

## MOTIVATIONAL FACTORS AS DETERMINANTS OF JOB PERFORMANCE OF COACHES IN NIGERIAN UNIVERSITIES

**LAWAL YAZID IBRAHIM**

*Department of Physical & Health Education, Bayero University, Kano, NIGERIA.*

*Email: ilyazid65@yahoo.com*

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### ABSTRACT

*Sports organization regardless of size and type requires competent and motivated coaches to function effectively and achieve the desired goals and objectives of the sports organization. This study investigates motivational factors as determinants of coaches job performance of Nigerian universities of zone A. The design used in this study was correlation design with the sample of 53 coaches using purposive sampling methods. The instrument used for this study was a self developed questionnaire using five points likert scale, validated with a reliability coefficient of 0.08. The questionnaires were distributed by the researcher and all were duly returned. Data collected was analyzed using descriptive statistics of simple frequency count and Pearson product moment coefficient of correlation (PPMC) was used to test the formulated hypothesis of there is no significant relationship between motivational factors and job performance of Coaches in the Nigeria Universities of zone A at 0.05 level of significant. The findings of the study indicated significant relationship exist between motivational factors and job performance. It was recommended that both extrinsic and intrinsic motivation should be used in motivating coaches to put in their best.*

**Keywords:** Motivational, job performance, coaches, zone A universities.

### 1. INTRODUCTION

The influence of motivation on the productivity of coaches could be enormous as a motivated coach under normal circumstances would a happy, joyous and at the same time a productive coach. This is because, when the coach is happy he will be under normal circumstances willing to relate well with his/her athletes in his/her physical milieu such as his/her colleagues at the same time be willing to

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**Correspondence:** Lawal Yazid Ibrahim, Senior Lecturer, Department of Physical & Health Education, Bayero University, Kano, NIGERIA, Tel: +2348035558946, Email: ilyazid65@yahoo.com

give his/her best to their athletes. A motivated coach does not need to be coerced to perform his/her normal duties, but will rather be willing to discharge his/her duties joyfully, optimally and efficiently. A motivated coach would be willing to do everything possible to optimize his/her productivity and performance because motivation has direct bearing on the total organizational productivity (van Heerden, 2014).

Motivation entails the psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence (Jones, & Gareth, 2006). Conversely, when motivation declines, coaches tend to display such negative traits as apathy, hostility and aggression, the traits also tend to undermine efficiency, productivity and sustainability. Indeed, motivation is the satisfaction of human needs (Senyah, 2003). Maslow hierarchy of needs theory and other needs theories provide managers with conceptual means of understanding motivation by giving guide to the needs and desires of individuals within an organization (Maslow, 1958). The needs theories suggest that to motivate a person to contribute valuable inputs to a Job and perform at a high level, a sports Director determine what needs the person is trying to satisfy at work and ensure that the person receives outcome that helps to satisfy those needs when the person performs at a high level and help the sports unit/Directorate to achieve its goals (Jones, 2006). Motivational factors that include coaches performance include a high pay package; prospect for promotion; challenging environment; recognition; bonuses; facilities and equipment working environment.

Job performance is the accomplishment of the task that makes up an individual's job. Sekaran (2004) defined job performance as an index of how well the job gets done in term of the set goals and criteria. In other words, job performance is the effort exerted by employee to accomplish the task or duties expected of them in order to achieve result. Kamalo, Khan and Khan, (2009) viewed performance as almost any behavior which is directed towards task or goal accomplishment. They are of the view that, performance is the product of ability multiplied by motivation; ability is the product of aptitude multiplied by training and resources, while motivation is the product of desire multiplied by commitment.

The multiplicative function in the formula suggests that aptitude, training, resources, desire and commitment are essential to job performance. Good performance among coaches sports unit/directorate has many implications such as efficiency, outstanding ability, good organizational climate and infrastructure, excellent leadership that can sustain rapport and productivity and good relationship amongst staff. In addition, Schuler as cited in Marry (2004) viewed job performance as the level of the quality and quantity of what an employee does. A sport unit of a university is an organization whose mission is to provide

coaches services to players/athletes, how well the coaches services are provided depend on the competence, skills, experience and motivation of the coaches in the sports unit in order to enhance effective coaching delivery in the sports directorate or units of the universities the fundamental needs of coaches must be accorded priority attention and addressed. No matter how the management the sports Directorate or units high productivity and achievements depends largely on the level of motivation and the effectiveness of the coaches. Stephen, (2003) highlighted that coaches have different personal needs and goals that they are hoping to satisfy through their jobs. A diverse array of reward is needed to motivate Coaches with such varied needs. Mullins (1999) asserted that motivation does not involve only tangible rewards in the forms of good salaries, bonuses, allowances but it also involves intangible factors such as training, equipment to work with, conducive, working environment, good communication channels and so on. Ojo (1992) asserted that solving employee's personal problem through increase in salary and allowances alone does not result in to increase employee performance. They pointed out that to achieve improved employee performance, several other intrinsic motivational factors like healthy working environment, good interpersonal relationship, feeling respected, enjoying the company of people they are working with, taking up status and promise for future advancement in terms of basic needs of an employee are not met, it would greatly affect their job performance and productivity. Jones and Gareth (2000) remark that, when the condition under which coaches' work is poor, unhygienic and not congenial, the morale of the coaches will be affected.

When all the motivational ingredients are absent or are lacking in a workplace, the staff will equally not perform very well and his morale will be very low as it would affect the organizational output. The indicator or key element to motivate Coaches is remembering that not all Coaches are the same. Managers must know each Coach and try to acquaint themselves with a wide range of motivational techniques available and put them in to proper use in order to improve the performance level of their coaches to meet the University expectations. Buhler (1998) suggested that coaches should be offered regular opportunities to attend academic conferences and seminars in their field; they should also attend in house training programs, induction courses and other social gatherings such as picnic, get together party and must of all tourist visits for beautiful service delivery and job satisfaction. He further noted that, a motivating environment may produce satisfied coaches which in turn would make many Coaches happy. Besides, a motivating environment exists with conditions of high standards, clear objectives, adequate training and working tools, effective leadership and rewards that coaches value; and adequate working condition.

The objectives of the study were to investigate the extent of the application of motivational strategies and how its affect the performance Nigeria

university coaches zone A in tertiary institutions and to determine the extent to which Nigeria university coaches are motivational factors applied for them in performing their expected jobs.

## **2. METHODS AND MATERIALS**

### **2.1 Subjects**

The subjects in this study were covered only the coaches within the universities in zone A comprising of:- Usman Danfodio University Sokoto, Ahmadu Bello University Zaria, Kano State University of Science and Technology Wdil, Bayero University Kano, Federal University of Technology Minna, Umar Musa Yar'adua University Katsina, University of Abuja, Abuja, Ibrahim Badamasi Babangida University Lapai, Nasarawa State University, Keffi, Kaduna State University Kaduna. There were 53 coaches selected from the above cited universities based on the purposive sampling technique.

### **2.2 Selection of Variable**

The study centered on motivational factors and job performance of Nigeria universities coaches in zone A.

### **2.3 Tools**

The instrument used for this study was a self developed questionnaire on motivational factors and job performance using five points likert scale, validated with a reliability coefficient of 0.08.

### **2.4 Collection of Data**

The self developed questionnaire was distributed to the selected coaches after acquiring their consent by the researcher, and all were duly returned.

### **2.5 Statistical Analysis**

Data collected was analyzed using descriptive statistics of simple frequency count and Pearson product moment coefficient of correlation (PPMC) was used to test the relationship between motivational factors and job performance of coaches in the Nigeria universities of zone A. The level of significant was set at 0.05 level.

### 3. RESULTS

**Table 1: Pearson product moment coefficient correlation on relationship between regular promotion and job performance**

Variable	Mean	SD	<i>r</i>
Regular Promotion	1.93	0.39	0.71
Job Performance	1.99	0.82	

The table 1 reveals that mean score for regular promotion is 1.93 while that of staff performance is 1.99, SD for regular promotion is 0.39 and the staff performance is 0.82 the statistical computation shows that there is a very high relationship between regular promotion and job performance. This implies that the problems associated with promotion has inversely affected regular promotion contributed to the poor staff performance experienced in north central states sports councils of Nigeria.

**Table 2: Pearson product moment correlation coefficient on financial incentives and job performance**

Variable	Mean	SD	<i>r</i>
Financial incentives	1.91	0.41	0.93
Job Performance	1.99	0.82	

Table 2 reveals that the mean score for financial incentives is 1.91 while that of job performance is 1.91, standard deviation is 0.41 and job performance is 1.99. The statistical computation shows that there is high relationship exist between financial incentives and job performance. This means that lack of prompt payment of salaries affect the job performance negatively.

**Table 3: Pearson Product moment coefficient correlation on Health insurance scheme and job performance**

Variable	Mean	SD	<i>r</i>
Health Insurance Scheme	2.02	0.41	0.36
Job Performance	1.99	0.82	

The above table 3 shows that the mean scores for health insurance scheme is 2.02, the standard deviation is 0.41 and the job performance is 1.99. The statistical computation indicates that there is low relationship exist between health insurance scheme and staff performance in north central states sports councils.

**Table 4: Pearson Product moment coefficient correlation on staff training development and job performance**

Variable	Mean	SD	<i>r</i>
Staff training and development	1.93	0.38	0.71
Job Performance	1.99	0.82	

The table 4 reveals that mean score for staff training and development is 1.93, the SD 0.38, and job performance is 1.99, SD is 0.82. The statistical computation indicates high relationships do exist between staff training and job performance in north central states sports councils in Nigeria.

#### 4. DISCUSSION

Finding of this study shows that promotion significantly affect job performance in the selected universities of zone A this finding is in line with similar observation made by Brayfield and Rothe, (1951) & Adesoye, (2000). Where they stated that promotion is an essential ingredient for organizational positive outcome; it is also in line with the view of Adesoye (2000) that promotion is advancement of an employee to a better position; better in terms of grater responsibilities, more prestige or status, greater skills and specific increased rate of salary and better working conditions. Promotion is a change within the organization to a higher position with greater responsibilities and the needs for more advanced skills, than in the previous position. The finding is also supported by (Alagbe, 2009) that promotion is a more of an employee to a job within the organization which has greater importance and usually higher pay, status improved fringed benefits and more privileges; the purpose of promotion is usually to improve both utilization and motivation of employees. Promotion in the civil service is regarded as a motivational factor; it entails elevating an employee to a higher position as means of rewarding him for outstanding performance. If promotion has to earn by merit (Alagbe, 2009) then it's not automatic.

The finding of this study also revealed that financial incentives significantly affect job performance in the Universities of zone A. This finding is in line with Adesoye (2000) & Strauss (2001) they stated that motivation in terms

of financial reward to staff of significantly importance to job satisfaction and job performance in any University of zone A. The finding is also in view with Adesoye, (2000). Who conserved those employees who do not have sufficient funds to provide for their reasonable family needs it personnel to competitive organization is a function of the type and levels of salaries and allowances on the other hand the extent to which an organization is function or allowance and salaries. In the organization it will not be out of place to say that the performance in an organization will decrease of workers and not well motivated thought reasonable salaries and allowances.

Fasan (2000) opined that in sports organization it's not only ability to pay, but such pay must be comparable to offer on similar grade in similar organization; in fixing salaries and wages or allowances for employees efforts should be made to look at such factors, cost of living, qualification, job grades and other social needs. Personnel staff should be guided by equity theory and compensation policies. Job should be evaluated on the basis of time quality and quantity. This finding supported the previous study of Nijdda, (2007) who conducted a study on the effective remuneration in sport organization for improved productivity in Adamawa and Taraba state, who found that remuneration of job such as monetary incentives, have positive impact devises that man reaction to money summarizes his biography to date his early economic environment, his competence in training the none financial motive he has acquired and his current financial status. Contrary to this finding, Walter, (1997) in a similar study where a low relationship exist between job satisfaction and sports performance was reported in the same view a study conclude by Casio (1992) supported this findings that the satisfaction people have with their job and amount of work that they have accomplished is certainly affected by the amount they are paid. He further explained that organization should evaluate contribution of employee in order to distribute fairly direct and indirect payment and monetary rewards within the organizational capacity and legal regulations the provision of adequate rewards will motivate and enhance job performance. This assertion is in line with Suara, (2000) who opined that rewards might be in the form of certificate, honors scholarship, financial grain that are bestow on top performance.

The finding further indicates that there is significant relationship between job training and job performance in the Universities in Zone A. This finding corroborate with Njidda (2005) who conducted a study on the perceived impact training and re-training of job for improved productivity in sports organization in Adamawa and Taraba state; and found that before training, training needs of the employee could be sasses otherwise it prone a wasteful effort. The finding supported Onasanya's (1999) claim that a good training programme should identify the specific skills area that is to be strengthened, as a result of the training and raucous that are available to support the training. This finding is also in line

with the view of Casio (1991) that training and development result from a planned organizational efforts to help employees improve work behavior in term of increase productivity, lightened morale, reduce cost and organizational stability and flexibility to adopt to changing external requirement such programmes will also help to meet the need of the individuals in their search for work assignment and that can be add up to life long cover. This finding is contrary to Strauss (1971) who stated that it is a designed for a high level of skills tends towards more education that the vestibule school, in the knowledge and skills in doing a practical work related to a person's particular job.

The findings on this study also showed that facilities and equipment to have significant relationship with job performance. This is in line with Odeniyi, (2007) that facilities and equipment is power house of sports. Contrary to this finding Onotu (2010) conducted a study on stakeholders view on the impact of funding has negative impact on facilities development, sport equipment are essential ingredients of sports development that must be given priority in north central states sport councils and Nigeria at large. In order to enhance job performance, in supporting this assertion Onotu, (2010) further observed that equipment and facilities are fundamental factors and present a sensitive area in job performance.

This finding contradict that of Ojo (2005) who observe that true winners or champions should achieve their goals through skill training proper motivation and rising challenges posed by their particular sports. This will be made possible where there are enough fund released to purchased the right sporting equipment and facilities; some sports programmes are mainly concerned with movement and one important factors in the conduct of a successful sports stated that it is therefore important for government at all level and sports philanthropist to help provide basic sports facilities such as field, pitches, courts track, because with standard facilities and equipment in place sporting activities at all level of sports councils will be enhanced. Ojo, (2005) Similarly asserted that facilities which affords students the opportunity to practice the skill taught in physical education and sports participated in activities which have carryover value should be provided for students sports programme and these facilities and equipment should be available all the years round. Olorunsola, (1999) further buttress the finding that to ascertain the extent to which the existing facilities and equipment should meet the people preferences, more importantly this will help the management to indentify the current needs for facilities, programmes, personnel; the period interest survey are made more relevant when one considers the fact that interest and preference for activities change over time. This is contrary to Bernard, Stephen, & Williams, (2000). Is likely to discourage audience spectators from attending any organized sports events and if the purpose of organizing sports event is to attract the spectators the environment in which sports facilities and



sports events are to take place should satisfy the condition stated above as part of sports events management strategies.

## 5. CONCLUSIONS

It was explicit that staff development and relationships with co-workers are the two motivational factors being applied for the job performance of the Universities Coaches Universities of zone A, however promotion are the main motivational strategies employed. Nonetheless, it is evident that the Universities Coaches were not satisfied with motivational factors and strategies employed for effective job performance in their Coaches field. This has been attributed to the fact that the management managers in these Universities do not comprehend the effects of other motivational factor and strategies apart from the ones usually and applied for the job. From the findings of this study, the following conclusions were draw; financial incentives promotion of Coaches, staff training and development, provision of quality equipment and facilities are motivational factors that enhance job performance.

In line with the major finding the few recommendations were made. The management of the universities studies should allow and sponsor their Coaches to participate and attend workshops on leadership training and other professional management courses nationally and internationally to enable them learns new knowledge on managing their athletes in the 21<sup>st</sup> century to improve service quality and job performance. The management of the Universities should as a matter of necessity provide the right type of working tools to make their Coaches more productive in discharging their primary responsibilities. A trained Coach needs adequate and relevant working tools to make him/her function effectively. An avenue should be provided to enable the University Coaches interest regularly with their athletes to help them know the physiological and psychological needs of their athletes coaching.

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