
PSYCHO-DEMOGRAPHIC FACTORS AS PREDICTORS OF WORK MOTIVATION AMONG JUNIOR STAFF IN THE UNIVERSITY OF IBADAN

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ABSTRACT

This study aimed to examine the influence of psychological (job satisfaction, pay satisfaction, job stress, emotional intelligence) and demographic (age, gender, religion) factors on work motivation among junior staff members at the University of Ibadan. A descriptive correlational research design was adopted, and data were collected from 200 junior staff members using multiple scales. The results revealed that work motivation was significantly correlated with pay satisfaction, emotional intelligence, job satisfaction, job stress, age, and religion, while gender showed no correlation. The joint effect of the independent variables on work motivation was found to be significant, accounting for 33.3% of the variance. Pay satisfaction had the most significant contribution to work motivation, followed by job satisfaction, emotional intelligence, and job stress. Gender, religion, and age did not independently predict work motivation. These findings highlight the importance of addressing psychological and demographic factors to improve work motivation among junior staff members. The study recommends providing incentives and rewards, fostering open communication and collaboration, and recognizing employees' achievements to enhance work motivation at the University of Ibadan.

Keywords: Work motivation, psychological factors, demographic factors, job satisfaction, pay satisfaction, job stress, and emotional intelligence.

1.0 INTRODUCTION

Education is globally recognized as a pivotal driver of development across various sectors. Within this context, the significance of work motivation, particularly in tertiary education institutions, cannot be overstated. Recognizing the vital role played by workers in any

organization, it becomes crucial to prioritize and foster their work motivation. Unfortunately, junior workers in universities often face numerous challenges and are frequently treated with indifference by governments, management, and senior colleagues. This unfortunate situation manifests in various forms, such as delayed salary payments, inadequate remuneration, limited promotional opportunities, a lack of avenues for career advancement, insufficient access to in-service training, job insecurity leading to layoffs, inadequate provision of necessary tools and materials, exposure to constant destructive criticisms, and the manifestation of labor disputes through strikes, protests, boycotts, or demonstrations, as well as instances of physical and verbal assaults.

Work motivation is a significant aspect of employee behavior that can profoundly impact productivity, organizational culture, and overall effectiveness (Pinder, 2014). It is worth noting that work motivation not only influences the workplace but also extends its effects to an individual's personal life, fostering happiness and contentment that can positively impact their home and family. Conversely, when work motivation is lacking, it can lead to various negative consequences, including diminished work contribution, heightened aggression, increased workload, an imbalance between work and family life, professional isolation, lack of recognition, strained relationships with superiors and colleagues, role conflict, and a decreased interest in acquiring new skills (Osabiya, 2015). Therefore, it becomes imperative to prioritize and nurture work motivation among employees to enhance both personal and organizational productivity.

Work motivation is a dynamic process that plays a pivotal role in directing and sustaining workers' performance. It serves as an internal driving force that propels individuals towards actions aligned with achieving assigned goals or specific tasks. Work motivation is closely intertwined with satisfying workers' needs, which, in turn, elicits their commitment and dedication (Ali and Anwar, 2021). Organizations commonly adopt a fundamental approach of identifying and addressing these needs to foster employee engagement. When a workforce is effectively motivated, their performance directly impacts organizational effectiveness, enabling individuals to develop their skills and exhibit desired behaviors (Fehintola, Okpako, and Fehintola, 2021). Furthermore, motivated employees are energized to meet job expectations and deliver optimal job performance. Thus, motivation emerges as a critical factor influencing employees' work performance and behavior, with management assuming the responsibility of initiating the motivation process and cultivating an environment where employees can actively contribute their perspectives on what truly motivates them, thereby strategically aligning organizational goals with the recognition that employees are the organization's most valuable assets.

According to Pinder (2014), work motivation can be described as a driving force that compels employees to engage in activities and tasks, and it arises from the fulfilment of individual needs, providing inspiration to pursue and complete assigned tasks. In today's rapidly evolving workplaces, motivated employees are crucial for organizational survival. Their commitment

and dedication enable organizations to thrive by effectively fulfilling job responsibilities and tasks, resulting in increased productivity. Without motivation, organizations are unlikely to achieve exceptional outcomes, such as high-performance rates, elevated productivity levels, and ultimately, substantial profits. Therefore, motivation serves as a catalyst for achieving organizational success and is indispensable in creating a work environment conducive to high performance and profitability.

In the current global economy, characterized by intense competition, firms recognize that their employees are their most valuable asset. The effectiveness of organizational structures heavily relies on the engagement, attitudes, and motivation of employees. According to Jalagat (2016), motivation is a universal concern for individuals, and one commonality among all employees is that higher levels of motivation lead to increased performance. However, motivating employees to consistently excel under all circumstances poses a significant challenge for managers. Bruzelius and Skärvad (2014) contend that in order to enhance employees' efficiency and alignment with the company's values and goals, appropriate compensation is essential. The reward system should incentivize skilled employees to remain within the organization, while also boosting motivation, commitment, and productivity. By establishing a robust reward structure, organizations can foster a more motivated and dedicated workforce, thereby driving overall productivity.

Recognizing the crucial role that motivation plays in enhancing productivity among junior workers, it becomes imperative to conduct research focusing specifically on this population. Consequently, it is necessary to investigate the factors that influence work motivation among junior staff at the University of Ibadan, including psychological variables (job satisfaction, pay satisfaction, job stress, and emotional intelligence) and demographic variables (age, gender, religion). By examining these factors, this study aims to shed light on the complex dynamics of work motivation among junior staff members in the university.

Job satisfaction is a crucial psychological factor examined in this study regarding its potential impact on work motivation. It refers to the pleasurable or positive emotional state resulting from individuals' assessment of their job or job experiences, as well as the attitudes and feelings they hold toward their work (Mishra, 2013). Job satisfaction can be seen as a personal evaluation of the various aspects present in a job, including the outcomes and conditions associated with employment. Within a work environment, job satisfaction encompasses elements such as achievement, advancement opportunities, job enhancement, job enrichment, and effective teamwork. This perception and evaluation of one's job are influenced by individual circumstances, including personal needs, values, and expectations. Conversely, when job satisfaction is low, it can lead to a range of negative behaviours that are particularly prominent among workers in Nigeria. Some of these behaviours include absenteeism, psychological withdrawal, industrial action (strikes), displacement of aggression onto students, and other similar manifestations (Akinwale and George, 2020). These negative behaviours

highlight the significance of job satisfaction in influencing employee attitudes and actions within the Nigerian context.

Pay satisfaction is a significant psychological factor explored in this study. It encompasses the extent to which employees' financial needs are met by their salary or pay. When employees are satisfied with their pay, it can positively influence their motivation and commitment to their profession and assigned roles. Satisfied employees who perceive their pay as meeting their expectations are likely to exhibit high levels of motivation, performing their required duties with confidence, enthusiasm, and a strong sense of self-esteem. Gunawan and Amalia (2015) support this viewpoint, affirming a direct positive relationship between wages and employee performance. It is important to recognize that individuals seek employment to earn income in the form of wages or compensation (Elomien et al., 2021), and this holds true for workers as well. However, it is not solely the salary or wages that hold significance for workers; other incentives and benefits also play a crucial role. This indicates that non-monetary factors, beyond wages, have a significant impact on improving work motivation (Ali and Anwar, 2021).

This study also examines the impact of job stress as a variable of interest. Job stress refers to an individual's perception of a situation or task being excessively difficult or beyond their control. It encompasses the stress experienced by workers in the course of carrying out their job responsibilities. Junior staff members, in particular, often encounter various stress-inducing elements, such as bureaucratic structures, ongoing evaluation of processes and outcomes, and increasing demands from higher-ranking staff. These factors contribute to a dissatisfied workforce globally. As a result, workers find themselves caught in a hectic and demanding schedule, leading to high levels of stress, unhappiness, and job dissatisfaction in recent times (Wu et al., 2021).

Emotional Intelligence (EQ), as another independent variable in this study, can be defined as the ability to identify, utilize, understand, and manage emotions in a positive manner. It encompasses skills such as stress relief, effective communication, empathy, overcoming challenges, and resolving conflicts (Goleman, 2001). Emotional intelligence has a significant impact on various aspects of an individual's daily life, particularly in terms of behaviour and interactions with others. An individual with high emotional intelligence possesses the ability to recognize and understand their own emotional state, as well as the emotional states of others. They are able to engage with people in a manner that is appealing and conducive to positive relationships. Understanding emotions enables individuals to establish healthier connections with others, achieve greater success in their work, and lead a more fulfilling life overall.

Emotional intelligence is believed to have a positive impact on work motivation by contributing to various areas of personal development. It helps individuals become less impulsive and better control their temper, cope effectively with stress, communicate confidently, express their feelings when uncomfortable, and establish clear boundaries with others, including dealing with bullies. Emotional intelligence also promotes a more positive self-perception and

facilitates better decision-making, motivation, and maintaining momentum (Sandi et al., 2021). Furthermore, it enhances interpersonal interactions, positively influences others, and fosters emotional resilience. Regardless of the specific challenges inherent in their roles, individuals with high emotional intelligence are likely to experience professional growth and success. Emotional intelligence plays a significant role in both work environments and personal lives, accounting for approximately 80% of a person's overall success (La Hitu et al., 2022).

In this study, the researchers recognized the importance of considering demographic factors, namely age, gender, and religion, in relation to work motivation. These variables have consistently been identified in previous literature as influential factors that can affect an individual's motivation in the workplace. Therefore, it was deemed necessary to include them in this study to obtain a comprehensive understanding of the factors that impact work motivation among junior staff members at the University of Ibadan.

Research Questions

1. What is the relationship among job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, religion and work motivation among University of Ibadan Junior Staff?
2. What is the joint contribution of job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, religion and work motivation among University of Ibadan Junior Staff?
3. What is the relative contribution of job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, religion and work motivation among University of Ibadan Junior Staff?

2.0 MATERIALS AND METHODS

The study adopted a descriptive research design of correlational type. The population for the study comprised all junior staff in the University of Ibadan. 200 junior staff were selected as sample using the multi-stage sampling technique. Participants responded to 5 adopted scales: Work Motivation Scale - Work motivation was measured using work motivation scale developed by Elizabeth (2000). The scale contained 15 items rated on a 4 – point Likert format ranging from strongly agree to Strongly disagree - 1. The standardized Cronbach alpha coefficient for the scale was 0.77 which shows an indication of high construct validity of the instrument. Job Stress Scale - Job stress was measured using stress scale developed by Guimarez (2004). The scale contained 15 items rated on a 4-point Likert format of 1- strongly disagree to 4 – strongly agree. The Cronbach's alpha coefficient of the instrument is 0.71. Job Satisfaction Scale - Job Satisfaction scale was measured using job satisfaction scale developed by Spector (1994). The scale contained 15 items rated on a 4-point Likert format ranging from Strongly agree – 4, to Strongly disagree - 1. The scale also reported a satisfactory psychometric property of alpha = 0.78. Emotional Intelligence Scale (EIS) - Emotional Intelligence Scale

(EIS) is a 15-item scale developed Schutte and Malouff (1998) self-report measure, developed based on the social and emotional intelligence model of Bar-On (1997, 2000) and measures (interpersonal skill, self-regard, assertiveness, emotional self-awareness, empathy, impulse control, flexibility, problem solving, stress tolerance, and optimism). The scale contained 15 items rated on a 4-point Likert format ranging from Strongly agree – 4, to Strongly disagree – 1 and yielded 0.78 when the psychometric properties were tested. Pay satisfaction Scale - Pay satisfaction was measured using pay satisfaction scale developed by Heneman and Schwab (1985). The scale contained 15 items rated on a 5-point Likert format ranging from Very satisfied – 5, to Very dissatisfied – 1. The Internal consistency of the scale is =.94. The data collection process lasted for a period of two weeks, during which about 200 questionnaires were administered and retrieved. Data were analysed using Statistical Package for Social Scientists (SPSS). Data generated from the survey was analysed using descriptive and inferential statistics such as simple percentages, Pearson’ Product Moment Correlation and Multiple Regression analysis. The level of acceptance and rejection set was 0.05 level of significance.

3.0 RESULT

Research Question One: What is the significant relationship among job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender and religion on work motivation of university of Ibadan junior staff?

Table 1: Summary of test of significant correlations among independent variables on work motivation of the respondents

Variables (N=200)	Work motivation	Pay satisfaction	Emotional intelligence	Job satisfaction	Job stress	Gender	Religion	Age	\bar{x}	S.D.
Work Motivation	1								35.26	6.21
Pay satisfaction	.495**	1							28.57	11.53
Emotional intelligence	.224**	.162*	1						21.94	8.19
Job satisfaction	.495**	.997**	.158*	1					28.60	11.51
Job stress	.213**	.139*	.031	.148*	1				13.80	2.44
Gender	.077	.108	.021	.105	-.012	1			1.57	0.495
Religion	.132	.688**	.022	.687**	.029	.107	1		1.60	0.567

Age	.221**	.718**	.205**	.714**	.006	.100	.802**	1	2.66	0.864
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Table 1 contains descriptive statistics and correlations among the study variables. As shown in the table, work motivation significantly correlated with pay satisfaction ($r = .495$; $p < .05$); emotional intelligence ($r = .224$; $p < .05$); job satisfaction ($r = .495$; $p < .05$); job stress ($r = .213$; $p < .05$); age ($r = .221$; $p < .05$); and religion ($r = .132$; $p < .05$). While gender had no correlation with work motivation.

Research Question Two: What is the joint contribution of job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, religion on work motivation among university of Ibadan junior staff?

Table 2: Regression summary showing the joint effect of the independent variables on work motivation

R = .597 R ² = .357 R ² (adjusted) = .333 Standard error of estimate = 5.07131					
Analysis of variance					
	Sum of square (SS)	DF	Mean square	F	sig
Regression	2738.586	7	391.227	15.212	.000
Residual	4937.894	192	25.718		
Total	7676.480	199			

Table 2 shows that the joint effect of the independent variables job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, religion to the prediction of the dependent variable was significant. The table also shows that $R = .597$ and an adjusted R^2 of .333. This means that 33.3% of the variance was accounted for by the predictor variables when taken together. The significance of the composite contribution was tested at $p < .05$. The table also shows that the analysis of variance (ANOVA) for the regression yielded a F-ratio of 15.212 (significant at 0.05 level). This implies that the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance.

Research Question Three: What is the relative contribution of job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, religion on work motivation among university of Ibadan junior staff?

Table 3: Relative Contribution of independent variables to the prediction of work motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24.167	2.703		8.940	.000
Job stress	.293	.151	.115	1.939	.054
Job satisfaction	.140	.412	.260	2.341	.033
Emotional intelligence	.095	.046	.125	2.046	.042
Pay satisfaction	.251	.412	.467	2.610	.000
Gender	.493	.731	.039	2.674	.150
Religion	-3.467	1.142	-.317	-3.035	.513
Age	-.550	.787	-.076	-.699	.485

The table above 3 shows how the independent variables made significant contribution to the prediction of work motivation. As obtained, pay satisfaction had the most significant contribution to the criterion (work motivation), (Beta= .467; t= 2.610; p<0.05); then job satisfaction, (Beta= .260; t= 2.341; p<0.05); emotional intelligence (Beta= .125; t= 2.046; p<0.05, job stress (Beta= .115; t= 1.939; p<0.05. However, gender (Beta= .039; t= .674; p>0.05), religion (Beta= .317; t= 3.035; p>0.05) and age (Beta= .076; t= .699; p>0.05) did not independently predict work motivation among junior staff.

4.0 DISCUSSION

The first research question seeks to test and analyze the relationship that exists existing among psychological (job satisfaction, pay satisfaction, job stress, emotional intelligence) and demographic (age, gender and religion) on work motivation among university of Ibadan junior staff. The result reveals that there was significant relationship of the independent variables (job satisfaction, pay satisfaction, job stress, emotional intelligence, age and religion) on work motivation.

The findings of this study align with previous research conducted by Ali and Anwar (2021), which demonstrated a significant relationship between job satisfaction and employee motivation. Similarly, Guleryuz, Guney, Aydın, and Aşan (2008) argued that health and environmental factors do not contribute significantly to increasing job satisfaction, and if provided, they only reduce dissatisfaction. On the other hand, factors such as increased job satisfaction and salary raise are more effective in enhancing satisfaction. This finding is consistent with the study conducted by Ghazanfar et al. (2011), which examined the

relationship between compensation satisfaction and employee motivation, revealing a significant connection between compensation and motivation.

Furthermore, Law et al. (2004) conducted a study that aimed to explore the relationship between emotional intelligence (EI), Big Five Personality dimensions, life satisfaction, and feelings of powerlessness among workers. The study consisted of two parts: Study 1 involved 202 undergraduate students at a large university in Hong Kong, while Study 2 included 216 business undergraduates who completed measures for the aforementioned variables. The study concluded that although EI was related to Big Five Personality dimensions, it was distinct from them. Moreover, EI was found to be positively associated with life satisfaction and workers, but negatively associated with feelings of powerlessness. These previous studies provide further support for the findings of this current study, reinforcing the importance of job satisfaction, compensation, and emotional intelligence in relation to employee motivation and well-being.

Li et al. (2014) conducted a study that examined the relationship between work stress and work motivation, considering various socioeconomic characteristics. The study revealed a significant relationship between certain subscales of work stress and work motivation. Dissatisfied workers exhibited higher levels of overall stress perception and scored higher on all five work stress subscales compared to satisfied workers. Conversely, satisfied respondents demonstrated higher levels of overall motivation perception and scored higher on the career development, responsibility, and recognition motivation subscales compared to dissatisfied respondents. The study identified several key determinants of job satisfaction, including occupation, age, title, income, the career development subscale of work stress, wages and benefits subscales of work stress, and the recognition, responsibility, and financial subscales of work motivation. These findings underscore the important role that independent variables play in influencing work motivation.

The second research question aimed to examine the combined influence of psychological factors (job satisfaction, pay satisfaction, job stress, emotional intelligence) and demographic factors (age, gender, religion) on work motivation among junior staff at the University of Ibadan. The results indicated that there was a collective impact of these independent variables (psychological and demographic) on work motivation. This finding aligns with a study conducted by Arabi et al. (2013), which demonstrated that motivation factors such as payment, job security, promotion opportunities, freedom, a friendly environment, and training contributed to 42.5% of job performance. Additionally, a study by Adeyeye et al. (2015) revealed that increasing employees' salaries led to a higher level of task diligence. Similarly, a study published by Muralidharan and Sundararman (2013) showed that increasing teachers' salaries by more than 3% resulted in improved student learning outcomes. These findings provide further support for the notion that both psychological and demographic factors play a crucial role in influencing work motivation.

The third research question aimed to assess and analyse the individual contributions of the independent variables (job satisfaction, pay satisfaction, job stress, emotional intelligence, age, gender, and religion) in predicting the dependent variable (work motivation) among junior staff at the University of Ibadan. The results revealed the relative magnitude of contribution of each variable to the criterion. Pay satisfaction had the most significant contribution to work motivation, followed by job satisfaction, emotional intelligence, and job stress, in that order. This finding is consistent with the study conducted by Gollymore (2006), whose results demonstrated that institutions that neglect to prioritize workforce motivation tend to fail in terms of productivity. Such organizations are at risk of losing their employees if more enticing opportunities arise. Another study by Nyakongo (2009), which examined the productivity levels of employees in private sector firms in third-world countries, found that many privately owned institutions and business ventures were performing well, contributing over 60% of the country's GDP in India. It was observed that these organizations provided a conducive atmosphere for workers to perform at their best.

In their survey on factors influencing worker motivation, Becchetti et al. (2004) found that productivity is closely linked to the combined performance and motivation of individual employees. The study argues that since workers derive significant and sustainable livelihood from organizations, their motivation to perform assigned tasks is closely tied to the benefits they receive. Dothy (2004) suggests that organizations should not expect high levels of effort from employees if they provide little in return. The study proposes the establishment of an internal system within institutions that measures work motivation and provides corresponding monetary rewards. The findings of the study indicate that work motivation is not highly established according to employees' perspectives. Godina and Konta (2013) examined the variables that significantly influence work motivation in manufacturing organizations in the state of Andhra Pradesh. They found that job satisfaction played a crucial role in predicting work motivation. Similarly, Malik and Waheed (2010) revealed that job satisfaction leads to higher commitment and motivation among employees. Werang et al. (2017) further demonstrated that a higher level of job satisfaction among teachers was associated with increased organizational commitment and motivation to work. These studies collectively emphasize the importance of job satisfaction as a key determinant of work motivation. They highlight the need for organizations to prioritize employee satisfaction and provide appropriate rewards and recognition to foster a motivated workforce. Additionally, the findings underscore the positive relationship between job satisfaction, commitment, and motivation in various organizational settings.

5.0 CONCLUSION AND RECOMMENDATIONS

This research study found that psychological factors such as job satisfaction, pay satisfaction, job stress, and emotional intelligence, along with demographic factors like age, gender, and religion, have a significant influence on work motivation among junior staff members at the University of Ibadan. Pay satisfaction was identified as the most significant contributor to work

motivation. It is crucial to address these factors in order to manage the persistent issue of poor work motivation among workers. Based on the study's findings, several recommendations are made. Firstly, providing incentives and rewards can encourage employees to set goals and improve their motivation. Open communication and collaboration in the work environment are essential for employee job satisfaction. Recognizing and acknowledging employees' achievements can have a positive impact on their motivation. Celebrating and praising employees' accomplishments should be encouraged to foster a culture of motivation and productivity.

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Tables and figures

Table 1: Summary of test of significant correlations among independent variables on work motivation of the respondents

Table 2: Regression summary showing the joint effect of the independent variables on work motivation

Table 3: Relative Contribution of independent variables to the prediction of work motivation