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**Abstract**

**Objective:** This study's main goal was to determine the elements that influence academic staff members in Nigerian universities' levels of enthusiasm and productivity.

**Research Design:** To provide insightful analysis, a quantitative study design was adopted. By means of the convenience sampling method, 8,500 members of the academic staff who had been hand-selected received questionnaires. Regression analysis and SPSS version 20 were used for the statistical analysis.

**Findings/Conclusion:** The study's conclusions demonstrated that there is a very tenuous and unfavorable correlation between academic staff performance and lucid desire. This means that if government interest in such a wish decreases, academic staff performance will also do the same. Second, the reason for Nigeria's lagging economic development is due to inadequate working conditions and a wage rate that is not sufficiently comparable and competitive. Thus, accumulating more evidence of inadequate government support for education. We therefore, concluded that poor organizational performance would follow from failing to address motivational and behavioral issues.

**Research Implications and Recommendations:** By increasing knowledge about factors affecting motivation and thereby expanding the body of literature on this topic, the study has proven that an organization's behavioral attitudes about performance play a role in performance of their

employees and organization in general. It follows that government initiatives to encourage employees' commitment to organizational tasks would therefore be beneficial. One of the policy approaches suggested to foster employee commitment is an increase in the educational budget in line with worldwide standards.

**Practical Implications:** This study can help practitioners and higher authorities at universities improve performance by ensuring people are happy in their jobs. Employees who are motivated are more likely to contribute to the business by working together and using their knowledge to increase both quality and productivity. The results of the study will help university officials create HR procedures that support a productive workforce.

**Contribution and Value Added:** The study has shown the relevance and use of the need's theory of motivation in the context of employee performance by proving its capacity to forecast organizational success.

**Keywords:** Factors of motivation; Lucid desire, Compulsive desire; Academic & Employee's performance.

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## 1- Introduction

The desires of employees in all businesses, particularly academic staff at universities, are greatly impacted by elements that affect motivation. This is significant, given the incessant strikes over the years in Nigeria and in recent years in other places. The level of dedication, fervor, vigor, and innovation that a company's employees embrace and exhibit in their day-to-day interactions is known as motivation. Motivated workers perform better, which is good for the organization as a whole. As a result, organizations all over the world are concentrating on finding the best ways to inspire and maintain employee performance in order to address important problems like income disparity, subpar working conditions, and the general well-being of nations. However, over the years, attempts to repeat this scenario, for example, in Nigeria, have failed.

According to Omale et al. (2022), motivation is the single most important factor in any organization, whether it is private or public. By addressing a number of issues that affect many

individuals, an effective organizational structure may be developed. This is because motivated employees tend to feel more fulfilled and are more willing to support one another while also improving their own performance and productivity. Increased pay, incentives, job progression, and gratitude all appeared to be very significant motivators for employees, according to Uka and Prendi's study from 2021. Employers commonly use incentives, which are important motivators that drive particular behaviors, according to Ali and Anwar (2021). They might show up as cash, bonuses, paid time off, or any number of other things. Incentives are important in addition to rewards from employers for employees to perform properly. Employers may identify motivated and effective employees by developing a reward system and recognizing their team members. As a result, the workforce is inspired to perform above and beyond and is satisfied (Kim & Patel, 2021).

Evidently, employee motivation affects both efficiency and high turnover (Miao et al., 2020). Employers must be aware of the components of motivation if they want to see an improvement in employee performance. Executives at organizations can have a big impact on what workers expect at work. Team leaders have a responsibility to motivate and guide their teammates toward the desired result. Omale (2016) asserts that individual differences in beliefs, propensities, and circumstances might negatively affect an organization's effectiveness. Employees who are happy with their jobs may put forth greater effort overall. Politics, economics, ethics, legislation, and technology are the four primary external elements that affect an institution's success or failure. Therefore, these elements may have a favorable or unfavorable effect on employee motivation. The ability to be motivated, on the other hand, is a personal trait that drives people to achieve both their own and an organization's goals (Omale et al., 2017).

Despite its evident significance and numerous governments' efforts to inspire their staff members in academic institutions, the industry has a dismal track record for employee's performance. Since experiential study on incentive has long been separated into distinct fields, it is challenging to advance a consolidative theory of motivation. For instance, motivation has historically been viewed as an annoyance in cognitive psychology that needs to be managed (Simon, 1994). However, in recent years, scholars have come to see the value of a more inclusive and interdisciplinary method to the study of motivation. "Motivation Science" is a diverse, multimethod endeavor that is now a developing field (Kruglanski, Chemikova & Kopez, 2015).

There is a need for more research on employee motivation and attitudes toward achieving organizational goals because there hasn't been much done in this area. Due to the lack of research in this area, the study tries to look at the universities' human resources policies and motivating factors (Fawehinmi et al., 2020). Singh et al. (2020) makes a further case that motivational strategies fall short of raising workers' productivity. It is necessary to investigate certain mediating variables that can improve organizational performance in order to close the research gap (Liu et al., 2020). Lucid and compulsive desire is one of the factors that prior research on motivation has neglected to address, and where such desires exist, the findings have remained ambiguous. The current research shows a strong desire to close this gap. Employee behavior has an impact on the sustainability of organizational performance (Kim et al., 2019). The work environment and interpersonal interactions may be negatively or positively impacted by a person's job happiness and performance (Khan et al., 2022b). These unappealing models have piqued the interest of politicians and academics in determining what factors influence employee performance variation.

Recent research by Fichter and Tiemann (2018), identified initiators, promoters, and networkers as crucial individuals in university administration and the workforce who enable long-term change and employee performance in universities. There are many variables that might influence employee performance. The development of performance models has its roots in the domains of psychology, industrial organization theory, and strategic management. In earlier models for analyzing service quality, the individual's traits were emphasized as the primary determinant of firm performance (Sandberg, 1986). Sandberg and Hofer (1987) suggested a sparse model of firm performance as a function of individual operations and business strategy after observing the inherent shortcomings in the existing models of firm performance.

Factors such as the desire and commitment of employees, for example, have been suggested as increasingly important and securing aspects in models of corporate performance. These viewpoints have promoted desire as an essential component of effective organizational performance. This study aims to determine how elements like an employee's desire and commitment affect motivation among university academic staff in Nigeria based on this foundation. In order to better understand the direct impact of desire and commitment on the academic staff's performance in Nigerian universities, the study will make use of Maslow's hierarchy of needs models of motivation. There is still much to learn about how employees' desire and commitment interact to affect the

effectiveness of the organization. Finally, the study will evaluate the moderating aspects of factors of motivation on the performance of academic staff at Nigerian universities to shed light on the influence of the setting in which employees place themselves on the relationship between commitment and performance.

## **2- Review of related literature**

### **2.1- Theoretical Analysis**

Maslow's (1943) "need" theory of motivation is one of the theoretical vantage points for comprehending the nature of desire. Modern research by Tay and Diener (2011) has verified Maslow's theory by evaluating the data of 60,865 individuals from 123 nations, representing every major region of the world. Maslow draws inspiration from positive psychology as a framework for comprehending the meaning of life. The poll was carried out between 2005 and 2010. Participants supplied data regarding six wants: autonomy, mastery, respect, safety, and basic necessities (food and shelter), which closely mirror those in Maslow's pyramid of needs. They also graded their health on three different scales, including life evaluation (a person's viewpoint on their life as a whole), positive emotions (daily feelings of joy or pleasure), and negative emotions (daily feelings of grief, rage, or stress). The study's findings support the notion that, notwithstanding variations in culture, fundamental human desires appear to be present. The hierarchy's arrangement of the needs, however, was incorrect. According to Diener, "you don't need to fulfill them in order to get benefits from the others," despite the fact that the most fundamental needs might receive the most attention when they are unmet.

According to Schroeder (2020), desire is a mental state that can be articulated by words like "hoping," "wishing," "yearning," or "craving." Desires frequently come with a wide range of features. They are thought of as propositional attitudes toward imaginable situations. As a result, when all three characteristics are met, an action is a desire. First, the guy is partaking in his favorite activity. The exercise has a built-in emotional element (Mageau et al., 2009).

Second, the individual then realizes that the activity has a significant role in who they are. Desire-driven activities are distinguished from other intrinsically motivated activities by the presence of a value component, which is a component of the action (Mageau et al., 2009). Because of how highly regarded the activity is, it develops into a crucial component of the individual's identity

(Donahue et al., 2012). Third, the individual spends a lot of time and effort participating in the activity (internationalization). The difference between compulsive and lucid desire is how it is expressed internationally. But according to Vallerand and his team's theory of need, if one of the components of the theorization of desire is gone, then desire for the activity is also absent.

This study hypothesizes how an individual's desire will have an indirect impact on academic staff performance by using the duality theory of passion as its guiding theory and acknowledging that the connection between passion and firm performance is distal, including recognition of the significant role of behavior (Vallerand et al., 2003). According to Jouardar and Wu (2011), an individual's direction, activities, procedures, actions, or inactions have a significant impact on a firm's performance. The conceptual framework for this study (Figure 1) and the ensuing hypotheses were put forth in light of this.

**H<sub>1</sub>:** Lucid desire have a positive and significant effect on academic staff performance.

**H<sub>2</sub>:** Compulsive desire is negatively and significantly related to academic staff commitment.

## 2.2- Factors Upsetting Motivation

Employee personality traits and inter-organizational trust both influences how individuals respond to internal and external influences that are present in any organization (Omale, 2015). Given that most workers spend the majority of their waking hours at the office, the atmosphere there has a significant impact on both their performance and self-esteem. Adomako et al. (2016) suggest that, the nature of the environment will moderate the association between commitment and academic success since an individual's engagement with the environment has the capacity to have a good or detrimental effect on their performance. A clearer understanding of the connection between desire, commitment, and organizational performance may be obtained by including the impact of the work environment in a model of employees' performance.

This concept immediately affects each employee's performance, which in turn has an impact on the organization as a whole. In order to identify solutions, it is crucial to look at issues that negatively affect the output and motivation of academic personnel. According to Trinh et al. (2021), the top five factors impacting motivation are self-recognition, company relationships, working environments, job features, pay, and bonuses. It is believed that self-awareness is the most

important factor. Organizations will be assisted by real-world problem-based research in identifying the issue, enhancing benefits, enhancing staff training tactics to increase output and income, lowering employee turnover rates, and handling other issues.

Whether or not a person accepts a job offer, as well as whether they continue with it and perform well at work, can be influenced by their motivation (Lin, 2008). The motivational research also recommends making it simpler for individuals to become motivated by the desire to fulfill their unmet needs; as a result, they put forth an effort in the hopes that their demands would be satisfied. According to Wang (2004), objectiveness, equality, and values are given priority in current motivational studies. According to Basiska et al. (2019), academic institutions need a staff that is innovative in order to improve scientific performance and the university's influence on a global scale. As a result, managing academic staff performance at universities is necessary for the nation to attain the anticipated economic growth.

We have been able to identify the following factors as the main ones affecting motivation and academic staff performance in Nigerian universities: (1) a poor working environment; (2) an inadequately competitive and comparable wage rate; (3) tribalism and nepotism in appointment; and (4) a delay in promotion. These findings are based on our interactions with the respondents during the course of conducting this research and our personal experiences as researchers over the years in tertiary institutions. Although there are many other factors that can influence motivation, the ones covered in this essay are the ones that have the biggest worldwide negative effects on academic staff motivation.

However, Velikova (2017) asserts that because every person is different, developing a system that can inspire the workforce is not a simple process. Additionally, as employee demands and goals can change widely from organization to organization, a new set of motives would be effective in each one. Different people might value things differently around the world depending on things like power and status distinctions, security and avoiding uncertainty, praise, wage rises, job flexibility, job titles, etc. Different cultures and living standards will produce different motivational combinations, which presents a significant challenge to organizational leaders.

Nevertheless, the organization's performance and efficiency, as well as the timely and accurate completion of tasks and deadlines, depend on knowing how to manage problems and motivate employees. Organizations need to be aware of the right motivational factors to use for their teams

in order to increase overall employee productivity and happiness. The underlying claim is presented in light of the discussion and presumptions made in the submission above.

**H3:** Poor working environments have negative and significant effect on academic staff performance.

**H4:** Inadequate comparable wages in universities have negative and significant effect on academic staff performance.

**H5:** Tribalism and nepotism in the recruitment of unit heads in universities is negatively and significantly related to academic staff performance.

**H6:** Delays in the promotion of employees have a negative and significant effect on the performance of academic staff.

### **2.3- Employees Performance**

Employee performance is important in the development of human resources since it helps an institution succeed. Performance refers to a person's actual accomplishments. It is the quality and amount of work completed by an individual while performing his job in line with the duties assigned to him. Al Mehrzi and Singh (2016) define "performance" as the outcome or degree of success of an individual over the course of a given period in carrying out tasks in comparison to different possibilities, such as work standards, targets, or previously established criteria that have been mutually agreed upon. Furthermore, according to Yang et al. (2016), "performance" essentially refers to what an employee does or does not do.

Optimizing these employees' performance is advantageous for the organization as well as the workers (Utin & Sri, 2019). One of the key elements that might impact how well people perform inside a corporation is leadership style. The leadership style of an organization determines whether it succeeds or fails and, in the face of difficulties, whether it performs horribly or not. According to Utin and Sri (2019), leadership style, motivation, and work discipline all have a big impact on how well employees perform. A poor leadership approach may have unforeseen consequences,



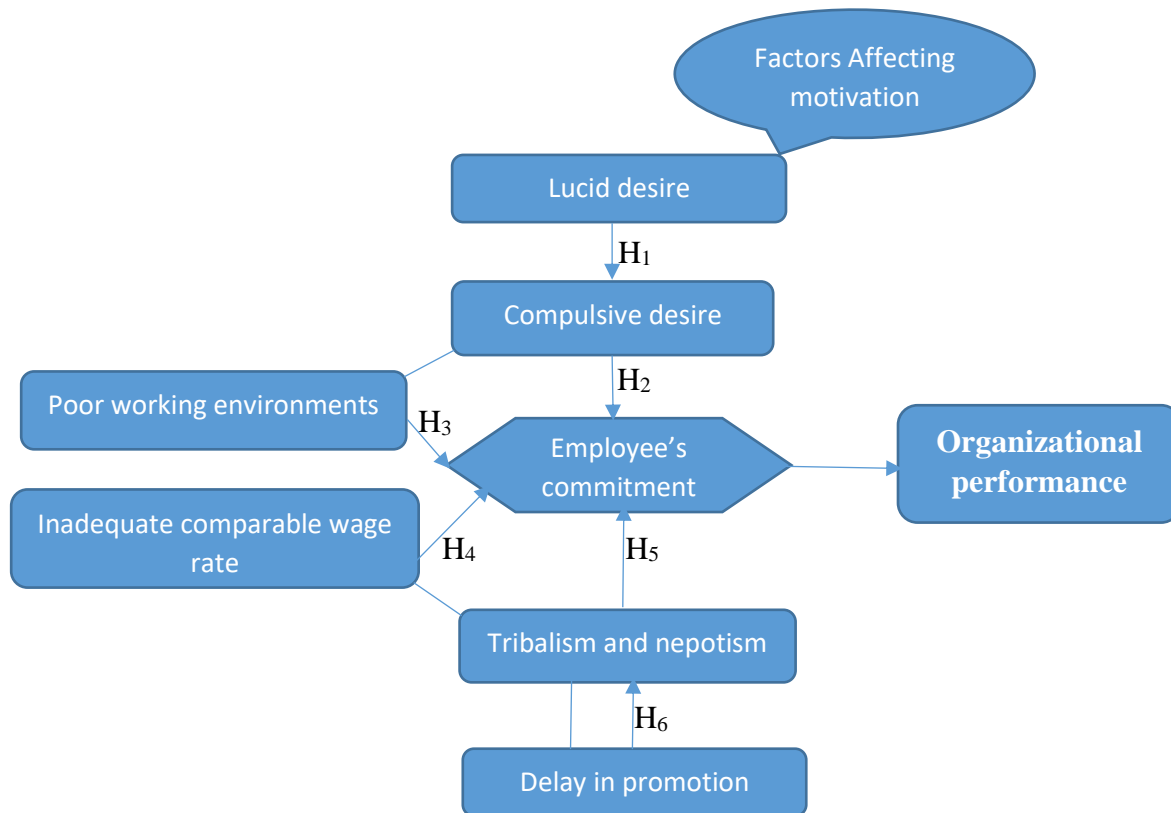
such as a decline in employee performance, which will have an impact on the firm's performance as a whole.

One of the many factors that affects employee performance is work motivation. Even if a worker has exceptional operational abilities, their employment won't be satisfying if they are unmotivated at work. Employees must take their role in the organization seriously and focus more intently on their work in order to attain organizational aims. Workers that are extremely inspired at work will put in more determination to complete their tasks. On the other hand, when employees lack work motivation, they lack the spirit of work, give up easily, and struggle to finish their tasks (Harwiki, 2016).

Employers must consequently establish a favorable relationship with their employees in order to compete, preserve the organization, and provide a healthy bottom line in an environment that is seeing more competition. This entails putting new ideas into practice, including technology-based performance management systems, effective motivating techniques, and employee social networks.

### **3- Conceptual Research Model**

The theoretical framework presented in this paper demonstrates the factors affecting the efficiency and inspiration of employees at universities. The routes H1 through H6 illustrate these elements disrupting motivation in this paradigm in order. These factors indicate that a lack of employee passion has a significant negative impact on the productivity of academic personnel. It also demonstrates how motivation—or a lack thereof—is the underlying reason for brain drain, a lack of commitment, low job satisfaction, and poor organizational performance.



**Figure 1:** Conceptual motivational model

**Source:** Researchers' conceptualization model

#### 4- Research Method and Design

The academic staff in Nigeria universities is the primary subject of this study. Nine thousand permanent employees who have contracts in place as of September 2022 were included in the study. The Krejcie and Morgan (1970) table served as the foundation for the study's estimation of sample size using quantitative research design. In order to assure the trustworthiness of the results, the study's biases were removed with the help of a quantitative design (Avotra et al., 2021).

A total of nine thousand (9,000) questionnaires were distributed to selected academic staff members from 32 government-owned universities. However, only eight thousand five hundred (8,500) legitimate questionnaire copies were returned, yielding a 94.4% response rate. The

researcher's capacity to quickly and affordably collect data from readily available respondents was greatly aided by the use of a convenience sampling technique (Yingfei et al., 2021).

A statistical analysis was carried out using SPSS version 20 on the empirical data gathered from the respondents in order to examine the aforementioned assumptions. According to Hair et al. (2014), software facilitates extensive data analysis by quickly creating a path model.

### 5- Analysis of Data and Test of Hypotheses

Eight thousand five hundred (8,500) legitimate questionnaire copies that were returned, yielding a 94.4% response rate, were used for the analysis. As a consequence, SPSS version 20 was used to conduct analyses and test hypotheses on the legitimate surveys that were returned.

**Table 1:** Lucid desire have a negative and significant effect on academic staff performance

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	1241	2112	2881	2266	8,500
<b>Total</b>		<b>1241/8500×100=14.6%)</b>	<b>2112/8500×100= (24.8%)</b>	<b>2881/8500×100= (33.9%)</b>	<b>2266/8500×100= (22.6%)</b>	<b>(100%)</b>

**Sources:** Researchers' fieldwork investigation, 2022

While the majority of the participants, or 33.9% and 22.6%, agreed and strongly agreed with the statement, respectively, Table 1 revealed that 14.6% and 24.8% of the people surveyed disagreed and strongly disagreed with it. In light of the results of the aforementioned analysis, the lucid desire has a positive and significant effect on academic staff performance as a result of the disapproval of the negative view about the statement.

**Table 2:** Compulsive desire is negatively and significantly related to academic staff commitment.

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	888	2798	2687	2127	8,500
<b>Total</b>		<b>888/8500×100= 10.4%</b>	<b>2798/8500×100= (32.9%)</b>	<b>2687/8500×100= (31.6%)</b>	<b>2127/8500×100= (25.0%)</b>	<b>(100%)</b>

**Sources:** Researchers' fieldwork investigation, 2022

Table 2 established that, if employee have a compulsive desire, it would undoubtedly negatively and significantly affect academic staff commitment. The combined proportions of responders who either agreed with the statement or strongly agreed with it—56.6%, 10.4%, and 32.9%—make this evident.

**Table 3: The performance of employees is undesirably impacted by poor working environments**

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	1,029	1,372	2,650	3,449	<b>8, 500</b>
<b>Total</b>		<b>1029/8500 × 100= (12.1%)</b>	<b>1372/8500×100= (16.1%)</b>	<b>2650/8500 × 100= (31.2%)</b>	<b>3449/8500 ×100= (40.6%)</b>	<b>(100%)</b>

**Sources:** Researchers' fieldwork investigation, 2022

Table 3 reveals that, overall, 31.2% and 40.6% of respondents strongly agreed and agreed with the statement, respectively, whereas 12.1% and 16.1% strongly disagreed with it. The researchers come to the conclusion that the employee's performance at Nigerian academic institutions is negatively impacted by adverse working conditions.

**Table 4: Low comparable salaries in universities have negative and substantial consequence on academic staff performance.**

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	1025	1075	3910	2490	8,500
<b>Total</b>		<b>1025/8500×100= 12.1%</b>	<b>1075/8500×100= (12.6%)</b>	<b>3910/8500×100= (46%)</b>	<b>2490/8500×100= (29.3%)</b>	<b>(100%)</b>

**Sources:** Researchers' fieldwork investigation, 2022

2490 individuals, or 29.3%, indicated in Table 4 that they strongly agreed with the claim. In contrast to the 12.6% who strongly disagreed and the 12.1% who disagreed, 3910 respondents said they totally agreed with the statement. This demonstrates that the Nigerian university system does experience low performance and, ultimately, brain drain when wages are not sufficiently similar and competitive.

**Table 5: Tribalism and nepotism in hiring heads of units significantly affect academic staff productivity.**

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	2046	1912	2111	2431	8,500
<b>Total</b>		<b>2046/8500×100= 24.1%</b>	<b>1912/8500×100= (22.5%)</b>	<b>2111/8500×100= 24.8%</b>	<b>2431/8500×100= (28.6%)</b>	<b>(100%)</b>

**Sources:** Researchers' fieldwork investigation, 2022

Table 5 revealed that, as stated earlier, 2046 respondents, or 24.1%, agreed with the proposition. While 1912 people, or 22.5%, strongly disagreed, the majority of people, or 53.4%, believe that choosing heads of units based on tribalism and nepotism has a negative effect on the efficacy of

the academic staff. However, the outcome of this table is too close to call. As a result, the testing of theories will lead to a clearer image.

**Table 6:** Employee job satisfaction is negatively impacted by delayed promotions and a lack of acknowledgement.

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	121	349	3663	4367	8,500
<b>Total</b>		<b>121/8500×100= 1.4%</b>	<b>349/8500×100= (4.1%)</b>	<b>3663/8500×100= (43.1%)</b>	<b>4367/8500×100= (51.4%)</b>	<b>(100%)</b>

**Source:** Field investigation by researchers, 2022

Delays in recognition and advancement have a negative impact on employees' job satisfaction, as seen in Table 6 above. The results, which showed that 5.5% of respondents disagreed and strongly disagreed with the statement, respectively, and 43.1% and 51.4% of respondents agreed and strongly agreed with it, make this conclusion very evident. Promotion delays and lack of recognition have a detrimental impact on employee job satisfaction.

## 6- Testing of Hypotheses

To ascertain the link between the study variables and evaluate the hypotheses, the analysis was carried out using descriptive statistics, SPSS version 20, and regression analysis.

### Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation
1. LD	8500	1	4	2.00	1.025
2. CD	8500	1	4	2.07	.947
3. PWE	8500	1	4	2.42	1.139
4. ICWR	8500	1	4	1.56	.644

<b>5. TRN</b>	<b>8500</b>	<b>1</b>	<b>4</b>	<b>2.27</b>	<b>1.012</b>
<b>6. DPR</b>	<b>8500</b>	<b>1</b>	<b>4</b>	<b>2.29</b>	<b>.956</b>
<b>Valid</b>	<b>N</b>	<b>8500</b>			

(listwise)

In the descriptive table above, item 1 shows that Lucid Desire (LD) has a minimum value of 1, a maximum value of 4, and a mean value of 2.00 that is in the middle of the two extremes, indicating a spread over the time period under investigation. The data set appears to be clustered around the mean, as shown by the fact that (LD) has a standard deviation of 1.025, which is lower than the mean. This further demonstrated that the majority of respondents shared the belief that the performance of academic personnel is significantly impacted by lucid desire.

Item 2 shows that compulsive desire (CD) has a minimum value of 1, a maximum value of 4, and a mean value of 2.07 that is in the middle of the two extremes, indicating a spread during the time period under study. The data set appears to be clustered around the mean, as the table also reveals that CD has a standard deviation of .947, which is lower than the mean. The fact that most respondents agreed that obsessive desire has a big impact on academic staff performance was more evidence of this.

Poor working conditions (PWE) have a minimum value of 1, a maximum value of 4, and a mean value that is in between the minimum and maximum values of 2.42, indicating a range during the time period under study. The data also shows that PWE has a standard deviation that is below the mean of 1.139. This suggests that there is a mean-centered clustering of the data set.

Item 4 shows that insufficient comparable wages (ICWR) have a minimum value of 1, a maximum value of 4, and a mean value of 1.56 that is within the minimum and maximum values, indicating a spread during the time period under study. The table also shows that ICWR has a standard deviation of .644, which is lower than the mean, suggesting that the data set is centered around the mean. This further showed that the majority of respondents concurred that academic staff performance is significantly impacted by insufficient comparable compensation.

Tribalism and nepotism (TRN) have a minimum value of 1, a maximum value of 4, and a mean value of 2.27 that is in between the minimum and maximum values, which shows a spread during

the time period under study. Additionally, the table shows that the TRN has a standard deviation of 1.012, which is lower than the mean, indicating that the data set is centered around the mean.

Last but not least, Item 6 shows that the delay in promotion (DPR) variable has a range within the study period, with a minimum value of 1, a maximum value of 4, and a mean value of 2.29 that falls between the minimum and maximum values. Additionally, the table shows that DPR has a standard deviation of .956, which is lower than the mean, indicating that the data set is centered around the mean. This further demonstrated that the majority of respondents concurred that academic staff performance is significantly impacted by a delay in promotion.

### 7- Model Specification

The dependent and explanatory variables' substitutes were used to estimate the regression model, which may be represented econometrically as follows:

$$EP = a + \beta_1 LD + \beta_2 CD + \beta_3 PWC + \beta_4 ICWR + \beta_5 TNR + \beta_6 DPR + e \dots \dots \dots 1$$

Where,

EP = Dependent variable (Employee Performance)

a = constant

LD = Independent variable (lucid desire)

CD = Independent variable (Compulsive desire)

PWE = Independent variable (poor working environment)

ICWR = Independent variable (inadequate comparable wages)

TNR = Independent variable (tribalism and nepotism in recruitment)

DPR = Independent variable (delays in promotion)

$\beta_1 - \beta_6$  = coefficient of the independent variable

e = residual or stochastic term (which unveils the strength of  $\beta_1$  LD,  $\beta_2$  CD,  $\beta_3$  PWE,  $\beta_4$  ICWR,  $\beta_5$  TNR, &  $\beta_6$  DPR; if e is low, this may mean that the level of the unexplained variable will be low, then the residual R and  $R^2$  will be high and vice versa.



**Table 7: Summary of the Model**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.987 <sup>a</sup>	.975	.975	.102	

a. Predictors: (Constant), LD, CD, PWE, ICWR, TNR, DPR

**Source:** 2022 output from researchers using SPSS version 20

The R square value of .975 in Table 7 above shows that the independent variable's elements have a combined effect of 97% on the dependent variable. The adjusted r square value of .97 also showed an accurate influence of the combined effect of lucid desire and compulsive desire, poor working conditions, an inadequate comparable wage rate, tribalism and nepotism in recruitment, and promotion delays, which have a 97% influence on employee performance. This shows that 97% of the factors impacting motivation were taken into account in this framework.

**Table 8: Anova**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3421.124	6	570.187	54363.692	.000 <sup>b</sup>
	Residual	89.078	8493	.010		
	Total	3510.202	8499			

a. Dependent Variable: EP  
b. Predictors: (Constant), LD, CD, PWE, ICWR, TNR, DPR

**Source:** Researchers SPSS Version 20 output, 2022

According to Table 8 above, the model is fit and significant at 5% when the F-statistics value is 54363.692 with a sig level of .000. Since the probability F is less than 0.05, the result is useful for

making judgments and defies the null hypothesis. The degrees of freedom are shown by the F value (54363.692), and a statistically significant regression model is shown by Prob F (p 0.05).

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.014	.003		4.348	.000
	LD	-.030	.003	-.048	-8.745	.000
	CD	.027	.004	.040	6.920	.000
	PWE	.005	.003	.009	1.475	.140
	ICWR	.970	.004	.972	273.142	.000
	TRN	.002	.004	.003	.441	.660
	DPR	.011	.004	.017	2.699	.007

a. Dependent Variable: EP

**Source:** Researchers SPSS Version 20 output, 2022

Table 9 shows an encouraging and statistically insignificant result of .441 and the corresponding level of .660, or 5%, of statistical insignificance. As a result, there is little or no positive association between clear desire and academic staff performance. This result lends credence to the alternative theory, according to which clear desire has a substantial influence on how well employees do in Nigerian colleges. This suggests that the performance of the academic staff at Nigerian institutions will decline in direct proportion to any decrease in the government's interest in such desires.

The t-statistics result of 2.699 with a significant level of .007 is positive and statistically significant at 5%, according to Table 9. As a result, there is a strong and positive association between compulsive desire and academic staff performance. This research has led to the conclusion that

compulsive desire does not significantly affect academic staff productivity in universities. This suggests that an increase in subpar employee performance across Nigerian colleges won't follow a change in compulsive desire.

In addition, Table 9 shows a bad, statistically significant (at 5%) t statistic result of -8.745 and a corresponding significant level of.000. As a result, poor working conditions and employee performance among university academic staff are strongly and unfavorably correlated. This result refutes the null hypothesis that unfavorable working conditions at universities have no impact on employees' performance. This suggests that a change in unfavorable working conditions will have a negative impact on employees' performance at Nigerian colleges.

Likewise, Table 9's conclusion shows that low comparable pay in Nigerian institutions has a favorable and significant impact on staff performance. The statistically significant positive coefficient value of.027 and the p-value of.000, both of which are below the crucial value of 0.005, corroborate this. The t statistic value is 6.920, and the p value is 0.000. The results also disprove the null hypothesis, which claimed that the performance of academic staff in Nigerian universities is not greatly impacted by poor, equivalent pay. This shows that an increase in employees' substandard performance across Nigerian colleges is caused by a change in improperly comparable remuneration.

More significantly, the finding in Table 9 shows that hiring unit heads based on tribalism and nepotism has a positive but insignificant effect on academic staff productivity. This is statistically supported by the coefficient value of.005, which is positive, and the p-value of.140, which is larger than the 0.005 critical value. The t statistic value is 1.475, and the p value is 140. The results also support the null hypothesis, which states that tribalism and nepotism in the hiring of unit heads at Nigerian universities have little to no effect on the productivity of academic staff. This suggests that a change in tribalism and nepotism in the hiring of unit heads in Nigerian universities will result in an increase in the subpar work of academic staff.

The results of Table 9 similarly show that academic staff performance in Nigerian universities is positively and considerably impacted by promotion delays. This is statistically supported by the

fact that the positive coefficient value of .970 and the p-value of .000 are both less than the crucial value of 0.005. The p value is .000 and corresponds to the t statistic value of 273.142. The result also demonstrates the rejection of the null hypothesis, which proposed that recruitment and promotion delays have no appreciable impact on staff performance at Nigerian universities. This shows that an increase in the academic staff's mediocre performance in Nigerian universities is a unit change caused by the delay in promotions and hiring.

## 8- Discussion of Findings

The dependent variable is affected by the independent variable's components by a total of 97%, according to the R square value of .975, or. The adjusted r square value of .97 also showed an accurate influence of the combined effect of lucid desire and compulsive desire, poor working conditions, an inadequate comparable wage rate, tribalism and nepotism in recruitment, and promotion delays, which have a 97% influence on employee performance. This shows that 97% of the factors affecting motivation were captured in this model.

The findings of the study show that the effectiveness of the academic staff is only weakly and negatively correlated with lucid desire. This suggests that the performance of the academic staff at Nigerian institutions will decline in direct proportion to any decrease in the government's interest in such desires. The research by Jouardar and Wu (2011), who held the opinion that an individual's passion, direction, activities, actions, or inactions have a substantial impact on a firm's performance, was supported by the findings. A further result posits a strong and positive relationship between an employee's performance and compulsive desire. This research has led to the conclusion that compulsive desire does not significantly affect academic staff productivity in universities. This suggests that an increase in subpar academic staff performance across Nigerian universities won't follow a unit change in compulsive desire.

The results of this study also demonstrate that underwhelming working circumstances have a negative impact on academic staff productivity in Nigerian universities. Since most employees spend the bulk of their working hours at their place of employment, the environment has a big impact on both their productivity and self-esteem. Evidently, high turnover and low productivity

are both impacted by employee motivation (Miao et al., 2020). Employers that want to boost employee performance must be aware of the elements that make up motivation.

This study also shows that when wages are not sufficiently similar and competitive, the Nigerian university system does experience a brain drain. Almost certainly, Nigerian academic institutions would close as a result. This finding was in line with the claim put forth by Trinh et al. (2021), who held that self-recognition, company relationships, working surroundings, job features, compensation, and bonuses were the top five elements determining motivation. Self-awareness is regarded as the most crucial element. Real-world problem-based research will help organizations with a variety of tasks, including identifying the issue, improving benefits, improving staff training strategies to boost productivity and income, lowering employee turnover rates, and handling other problems.

Finally, the results further imply that the productivity of academic staff members and their contentment with their jobs are not significantly impacted by nepotism and tribalism in the hiring of heads of units. However, recruiting and promotion delays have a considerable negative impact on staff performance at Nigerian universities. In Nigerian institutions, a unit spike in underwhelming employee performance is caused by a unit change in the delay in promotions and hiring. The results support the claim made by Omale et al. (2022) that the most crucial element in any firm is motivation. It is possible to create an efficient organizational structure to deal with tribalism, nepotism, and promotion delays by tackling a variety of problems that have a broad impact on many people. This is so because motivated workers are more likely to feel happier and to help one another while also enhancing their own performance and productivity at work. Uka and Prendi's (2021) research findings further support this claim that raising compensation, incentives, career growth, and thankfulness all appeared to be essential employee motivators.

## **9- Implications and Contribution to Knowledge**

Numerous theoretical and practical contributions and consequences are provided by this study. First, by increasing knowledge about factors affecting motivation and thereby expanding the body of literature on this topic, which has recently become a global issue, the study has established the contributory role of government and/or organizations' behavioral dispositions toward the

performance of their employees and organization in general. According to academics, motivation can aid a company in achieving its performance objectives. Finding connections between motivational elements and employee performance has received some attention. Employees who are highly motivated to carry out organizational projects appear to be more likely to go above and beyond the call of duty to increase productivity at their organization.

By demonstrating the needs theory of motivation's ability to predict organizational success, the study has also demonstrated its application and significance in the context of employee performance. It follows that efforts by governments to foster employees' dedication to organizational tasks would be advantageous. An increase in the educational budget in accordance with international standards, a framework that assists the workforce in increasing their effectiveness and efficiency, as well as their capacity to be more productive at work, could be one of the policy initiatives recommended to build employee commitment. Organizational leaders and policymakers will be able to guarantee the economy's existence by rerouting funding to the education sector. The importance of employee success stories could also be emphasized because they motivate workers and help firms foster a passion for their employees' work. If businesses want to succeed, they should put more of an emphasis on encouraging employees to be clear-headed.

Practically speaking, this study can help practitioners and higher authorities at universities improve performance by ensuring people are happy in their jobs. This study may be used by business organizations and the government and its related agencies to inspire their employees. This study suggests that it is possible to quantify and convey to university stakeholders the significance of different motivating elements for employees' commitment and performance. The results of the study will help university officials create HR procedures that support a productive workforce.

### **10- Limitations and recommendations for future study areas**

There are certain restrictions in addition to large contributions. The first drawback is that the sample data only included academic personnel at universities rather than all employees from universities and government regulatory agencies. Regardless of the advantages that this type of sample has for examining the elements influencing motivation, a specific theoretical contribution

would benefit from research that pays close attention to each system stakeholder. Therefore, administrators of regulatory agencies that act as the government's employers should be included in a future study, along with teaching and non-teaching personnel from universities.

Second, the study only considers six variables that affect motivation. Future research may incorporate additional identifiable elements, including, but not limited to, a volatile political climate, cults, and the casualization of employment. The validity of the research conclusions was further threatened by widespread technique bias. To lessen the likelihood that common method bias would have affected the study's conclusion, Podsakoff et al. (2003)'s recommended procedural and statistical remedies were put into place. Last but not least, we looked at the total influence of all six independent variables. In the future, it may be possible to look into how each element affects other factors to determine the precise impact of each independent variable on dependent variables.

### **11- Conclusion and Recommendations**

Numerous elements that derail motivation have a negative effect on academic personnel's performance and job happiness. The majority of academics who work for the government are underpaid and overworked. Shortchanging the teaching staff may cause them to lose enthusiasm at work and provide the students with subpar services, which could result in poor performance, demonstrating the need for incentives at universities to support academic staff work. Institutions of higher learning have therefore, recognized that poor organizational performance would follow from failing to address motivational and behavioral issues. However, there is a lack of research to guide the efficient application of behavioral and motivational interventions in carrying out organizational policies.

In general, the goal of this study was to pinpoint variables that influence performance and motivation in colleges. Universities are renowned for being leaders in the discovery of new knowledge, and a recent study focused on the idea of boosting motivation and the capacity to create opportunities for behaviors that may have an impact on an employee's dedication and job performance. Consequently, it is impossible to overstate the research's practical implications for business. This study can assist practitioners in enhancing performance by ensuring that workers are satisfied in their positions. The government and its associated agencies, as well as corporate groups, may use the findings of this study to motivate their staff.

Motivated employees are more likely to add value to the business by applying their knowledge to increase both production and quality. The government and management of an organization must therefore be aware of the factors affecting employee motivation and performance. It follows that government initiatives to encourage employees' commitment to organizational tasks would therefore be beneficial. One of the policy approaches suggested to foster employee commitment is an increase in the educational budget in line with worldwide standards, a framework that helps the workforce improve their effectiveness and efficiency as well as their capacity to be more productive at work. By shifting money to the education sector, business executives and legislators may ensure the survival of the economy. Educators with a competitive spirit will always put forth more effort to achieve their goals. Instead of only instructing students to earn a living and complete the curriculum, they will seek to produce the best possible learning results. Academic success would therefore always be preferred over all other kinds.

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