

# An Assessment of the Effect of Motivation and Affirmative Action on Employee's Performance in Gombe Local Government, Nigeria

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## ABSTRACT

This study examined the effect of motivation and affirmative action on the performance of Gombe local government staff, where intrinsic motivation, extrinsic motivation and affirmative action are used as the independent variables and performance as the dependent variable. Data was generated using primary source, where 330 staff responded through the use of questionnaire. Multiple regression was used for the analysis. The study found a significant effect of intrinsic motivation, extrinsic motivation and affirmative action on performance. Therefore the study recommended that Gombe local government should do more on intrinsic motivation as it is lagging behind in the area of vacation and job recognition of its workers and also improve the workers remuneration by adhering to the national minimum wage and overtime payment.

**Keywords:** Motivation, intrinsic motivation, extrinsic motivation, affirmative action, performance.

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## INTRODUCTION

Motivation as a global managerial practice has over the time been used to improve performance of an employee in every organization, which is derived by the existence of sense of need for oneself and an individual impulse of desire channeled towards the goal of gaining satisfaction [1]. Motivation begins with the introduction of needs, because each employee has different needs and so the work motivation that employees is also different. The higher the motivation that an employee has will affect performance [2-4]. Motivation can also be viewed as a trigger for employees to be able to inject excellent performance without coercion, on the contrary, employees who are less motivated will to a large extent affect their performance even though they have good work potential [5-7]. Providing motivation through warding employee's

achievements, recognition of expertise and so on, will further improve employee performance and achieve company goals. According to [8], intrinsic motivation is moral incentives which include more firmness, recognition, and positive feedback that an employee provides to his manager, a higher position, and also more responsibility. Recognition is one of the main rewards that employees value greatly. Attention and evaluation can be a good incentive that encourages workers to continue to show better performance [9]. Extrinsic rewards is a compensation for employees in the form of fringe benefits, payments and other tangible benefits that employees receive from an organization to achieve specific goals, or just because they are part of the organization [10-11]. Affirmative action is a short-term intercession of special consideration to

remedy discrimination and ensure fair competition and equality during recruitment and in the workplace [12-13]. The survival of humankind is closely linked to the employment opportunities available in the public or private sectors. This may explain why internal labor law, through various bodies, provides employment equity to avoid discrimination at work and present equal employment opportunities for everyone [14].

Work motivation is in the blue print of many organizations, but is still rarely fully implemented as it should. An employee normally feels short chained where they completed their work well, and the form of rewards and wages given is still inadequate. To be able to improve employee performance, providing motivation and equal right and opportunity to employees is very necessary, where many organizations are taking it for granted. [12], asserted that

employees who are always motivated will feel important and the results of their hard work are recognized by the company. Many studies were conducted on motivation and employees performance, but focused on variables like leadership motivation, extrinsic and intrinsic motivation, among others, where this research added affirmative action as one of the important aspect of employees motivation and performance. The main objective of this study is to examine the effect of motivation and affirmative action on employees' performance and the specific objectives are;

- i. assess the effect of intrinsic motivation on employees performance
- ii. evaluate the effect of extrinsic motivation on employees performance, and
- iii. examine the effect of affirmative action on employees performance

### **Literature review**

#### **Motivation**

One important factor that causes humans to give their best at work is because they want to fulfill their needs. An organization needs to pay attention to what its employees' needs and expects, what talents and skills they have and how they project to work in the future. Any organization that can find out and apply these factors, will be easy to put the employee in the right position to have productive performance [11]. Motivation is vital for employees so that the work that has been charged can be carried out as it should based on the company's operational standards. Motivation is the power that allows someone to act in the direction of a particular goal [10]. Work

motivation is what employees need, employees with high motivation will certainly have enthusiasm in completing the work assigned to them. Motivation is a factor that will encourage someone to carry out a certain activity, therefore motivation is sometimes interpreted as a driving factor for someone's behavior in doing a job [11]. Motivated employees are more oriented towards autonomy and freedom and are more self-motivated compared to less motivated employees, which causes development opportunities to benefit them, and Employee motivation can be categorized as intrinsic and extrinsic.

#### **Intrinsic Motivation**

[13], focused on the role of intrinsic motivation influencing satisfaction, organizational commitment, and performance in the perspective of work ethics, where they found out that the work ethic has a more significant effect on intrinsic motivation and organizational commitment, than their impact on job satisfaction and job performance. Intrinsic motivation is related to satisfaction with

oneself, which can be reflected by achievement, recognition, acceleration, work itself, responsibilities, and personal growth. In general, the inner motivation obtained from a person or his movement influences performance and a feeling of well-being [13]. Other core rewards include free tea, flexible hours, movie tickets and holiday gifts. These types of benefits are

evaluated by employees as they enhance working life.

#### **Extrinsic Motivation**

Extrinsic motivation arises when there are triggering factors from outside the employee's self, such as security, work conditions, company policy, status, compensation, and interpersonal relationships [14]. Extrinsic rewards as compensation for employees in the form of fringe benefits, payments and other tangible benefits that a worker receive from an organization to achieve specific

objective, or just because they are part of the organization [6]. Extrinsic rewards systems are designed based on the organizational process for performance structures that determine the level of employee compensation. Therefore, it is important to view remuneration systems as being fair to all workers in terms of operations, rules, regulations and remuneration mechanisms.

#### **Affirmative Action**

Affirmative action is a short-term measure of special consideration to reduce discrimination and ensure fair competition and equality during recruitment in the workplace. According to [12], Affirmative

action is aimed at giving equal right and opportunities for every employee regardless of his ethnic, regional, gender, religious or racial affiliations.

#### **Employees' performance**

[13] defined performance as the ability of organization to achieve better results obtained from a specific job functions, this is an important part of the whole process of the workmanship. For employees, the assessment has the role of feedback on things like abilities, strengths, weaknesses, and potential which in turn is useful to set goals, track, and plan and career enhancement. According to [10] the expert's view explains that performance is the result of a person's work in quality and quantity that can be achieved in carrying out tasks in accordance with the responsibilities given to him. Other views explain that high performance is the result

of carrying out a job carried out by employees in accordance with the responsibilities given and the implementation is as expected. Employee performance can also be seen from the results of work achieved by the individual in carrying out the tasks charged to on the basis of skills, experience, and skills used by individuals in completing a job [11]. The success rate of performance in carrying out tasks and the ability to achieve the objectives that have been set can be achieved well, and then performance is termed good and successful.

#### **Empirical Review**

[11], studied the effect of compensation and work discipline on performance at the Office of Highways and Construction of the Road and Bridge Technical Implementation Unit of North Sumatra Province. This research is an associative research. The samples in this study were all employees of the Department of Highways and Construction of the Technical Implementation Unit, totaling 47 people. Interviews and questionnaires were used to collect data using multiple linear regressions for analysis. The results showed that partially, there was a positive and significant effect between compensation on employee performance. Partially, there is a positive and significant

influence of work discipline on employee performance. Simultaneously, there is a significant influence between compensation and work discipline on employee performance. The study recommended that the management should make extra effort to maintain the compensation measures so that the performance achieved with the maximum permanent employees.

[1], determined the effect of work motivation and leadership on job satisfaction and its implications on employee performance. A total of 355 samples of Bukit Asam Coal Mining Company Ltd. in Indonesia were selected proportionally with random sampling.

Data were obtained through questionnaires. Data analysis technique employed structural equation modeling (SEM) with AMOS 22. The results of the study show that leadership and work motivation have a positive and significant effect on job satisfaction. Leadership has a more considerable influence (0.263) than work motivation (0.171) toward employee job satisfaction. Thus, job satisfaction does not mediate the effects of leadership and work motivation toward employee performance. The study recommended a suggestions for PT Bukit Asam, in improving employee performance so that priority is given to increasing job satisfaction, through leadership because the paths in the research model show the most significant total influence.

[8], investigated the empirical methods of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd North Seram District, Central Maluku Regency, Indonesia. The study's sample consisted of 155 employees who were selected using the proportionate stratified random sampling method. At the same time, data were collected using a questionnaire and then analyzed using the Structural Equation Modeling on Amos. The results of data analysis showed that work motivation and organizational culture had a positive and significant effect on performance, but did not significantly influence employee job satisfaction. While leadership has a substantial impact on employee job satisfaction, it does not affect performance. The study recommended the composition of motivation as a driving factor in improving employee performance and satisfaction is inseparable from the role of leadership to change the organizational atmosphere to be more optimal and professional.

[8], determined the effect of Motivation and Work Environment on Employee Performance in one of the telecommunications companies in the city of Bandung. Furthermore, this research analyzes the factor that has the most dominant influence between motivation and works environment on employee

performance in one of the telecommunications companies in the city of Bandung, which is the object of research of as many as 95 employees using a questionnaire. Based on research using path analysis, the variables of motivation and work environment on employee performance in one of the telecommunications companies in the city of Bandung are valid. The conclusions and considering the relationship with the study results are paying attention to motivation and work environment to improve employee performance.

[10], analyzed the relationship between motivation and police performance, competency and police performance, compensation and police performance. This research method is a quantitative survey. Respondents in this study were 310 police officers. Samples were taken based on random sampling technique. Data were obtained by distributing online questionnaires through social media, online questionnaires were designed using a Likert scale. In this study the analysis used to determine the effect of work motivation, competence and compensation on the performance of police officers. The results of this study are motivation has a positive and significant effect on police performance, competency has a positive and significant effect on police performance, compensation has a positive and significant effect on police performance. The study recommended that implementing a good compensation system will make members feel valued so that they will be motivated to work, which will ultimately have an impact on their performance.

[12], determined the effect of motivation on employee performance in the KJPP Felix Sutandar & Rekan Cabang Jawa Tengah, specifically to determine the effect of motivation, competence and professionalism on employee. This research method uses a quantitative descriptive research design. The population is all employees totaling 40 people and the sample used is taken from the entire population. The sampling technique used the census sampling

method using a questionnaire. The results showed that partially the motivation resources had a significant effect on the performance, partially, competence has a significant effect on the performance. Partially, professionalism has a significant effect on the performance. The study recommend that the management should evaluate the increase in motivation such as superiors providing guidance, security at work, training, equipment at work and leave rights to employees in order to improve employee performance.

[11], analyzed this study to fill the gap in the role of local government in increasing SME resilience and performance by purchasing products (through civil servants) from SMEs and by facilitating online training to SMEs. This study also investigates the role of the local government in strengthening the relationship between resilience and SME performance. Data was collected using an online questionnaire distributed to SMEs in Malang Regency. As many as 410 questionnaires were received and eligible for statistical analysis using WarpPLS. The results show that resilience is positively and significantly related to the performance of SMEs. The study recommended that in emerging countries like Indonesia, the government must play a more active role as a catalyst for Small and Medium Enterprises.

[5], studied the effect of work motivation, organizational culture, organizational citizenship behavior on civil servant performance. The sample size is 236 ASN respondents from Blitar Regency, East Java Province, Indonesia. The sampling method used is stratified proportional random sampling, which involves taking samples from the existing area and selecting progressively smaller or larger sizes. After that, it is calculated using Random Sampling using the Slovin Formula. The study stated that motivation directly affects organizational citizenship behavior. Employees with high intrinsic motivation impact organizational citizenship behavior better because they show an attitude of working more than other employees as a form of their perspective of responsibility.

Organizational culture has no direct effect on organizational citizenship behavior. Motivation directly affects performance. ASN performance is directly affected by organizational citizenship behavior. Apart from that, managerially, management can benefit from the results of this study by utilizing a combination of variables.

[10], evaluated the factors that motivate employees as human resources in local government that serve as a basis for increasing the service quality. In this study, a structured questionnaire was used in order to collect data from respondents. The result showed the importance of motivation that is affected by the process of performance assessment. Setting standards and building evaluation systems help strengthen governance of local authorities. The other important factors that the study revealed are work conditions, as well as the evaluation and the objective assessment of performance measurement. The study recommended that data and results will provide additional information for managers of rural and urban municipalities of Kosovo about developing their strategies for a more efficient management which will increase the quality of services at the local level.

[10], looked at tested explanative findings of the effect of education level and work motivation on employee performance in local government of Gowa district. The research design used in this research is causal quantitative. The population in this study amounted to 39 employees. These populations are used as a unit of observation, so this research is a population study. The data collected in this study are data on education level, work motivation, and employee performance, which are sourced from employees and heads of local government branches in Gowa. In this study, data collection techniques were questionnaires. The results showed that there was a positive effect of education level and work motivation on employee performance, education level on work motivation, education level on employee performance, and work motivation on employee performance in the local government.

### Expectancy Theory

This theory was originally formulated by Vroom Motivation in this case is likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This suggests that there are two major factors that determine effort people put in their jobs. First is the value of the rewards to oneself, and the extent to which these rewards satisfy their needs for security, social esteem, autonomy, and self-actualization. The second is the probability that the rewards are effort based, as perceived by oneself, their expectations about relationship between effort and reward. Although, the greater the value of the awards, the higher the probability that receiving each of these rewards depends on effort, the greater the effort will be in a given situation [6]. The concept of expectancy theory by Vroom, which suggested that effort may likely lead to performance on the job, it was also defined in more detail by Vroom as follows: "Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is defined as momentary belief

concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by outcome, while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome." concept of neo-classical organizational theory emphasizes the psychological and social aspects of employees as part of workgroups. What stands out in neo-classical organizational theory is the emphasis on the participation point of each internal member of the organization in decision-making, job enlargement, and the opportunity for junior members to participate in top management decision making [9]. Furthermore, the organizational theory then develops towards a more modern organizational theory that states that all elements in the organization are interdependent, unified. The emphasis on closed classical and neo-classic methods shifts to the concept of a recent regulatory approach that considers that achieving organizational goals requires that corporate systems must be open to create a stable and transparent work environment [10].

### Methodology

The study population consisted of Gombe Local Government Area staff. The study generated data through survey research using primary source of data and questionnaires were administered to the respondents. There is 1,908 staff working for Gombe Local Government Area, where the sample size was 330 which was obtained through the use of Yamane

formula. The total population was obtained in the LGA payroll. Inferential statistics was used to test the hypotheses at 0.05% level of significance. Simple Linear Regression was used and the results were presented in tables and discussed according to the research questions and hypotheses aided by statistical package for social sciences (SPSS).

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population

1 = constant

e = level of significance 0.05

Therefore: the sample size for academic staff is calculated below:

$$n = \frac{1908}{1 + 1908(0.05)^2}$$

$$n = \frac{1908}{1 + 1908 \times 0.0025}$$

$$n = 330$$

**Model Specification**

This research study was modelled on multiple regression.

$$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where

Y= performance

e = error term

B<sub>0</sub>= Constant term

B<sub>x</sub> = Coefficient to be estimated

X<sub>1</sub> = intrinsic motivation

X<sub>2</sub>= extrinsic motivation

X<sub>3</sub>= affirmative action

b<sub>1</sub>-b<sub>3</sub> = Regression Coefficient

**Data Presentation and Analysis**

This study was carried out to examine the effect of work motivation and affirmative action on the performance of Gombe LGA staff. The data were analyzed using inferential statistics (Multiple regression analysis) to test the hypotheses. Three

hundred and thirty (330) copies of questionnaire were administered and used in the analysis. The results were presented in tables and discussed according to the research hypotheses.

**Multiple Regression analysis on the effects of intrinsic motivation, extrinsic motivation and affirmative action on performance**

<i>Parameter</i>	<i>Estimate</i>	<i>Standard Error</i>	<i>T Statistic</i>	<i>P-Value</i>
<b>Constant</b>	5.1215	2.5263	1.9987	0.042
<b>Intrinsic</b>	0.1359	0.22807	0.74311	0.028
<b>Extrinsic</b>	0.0868	0.1428	0.0571	0.045
<b>Affirmative</b>	0.2278	0.1577	1.4867	0.014

Researcher’s computation

R-squared = 0.71 percent

R-squared (adjusted for d.f.) = 0.46 percent

Standard Error of Est. = 1.1607

Mean absolute error = 0.8151

Durbin-Watson statistic = 1.3405 (P=0.038)

Lag 1 residual autocorrelation = 0.3001

The table above shows the effect of work motivation and affirmative action on the performance of Gombe LGA staff. The result revealed a significant effect of intrinsic motivation, extrinsic Motivation and affirmative action on staff performance. Since the p values (0.042, 0.028, 0.045, 0.014) are less than the alpha (0.05) value (p<α) the null hypothesis is rejected at 0.05 level of significance. Meaning there was a significant effect of work motivation and affirmative action on the performance of Gombe LGA staff. The

R-Squared statistic indicates that the model as fitted explains 0.71% of the variability in the variables used. The adjusted R-squared statistic, which is more suitable for comparing models with different numbers of independent variables, is 0.46%. The standard error of the estimate shows the standard deviation of the residuals to be 1.1607. The mean absolute error (MAE) of 0.8 151 is the average value of the residuals.

**Discussion of findings**

**Ho<sub>1</sub>** found a significant effect of intrinsic motivation on the performance of staff

which is in line with [8] who studied the effects of intrinsic and extrinsic rewards

on employees' performance and [10] where they determined the effect of work motivation and leadership on job satisfaction and its implications on employee performance.

**Ho<sub>2</sub>** found a significant effect of extrinsic motivation on the performance of staff, which aligned with the study conducted [3] who studied the effects of intrinsic and extrinsic rewards on employees' performance and [9] studied the effect of compensation and work discipline on performance at the Office of Highways and

Construction of the Road and Bridge Technical Implementation Unit.

**Ho<sub>3</sub>** found a significant effect of affirmative action on the performance of staff, which agrees with April and [4], on the Understanding affirmative action leadership in the South African financial context and [9] who investigated the Implementation of the Affirmative Act as a Tool for Equal Employment Opportunities of a Selected Government Ministry in Namibia.

### CONCLUSION

Motivation and affirmative action in every work place is crucial for greater productivity through the performance of human resources. An intrinsic motivation which comes through the feeling of good working environment, recognition, and holidays among others is a factor that cannot be ignored by every organization. On the other hand, good remuneration to a worker is also a very important strategy for triggering performance because an

employee must be paid well for higher productivity on the job. Giving equal right and opportunity for every employee gives a sense of belonging to a worker, and makes him not to feel discriminated against in any form. Therefore, this research found a significant effect on intrinsic motivation, extrinsic motivation and affirmative action on the performance of Gombe local government staff.

### RECOMMENDATIONS

- a. Gombe local government should do more on intrinsic motivation as it is lagging behind in the area of vacation and job recognition of its workers.
- b. Gombe local government should also improve the workers remuneration by adhering to the

national minimum wage and overtime payment.

- c. Gombe local government should also do more in the area of equal right and opportunity for all workers irrespective of gender, ethnic, tribal or religious affiliation.

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