



Impact of motivation on task performance and contextual performance among employees of correctional centres in south-south geo-political zone of Nigeria

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Abstract

Tasks performance and contextual performance are employee behaviours that accumulate into organizational performance, and identifying the antecedents of these employee behaviour is of intense interest for both researchers and practitioners. Therefore, this study examined the influence of employee motivation on tasks performance and contextual performance among employees of correctional centres in South-south geopolitical zone of Nigeria. This study design is quantitative and cross-sectional as numerical data were collected at a point in time. Three hundred and ninety-eight participants were used in the conduct of this study and they comprise 345 (87%) men and 53 (23%) women with age mean of 36 years. Self-administered questionnaires were used to collected data. Regression was the statistical tool for data analysis. SPSS version 23 was the statistical software adopted. Two hypotheses were tested and the analyze data provided confirmation for the tested hypotheses. In specific, motivation positively and significantly predicted employee task performance ($b = .18$, 95% CI [.09 .27], $t = 3.93$, $p < .001$), and employee contextual performance ($b = .50$, 95% CI [.38 .26], $t = 8.28$, $p < .001$). The results revealed that motivating correctional centres employees would foster their task-oriented performance and contextual performance. Consequently, the recommendation is that correctional centres management should recognize, reward, and design job accordingly to build workforce that is motivated and thereby foster their task performance and contextual performance.

Keywords: Employee motivation, task performance, contextual performance. and correctional centres

Introduction

Tasks-oriented performance and contextual performance of employees are the bedrocks of organizational performance, and identifying the antecedents of these employee behaviour is a huge exercise in organizational behaviour literature. Task performance also called in-role performance describes the core job responsibilities of an employee and it is defined as aspect of employee performance that comprises of the behaviors channeled towards fulfilling fundamental job responsibilities that are enshrined in job description of the employee; and has a direct linking to those set of actions that are included in the reward system (Adekiya, 2024) [2]. It is the proficiency job incumbent carries out officially recognized activities as aspects of their job and it encompasses activities prescribed by the formal job role which is related to the execution and maintenance of core technical processes in an organization. Task performance not only facilitates employees' professional advancement but also promotes accomplishment of organizational goals. It is also important because it relates to producing job-specific goods and services and requires employees to acquire and demonstrate core technical skills (Chu, Yu, Litifu, Zhao, Wei, Wang & Wei, 2024). On the other hand, contextual performance indicates the behaviors of the employee that contribute to the effective functioning of the organization in addition to the task performance and is expressed as the positive behaviors of the employees that are not in the job descriptions but supported by the institution. Contextual performance also refers to as "discretionary extra-role behavior" and "organizational citizenship behaviour" goes beyond formal job responsibilities. It is reflected in activities such as coaching coworkers, strengthening social networks within an

organization, and going the extra mile for the organization (Ramos1, & Ellitan, 2023) [27].

The literature of task performance and contextual performance is largely on three issues. These are concern for antecedent, the concern for measurement and the concern for outcome (Çalışkan, & Köroğlu, 2022) [5]. The concern for antecedents is a desire to identify and understand the precursor of task performance and contextual performance. It is about identifying variables that could impact task performance and contextual performance either positively or negatively. The literature on the antecedents of task performance and contextual performance is growing, and among the variables that have been empirically implicated as antecedent of task performance and contextual performance is employee motivation. For instance, Ayofe, and Akinbo, (2021) [4] observed that both monetary motivational incentive such as good salary, and bonuses and non-monetary motivational incentive such as job security, job training and development and benefits on retirement have significant and positive association with employee job performance. Similarly, Albalushi, and Devesh (2023) [3], reported that financial motivating factors that include salary, allowances for health and rent for house and non-financial motivating factors that covered gratefulness, life-work balance and working hours significantly influence job performance of employees. These researchers argued that motivation is among the most central factors in enhancing job performance and realizing organizational goals.

Motivation is any influencing factor that depicts, leads, or keeps goal-directed behaviors of individuals. It is the inner, steering force which makes a person behave in a particular way. Motivation is a factor that prompted an individual to expend effort towards achieving a particular task (Ayofe, & Akinbo, 2021 [4]; Ogunode, Salman, & Ayoko, 2023) [24]. Therefore, employee motivation implies the degree of

energy, dedication, and creativeness that workers in the organization exert in doing their jobs (Frank, 2023) ^[13]. The importance of motivation to the organization is well echoed in the literature. As Omale *et al.* (2022) presented, in any organization motivation is the single most important factor for organizational functioning, and Albalushi and Devesh (2023) ^[3] argued that one of the most problematic issues for organizations is motivating their employees to perform maximally. Motivation could be extrinsic or intrinsic. Extrinsic motivation refers to tangible rewards such as salary which are external to the work itself and whose size can be seen and controllable. Intrinsic motivation indicates psychological or intangible rewards that employees get from doing meaningful work and performing it well (Frank, 2023) ^[13]. The literature is loaded with the position that motivating employees is of much vale to the organization since it brings about increase in employee's productivity (Ogunode, Salman, & Ayoko, 2023) ^[24].

Statement of the Problem

Studies that examining the relationship employee motivation has with task performance and contextual performance is substantial, but one gap stands out in the literature and addressing this gap gave impetus to this study. This gap is the lack of study on the relationship between employee motivation, task performance and contextual performance in correctional centres, specifically correctional centres in Nigeria. The literature showed that influence of employee motivation on task performance and contextual performance has been examined in Nigerian context and among different categories of workers (Ogunmakin & Adetunji, 2023 ^[23]; Omale, Ojo, and Ibrahim, 2023) ^[25, 26], but it is evidenced in the literature that study on the influence of employee motivation on task performance and contextual performance among Nigeria correctional centre employee is grossly lacking. Correctional centre is a place established under Act for the reception, detention, confinement, training, or treatment of persons liable to detention in custody or to placement under protective custody. Ccorrectional centres renders correctional services. Nigeria Correctional centres (formally called prison services) exist to achieve goals that include enforcing the sentences of the courts in a manner prescribed by the Correctional Services Act of 1998, detaining prisoners in safe custody while ensuring their human dignity and promoting the social responsibility and human development of prisoners and people subject to community corrections (Correctional Services Act 111 of 1998). As with every institution, how well these goals are achieved depends on the performance of every individual that constitutes the workforce of the institution. The objective of Nigeria correctional centres as noted above is enormous and implies huge responsibility for the workers. Meeting the goals of correctional centres is demanding as it requires the workers to be highly vigilant at work and to follow strict security practices. Such level of responsibility would require a match of motivation, task performance and contextual performance. Therefore, gauging how much motivation influence task performance and contextual performance among correctional centre workers is a necessity for knowledge that could guard practice in that domain. Therefore, this study examined the influence of employee

motivation on task performance and contextual performance in correctional centres.

Theoretical Framework and Hypotheses Development

Organizational justice theory

A scientific theory is an interrelated set of statements to describe, explain or predict a phenomenon. It is a set of statements that describes general principles about how variables relate to one another (Thiel, 2022) ^[29]. Organizational justice theory (Greenberg, 1987) ^[17] underpins the proposed relationship between employee's motivation has with task performance and contextual performance. Organizational justice theory examines individuals' perceptions of fairness in their employment relationship. In the management literature, organizational justice has been used interchangeable with organizational fairness. Three types of justice that are important to fairness are widely discussed in the management literature (Adamovic, 2023 ^[1]; Harun, Choirisa, & Rizkalla, 2023) ^[18]. These are distributive justice, procedural justice, and interactional justice. Distributive justice is a perception of fairness regarding resource allocation, based upon input and output considerations. That is fair allocation is rewarding people based on contribution. Procedural justice refers to people's perception of the fairness of the procedures used to determine the outcome that they get. Interactional justice refers to people's perception of the fairness of the interpersonal treatment they received during decision making procedures and outcome distribution.

The organizational justice theory proposed that employees want to be treated fairly by their organization and if otherwise, their attitudes and performance may be negatively affected. Explicitly and implicitly the components of the three broad categories of organizational justice reflect motivation. For instance, employees would be motivated when they are satisfied with their pay (distributive justice), how the pay was arrived at (procedural justice) and their relationship with their supervisor and organization (interactional justice.). This implies that organizational justice has implication for organizational behaviour, including motivation, task performance and contextual performance. Several studies have identified these relationships. For instance, Sutanto, Scheller-Sampson and Mulyono, (2018) studied organizational justice, work environment and motivation with a sample of 100 participants and observed among others that organizational justice has a positive and significant influence on the work motivation of employees., Wardana, Yanita, Sudarmawan, Wibowo, and Pandiangan, (2023) ^[31] with a sample of 375 reported that organizational justice, competence, and work motivation had positive and significant effects on employee task performance and contextual performance Therefore, the thesis of this study from the organizational justice theory perspective is that the various elements of employee motivation such as satisfactory salaries would be perceived by the employees as fair treatment from their organizations and the employees would response with increased task performance and contextual performance.

Employee Motivation and Task Performance

Task performance is the behavior that contributes to the achievement of the goals set in the job descriptions of the employees or the fulfillment of the requirements of the job on a personal level. It is the most visible element of job

performance and therefore most used representation of employee level of performance. Several studies have positively linked employee motivation to task performance. For instance, Ha, Hoa, Huong and Ha, (2023) studied the impact of public service motivation (PSM) on job satisfaction and job performance among 200 university lecturers in Vietnam. This study was conducted through a cross-sectional survey using a purposive sampling technique. Results from the study shows that lecturers with high PSM scored higher in terms of teaching performance, and that PSM moderates the relationship between job satisfaction and the teaching performance of the university lecturers. Kumari and Kumar (2023) investigated the factors that influence teachers' job performance in private schools in Mirpurkhas, Pakistan. Using quantitative design and 405 participants these researchers observed that motivation significantly influences teachers' task performance. Similarly, Kumari, Abbas, Khan, and Ali, (2021)^[23] examined how motivation and rewards impact on performance of employees with 422 participants reported that the latter variables positively and significantly predict tasks performance. Therefore, it was hypothesized that:

Hypothesis 1: Employee motivation will significantly and positively predict task performance in correctional centres.

Employee Motivation and Contextual Performance

Contextual performance indicates the behaviors of the employee that contribute to the effective functioning of the organization in addition to the task performance and is expressed as the positive behaviors of the employees that are not in the job descriptions but supported by the institution. In the extant literature some studies have examined the influence of motivation on contextual performance and the emerging findings largely tilted towards organizationally desirable influence. For instance, in Nigeria Shinkafi, and Baba (2020) investigated the influence of PSM, job satisfaction, and continual commitment on organizational citizenship behavior of public sector employees. The study design was cross sectional, and the sample was 201 employees drawn from various government ministries (ministry of agriculture, finance, ministry of health, ministry information, and ministry of justice). The study used a stratified random sampling techniques for data collection. Findings from the study reveal a positive relationship between PSM and organizational citizenship behavior. Fitriano, Syaifuddin, and Rusiadi, (2023)^[9] examined the influence of motivation on employee contextual performance among private universities employees. These researchers observed through structural equation modelling that motivation has a positive and significant effect on the contextual performance of the employees. Kumari, and Kumar, (2023)^[21] investigated the factors that influence teachers' job performance in private schools. Using quantitative design and 405 participants observed that motivation significantly influences teachers' contextual performance. Etudor-Eyo, and Atakpa (2017)^[10] examined the extent to which motivation predicts organisational citizenship behaviour of academics in universities in Akwa Ibom State, Nigeria. Ex-post facto design was adopted for the study and 464 academics participated and the data analysis with regression statistical test revealed that motivation significantly predicts organisational citizenship behaviour. In a case study, Febriyani (2023)^[11] investigated the influence of:

motivation toward organizational citizenship behavior with 60 employees and reported a significant influence of motivation on organizational citizenship behavior. Therefore, it is hypothesized that:

Hypothesis 2: Employee motivation will significantly and positively predict contextual performance in correctional centres.

Methodology

Sample and procedure

The study population is employees of correctional centres in South-south geo-political zone of Nigeria. Non-probability sampling method (convenience sampling) was used to select the 398 participants from the sampled correctional centres. Convenience sampling technique is the most adopted non-probability sampling technique and it is a common feature in employee motivation and job performance literature (Cleave, 2023)^[7]. The sample consists of 53 participants females and 345 males with age mean of 36 years. 324 were married, 65 not married, 6 widows and 4 widowers. 309 were senior staff, while 89 were junior staff. 55 had worked for 1-5 years, 91 worked for 6-15 years, 180 worked for 10-25 years and 72 worked for 26-34 years. 31 hold secondary school certificates, while 367 hold tertiary institution certificates.

The researcher with a research assistant visited the sampled correctional centres for the distribution of the research questionnaires. In every centre visited the researcher first identify the administration department and introduced himself. The self-introduction was accompanied with the introduction letter from the Dean of the Faculty of the Management Sciences, Delta State University, Abraka addressed specifically to each centre. The researcher requested the assistance of some staff of the correctional centre in the distribution of the questionnaires.

Measurement.

Data collection instruments for was Questionnaire with two sections (A and B). Section "A" collected information relating to the socio-demographic characteristics of the participants. The section covered information on gender, age, marital status, educational qualification, religion, cadre/designation and work experience. Section "B" was on the independent variable (employee motivation) and the dependent variables (tasks performance and contextual performance). The variables were measured on two scales adopted from the extant literature.

Employee Motivation Measure

Motivation at Work Scale (MAWS) developed by Gagné, Forest, Gilbert, Aubé and Morin, and Malorni. (2010) with 12 items was used to measure employee motivation. Though a few other scales exist on the construct of employee motivation, and such include "Multidimensional Work Motivation Scale" (Gagné, *et al*, 2015)^[16] and "Work Extrinsic and Intrinsic Motivation Scale" (Tremblay, Blanchard, Taylor, & Pelletier, 2009)^[30]. However, Gagné, *et al*'s (2010)^[15] scale was adopted for this study because compared to others it is less complex in structure and wording. The process of responding to the items of the scale is simple and straightforward. The scale has moderate number of items which makes it less burden to respondents. The scale required respondents to indicate the degree the items of the scale presently correspond to one of the reasons

for which they are doing their job. Sample items on the scale are "Because this job affords me a certain standard of living" "Because I must be the best in my job, I have to be a "winner". The scale followed the Likert format and was anchored on 5-point response range that covered (1 =Not at all, 2 = A little, 3 = Moderately, 4 = Strongly and 5 = Exactly). Researchers such as Daniel (2020) used the scale and provided satisfactory report reliability and validity.

Job Performance Measure

Tasks performance and contextual performance were measured with 11-item scale developed by Çalışkan and Koroğlu (2022) [5]. Task performance (5-item) and contextual performance (6-item). The measuring scale is a current development and reflects improvement on the earlier scales in its domain. The 5-point Likert summated rating scale of 5- strongly agree, 4-agree, 3-undecided, 2-disagree, 1-strongly disagree was adopted. Five-point Likert scale is the most adopted response range, and it is widely adjudged to be satisfactory as it generates enough variability in response that gives validity to statistical outputs. The scale was developed on three different sample groups that covered universities, health, and industry sectors. Both exploratory factor analysis and confirmatory factor analysis were employed in the construction of the measure and these processes imputed validity on the scale. Sample items from the scale are "I understand and carry out work-related procedures" "Even if there are criticisms inside or outside the institution, I defend my institution". For all the scales, scores were computed by averaging each participant's reactions to the items.

Reliability and validity of Research Instruments

Reliability in psychometric refers to the consistency and stability with which a measuring instrument performs its functions (Thiel, 2022) [29]. Cronbach alpha test of reliability was conducted on the scale. Cronbach's alpha reliability assessed the internal consistency of the scale. Cronbach's alpha has become one of the most important statistics in scale development. Cronbach's alpha was chosen among the others (e.g., split- half) methods of establishing internal consistency reliability because it gives reliability of scales as a whole. Cronbach alpha observed for employee motivation, task performance and contextual performance were .88, .84, and .87 respectively.

Validity, in psychometric refers to the extent to which a scale measures what it purports to measure, or the extent to which specific inferences from the test's scores are justified or meaningful (Howitt, & Cramer, 2020.) [19]. Construct validity of the scale was tested in this study. Construct validity refers to the extent to which a measure reflects the hypothetical construct of interest. Construct validity focuses on the extent to which data exhibits evidence of convergent validity and discriminant validity. To test for the convergent validity of employee motivation, the adopted scale for this study was correlated with Tremblay, Blanchard, Taylor, and Pelletier's (2009) Work Extrinsic and Intrinsic Motivation Scale and the correlation coefficient obtained was .91. To test for the convergent validity of task performance and contextual performance scale, the adopted scale for this study was correlated with Goodman and Svyantek (1999) 25-items task performance and contextual performance scale, and the correlation coefficient obtained was .89. That

the scales positively and significantly correlate with each other indicate convergent validity.

To test for discriminant validity for employee motivation measure, the employee motivation scale adopted for this study was correlated with Ferris and Kacmer's (1992) [12] 12- items Perceptions of Organizational Politics Scale (POPS), and a negative correlation coefficient of -.81 was observed. To test for discriminant validity for task performance and contextual performance scale, the adopted task performance and contextual performance scale for this study was correlated with Dean, Brandes, and Dharwadkar's. (1998) [8] Organizational Cynicism Scale, and a negative correlation coefficient of -.46 was obtained. The negative correlations observed between the measures indicate discriminant validity for the scales.

Design

The research design used in this study is the quantitative and cross- sectional survey. It is quantitative as numerical data were collected and analyzed. Compared to qualitative study, quantitative study has greater potential for result generalization. The study is a cross- sectional survey because data were collected at a single point in time (Salkind, 2022) [28]. That is, in cross-sectional research all variables are measured at the same point in time. According to Thiel (2022) [29] survey design studies individual attitudes, feelings, and opinions. It allows for the study and interpretation of relationships among variables (Salkind, 2022) [28]. Survey design studies both small and large populations by selecting and studying samples chosen from the population to discover the relative incidence, distribution, and interrelations of organizational variables. Several other reasons informed the choice of survey design in this study. For instance, the problem statement and hypotheses of this study were in generalized and sweeping forms (e.g. Employee motivation will significantly and positively predict contextual performance in correctional centres). This structure of presentation seeks for results that have wide coverage. Therefore, the potentials for results generalization that is associated with survey makes it very suitable for this study.

Data Analysis

Data collected were subjected to both descriptive and inferential statistics. Descriptive statistics are used to organize or summarize a particular set of measurements. Descriptive statistics that were applied on the collected data include mean, standard deviation, percentage, frequency, and correlation analyses. The inferential statistics used was regression analysis. Regression analysis was appropriate and adequate for this study as it aimed to predict task performance and contextual performance from employee motivation. Since regression as a statistical tool is a parametric statistical test several assumptions that guide its applications were observed in data collection process and analysis. Parametric tests are statistical procedures that require meeting several conditions usually referred to assumptions before they can be adopted and applied on data. Several of the conditions associated with regression were met in data collection and analysis. For instance, prior to the test of the hypotheses check of normality using Kolmogorov-Smirnov test, and Shapiro-Wilk were conducted and the observed statistics indicated that the data sets used in this study met the normality requirement.

Similarly, scatter plots on the focal variables were examined to check for linearity. Likert scale format anchored on five-points used to collect data to meet the assumption of interval level of measurement. And data that are independent of each other were collected and to satisfy the assumption of independent response from the participants.

The test of significance was based on 0.05 level of significance as this is widely used in the social science and management science disciplines. Meeting the assumption of parametric statistics in a study is important because several studies that adopted parametric statistics have been criticized for failure to check or report whether the data used for analysis meet the assumptions underlying such statistical test. It is also important for this study because non-probability (convenience) sampling technique was used in data collection. With convenience sample, it is of necessity to understand how the data stand in respect to the assumptions of the adopted statistical test. This information is necessary to understand how well inference can be made from the results of this study to the population. Kerlinger’s (1973) [20] remarked that “it is unwise to use statistical procedure - or, for that matter any kind of research procedure without due respect for the assumptions behind that procedure”. More so, the recorded interview will be transcribed and subjected to content analysis to identify perspectives, patterns, and themes.

Ethical Consideration

The ethical authorisation was obtained from the Research and Ethics Committee of Delta State University, Abraka, Nigeria. The purpose of the study was presented appropriately, along with the questionnaire. The voluntary nature of participation was made known to the participants. Participants were also informed that they could terminate participation at any point in the response stage. Since no form of identification was requested from the participants, anonymity and confidentiality was ensured. Participants were also assured that they would not suffer any wrath from their organisation or any other agent by participating in the study.

Results

Descriptive Statistics on the Variables

The necessity for descriptive statistics on data for any study cannot be over emphasized. It has been argued that decision based on descriptive statistics alone have a dramatic lower error rate. Several researchers such as Fulk (2023) [14] have recommended that a results section should first and foremost be devoted to careful and systematic description of data. In Table1 the demographic characteristics of the respondents that covered gender, age, marital status, cadre, work experience, educational qualification, and religion, were presented.

Table 1: Socio-Demographic statistics of Respondents

		Frequency	Percentage
Gender	Males	345	87
	Females	53	23
	Total	398	100
Age	20-30	30	7
	31-40	99	24
	41-50	183	49
	51-60	86	20
	61-above	NIL	0
	Total	398	100
Marital status	Married	324	81
	Not married	65	16
	Widow	6	2
	Widower	4	1
	Total	398	100
Cadre	Senior staff	309	78
	Junior staff	89	22
	Total	398	100
Work experience	1-5 years	55	14
	6-15	91	23
	16-25	180	45
	26-35	72	18
	36-and above	NIL	Nil
	Total	398	100
Educational qualification	Primary	NIL	Nil
	Secondary	31	8
	Tertiary	367	92
	Total	398	100
Religion	Christianity	313	79
	Islam	81	20
	Africa traditional religion	4	1
	Others	NIL	0
	Total	398	100

Statistics on Table 2. shows the mean, standard deviation, and the correlation coefficients of the study variables. The statistics revealed that employee motivation has a mean of 3.26 (SD .81), task performance has mean of 3.22 (SD .67), and contextual performance has mean of 3.23 (Sd .1.33).

The table revealed that employee motivation relates positively and significantly with tasks performance and contextual performance. It is also shown in the table that tasks performance and contextual performance relate positively and significantly with each other.

Table 2: Mean, standard deviation and correlation coefficient on the study variables.

	Variables	Mean	Sd	1	.2
1	Work motivation	3.26	.87	1	
2	Task performance	3.22	.67	.19**	1
3	Contextual performance	3.23	1.33		.38**

** sig. .05 (Two-tailed)

Testing of Hypotheses

Table 3 shows a simple regression analysis that predicts task performance from employee motivation. The statistics in the table support hypotheses 1. Employee motivation positively and significantly predicted task performance (b= .18, 95% CI [.09 .27], t = 3.93, p < .001). The significant effect was also confirmed by the confidence interval statistic. This interpretation came from the observation that the interval range did not include zero. The observed b-value indicates that a one-unit increase in employee motivation brings a

.18-unit increase in task performance. The R-squared statistic indicates that employee motivation explained 3% variance in task performance. Analysis of variance (ANOVA) indicates that the regression was statistically significant, meaning task performance can be predicted from employee motivation. The small difference between the R-squared statistic and adjusted R-squared statistic indicates good cross-validation. This means that this model would apply to other samples that could be generated from the same population.

Table 3: simple regression analysis on the effect of employee motivation on task performance

Model	B	Se	B	T	Df	P	95%CI	
							L B	UB
Constant	2.64	.15		17.55			2.34	2.93
Employee motivation	.18	.04	.19	3.93	397	.001	.09	.27

F(1; 397) = 15.55, p = .001, R2 = .03, Durin Watson = 2.10

Table 4 shows a simple regression analysis that predicts contextual performance from employee motivation. The statistics in the table support hypotheses 2. Employee motivation positively and significantly predicted contextual performance (b= .50, 95% CI [.38 .26], t = 8.28, p < .001). The significant effect was also confirmed by the confidence interval statistic. This interpretation came from the observation that the interval range did not include zero. The observed b-value indicates that a one-unit increase in employee motivation brings a .50 unit increase in contextual

performance. The R-squared statistic indicates that employee motivation explained 14% variance in contextual performance. Analysis of variance (ANOVA) indicates that the regression was statistically significant, meaning that contextual performance can be predicted from employee motivation. The small difference between the R-squared statistic and adjusted R-squared statistic indicates good cross-validation. This means that this model would apply to other samples that could be generated from the same population.

Table 4: simple regression analysis on the effect of employee motivation on contextual performance

Model	B	Se	B	T	Df	P	95%CI	
							LB	UB
Constant	1.62	.20		8.11			1.23	2.02
Employee motivation	.50	.06	.38	8.28	397	.001	.38	.26

F(1; 397) = 68.07, p = .001, R2 = .14, Durin Watson = 1.64

Discussion

This study investigated the effect of employee motivation and tasks performance and contextual performance in correctional centres in South – south geopolitical zone of Nigeria with 398 participants drawn with non-probability sampling techniques. The purpose was to identify the direction and extent of impact employee motivation has on tasks performance and contextual performance. Demographic statistics revealed that mean scores of 3.26, 3.22 and 3. 23 for employee motivation, task performance, and contextual performance respectively. These mean statistics are of moderate position in a five-point scale, and it indicates that the respondents are not fully motivated and are not performing at their optimum.

Employee motivation and task performance.

Hypothesis one tests the relationship between employee motivation and task performance. For this study data analysis revealed that employee motivation significantly and positively impacts task performance. This finding supports the hypothesis and therefore the hypothesis was accepted.

The finding that employee motivation positively impacts tasks performance has confirmation in the literature as shown in several studies. For instance, Ha, Hoa, Huong and Ha, (2023) studied the impact of public service motivation (PSM) on job satisfaction and job performance among 200 university lecturers in Vietnam. This study was conducted through a cross-sectional survey using a purposive sampling technique. Results from the study shows that lecturers with high PSM scored higher in terms of teaching performance, and that PSM moderates the relationship between job satisfaction and the teaching performance of the university lecturers. kumari, and Kumar (2023) [21] investigated the factors influence motivation on teachers’ job performance in private schools in Mirpurkhas, Pakistan. Using quantitative design and 405 participants observed that motivation significantly influences teachers’ task performance. Similarly, Kumari, Abbas, Khan, and Ali, (2021) [22] examined how motivation and rewards impact on performance of employees with 422 participants reported that the latter variables positively and significantly predict tasks performance.

Employee motivation and contextual performance.

Hypothesis two tests the relationship between employee motivation and contextual performance. Contextual performance indicates the behaviors of the employee that contribute to the effective functioning of the organization in addition to the task performance and is expressed as the positive behaviors of the employees that are not in the job descriptions but supported by the institution. For this study data analysis revealed that employee motivation significantly and positively impacts contextual performance. This finding is in congruence with expectation and prediction, and therefore the hypothesis was accepted. The finding has confirmation in the literature as shown in several studies. For instance, Shinkafi, and Baba (2020) investigated the influence of public service motivation, job satisfaction, and continual commitment on organizational citizenship behaviour of public sector employees and reported a positive relationship between public service motivation and organizational citizenship behaviour. Fitriano, Syaifuddin, and Rusiadi, (2023) ^[9] examined the influence of motivation on employee contextual performance among private universities employees. These researchers observed through structural equation modelling a positive and significant effect of motivation on the contextual performance of the employees. Kumari, and Kumar (2023) ^[21] investigated the factors influence motivation on teachers' job performance in private schools in Pakistan. Using quantitative design and 405 participants observed that motivation significantly influences teachers' contextual performance.

Contribution to Knowledge

The present study offered some theoretical and practical contributions to the extent body of knowledge on employee motivation, tasks performance and contextual performance. From a theoretical perspective this study extended the literature on employee motivation, tasks performance and contextual performance to correctional centres employees. In the management science literature several studies exist on the influence of employee motivation on tasks performance and contextual performance among various categories of workers that include teachers, bank workers and hospital workers. Examining the influence of employee motivation on tasks performance and contextual performance in correctional centres is necessary as such study is lacking in the literature. More so, the directions of the relationship that exist between the independent variables and the dependent variable of this study as revealed by regression analysis indicate confirmation for organizational justice theory. In that understanding, this study contributed to the literature on the empirical test of the theory.

In terms of practice this study through its findings made some substantial contributions. First, employee motivation was observed to relate in organizationally desirable direction with task performance and contextual performance. Task performance and contextual performance are highly desirable and sought employee behaviours as they have positive implication for the effective functioning of the organization. Therefore, the findings of this study have provided the understanding that would be of practical value for management of correctional centres in their bid to foster task performance and contextual performance. Simply put, Nigerian correctional centres management is provided with the information that addressing issues of employee

motivation would enhance task performance and contextual performance.

Recommendations for practice

The present study examined the influence of employee motivation on task performance and contextual performance among employees in correctional centres in South-south geopolitical zone in Nigeria. Two hypotheses were tested, and the results obtained informed the following recommendations.

- 1 The descriptive statistics showed that the mean scores of the respondents on the independent and dependent variables are of moderate level. This indicates that the correctional centres employees are not fully motivated and are not performing at their maximum capacity. Therefore, it is recommended that management of the correctional centres institute policies and programmes that would enhance the motivation and performance of their workforce.
- 2 The results obtained from data analysis of hypotheses 1 and 2 revealed that employee motivation positively and significantly influenced task performance and contextual performance. among worker in correctional centres in South-south geopolitical zone of Nigeria. From this finding it is therefore recommended that management of correctional centres institute sufficient employee motivation practices and policies to improve the performance of their employees. Several valid practices and policies of motivation such as attractive salaries and allowances, conducive working condition, training and development opportunities, work-family balance are available.
- 3 The finding from hypothesis 1 as indicated by the unstandardized coefficient revealed that one unit increase in employee motivation bring about .18 unit increase in task performance. On the other hand, the finding from hypothesis 2 as indicated by the unstandardized coefficient revealed that one unit increase in employee motivation bring about .50 unit increase in contextual performance. A comparison of the two unstandardized coefficients shows that employee motivation leads to higher improvement in contextual performance than in task performance. It is therefore recommended that management of correctional centres apply more of employee motivation when they need contextual performance than task performance.

Limitation and suggestion for future studies

This study has some limitations in methodology that should be considered when interpreting and adopting the findings for practice. The first limitation is in the use of cross-sectional research design Cross-sectional research design is known for its inability to identify cause-effect relationship. That is, cause-effect interpretation cannot be possible from study that applied cross-sectional design. Therefore, to achieved cause-effect interpretation from study on employee motivation, task performance and contextual performance longitudinal design is recommended for future studies. The second limitation is the use of data collected from only one source (self-report). Same-source data has the potential for common method bias. Therefore, it is suggested that future studies implement both procedural and statistical measures to address issues of common method variance.

Conclusion

Several conclusions could draw from the magnitude and the direction of relationships between the independent variable and the dependent variables of the present study. From the findings on hypothesis 1 it could be concluded that employee motivation significantly relates with task performance and that employee motivation has some level of influence on task performance as indicated by the r-squared statistics. It could also be concluded that the effect of employee motivation on task performance is small as indicated by the effect size statistics. In other words, employee motivation could be adjudged to improve task performance. For hypothesis 2 it could also be concluded that employee motivation significantly relates with contextual performance and that employee motivation has some degree of influence on contextual performance as indicated by the r-squared statistics. The effect size statistics also indicates that employee motivation has above medium effect on contextual performance. That is, employee motivation improves contextual performance of employees in correctional centres. The summary of these conclusions is that employee motivation is an important variable to be considered in intervention aimed at improving tasks performance and contextual performance.

The unstandardized regression coefficients obtained in this study are .18, .and 50, for hypotheses 1 and 2 respectively. The unstandardized regression statistics express the units of change in the dependent variable as a result of one unit change in the independent variable. For the present study, one unit change in employee motivation brings about .18-unit changes in task performance, and one unit change in employee motivation brings about .50 unit change in contextual performance. It could be concluded from the above statistics that employee motivation brings about the greatest unit change in contextual performance and least change in task performance.

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