JOB MOTIVATION AS A CORRELATE OF JOB PERFORMANCE AMONG NEWSPAPER WORKERS IN NIGERIA

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ABSTRACT

Studies show significant correlation between job motivation and job performance in many industries. Such studies are, however, scanty to the Nigerian newspaper industry. Motivation embodies the factors which propel employees to attain high job performance. Since job motivation is instrumental to job performance, literature suggests that its inadequacy could cause low job performance. This is cause for concern, given the importance of job performance in the newspaper industry. Therefore, this study examined job motivation as a correlate of job performance among newspaper workers in Nigeria. The survey method was adopted while questionnaires were used to collect data. The respondents were selected through a combination of stratified and quota sampling techniques. The data were analysed with descriptive and inferential statistics. Hypotheses were tested at 0.5 per cent level of significance. The study found that there was low job motivation among the workers; there was high job performance among them; and job motivation was not a significant correlate of job performance. This suggests that the workers maintain high job performance despite their low job motivation. The study recommends that employers in the newspaper industry should address ways of increasing job motivation in order to avoid industrial rancor and unethical practice. Future studies should attempt a comparative study of job motivation and job performance among Nigerian newspaper workers and those of some other African countries.

Key words: job motivation, job performance, newspaper

INTRODUCTION

Motivation is the embodiment of various factors such as good wages, fringe benefits, job security, opportunity for growth, good promotion policy, functional retirement benefits, profit sharing schemes, training and development, effective industrial relations, recruitment and selection policy, etc. which drive or propel workers to work happily and satisfactorily. The presence of motivational factors tends to make employees work harder, thus Baba Gana and Bababe (2011) note that high job motivation among employees leads to high job performance.

Though motivation is a key factor in the work place, there is no clear evidence of its presence among newspaper workers in Nigeria (Mbam, 2006). Contrarily, Wilson and Gapsiso (2009) and Mojaye (2006) observe separately that Nigerian journalists are motivated. The actual state of Nigerian newspaper workers’ job motivation and its influence on job performance is unclear.
This study thus seeks to find out how job motivation correlates with job performance among newspaper workers in Nigeria.

The study hopes to provide empirical evidence on job motivation and the relationship between this and job performance among newspaper workers in Nigeria. This work covers all the general interest national newspapers in Nigeria. It could therefore serve as a reliable source of data on the issues covered in this study. The management of newspaper houses will be able to gain access to empirical evidence on job motivation and job performance among newspaper workers in Nigeria. This may be useful to them in policy formulation and implementation. Newspaper proprietors and newspaper managers, communication scholars and students will also benefit from the study.

This study will contribute to the existing body of knowledge in the following areas: the study will reveal for the first time the level of job motivation and job performance, and the type of correlation between job motivation and job performance among newspaper workers in Nigeria.

Statement of the Problem

Motivation is a significant factor which enhances job performance. However, media scholars such as Enahoro (2002), Dipo (2006) and Ikelegbe (2007) argue that job motivation and job performance among Nigerian newspaper workers are low. This scenario tends to deviate negatively from the conventional global expectation. Motivation is a cornerstone in the industrial setting. Job motivation could produce higher job performance among the workers and lack of it among the Nigerian newspaper workers could affect their job performance negatively. This may not be a healthy situation, considering the role of the newspaper industry in a nation’s life. There is also a lacuna as previous researchers have not addressed the level of job motivation among all categories of newspaper workers in Nigeria holistically. The following research hypotheses will therefore guide the study.

Objectives

The overall purpose of this study is to determine:

i. the level of job motivation among newspaper workers in Nigeria
ii. if job performance among newspaper workers in Nigeria is high
iii. if job motivation is a significant correlate of job performance among newspaper workers in Nigeria.

Hypotheses

The following null hypotheses will be tested for the study:

i. There is no high job motivation among newspaper workers in Nigeria.
ii. There is no high job performance among newspaper workers in Nigeria.
iii. Job motivation is not a significant correlate of job performance among newspaper workers in Nigeria.

Theoretical Framework

The study is hinged on the Theory of Hygiene Factors andMotivators and Campbell’s Perspective of Job Performance. The Hygiene Factors and Motivators theory was propounded by Dr Fredrick Herzberg in 1959. Hertzberg’s major interest was to answer the questions of what constitutes “job satisfaction” and what actually motivates the worker to want to work harder. He therefore engaged in a tedious study of workers and finally developed this theory. He identified hygiene factors and motivators as responsible for employees’ job motivation and job performance. He explained that hygiene factors included pay, working conditions and environment, pension funds and fringe benefits, promotion policy, profit sharing schemes, training and development, effective industrial
relations, recruitment and selection policy, among others. He emphasised that the presence and adequacy of these factors were fundamental to employees’ optimum job motivation, job performance and productivity. Their absence would lead to workers’ job dissatisfaction and lack of motivation. Such a situation would invariably have a negative effect on effect job performance. According to Gawel (1997), motivators are elements that enrich a person’s job; Herzberg found five factors in particular that were strong determinant of job satisfaction: achievement, recognition, the work itself, responsibility and advancement. These motivators (satisfiers) are associated with long-term positive effects in job performance, while the hygiene factors (dissatisfiers) consistently produce only short-term changes in job attitudes and performance, which can quickly return to their previous level. Along similar lines, Jishi (2009), who did extensive review on the work of Herzberg, explains that “motivators” are factors that have to be present if there is to be job satisfaction and motivation among the workers.

**Campbell’s Perspective of Job Performance**

Campbell (1990) propounds a perspective that has come to be known as *Campbell’s Perspective of Job Performance*. The perspective explains the determinants of job performance as well as what job performance entails. He describes the job performance determinants as (1) declarative knowledge, (2) procedural knowledge and skills, and (3) motivation. According to the perspective, declarative knowledge includes knowledge about facts, principles, goals and the self. It is assumed to be the person’s ability, personality, interest, education, training, experience and aptitude–treatment interaction. Procedural knowledge and skill include cognitive and psychomotor skill. Indicators of procedural knowledge and skill are also abilities, personality, interest, education, training, experience, aptitude–treatment interaction and practice.

Motivation, according to the perspective, comprises choices to perform, level of effort, and perspective of effort. The *Campbell’s Perspective* does not make any specific assumption about indicators of motivation.

The perspective proposes the following eight-factor model of performance: task specific behaviours which include those behaviors that an individual undertakes as part of a job; non-task specific behaviours, which are those behaviours which an individual is required to undertake which do not pertain only to a particular job; written and oral communication tasks, which refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which he or she delivers the communication; an individual’s performance, which can also be assessed in terms of effort, either day to day, or when there are extraordinary circumstances. Effort indicates the level of people’s commitment to their job tasks; personal discipline; helping out groups and colleagues; supervisory or leadership component; and managerial tasks.

The major postulation of Campbell’s perspective is the ability of the individual to perform his task effectively in order to meet the goals of the organisation.

The two theories are important to this study, since the study is concerned with the job motivation and job performance of newspaper workers in Nigeria. Drawing from the theories, the normal expectation would be that the presence of the hygiene factors and motivators will lead to job motivation and higher job performance. The theories are, therefore, adopted for this study.

**LITERATURE REVIEW**

Employers motivate their employees in order to get maximum job performance. Maximum job performance could subsequently lead to high productivity, which is the fundamental objective of the employer. Motivation is basically concerned with the presence of factors that can propel the employee to put in his maximum effort. Sinclair et al. (2005) explain that some of these factors include the condition of service, salaries and wages, prospect for upward mobility within the job, the
Job motivation as a correlate of job performance among newspaper workers in Nigeria

31

presence of good welfare packages such as good transfer arrangements, housing, medical care and effective organisation communication. But there remains the question of the relationship between job motivation and job performance. In essence, does a highly motivated staff member perform his or her task more effectively? Ololube (2004) explains that there is a strong relationship between job motivation and job performance. His view thus suggests that more motivated staff are likely to put in higher job performance which could lead to higher productivity. In essence, motivated and empowered employees who have a clear vision of importance of product quality will support a distinctive quality competence. This goes to show that the ability of many firms to achieve and maintain distinctive quality competencies is based on the motivation and competence of the workers. The motivation and vision of the employees can thus enable the firm to achieve its goal.

Kadence (2006) explains that an individual’s performance is usually determined by the following factors: motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the tools, materials and information needed to do the job). He explains further that if an employee lacks ability, the manager can provide training or replace the worker. If there is an environmental problem, the manager can also make adjustments to provide higher performance. But if motivation is the problem, the manager’s task is more challenging, thus he has to strive hard always to ensure that the employees are adequately motivated in order to perform effectively.

Ubom and Joshua (2004) point out that when individuals perform their jobs effectively, a better result is yielded for the organisation. They note that mere job performance is quite distinct from effective job performance. What is actually required of the employee is effective job performance. Effective job performance leads to higher productivity. Campbell (1990) identifies three major determinants of job performance: declarative knowledge; procedural knowledge and skill; and motivation. Declarative knowledge refers to knowledge about fact, principles, objects, etc. Procedural knowledge and skill includes cognitive and perceptual abilities. Motivation refers to the combination of three behavioural choices – choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort. Motivation, therefore, is the reflection of the direction, intensity and persistence of volitional behaviours.

Job performance is the engine that drives productivity, but other factors such as motivation and skill lubricate the engine. Adeyemo (2000) explains that job performance is so important that it cannot be ignored in the industrial setting. The combination of behaviour and action brings about the desired results of the organisation. The organisation’s desired results are usually higher productivity and profitability. Job performance thus embeds skill, willingness to perform assigned tasks, putting in extra effort to achieve results, creativity and ingenuity. Once there is effective job performance, productivity is bound to rise and the organisation will benefit. Job performance therefore affects productivity. Low job performance is likely to lead to low productivity, which is bad for the health of any organisation.

Ifinedo (2003) maintains a similar view and explains that an organisation’s liveliness, whether public or private, comes from the motivation of its employees, although their abilities play just as crucial a role in determining their work performance through their motivation. Motivation and job performance thus play an important role in the realisation of the organisation’s goals. Ifinedo (2003) emphasises that a motivated worker is easy to spot by his ability, dedication, enthusiasm, focus, zeal, and general performance and contribution to organisational objectives and goals. Peretomode (1991) argues strongly along similar lines that high productivity is the dream of every organisation, and high productivity is a product of high performance. High performance, on the other hand, flows from high motivation. The process of the organisation’s success flows from good motivation of the workers. A highly motivated employee might also be dissatisfied with every aspect of his or her job. But this situation is not very common. Nevertheless, the bedrock of job performance is motivation. Peretomode (1991) therefore recommends that organisations should strive to provide sufficient and relevant motivators for their worker in order to bring out the best of employees’ performance.
Mojaye (2006) also argues that newspaper workers in Nigeria use the Internet significantly, thus their job performance has increased. He points out that the use of Internet, which is one of the latest information and communications technology (ICT) developments, has made newspaper publishing very easy and cheap in the country. Mojaye’s finding suggests that there is high job performance by newspaper workers in Nigeria. Atala and Umar (2006) explain that many newspaper workers in Nigeria have adopted ICT significantly in their task performance. They cite mobile phones, which make the work of the reporter very easy. Mobile phones ensure speedy appointment making, quick clarification, confirmation, reminders and interviews. They assert that Nigerian newspaper workers perform very highly in their jobs.


Whawo (1993) suggests that the higher the prestige of the job, the greater the job satisfaction and job performance. Many workers, however, are satisfied in even the least prestigious jobs. Job satisfaction, which is a function of motivation, varies from individual to individual. A worker who has a higher level of job satisfaction is likely to put in higher performance in his task. Whawo thus shares the same view with Peretomode, Ifinedo and Ololube. Their main emphasis is on good motivation, which creates high performance and ultimately leads to higher productivity and the attainment of organisational objectives.

In a study of the relationship between job satisfaction and employees’ job performance, Ololube (2004) found a strong and significant relationship between job satisfaction and employees’ job performance. He explains that the relationship between motivation and job performance was more significant among more motivated staff. The above arguments suggest that motivation is a significant factor in employees’ job performance and no employer who wishes to succeed can ignore it. Adeyemo (2000) states that there is a strong correlation between job satisfaction and job performance, and that higher job performance could be caused by the nature of the job and the incentives attached. When there is high job satisfaction, workers tend to put in their best effort. Closely related to the work of Adeyemo is that of Chowdhury (2007). He found a significant relationship between motivation and job performance and explains that good supervisors have a way of motivating employees to work harder. Once the workers are sufficiently motivated, performance will be enhanced. He recommends that emphasis be placed on motivating workers, because an adequately motivated workforce has the potential to perform efficiently.

However, the Marxist theory of alienation deviates from the above views. According to Cox (1998), this theory is concerned mainly with the effect of the use of technology on motivation and job performance and suggests that it could result in the alienation of workers from their work. The alienation comes in these dimensions: powerlessness, loss of meaning and a sense of isolation. The Marxist theory of alienation explains that in the past workers were masters of their trade and this provided adequate motivational factors. But with modern technology, intelligence and skill are built into machines, leaving workers performing routine and monotonous jobs with less motivation. Marx argues that since the factory belongs to the capitalist, the workers are not likely to identify with its products or its fortunes. Since workers do not benefit personally from their work because of poor pay and lack of other incentives, they become demotivated. As a result of limited or total lack of opportunity and the fear of losing their jobs, employees may still, however, maintain high job performance despite low job motivation. In this case, job motivation and job performance cannot be said to have a positive correlation.

Findings from Rode’s (2004) study on job satisfaction, motivation and productivity indicate that high job performance is a significant factor in higher productivity, while motivation is a prime prompter of high job performance. Rode (2004) explains that job satisfaction, which is
part of motivation, has a rather strong correlation to productivity. He adds that motivation and job performance are directly related to one another. He explains that there is no argument about the relationship between job motivation and job performance. The reason one takes up a job is simply because one has certain expectations to meet. The attainment of these expectations leads to motivation and subsequently gives rise to high job performance.

The literature review indicates that job motivation is a significant factor which enhances job performance. The review therefore suggests significant correlation between job motivation and job performance among employees.

**METHODOLOGY**

The survey method was used to gather data for the study. The study population consisted of the 4,698 staff in the editorial, production, circulation, IT, marketing, and circulation and administration departments in 12 general interest national newspapers houses in Nigeria. These newspapers were *The Guardian, Vanguard, ThisDay, The Punch, Nigerian Tribune, Daily Champion, The Sun, Daily Trust, Daily Independent, The Nation, Compass and Leadership.*

A sample size of 2,797 was selected through the multi-stage sampling procedure – relative proportional representation to stratified sampling technique and random sampling. 2,797 copies of the questionnaire were administered and 2,669 were returned, giving a return rate of 95.42 per cent. Sixteen copies were invalidated, making the final number 2,653 (94.85%).

The questionnaire consisted of two sections: section A, which contained 21 items, measured the level of job motivation among the workers. Section B contained 21 items and measured the level of job performance. The Likert scale was used for scoring – strongly agree (SA), agree (A), disagree (D), and strongly disagree (SD). For positively worded items, the weightings were 4, 3, 2 and 1, while negatively worded items were scored 1, 2, 3 and 4.

In measuring the reliability of the research instrument, SPSS version 13.0 software was used and a cronbach alpha reliability of 0.89 was obtained, which indicated that the research instrument had a strong reliability. The face and content validity of the instrument were determined by five experts in the field of test and measurement.

**Hypothesis 1:** “There is no high job motivation among newspaper workers in Nigeria”. Chi square was used to test this hypothesis and the result is presented in Table 1 below.

| Table 1: Chi-square analysis of the level of motivation among newspaper workers in Nigeria |
|-------------------|-----------------|---------------|----------------|
| N                 | Df              | Chi square    | Critical value |
| 2,653             | 2,651           | 2.67          | 3.84           |

The results show $x^2$ to be 2.67, while the table value is 3.84. The $x^2$ of 2.67 is therefore less than $x^2$ critical (3.84). Additionally, the N of the population is 2,653, while the degree of freedom (Df) is 2,651. Since $x^2$ calculated (2.67) < $x^2$ critical (3.84), the $H_0$ which states that there is no high job
motivation among Nigerian newspaper workers is accepted, while the $H_0$ is therefore rejected. The implication is that job motivation among newspaper workers in Nigeria is not high.

The findings show that there is no high job motivation among newspaper workers in Nigeria. The findings agree with the hypothesis, thus the alternative hypothesis was rejected. The findings are line with the findings of Whawo (1993), Adeyemo (2000), Ololube (2004) and Chowdhury (2007), which postulate that the necessary motivational factors have to be available for workers to be adequately motivated. This implies that the necessary motivational factors are inadequate and thus incapable of inducing the required job motivation among newspaper workers in Nigeria. The findings fall in line with the findings of Rode (2004), Chowdhury (2007) and Jishi (2009), whose studies indicate that motivated workers are expected to be happy and love working in the organisation as well as maintain high self-esteem and a sense of recognition. Motivated workers are also expected to derive a high sense of achievement from working in the organisation. They maintain that there has to be good pay, a good retirement policy, a health scheme, and other incentives before job motivation can be raised high. The findings of this study which shows low job motivation among the workers is an indication that the ingredients which constitute employees’ job motivation are lacking in the Nigerian newspaper industry. Therefore, a conclusion could be drawn that there is no high job motivation among newspaper workers in Nigeria.

**Hypothesis 2:** “There is no high job performance among newspaper workers in Nigeria”.

Chi square was used to test this hypothesis and the results are presented in Table 2 below.

| Table 2: Chi-square analysis of the level of job performance among newspaper workers in Nigeria |
|---|---|---|---|---|
| N | Df | Chi square calculated | Critical value | Remark |
| 2,653 | 2,651 | 1,097.081 | 6.25 | $H_0$ is rejected |

The results show $\chi^2$ to be 1,097.081, while $\chi^2$ critical is 6.25. In addition, the N of the population is 2,653 while the degree of freedom (Df) is 2,651. Since $\chi^2$ calculated (1,097.081) > $\chi^2$ critical (6.25), the $H_0$, which states that there is no high job performance among newspaper workers in Nigeria, is therefore rejected while the $H_1$ is accepted. The finding thus implies that there is high job performance among the newspaper workers in Nigeria.

The results, show that there is high job performance among the newspaper workers in Nigeria, which is an indication of the rejection of the null hypothesis and acceptance of the alternative hypothesis. This finding thus agrees with the findings of Atala and Umar (2006) and Mojaye (2006), who suggest that there is high job performance among newspaper workers in Nigeria. However, the findings deviate from views of Agba (2001) and Enahoro (2002), which state that job performance among Nigerian newspaper workers is not high. In a nutshell, there is high job performance among newspaper workers in Nigeria.
**Hypothesis 3:** “There is no significant correlation between job motivation and job performance among newspaper workers in Nigeria”. In testing this hypothesis, correlation and regression analysis were used and the results presented in Table 3.

**Table 3:** Correlation and regression analysis of job motivation and job performance among newspaper workers in Nigeria

<table>
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<th>R</th>
<th>Std. error of the estimate</th>
<th>Mean square</th>
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<tr>
<td></td>
<td>.462a</td>
<td>.06443</td>
<td>.012</td>
<td>2.612</td>
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Predictors: (constant), job motivation. Dependent variable: job performance

The results in Table 3 reveal a correlation output of .462 which shows that there is no significant relationship between job motivation and job performance among newspaper workers in Nigeria. The computed F (1, 2651) 2.612 < F critical (3.8415) at the five per cent level of significance. The null hypothesis, which states that there is no significant correlation between job motivation and job performance among newspaper workers in Nigeria, was accepted, while the alternative hypothesis was rejected. This suggests that job motivation does correlate significantly with job performance among newspaper workers in Nigeria.

The findings show that there is no significant correlation between job motivation and job performance among newspaper workers in Nigeria, thus the null hypothesis was rejected while the alternative hypothesis was accepted. The findings thus disagree with those of Whawo (1993), Bishay (1996), Ololube (2004), Adeyemo (2000), Rode (2004), Chowdhury (2007) and Jishi (2009), which indicated significant correlation between job motivation and job performance among employees. The finding however agrees with the Marxist theory of alienation which postulates that the workers may maintain high job performance amidst low job motivation because of the fear of losing their jobs. In such a situation, a positive relationship could not be said to exist between job motivation and job performance. The study thus shows that there is no significant correlation between job motivation and job performance among newspaper workers in Nigeria.

**LIMITATIONS OF THE STUDY**

The researcher was aware of the fact that a holistic study of all the newspapers in the country, including state government-owned and specialised ones, would have been more comprehensive, but the category covered is usually of more concern in media studies. The study was thus limited to the general interest national newspapers. State government-owned, community and specialised newspapers were excluded from this study. Therefore, this study cannot be generalised beyond the nationally circulated general interest newspapers in the country. The researcher also took note of the shortcomings of the survey and the questionnaire used in the data gathering, especially with respect to providing answers that may not be totally accurate. The researcher thus guarded against extraneous variables that could interfere with the data gathering effort.

**SUGGESTION FOR FUTURE STUDIES**

The study recommends a comparative study of job motivation and job performance among Nigerian newspaper workers and those of some other African countries.

**SUMMARY**

The study sought to find out the correlation between job motivation and job performance, and the level of job motivation and job performance among newspaper workers in Nigeria. The following
findings were arrived at: there is no significant correlation between job motivation and job performance among Nigerian newspaper workers; job motivation among the employees is low; and job performance among the workers is high.

CONCLUSION

Based on the findings, the conclusion can be drawn that there is no significant correlation between job motivation and job performance among newspaper workers, and that there is low job motivation among newspaper workers. Despite the employees’ low job motivation, the study found high job performance. The low job motivation therefore did not affect their job performance.

RECOMMENDATIONS

Based on the findings, the following recommendations can be made: newspaper management should increase the level of motivation among workers by providing the factors that enhance motivation. The findings indicate that newspaper employees in Nigeria are grossly ill-motivated in virtually all ramifications. Motivation is not a permanent factor. It fluctuates, depending on the availability and use of the appropriate ingredients of motivation. If management of the newspaper houses in Nigeria put the necessary measures in place, the employees’ motivation could rise. Arising from this consideration, newspaper owners and management should provide the necessary motivators for their workers in order to improve the workers’ motivation and consequently to attain high job performance. Though job performance may be high despite employees’ low job motivation, as the study indicates, it is not a healthy sign for the Nigerian newspaper industry. The workers may be displaying high job performance amid frustration because of the fear of losing their jobs, especially since the opportunity of getting other jobs is remote. In this situation, the possibility of unethical practices, especially accepting freebies, industrial sabotage and fraud, among others, cannot be ruled out. Such unethical practices may paint a negative picture of the entire Nigerian mass media. This is not good, considering the role of newspapers in national development and national policing through its role of watchdog and mirror of society. Additionally, the Nigerian newspaper industry cannot be adjudged to have attained its optimum growth and development when compared with other comparative economies and developed economies. This implies that there is still much room for growth and development. One way to ensure such growth is through high job performance which would lead to higher productivity. With higher job motivation, there would be better prospects for higher job performance, which could propel higher productivity and subsequent organisational expansion. The one major way that newspaper owners and management could make workers improve on their level of job performance is through adequate job motivation.

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Job motivation as a correlate of job performance among newspaper workers in Nigeria