

Motivational Indices and Administrative Staff Job Commitment in Private Universities in Oyo State

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Abstract

This study investigated the relationship between motivational indices and job commitment among administrative staff in private universities in Oyo State. Despite efforts of educational stakeholders, there seem to be a growing concern and dissatisfaction with the level of job commitment among administrative staff members in private universities, particularly in Oyo State. Various studies have addressed the causes of such issues in other states, but there was a noticeable lack of empirical research focused on private universities in Oyo State, creating a gap in the literature that this study sought to address. Two research questions were raised while one hypothesis was formulated. The study adopted a descriptive survey research design, targeting all administrative staff in private universities in Oyo State, using a total enumeration sampling technique. Data were collected through a self-developed questionnaire (MIASJCQ) and the reliability of the instrument was determined using cronbach's alpha $\alpha = 0.892$. The data was analysed using both descriptive

and inferential statistics. The findings revealed that the level of job commitment of administrative staff in private universities in Oyo State was high ($\bar{x}=3.13$); the level of motivational indices in private universities in Oyo State was moderate ($\bar{x}=2.81$); correlation analysis between motivational indices and job commitment indicated an exceptionally high correlation coefficient of .974** indicating a very strong positive correlation. Based on these findings, it was recommended among others that private universities should implement regular professional development and training programmes. These programmes could focus on skills enhancement, career advancement, and fostering a sense of community within the workplace.

Keywords: Motivational Indices, Job Commitment, Administrative staff, Private Universities in Oyo State.

Word Count: 252

Introduction

The importance of employee job commitment cannot be underestimated, as it seems to have crucial implication on the survival, expansion and effectiveness of various organisations. Hence, matters related to job commitment should be regarded significantly in any academic discourse. Job commitment reflects the connection between an employee and the organisation, illustrating their level of enthusiasm and readiness to fulfil assigned responsibilities in the workplace (Ebo & Oredein, 2022). However, upon examination of Nigerian higher institutions, including universities, it becomes apparent that the level of job commitment among administrative staff who are professionals that play a crucial role in supporting the administrative and operational aspects of the institution has witnessed a decline over the years. For instance, Azelama and Osumah (2022) stated that administrative staff exhibits absenteeism and withdrawal behaviour. They often fail to

maintain consistent attendance, with high rates of absenteeism and lateness. This has led to a decline in the effectiveness of university departments and demonstrates a lack of dedication to their roles and responsibilities.

Another concerning behaviour is presenteeism, where administrative staff are physically present at work but mentally disengaged (Samarasinghe, 2021). Instead of focusing on their tasks, they may engage in personal activities, often due to poor work ethics or dissatisfaction with their jobs. Additionally, many administrative staff display health risk behaviours such as smoking, excessive drinking, and leading sedentary lifestyles (Smithdorf, Reynders, Meyer, November & Malema, 2022). These behaviours, often exacerbated by workplace stress, contribute to poor physical and mental health, reducing their overall commitment and efficiency at work. Another indication of low job commitment is a situation that has given way to corruption and unethical practices (Owan, Bassey, Mbon, Okon, Egbula, Ekaette, Ojong & Ekpe, 2020). Individuals who are not fully invested in their roles engage in bribery, favouritism, and other forms of misconduct. Also, the consistent poor level of job commitment seems to have adverse effects on the university's reputation. It has discouraged prospective students, impeded collaboration with other institutions, and eroded the trust and confidence of stakeholders, including employers and the general public. Hence, this study considered punctuality and work engagement as indices to measure job commitment.

Punctuality is a fundamental measure of job commitment. When administrative staff consistently arrive at work on time and avoid absenteeism, it demonstrates their dedication to fulfilling their responsibilities. Punctuality indicates a reliable commitment to meeting job expectations, as employees are present and ready to perform their duties. Azelama and Osumah (2022) found that absenteeism and lateness were strongly correlated with reduced administrative effectiveness, leading to a decline in organizational performance. Work engagement on

the other hand is characterized by high levels of energy, dedication, and involvement in work-related activities (Mehmood, Macky & Fevre, 2023). Engaged employees show high levels of energy, dedication, and immersion in their work, which positively affects their performance and commitment to the organization. Oladejo and Kareem (2019) found a direct link between work engagement and job satisfaction among university staff, which in turn bolstered their organizational commitment.

Various factors have been identified as contributing to the low job commitment observed among administrative staff in universities located in Oyo State. These factors include job stress, inadequate career advancement, low job satisfaction, insufficient motivation, and others (Erasmus (2020); Khaplwak, Mommand & Abdulrahimzai (2020); Manalo & Apat (2021); Choi, Lee, Won, Cho & Kim (2019)). Notably, to the best of the researcher's knowledge, studies on motivational indices and job commitment of administrative staff exists, but there seems to be a scarcity of literature focusing on private universities in Oyo State. Therefore, this study aims to contribute to the existing literature by investigating how motivational indices determine the job commitment of administrative staff in private universities located in Oyo State.

Motivation consists of the internal and external factors that generate enthusiasm and drive individuals to consistently engage in and remain committed to their work, role, or field of interest while exerting continuous effort to attain a goal. It serves as the driving force or inner state that compels individuals to take action, persevere in their endeavours, and achieve their objectives. It represents the underlying rationale for a person's behaviour, choices, and level of effort they dedicate towards accomplishing a specific task or aim (Pancasila, Haryono & Sulistyo, 2020). This study therefore focuses on opportunities for advancement, work-life balance and compensation as indices to measure motivation.

Opportunities for advancement refer to the various ways in which individuals can progress and grow in their personal and professional lives

(Demir, 2020). These opportunities can arise in different contexts, such as within a career, education, personal development, or even relationships. Ajayi (2019), found that in Nigerian universities, career advancement had the strongest positive relationship with employee performance, further underscoring its role as a key motivator. Work-life balance (WLB) is another critical motivational factor, as it helps employees manage their professional and personal responsibilities. A healthy balance reduces stress and burnout, leading to higher job satisfaction and better overall motivation. Manivannan (2019) demonstrated that work-life balance positively influences job satisfaction and can act as a mediator between motivation and job satisfaction. Employees who maintain a good balance between work and personal life are more likely to stay motivated and committed to their jobs. Also, Fair and competitive compensation is one of the most direct and influential motivators. Sulastri (2021) found that financial rewards such as salary, bonuses, and other incentives are critical in maintaining employee satisfaction and performance. Employees who feel adequately compensated for their work are more motivated and committed to their roles. Compensation has also been shown to have a significant impact on job performance, as it reinforces employees' sense of being valued and fairly rewarded for their contributions (Sulastri, 2021). Hence, this study investigated the relationship between motivational indices and job commitment of administrative staff of private universities in Oyo State, Nigeria.

Statement of the Problem

In recent years, there seems to be a growing concern and dissatisfaction with the level of job commitment among administrative staff members in private universities, particularly in Oyo State. This situation has resulted in various problems for these universities, including decreased productivity, higher employee turnover, lower job satisfaction, and difficulties in achieving organisational goals. One possible explanation for this could be how staff are motivated within these organisations, which

may not be appropriate to reaching their objectives. Previous studies have identified several factors that contribute to the challenges faced by administrative staff in other universities, such as poor engagement, insufficient recognition and rewards, poor leadership and management (Söyük, Şengün & Gün, 2021; Abdul, Navaneethakrishnan & Thirunavukkarasu, 2023). However, there appears to be limited empirical evidence focusing on private universities in Oyo State. Hence, to address this gap, this study investigated the relationship between motivational indices and job commitment among administrative staff of Private Universities in Oyo State.

Aim and Objectives of the Study

The aim of the study is to investigate the relationship between motivational indices and administrative staff job commitment among private universities in Oyo State. The objectives of the study are to:

- i. identify the level of job commitment (punctuality, and work engagement) of administrative staff in Private Universities in Oyo State
- ii. determine the level of motivational indices (opportunities for advancement, work-life balance and compensation) in Private Universities in Oyo State
- iii. examine the relationship between motivational indices and job commitment of administrative staff in Private Universities in Oyo State.

Research Questions

1. What is the level of job commitment (punctuality, and work engagement) of administrative staff in Private Universities in Oyo State?
2. What is the level of motivational indices (opportunities for advancement, work-life balance and compensation) in private Universities in Oyo State?

Hypothesis

H₀I: There will be no significant relationship between motivational indices and job commitment of administrative staff in private universities in Oyo State.

Methodology**Research Design**

This study utilized a descriptive survey research design, aiming to gather data from a representative sample of the population to draw conclusions applicable to the entire population. This design focused on collecting and interpreting data without altering any variables.

Population of the Study

The study population comprises of all members of the administrative staff, amounting to a total of six hundred and seventy-five (675) individuals who are employed across the seven (7) Private Universities in Oyo State at the period when this research was carried out.

Selection of Participants

The study made use of "total enumeration" sampling technique because of the relatively small size of the population, consisting of six hundred and seventy-five (675) administrative staff members from the seven (07) approved Private Universities in Oyo State as at the time of the research. Since it is feasible to encompass the entire population in the study, adopting a total enumeration method guarantees that data was gathered from every single person within the population.

Instrument and Procedure for Data Analysis

A self-developed four-point likert scale instrument was used to collect data for the study, it was titled "Motivational Indices, and Administrative Staff Job Commitment Questionnaire" (MIASJCQ). The instrument

contains three (3) sections namely: section A, B, and C. Section A contain items on demographic characteristics of respondents such as gender, age range, and years of experience. Section B contains 10 items carefully structured to identify the level of job commitment of administrative staff of private universities such that items 1-5 measures punctuality, 6-10 measures work engagement. Similarly, Section C contains 15 items carefully structured to determine the level of motivational indices in private universities such that items 1-5 measures opportunities for advancement, 6-10 measured work-life balance, 11-15 measured compensation. The survey underwent both face and content validity assessments and reliability index obtained was 0.892.

Ethical Consideration

Ethical guideline relating to data collection, analysis and interpretation on research as specified by Lead City University was followed.

Method of Data Analysis

The data gathered from the field were subjected to analysis through descriptive and inferential statistics. Descriptive statistics such as frequency, percentage, mean, and standard deviation were utilised to address the research questions. While, inferential statistics of Pearson Product Moment Correlation (PPMC) was used to test the hypotheses at 5% level of significance.

Results

Presentation of Demographic Data

Table 1: Showing the Demographic Data of Respondents

Gender	Frequency	Percentage
Male	327	53.8
Female	281	46.2
Total	608	100.0
Age Range		
Less than 30 years	131	21.5
31-40 years	302	49.7
41-50 years	112	18.4
Above 50 years	63	10.4
Total	608	100.0
Years of Experience		
Less than 10 years	217	35.7
11-20 years	234	38.5
21-30 years	109	17.9
Above 30 years	48	7.9
Total	608	100.0

Source: Researcher's Field Survey, 2024

The demographic data presented in Table 1 revealed a fairly balanced representation in terms of gender, with 53.8% of the participants being male (327 respondents) and 46.2% female (281 respondents). This indicated a nearly equal participation of both gender in the study. In terms of age distribution, the majority of respondents (49.7%) fall within the 31–40 year age range, accounting for 302 individuals. This is followed by 21.5% (131 respondents) who are under 30 years, 18.4% (112 respondents) aged 41-50 years, and 10.4% (63 respondents) who are

over 50 years. This suggests that most of the respondents are in their early to mid-career stages. Regarding years of professional experience, the largest group consists of individuals with 11-20 years of experience, making up 38.5% (234 respondents). Those with less than 10 years of experience represent 35.7% (217 respondents), followed by 17.9% (109 respondents) with 21-30 years of experience, and 7.9% (48 respondents) with over 30 years of experience. This demonstrated a good distribution of respondents across various experience levels, with a significant portion having mid-level professional experience.

Presentation of Answers to Question

Research Question One: What is the level of job commitment (punctuality, and work engagement) of administrative staff in private Universities in Oyo State?

Table 2: Level of Job Commitment among Administrative Staff in Private Universities in Oyo State

Items	AL (%)	S (%)	R (%)	N (%)	Mean
Punctuality	272.2 (44.8)	203.6 (33.5)	77 (12.7)	55.2 (9.0)	3.14
Work	275 (45.2)	201 (33.1)	64.8 (10.7)	67.2 (11.0)	3.12

Overall Weighted Mean= 3.13

Source: Researcher's Field Survey, 2024.

KEY: AL= Always (4), S= Sometimes (3), R= Rarely (2), N= Never (1), and SD = Standard Deviation.

Threshold: Mean value of ≥ 3.00 (High), 2.5-2.99 (Moderate) and < 2.50 (Low).

Presented in Table 2 is the data on job commitment among administrative staff in private universities in Oyo State. It reveals a high

level of commitment in punctuality, as well as work engagement. The mean score for punctuality is 3.14, indicating that staff members are generally consistent in being present and on time for their duties. Similarly, the mean score for work engagement is 3.12, suggesting that the staff are actively involved and engaged in their work tasks. Overall, the weighted mean of 3.13 reflects a strong commitment from the administrative staff across both dimensions. These findings highlight that, on average, staff members in these universities demonstrate a high level of dedication to their roles, ensuring both punctuality and active participation in their work.

Research Question Two: What is the level of motivational indices (opportunities for advancement, work-life balance and compensation) in private universities in Oyo State?

Table 3: Level of Motivational Indices in Private Universities in Oyo State.

Items	Always Freq(%)	Sometimes Freq(%)	Rarely Freq(%)	Never Freq(%)	Mean
Opportunities for Advancement	235.4 (38.7%)	230.4 (37.9%)	72.2 (11.9%)	70 (11.5%)	3.04
Work-Life Balance	151.4 (24.9%)	196.2 (32.3%)	171.6 (28.2%)	88.8 (14.6%)	2.67
Compensation	179 (29.4%)	166.2 (27.3%)	178.8 (29.4%)	84 (13.8%)	2.72

Overall Weighted Mean= 2.81

Source: Researcher's Field Survey, 2024

KEY: AL= Always (4), S= Sometimes (3), R= Rarely (2), N= Never (1), and SD = Standard Deviation

Threshold: Mean value of ≥ 3.00 (High), 2.5-2.99 (Moderate) and < 2.50 (Low).

Table 3 revealed the data on motivational indices among administrative staff in Private Universities in Oyo State highlights varying levels of satisfaction across different areas. Opportunities for advancement showed the highest level of motivation, with a mean score of 3.04, indicating that staff members generally feel positive about their chances for career growth and development within their institutions. However, the motivation around work-life balance is more moderate, with a mean score of 2.67. This suggested that while some staff manage to balance their professional and personal lives, others face challenges in this area. Similarly, compensation have a mean score of 2.72, reflecting a moderate level of satisfaction. Although, staff members are somewhat content with their pay and benefits, there is room for improvement in this regard. Overall, with a weighted mean of 2.81, the motivational indices across the universities are moderate. While there are strong perceptions of advancement opportunities, work-life balance and compensation could be enhanced to improve overall motivation among staff members.

Hypothesis

H₀₁: There will be no significant relationship between motivational indices and job commitment of administrative staff in private universities in Oyo State.

Table 4: Relationship between Motivational Indices and Job Commitment of Administrative Staff in Private Universities in Oyo State.

		Correlations	
		Motivational Indices	Job Commitment
Motivational Indices	Pearson	1	.974**
	Correlation		
	Sig. (2-tailed)		.000
	N	608	608
Job Commitment	Pearson	.974**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	608	608

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's Field Survey, 2024.

The findings presented in Table 4 revealed a strong positive relationship between motivational indices and job commitment among administrative staff in Private Universities in Oyo State. The Pearson correlation coefficient of 0.974 indicated a very high level of correlation, suggesting that as motivational factors—such as opportunities for advancement, work-life balance, and compensation—increase, the level of job commitment among staff also rises significantly. Furthermore, the significance value of 0.000, which is below the 0.01 threshold, indicates that this correlation is statistically significant. This means that the observed relationship between motivational indices and job commitment is unlikely to be due to chance. In essence, the results suggested that enhancing motivational factors is likely to lead to higher job commitment among administrative staff. This highlights the importance of addressing motivational aspects to foster greater dedication and engagement in their roles.

Discussion of Findings

Research question one was formulated to identify the level of job commitment (punctuality, and work engagement) of administrative staff in Private Universities in Oyo State. The result obtained shows that the level of job commitment among administrative staff in private universities in Oyo State is high. This finding aligned with other recent studies that have examined similar factors in different contexts. For instance, Aseanty, Andreas and Lutfiyani (2022) conducted a study on servant leadership in private universities in West Jakarta and found that leadership styles positively influenced both work engagement and affective commitment among employees. The positive relationship between leadership and commitment supports the high levels of job commitment seen in the Oyo State study. Similarly, Al-Najjar and Jawad (2020) explored organizational commitment and job satisfaction among university staff in Iraq. Their findings showed a strong correlation between job satisfaction and organizational commitment, with high levels of both observed among staff, which is consistent with the findings in Oyo State. Additionally, Pieters, Van and Zyl Nel (2019) found a significant relationship between organizational commitment and work engagement among university lecturers in Namibia, further supporting the conclusion that high levels of commitment contribute to greater engagement.

However, other studies present contrasting findings. Alwaely, Abusalma, Al-lawama, Owis, Alzboun, Alrawashdeh and Darawsheh (2023), in a study of Jordanian universities, found that administrative staff experienced higher-than-average levels of job burnout, leading to lower job satisfaction and engagement. This finding stands in stark contrast to the high levels of commitment found in Oyo State. Similarly, a study by Oladejo and Kareem (2019) in Public Universities in Lagos State, Nigeria, reported generally low work engagement among academic staff, primarily due to factors such as job hazards and discrimination, which decreased their commitment.

Research Question Two aimed at identifying the level of motivational indices (opportunities for advancement, work-life balance and compensation) in Private Universities in Oyo State. Findings revealed that the level of motivational indices is moderate. Supporting studies suggest that a moderate level of motivational indices is common in private universities. For instance, Sabir and Cura (2021) conducted a study on work-life balance among academic employees in Kurdistan. Their research found that employees in private universities faced significant challenges in maintaining a work-life balance, which impacted their motivation and job satisfaction. This supports the finding in Oyo State that work-life balance is moderate, as employees face difficulties balancing their professional and personal lives in similar academic environments. Similarly, Setiyani et al. (2019), explored the impact of compensation on employee motivation among millennials in private universities in Indonesia. The study found that compensation significantly influenced motivation and employee engagement. However, the role of work-life balance was less pronounced, with employees valuing compensation more than work-life balance. This mirrors the moderate findings in Oyo State, where compensation plays a key role in motivation but does not entirely offset challenges with work-life balance.

In contrast, some studies challenge the findings from Oyo State. Kar, Panda, and Pathak (2019), examined work-life balance among female employees in private universities in India. They found that work-life balance was significantly worse, with employees struggling to manage their personal and professional responsibilities, which led to lower motivation. This contrasts with the moderate work-life balance reported in Oyo State, suggesting that regional and institutional differences may account for variations in employee experiences. Similarly, Putri Dewi, and Yuliansyah (2019), found that compensation had a much stronger impact on employee motivation and job satisfaction in Indonesian universities. Their study suggested that higher compensation levels could

significantly enhance motivation, which contrasts with the moderate level of compensation reported in Oyo State.

Hypothesis was tested to determine the relationship between motivational indices and job commitment of administrative staff in private universities in Oyo State. The result revealed a strong positive relationship between motivational indices and job commitment among administrative staff in private universities in Oyo State. Supporting research highlights the importance of motivational factors in driving job commitment. For instance, Al-Najjar and Jawad (2020) explored organizational commitment in private universities in Iraq, finding that both opportunities for advancement and compensation positively influenced job commitment, which is consistent with the relationship found in Oyo State. Ashraf (2020) also emphasized the importance of compensation and job satisfaction in private universities in Bangladesh, demonstrating that these factors mediate a strong positive relationship between motivational indices and organizational commitment.

However, some studies presented a contrasting perspective. Hassan, Azmat, Sarwar, Adil, and Gillani (2020) examined the relationship between job motivation and job performance in private universities in Karachi, Pakistan. Their findings suggested that there was no significant relationship between job motivation and performance, which challenges the strong correlation between motivational indices and job commitment seen in Oyo State. Furthermore, Kristanti, Prasetio, Indiyati, and Madiawati (2021) examined turnover intentions among university lecturers in Indonesia and found that while financial rewards increased job satisfaction, they did not significantly reduce turnover or enhance commitment. This finding diverges from the strong positive link between compensation and commitment identified in Oyo.

Conclusion

In conclusion, the study examined the relationship between motivational indices—such as opportunities for advancement, work-life balance, and compensation—and job commitment among administrative staff in

Private Universities in Oyo State. The findings showed a strong positive correlation, indicating that when staff perceive favourable conditions in these areas, their commitment increases. This conclusion aligns with other studies globally, which highlight the importance of motivation in fostering organizational commitment. The study suggests that improving these motivational factors can enhance job commitment and overall institutional performance.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. To sustain and further enhance the high level of job commitment among administrative staff, private universities should implement regular professional development and training programmes. These programmes could focus on skills enhancement, career advancement, and fostering a sense of community within the workplace.
2. Private universities should conduct comprehensive assessments to identify specific areas for improvement within the motivational indices, such as opportunities for advancement, work-life balance, and compensation. Based on these assessments, universities can implement targeted strategies, such as establishing clear career pathways, enhancing benefits that support work-life balance and reviewing compensation packages to ensure they are competitive.
3. Private universities should prioritize enhancing motivational indices as a strategic approach to improve job commitment among administrative staff. This can be achieved by implementing comprehensive incentive programmes that include opportunities for career advancement, competitive compensation, and initiatives that promote a healthy work-life balance.

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