr>
<th>Factors of Motivation Influencing Job Performance</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Agreement Level</th>
<th>Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular payment of salary package</td>
<td>4.54</td>
<td>0.63</td>
<td>Strongly Agree</td>
<td>1</td>
</tr>
<tr>
<td>Recommendation for training, workshops, conferences and seminars</td>
<td>4.54</td>
<td>0.54</td>
<td>Strongly Agree</td>
<td>1</td>
</tr>
<tr>
<td>Job recognition</td>
<td>4.53</td>
<td>0.79</td>
<td>Strongly Agree</td>
<td>3</td>
</tr>
<tr>
<td>Career opportunities</td>
<td>4.50</td>
<td>0.73</td>
<td>Strongly Agree</td>
<td>4</td>
</tr>
<tr>
<td>Fringe benefit</td>
<td>4.45</td>
<td>0.58</td>
<td>Agree</td>
<td>5</td>
</tr>
<tr>
<td>Staff incentives</td>
<td>4.33</td>
<td>0.75</td>
<td>Agree</td>
<td>6</td>
</tr>
<tr>
<td>Job supervision</td>
<td>4.30</td>
<td>0.73</td>
<td>Agree</td>
<td>7</td>
</tr>
</tbody>
</table>

conferences and seminars (\(\bar{x} = 4.54\)); job recognition (\(\bar{x} = 4.53\)); and career opportunities (\(\bar{x} = 4.5\)) influence their job performance respectively. Likewise, they agreed that fringe benefit (\(\bar{x} = 4.45\)); staff incentives (\(\bar{x} = 4.33\)); and job supervision (\(\bar{x} = 4.3\)) influenced their job performance respectively.

The respondents’ level of job performance

Table 4 illustrates the level of the job performance of respondents in the studied institutions. The result showed that the respondents in the studied institutions maintained a high standard of work (\(\bar{x} = 4.66\)),
are capable of handling their assignments without much supervision ($\bar{x} = 4.51$), can handle multiple assignments for achieving organizational goals ($\bar{x} = 4.38$), use to complete my assignments on time ($\bar{x} = 4.11$) and their colleagues believe they are high performers in their organizations ($\bar{x} = 4.07$).

The results indicated that the performance of administrative personnel in the institutions was high ($\bar{x} = 4.35$) because the performance indicators were strongly agreed upon. The findings confirmed O. I. Oladele and L. K. Mabe’s (2010) assertion that motivation influences job performance directly or indirectly and lack of motivation in any aspect of the employees’ mental, psychological or otherwise leads to poor job performance (McCloy et al., 1994).

### Motivation factors influencing the administrative personnel’s job performance

The linear equation explained the regression results of the motivation factors influencing administrative personnel’ job performance in agricultural institutions in South-West, Nigeria. The regression results are presented below:

$$Y = 2.357^{***} + 0.72X_1 + 0.181X_2^{**} + 0.108X_3 + 0.044X_4 + 0.160X_5^{**} + 0.129X_6^{**} + 0.032X_7 + e$$

$$R^2 = 0.617; \quad \text{Adjusted } R^2 = 0.439; \quad \text{F Value} = 4.051^{***}$$

**Note:** ** = ($\alpha_{0.05}$)

The results stated in the model above indicated a noteworthy connection amongst respondents’ job performance and fringe benefit ($X_3$), job supervision ($X_4$), and staff incentives ($X_6$) respectively. From the model, the job performance of the respondents increased with an increase in fringe benefits. This implied that ceteris paribus, for each 1% increase in respondents’ fringe benefits would increase the respondents’ job performance by 18.1%. Job Supervision exercised a great impact on the forecast of the respondents’ job performance with a beta value of 0.16. Hence, a high level of job supervision would enhance the respondents’ job performance. This followed the a priori expectations because job supervision of respondents was expected to helping subordinates to

<table>
<thead>
<tr>
<th>Job Performance</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Agreement Level</th>
<th>Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality of work:</strong> I use to maintain a high standard of work.</td>
<td>4.66</td>
<td>0.31</td>
<td>Strongly Agree</td>
<td>1</td>
</tr>
<tr>
<td><strong>Need for supervision:</strong> I am capable of handling my assignments without much supervision.</td>
<td>4.51</td>
<td>0.45</td>
<td>Strongly Agree</td>
<td>2</td>
</tr>
<tr>
<td><strong>Quantity of work:</strong> I know I can handle multiple assignments for achieving organizational goals.</td>
<td>4.38</td>
<td>0.43</td>
<td>Agree</td>
<td>3</td>
</tr>
<tr>
<td><strong>Timeliness:</strong> I use to complete my assignments on time.</td>
<td>4.11</td>
<td>0.77</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td><strong>Interpersonal impact:</strong> My colleagues believe I am a high performer in my organization</td>
<td>4.07</td>
<td>0.64</td>
<td>Agree</td>
<td>5</td>
</tr>
<tr>
<td><strong>Level of Job Performance</strong></td>
<td>4.35</td>
<td>0.52</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

### Table 4. The respondents’ level of job performance
Motivation and Job Performance of Administrative Personnel in Agricultural Institutions

greater competency and development on their job. However, for each 1% increase in job supervision would increase the respondents’ job performance by 16%.

Furthermore, the estimated results from the model specified showed that incentives given to members of administrative personnel are essential components influencing their job performance. Interestingly, the coefficients indicated that incentives given to the administrative personnel have a statistically widespread positive effect on their job performance. Hence, the gradient assessment of 0.129 indicated that for a marginal component adjustment in incentives given to the administrative personnel, at the average, the possibility of having better-quality and enriched job performance of personnel would be increased by means of 12.9 percent. This is akin to organizational personnel examinations conducted by C. A. Onu et al. (2014).

However, it could also be deduced that the model was substantial and that 61.7% of the modification inside the activity of job performance had been meaningfully elucidated through the elements influencing the respondents’ job performance in the agricultural institutions in South-West, Nigeria. That is, there are other factors apart from these stated factors influencing respondents’ job performance in the agricultural institutions which accounts for 38.3% of the variation in their job performance.

Conclusion

This study attempted to find out the seeming effect of motivation factors on administrative personnel’s level of job performance. It also searched for whether motivation factors influenced their job performance. It was however concluded that the personnel positively perceived the effect of motivation on their level of job performance and also agreed that the identified motivation factors influenced their job performance. Motivation would bring about a positive result on the personnel’s job performance. Furthermore, fringe benefits, job supervision, and incentives were the significant motivation factors influencing their job performance in the organizations studied. It is, therefore, imperative for the agricultural institutions to take into concern the necessities and spirits of their administrative personnel because the result of exultant personnel would guarantee an outcome of fruitful personnel.

References


Motivation and Job Performance of Administrative Personnel in Agricultural Institutions


The paper submitted: March 10, 2020
Prepared for publication: July 15, 2020

Ololuiwa Ayodeji ADEBAYO, Stephen Oluseun ADEOGUN, Mathias Ofonedu UMUNNA

ŽEMĖS ŪKIO ĮSTAIGŲ ADMINISTRACINIO PERSONALO MOTYVACIJA IR DARBO NAŠUMAS

Santrauka

Nepakankamas supratimas apie motyvacijos įtaką žemės ūkio įstaigose gali būti susijęs su mažu darbuotojų darbo našumu žemės ūkio gamybos sistemoje. Tam reikia tobulinti darbuotojų motyvacines savybes ir gerinti veiklos rezultatus žemės ūkio sektoriaus visuose organizacijų lygmenyse. Šiame tyime nagrinėtas motyvacijos veiksnių poveikis administracinei personalo darbo rezultatams žemės ūkio įstaigose Pietvakarių Nigerijoje. Buvo naudojama dviejų etapų tyrimo procedūra norint atrinkti du šimtus aštuoniasdešimt administracinių darbuotojų. Pagal klausimyną buvo gauta informacija apie respondentų asmenines savybes, motyvacijos veiksnius ir darbo rezultatus. Analizuojami duomenys buvo interpretuojami ir aprašomi. Nustatyta, kad respondentai tvirtai sutiko su teiginiu (x̄ = 4,53), kad jų teikiamų paslaugų kokybė buvo didelė (x̄ = 4,35), Papildomos naudos (β = 0,181), darbo supervizija (β = 0,160) ir personalo paskatinimai (β = 0,129) reikšmingai (p <0,05) turėjo įtakos įstaigos darbo rezultatams. Tyrimas paskatino įstaigas atsižvelgti į jų personalo poreikius ir nuotaikas, nes patenkinto darbuočio rezultatai užtikrins našius rezultatus. Apskritai tyrimas atskleidė argumentus, kodėl svarbu motyvuoti darbuotojus, taip pat atskleidė (ne) motyvuotų darbuotojų reakcijas ir mechanizmus siekiant, kaip geriau atlikti darbą organizacijoje. Institucijų vadovų informacija buvo rekomenduota patobulinti darbuotojų motyvavimo priemones nuolat mokant periodiškai didinimus atlyginimų paketus. Taip pat pateiktos rekomendacijos mokymams, pratyboms, konferencijoms ir seminarams, siekiant pagerinti darbuotojų darbo rezultatus; taip jų organizacijose būtų pasiektas didesnis organizacinis efektyvumas, produktyvumas ir našumas.