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EFFECT OF MOTIVATION AND TECHNOLOGY ADVANCEMENT ON EMPLOYEE PRODUCTIVITY IN TARABA STATE UNIVERSITY, JALINGO, NIGERIA

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ABSTRACT

The study examined the effect of motivation and technological advancement on employee productivity in Taraba State University, Jalingo, Taraba State, Nigeria. The research design used for this study was a descriptive survey. The population of the study was 534 staff of Taraba State University, Jalingo which comprised 331 senior staff and 203 junior staff. The study's sample size was 228 staff of Taraba State University, Jalingo. 228 staff were selected using stratified sampling techniques and primary data was used to collect data from the selected staff of the institution. The descriptive statistics used included frequency count and percentage to analyze the socio-demographic characteristics of the respondents. The study used multiple regression for data analysis. The study found that motivation and technological advancement affect employee's productivity. The study concluded that motivating employees helps improve their productivity and technology advancement in an organisation. The study recommended that management should build a reward system and adopt the latest modern technologies to increase the institution's productivity.

Keywords: Motivation, Technology advancement and Employee productivity

INTRODUCTION

Motivating employees and embracing technological advancements are vital tools for improving organizational productivity and stability. One of the main objectives of any organization, whether private or public, is to increase productivity, and achieving this depends to a large extent on the quality, motivation, and capacity of its human resources. Responsible organizations view human resources as their primary resource for achieving desired goals. Motivation serves as a critical component of human resource management, as it drives employees to perform at their best, ensuring organizational goals are achieved in a cost-effective manner (Mahapatro, 2022).

Technological advancements, on the other hand, have revolutionized workplace processes, requiring organizations to adapt to new tools and methods to remain competitive. Due to globalization, increasing competitiveness, and rapid technological development, the survival of organizations now hinges on their ability to harness the potential of motivated employees and cutting-edge technology (Wang et al., 2021). This study centers on factors influencing employee

performance and productivity, focusing specifically on motivation and technological advancements. Employee productivity reflects the level of effort and effectiveness employees exhibit in achieving organizational goals. Motivation is crucial in this process, as it transforms human resources into actionable outcomes (Saeed and Asghar, 2012). When employees are motivated, they are more likely to enhance performance and productivity, thereby contributing to the organization's overall success. Conversely, a lack of motivation can lead to reduced productivity, ultimately hindering organizational goals and objectives.

Despite the critical roles of motivation and technology in enhancing employee productivity, many organizations in Nigeria face challenges in these areas. Current trends, such as outsourcing, employee dissatisfaction over salary increments, and poor working conditions, hinder the full realization of organizational goals (Ugoji & Mordi, 2014). Additionally, organizations often fail to fully integrate technological advancements that could streamline processes and improve employee output. As a result, employees may struggle with outdated tools or insufficient resources, which can diminish both motivation and productivity (Bakotić, 2016).

Organizations in developing countries, such as Nigeria, frequently face resistance to adopting innovative practices, leaving them reliant on less experienced and underperforming workers who may undervalue their workplace environment (Millicent, Abubakar, Akpan, & Abubakar, 2022). This study, therefore, examines the effects of motivation and technological advancement on organizational productivity in Taraba State University, Jalingo, aiming to uncover actionable insights to improve workplace dynamics and outcomes

Statement of the Problem

The extent to which organizations encourage employees to achieve set objectives, vision, and mission remains a critical concern, particularly in public universities. These institutions are established to provide inclusive, equitable, and quality education while promoting lifelong learning opportunities for all, which necessitates a highly motivated workforce. However, many public universities in Nigeria face persistent challenges, including inadequate career development opportunities, poor employee training, and insufficient remuneration. These issues are further compounded by the inability of governments at various levels to effectively manage the workforce in these institutions.

Motivating university workers in the public sector has consistently been a pressing issue on the national agenda, as evidenced by the recurrent strike actions in public universities. Such strikes negatively impact university performance, undermining the objectives for which they were established and creating a demotivated workforce. Studies by Ali, Ali, and Adan (2013); Uchechukwu, Millicent, Abubakar, Akpan, and Abubakar (2022); and Armah, Boamah, Quansah, Obiri, and Luginaah (2016) highlight how unattractive working conditions in developing countries exacerbate these challenges.

Taraba State University, Jalingo, is not immune to these issues. The institution faces significant challenges related to inadequate career development opportunities, poor employee remuneration, and insufficient technological integration to enhance workplace efficiency. These problems came to the forefront during the recent eight-month strike by the academic staff union of the university, aimed at compelling the government to address these concerns.

Despite the critical roles of motivation and technological advancement in driving employee productivity, there remains a lack of empirical studies examining their combined impact in public universities in Nigeria. This gap in knowledge limits the ability of policymakers and university administrators to implement effective strategies for improving employee performance. Therefore, this study seeks to bridge this gap by examining the effects of motivation and technological advancement on employee productivity in a public university, using Taraba State University, Jalingo, as a case study

Objectives of the Study

The main objective of the study was to examine the effect of Training on employee productivity. The specific objectives were to:

i. Examine the effect of motivation on employee productivity in Taraba State University, Jailing.
ii. Examine the effect of technological advancement on employee productivity in Taraba State University, Jalingo.

Research Questions

These questions were raised to guide the study;

i. What is the effect of motivation on productivity at Taraba State University, Jalingo?
ii. What is the effect of technological advancement on employee productivity in Taraba State University, Jalingo?

Research Hypotheses

HO_1. Motivation does not have a significant effect on employee productivity at Taraba State University, Jalingo.

HO_2. Technological advancement does not have a significant effect on employee productivity at Taraba State University, Jalingo.

Review of related literature

Motivation

Motivation is the complex array of forces that drives an individual at work, heightening their eagerness and commitment to utilize their potential to achieve organizational goals. Money is not the sole motivator; significantly low wages can lead to frustration. Enhancing motivation is crucial for organizations aiming to boost labour productivity. It is essential to inspire employees to improve their performance. In a workplace where employees' knowledge, skills, and competencies are appreciated, the most effective motivational strategies focus on what employees consider important. Ibrahim and Brobby (2015), found that motivating employees within an organization enhances efficiency, helps them fulfil their personal needs, and enables the achievement of organizational goals. On the other hand, the greatest motivation for an employee is for them to understand that they are part of the organization and that they are getting the benefits of their productivity. However, Garavan et al. (2020, as cited in Abdul Rauf et al., 2020) have stated that

organizations have influenced the social, economic, and political progress of a country. The outcomes of an organization's productivity should be distributed to employees fairly; otherwise, negative consequences may arise. Gikonyo (2017) found that a lack of motivation leads to poor employee performance. Therefore, it is essential to motivate employees to boost their productivity. Factors such as compensation, rewards, profit sharing, promotion, recognition, job enrichment, participation in decision-making, and health insurance can motivate employees and enhance their performance. Motivation is an internal generative force that controls our work (Pollitt and Oldfield, 2017). Idrees et al. (2015) argued that motivated employees tend to be more fruitful than non-motivated employees.

Experience has shown that the success of an organization depends on its employees. Akinbo (2021) showed that monetary incentives of motivation like allowances, bonuses, competitive salary, percentage profit sharing and salary raises and non-monetary incentives of motivation such as career advancement opportunities, flexible working hours, job security, job training and retirement benefits had a significant positive link with employee performance. To this end, a null hypothesis is developed:

Ho_1: Motivation does not have any significant effect on employee productivity at Taraba State University, Jalingo.

Technological advancement

For any organization to survive and be effective, it must adopt the latest technologies such as mechanization, computerization and automation. Technology alone can only lead to an increase in productivity if the necessary skills and knowledge are available. The role of technology has grown significantly in the current global market. Top leaders in global trade are fully aware of IT tools that not only help achieve goals but also optimize business activities to reach their targets. Heslina, A. S. (2021), argue that Information and Communication Technology (ICT) will help the organization in improving its ongoing process, and core competencies, and making the best organizational structure. Organized organizations must from time to time train their employees to enrich them in the areas of evolving technical skills and knowledge. The advancement of emerging technologies appears to have a significant effect on the workforce (West, 2015). Consequently, a null hypothesis is developed.

Ho_2: Technological advancement does not have any significant effect on employee productivity in Taraba State University, Jalingo.

Theories Relevant to the Study

Models of Employee Motivation

Behavioural scientists and psychologists have developed various theories on motivation, many of which are related to employee performance. For this study, we will discuss Abraham Maslow's theory.

Maslow's Hierarchy of Needs Theory (1943)

In his book in 1943 titled "A Theory of Human Motivation," Abraham Maslow introduced a theory on what drives human behaviour. Maslow proposed that human beings have five levels of needs they continuously seek to fulfil. The more critical these needs are, the more driven a person is to achieve them. Failure to meet these needs results in increased tension. The five levels of needs are physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

Maslow's theory, despite being one of the earliest proposed theories of motivation, remains highly relevant and applicable in today's organizational contexts. It highlights the key factors influencing employee performance. According to the theory, the better an individual's needs are satisfied, the better their performance will be, which is also influenced by training, motivation, and technological advancements. Although the theory has its shortcomings, it effectively identifies the needs unique to individuals and their impact on organisational performance.

However, motivation levels alone do not positively impact employee performance. Organizations must identify where employees fall within Maslow's hierarchy of needs to tailor motivation strategies accordingly. Managers must strive to understand their staff's needs and provide adequate motivation to meet those needs. To achieve high levels of productivity from staff members, the organization must view employees as the

backbone of the organization as assets to the organization. Therefore, to ensure that workers remain very creative and to achieve steady growth, stability and success in the organization, Maslow's theory argues that the needs of the workforce must be considered. Feedback is needed to measure progress towards this goal and whether the level of effort is sufficient and in the right direction, or if corrections are needed (Wanjala & Kimutai, 2015).

Empirical review

Komal, Pawan and Himani (2023) study the impact of technology on employee behaviours & performance. This study empirically examines how technology affects employee behaviors, performance, and interpersonal relationships. The study's findings reveal that the introduction of technology has significantly contributed to enhancing employee performance within the organization. Nevertheless, this technological shift has also led to a reduction in interpersonal interactions among employees, as most tasks now rely on Information and Communication Technology (ICT), thereby minimizing face-to-face human connections."

Rachel and Phebe (2023) study the impact of Technological Modernization on Employee's Work Efficiency concerning Organizations. The primary purpose of the present study is to review the current effects of technology on employees of various industries and to give a brief overview for identifying challenges measuring the effectiveness of human capital. In addition, suggestions have been listed on how it can better the employee's work performance without being a threat and how well IT is used to make work life better and effective.

Gift and Obindah (2020) investigated the effect of motivation on the productivity of private hospitals in Bayelsa State, Nigeria. Adopting survey research design, descriptive statistics and inferential statistics on a sample of 135 employees obtained from 204 employees applying the Yamane (1967) formula, the results showed that motivation had a significant effect on the productivity of private hospitals in Bayelsa State. Furthermore, the results revealed that the higher the level of motivation in Bayelsa State private hospitals, the better the organizational productivity among office managers. Evidence from the results showed that the productivity of an organization could improve through the motivation and promotion of office managers.

Leseiyo and Ngui (2019) This study focuses on employee motivation and its impact on the performance of public universities in Kenya, with a particular emphasis on Moi University, Nairobi Campus. Specifically, it examines the effects of career development, employee remuneration, and staff training on the university's performance. Using descriptive and inferential statistics on a sample of 70 employees, selected from a total of 200 through stratified random sampling, the results revealed a significant positive relationship between career development, employee remuneration, and staff training, on the performance of Moi University, Nairobi Campus.

Furthermore, Ekundayo (2018) examined the link between motivation and the performance of selected insurance companies' employees in Nigeria focusing on employees of selected insurance companies in Lagos. Employing a descriptive research design on a sample of 100 employees selected through simple random sampling and stratified random sampling procedures, the results disclosed that motivation exerted a major impact on employee performance. Besides, the results revealed a strong positive relationship between motivation and employee performance. Depending on the survey research design.

Assefa (2018) investigated the effect of motivation on the performance of employees of selected Bank of Abyssinia in Addis Ababa. Using descriptive statistics on a sample of 176 employees derived from 1301 employees through the simple random sampling procedure, the findings indicated that the level of motivation in the Bank of Abyssinia was low. However, the findings disclosed that the greatest motivating factor for employees was promotion. Furthermore, the study established that the low level of motivation affected the commitment and productivity of employees.

Innocent, Millicent, Abubakar and Abubakar (2022) investigated the relationship between motivation and workers' performance at the University of Abuja. Utilizing a descriptive research design, the study incorporated both primary and secondary data. Descriptive statistics and multiple regression methodologies were applied to a sample of 337 workers, selected from a total of 2145 using the stratified sampling method. The findings revealed that salary increases, promotions, allowances, regular and timely salaries, and involvement in decision-making had a positive and significant effect on workers' performance at the University of Abuja. However, bonuses and fringe benefits had a negative and significant impact on performance. Additionally, the study found that annual increments, recognition, and supervision did not motivate the university's workers. The study recommends that the management of the University of Abuja should continue their policies on salary increases, promotions, allowances, regular timely salaries, and involvement in decision-making.

Friday and Chibundu (2017) conducted a study on employee training and organizational performance of some deposit banks in the state of Abia, Nigeria. A cross-sectional research survey was used. The target population includes all deposit banks in Abia State, Nigeria. Forty senior managers were interviewed. A simple random sampling technique was used. A sample size of thirty-six (36) was established using Krejcie and Morgan (1970). Primary and secondary data sources were used. Spearman's ranking order correlation coefficient (rho) is used as a statistical tool using Statistical Package for the Social Sciences (SPSS, 20.0). The study found that employee training had a significant positive relationship with organizational performance. He concluded that measured employee training in terms of on-the-job training and out-of-the-job training increase organizational performance of the deposit banks. The study recommended that; Bank executives should encourage on-the-job training to build the skills of their employees to achieve organizational performance secondly, managers and other administrators of financial institutions should also adopt both on-the-job training and off-the-job training to improve organizational performance.

Adiele and Ibietan (2017) examined the impact of manpower training on productivity in Nigerian public sector. Survey method was adopted, questionnaire was used to collect data from respondents. The results show that inadequate funding, poor coordination of training activities, inadequate assessment of training needs and inappropriate methodology for the delivery of training programmes were major obstacles to public sector productivity. It recommended that establishment of accurate and well-coordinated training programmes aimed at continuous improvement of the productivity of employees in the Nigerian public sector should be put in place. Merit-based selection criteria and techniques, based on the adoption of qualitative tools and adequate funding, were key to a productive public sector in Nigeria. Other suggestions presented were also able to address the barriers to workforce training and productivity of the public bureaucracy in Nigeria.

METHODOLOGY

Survey design was adopted. The study received preliminary data from the management and staff of the University. Through a well-organised questionnaire, 534 university staff serve as the target population of the study from the Taraba State University Jalingo. Taro Yamane's statistical formula was used to select sample size of 228. The study used non-probability sampling techniques where random sampling was used. Primary dates were used for this study. Data collected for the study were analysed using Multiple regressions to determine the influence of the independent variables on the dependent variable.

RESULTS

Results of Regression Analysis and Interpretation

In keeping with the objectives of the study, the study examined the results of the effect of the independent variables on the employee's productivity of the respondents. The result indicates that 63% of the variability in the productivity of employees is explained by the independent variables used for the study, while the remaining variability could be due to an error or other non-captured variables.

To ensure that Ordinary Least Squares (OLS) assumptions were not violated, the model was tested for all MLS assumptions. The autocorrelation test presented in Table 5 indicates that the Durbin-Watson score was 1.602, which is in the accepted range. In general, Durbin Watson values between 1.5 and 2.5 are within the acceptable range. In general, scores are between 0 and 4, where: 2 means no autocorrelation, 0 to <2 indicates positive autocorrelation and values> 2 to 4 indicate negative autocorrelation. Therefore, the score in this result suggests that the random error components are distributed independently in the data.

Table 5: Model Summary

Model	R	R square (R^2)	Adjusted R^2	Std. error of the estimate	Durbin Watson
1	.796[a]	.634	.629	.983	1.602

Source: Field Survey Result, 2020.

a. Predictors: (Constant), Employee Motivation, Technology advancement
b. Dependent Variable: Employees Productivity

Table 7 also showed the overall fitness of the model having an ANOVA model with an F-value of 129.0 that was significant at 1% (p-value =0.0000).

Table 7: Analysis of Variance (ANOVA[a])

Test for Hypothesis

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	374.091	2	124.697	129.090	0.000[b]
Residual	216.378	224	.966		
Total	590.469	247			

Source: Field Survey, 2020.

a. Dependent Variable: Employees Productivity

b. Predictors: (Constant), Motivation, Technology advancement

4.3 Hypothesis Testing

The effect of the independent variables used in the model as presented in Table 8 indicates that all variables have a positive effect on the productivity of the employees. Mathematically, the model is presented as well: Employees Productivity = -.951 + 0.083 Motivation + 0.326 Technological Advancement. This implies that all the independent variables used have a positive influence on employee productivity. The result further suggests that without increasing these independent variables, employee productivity will decrease in the institution. The study tested two hypotheses to determine the validity of the relationship between the independent variables.

Table 8 Coefficient Output for Hypothesis

	B	Std. Error	Beta		
(Constant)	-.951	.300		-3.167	.002
Motivation	.083	.016	.214	5.269	.000
Technology advancement	.326	.051	.264	6.455	.000

Source: Field Survey, 2020

Hypothesis 1: Motivation affects employee productivity. The result of the regression analysis revealed that there was a significantly positive relationship between employee motivation and employee productivity in the institution. The null hypothesis was therefore rejected. The implication of this result shows that the increase in employee motivation, such as salary increases, promotions, paid vacations, bonuses and allowances, contributes significantly to the increase in employee productivity, which will result in an increase in the productivity of the organization and vice versa at Taraba State University, Jalingo. This means that the productivity level achieved by Taraba State University, Jalingo employees is enhanced by employees' motivation. In addition, the results in Table 8 illustrated (B = 0.083, t = 5.269, p <0.000 value).

Hypothesis 2: Technological advancement has effect on employee productivity. The result of the regression analysis presented in Table 8 reveals that there is a significant and positive relationship between technological advancement and productivity of employees at Taraba State University, Jalingo. On the basis of the result, the alternative hypothesis was accepted, while the null hypothesis was rejected. The result in the table shows that the variable was significant at 1% significance level (B = 0.326, t = 6.455, p <0.000 value).

Discussion and Findings

Each organization or institution aims to achieve a certain level of productivity among its objectives. Productivity can be called the

amount of work achieved in a unit of time using factors of production. This goal can be achieved when the same amount of production is generated using fewer inputs (ILO, 2005). This means that organisations should make the best use of resources, labour and materials systematically to reduce costs and satisfy staff, managers and consumers. According to Dialoke et al. (2016), the productivity of any organisation depends on the success and profitability of that organization. However, for organizations to be productive, the development of human resources is essential (Daniel, 2012).

As noted in this study, employee motivation has positive effects on employee productivity, as lack of motivation hurts employee performance and productivity. In addition, motivation in an organization improves efficiency and also helps the employee achieve their goals. Similarly, Ahmed and Yahanna (2014) found that motivation is one of the important factors in increasing an employee's productivity and performance. This means that motivation positively influences productivity.

The study also revealed a positive relationship between technological advancement and employee productivity. This finding gives credit to Kariuki's (2015) submission. The results revealed a positive relationship between the level of information technology use and organizational performance. Nuskiya (2018) also discovered that technology has a positive impact on employee performance. The results showed that a technological application can improve motivation, increase satisfaction, and reduce workload and absenteeism. In fact, in order for each organization to survive and be effective, technological advances must be adopted (the latest technologies, namely mechanization, computerization and automation). However, technology alone does not guarantee success if it is not supported by people with the required skills. Razak et al (2014) found that there was an excellent, significant correlation between technology and labour productivity in Malaysia. In addition, technology is the most significant factor that affects employee productivity in Taraba State University, Jalingo based on the highest value of Beta in regression analysis which is 0. 326. Organizations must train employees to enrich them from time to time in the area of evolving skills and technical knowledge. In recent times, the necessary training of employees and their orientation is through information technology that facilitates activities and develops the organization or society in different areas. As a result, the adoption of technology by Taraba State University will improve the overall productivity of the institution.

Conclusion

From the foregoing discussions and analogies, it can be concluded that employees' productivity is positively affected by employee motivation and technological advancement. Motivating employees to improve their productivity is one of the most important factors in an organization because employees are valued for their high education, skills, experience, knowledge and qualifications in an organization. More so, employees perform better when they are motivated. Similarly, the adoption of modern technologies will enhance the speed and quality of services being provided by the University.

Recommendations

In view of the findings of the study, the following recommendations were made:

1. Management of Taraba State University Jalingo should promote and build up reward system that will be according to rule of reward which state that; Reward must be linked to performance" whether financial or non-financial reward.
2. The management of Taraba State University, Jalingo should adopt latest modern technologies that will enhance productivity in the institution. Technology change the way staff carried out their activities and it also improve their

productivity leading to efficiency and effectiveness of employees.

Contributions to Knowledge

The study has contributed to knowledge in the area of gap in knowledge created. Past studies have examined employees' performance within the contexts of leadership, motivation, stress management, work life balance, conflict management, however, little has been done in the area of motivation and technology advancement relative to employees' performance.

In the area of methodology of the research work, it has contributed to knowledge. This is manifested in the area of type of research design, sampling technique, method of data collection and data analysis method. The study has brought to the fore how most of the public university take the issue of motivation of staff with levity. This is an eye opener to the government to formulate policy that can accelerate motivation of workers in private and public sectors on regular basis.

The study will help the management of Taraba State University to formulate good policy on employees' motivation and adopt modest technology that can accelerate efficiency of employees. The study will assist other researchers to understand the effects of motivation and technology on workers' performance in the work organization and how to carry out further research work in this area. The research study provides a valuable collection of ideas, facts and figures that may be important to other researchers. This contributes to knowledge by establishing that employee motivation, technological advancement facilitates the productivity of workers in an organization.

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