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# EFFECTS OF PERSONAL ACCOMPLISHMENT ON EMPLOYEE PERFORMANCE AMONG ACADEMIC STAFF OF TERTIARY INSTITUTIONS IN EKITI STATE, NIGERIA

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**Abstract:** The study examined the effects of personal accomplishment on employee performance among academic staff of tertiary institutions in Ekiti State, Nigeria. A descriptive survey research design was adopted for the study. The population of the study comprised 2609 academic staff of tertiary institutions in Ekiti State. Sample size of 1214 respondents was employed and it was determined by Yamani sampling model. Data used for the study were gathered through the structured questionnaire. Data gathered were analyzed using multiple regression. The result showed that personal development significantly affect employee performance ( $t=4.054$ ,  $p<0.05$ ); Moreso, promotion significantly affect employee performance ( $t=4.452$ ,  $p<0.05$ ); Furthermore, pay system significantly affect employee performance ( $t=5.086$ ,  $p<0.05$ ). The study concluded that emotional exhaustion is significantly related to employee performance among academic staff of tertiary institutions in Ekiti State, Nigeria.

**Keyword:** Pay System, Personal Accomplishment, Personal Development, Promotion, Employee, Performance

## I. INTRODUCTION

Business life is rapidly changing at the same rate with the outside world. This rate of change inevitably affects employees positively or negatively. Managers, who are important actors of the business world, tend to evaluate employees performance with different parameters depending on business current situation. Employees working with this awareness are in a race

with other employees either with the expectation of higher income or to make a difference. Performance races of the employees become inevitable, particularly given the fact that job performance of private and public sector employees is tried to be measured with a tangible set of evaluation criteria. In this regard, employee performance gains more importance for employees in every sense [1]. Employees are known as an essential resource in any organisation, especially in organisations where manpower and performance is one of their core function in enhancing organisational effectiveness. Understanding the cause of decrease in employee's productivity is important for business effectiveness as it enable organizations to detect, prevent and counter the identified organisational problem. One of the factors that influences employee's productivity is personal accomplishment which is a subset of job burnout [2], even though burnout tends to have a negative effect on the job turnover [3], burnout is generally overlooked by management in companies of tertiary institutions in Nigeria.

Globalization has created a lot of adjustment and challenges that affect both the private and public sector around the world which make Nigerian Universities not exceptional to such situations. Although there are some unrelenting arguments about the positive and negative effects about such changes, an effective scrutiny of employee performance therefore becomes a necessity [4]. However, this as a result of the state of employee performance in such universities is at its deteriorating level, and brings on the create a policy that can deliver success and advancement for the management of Universities in Nigeria to collectively, address and deliberate for higher employee performance for their respective



institutions. The premise on how employees who work in similar organizations like tertiary institutions produce better quality services compared to the ones working in other organizations that has similar job description which has attracted interest from researchers and this has become a subject of various scientific researches [5]. For this reason there has been the need for a continuous change in management strategies and administration, and the increasing demands on employees to perform better. This has brought much pressure on the employees who are expected to deliver a world class service without the corresponding increase resources and training, yet those who fail to deliver are threatened with dismissal and other forms of punishment [6]. In view of this, job burnout is a professional risk that is associated with reduction in employees' physical and mental energy. Nowadays individual personal accomplishment has attracted much attention by researchers and corporate leaders that is mainly associated with important individual and organizational outcomes such as job performance, organizational behaviour, job attitudes and negative psychological consequences. The target respondents of this research are the academic staff of tertiary institution in Ekiti State who are playing important role in each of the institutions in term of quality service and achieving the institution objectives. The rest of the paper is organized as follows: personal accomplishment, burnout, employee performance and theoretical framework are explicitly explained in section II. Section III contained the study methodology, data presentation and interpretation is explained in section IV while conclusion, recommendation and suggestion for further studies are presented in section V.

## II. LITERATURE REVIEW

The final component of burnout diminished personal accomplishments characterized by a tendency to evaluate oneself negatively. Individuals experience a decline in feelings of job competence and successful achievement in their work or interactions with people. Frequently there is the perception of a lack of progress or even lost ground. Furthermore, personal accomplishment is the right approach to reduce burnout for social, economic, and cultural developments. This is because the world rapidly turned from an industrial society into a service society [7].

Personal accomplishment is reduced as emotional exhaustion and depersonalisation takes place, where employees will experience a reduction in the sense of personal achievement which includes evaluating

oneself negatively to a particular point where employees doubts the contribution and capabilities of their work [8]. There are many contributors towards reduced personal accomplishment. For example, when there is a lack of employee involvement in the decision-making process, an employee will experience less valued and not being a part of the team. [9] defined different components of achievement values, namely attainment value, intrinsic value, utility value and cost value. Attainment values are the importance of doing well on a given job. Intrinsic value refers to the enjoyment on gains from carrying out the task [10]. Utility value are the extent how the task fits into an individual future plans. Lastly, cost refers to sacrifice of an individual in order to accomplish a task. Therefore, individual with lack of personal accomplishment would be experiencing low attainment value, intrinsic value, utility value and cost value when involving in a task [2]. Personal accomplishment as an ability-related belief, are measured in different ways.

Feelings of both self-esteem and competence are described by the term 'personal accomplishment' which is concerned with an individual's interactions with work colleagues [11]. In discovering the meaning of one's life, is mankind's essential motivational force, but job satisfaction becomes significantly reduced if individuals attempt to find excessive meaning in their work [12] and that over-involvement due to the need to develop a record of personal accomplishment in one's work, can lead to burnout. It is a clear sign that all is not well when one discovers that work accomplishments are diminishing and this can be the case if the individual has set their ambitions too high, such as people who aim to influence the world positively. As [13] observed, when the work itself appears to create very little difference, the idealists, who were originally attracted to the job, can become disenchanted and disheartened with their progress.

This decrease in personal accomplishment, when experienced alongside depersonalisation and emotional exhaustion, form the key variables the assessment and identification of burnout [14]. Cynical attitudes and negative feelings an individual holds about their clients whilst experiencing lack of personal accomplishment can extend to de-humanised perceptions and insensitive views of other people, such as those which result in the individual considering that people deserve their trials and troubles and is marked through a growing impersonal response to the individuals.

Employee job performance has always been an important concern for managers of organisations



[15]. Similarly, employee performance is a key structure of an organization therefore, aspects that place the grounds for high performance must be analyzed critically by the organizations for them to succeed [16]. According to [17] defined job performance as workers' total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Similarly [18] define job performance as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. Performance is a term related to the technical aspect of the working behaviour [19] which is defined as the works that must be done by the employees in exchange for salaries and other benefits [20]. In short, performance can also be described as the result of an employee's work with an intention to make a task assigned to them in a certain period of time [21].

### III. THEORETICAL FRAMEWORK

For the purpose of this study, expectancy theory was employed to the bedrock for this study because motivation is driven by individual's expectancy of the preferred outcome and the potency of the attractiveness of that outcome to individuals. Considering their expectation and gains from a particular situation, what effort they will need to apply and whether it is worth it or fair enough depending on their personal goals. However, when employees perceived personal accomplishment is not

in place, they tend to be discouraged and determine negative behaviour towards their daily operation. In most cases, employees facing this type of situation tend to be dissatisfied which in turn reduce the level of employee commitment and productivity. Therefore, considering what is obtainable in current environment particularly among similar organisation influences such employee's expectation. In view, expectancy theory is the best theory to explain the nexus between personal accomplishment and employee performance.

### IV. METHODOLOGY

**Area of Study:** The study was conducted in Ekiti State.

**Research Design:** Survey research design was employed through the use of structured questionnaire to gather necessary information needed for the study.

**Population:** The study population covered only the academic staff of tertiary institutions in Ekiti State which is two thousand six hundred and nine (2,609) academic staff in total as revealed by the personnel office record of each institution in Ekiti State. Eight tertiary institutions in Ekiti State are conveniently selected which are: Ekiti State University, Ado-Ekiti, Federal University, Oye-Ekiti, Afe Babalola University, Ado-Ekiti, Federal Polytechnic, Ado-Ekiti, Crown Polytechnic, Odo, College of Education, Ikere Ekiti, College of Health Science and Technology, Ijero Ekiti and Ekiti State University Teaching Hospital School of Nursing, Ado-Ekiti.

**Table 1 Population Distribution Table**

S/N	INSTITUTION NAME	POPULATION
1	Ekiti State University	923
2	Federal University, Oye-Ekiti	523
3	Afe Babalola University	400
4	Federal Polytechnic, Ado-Ekiti	355
5	Crown Polytechnic, Odo	57
6	College of Education, Ikere	151
7	College of Health Science and Technology, Ijero	95
8	EKSUTH School of Nursing, Ado-Ekiti	105
	<b>TOTAL</b>	<b>2,609</b>

**Source:** Personnel Director of each Institution as at June, 2019

**Sample and Sampling Techniques:** There are eight tertiary institutions in Ekiti State which are: Ekiti State University, Ado-Ekiti, Federal University, Oye-

Ekiti, Afe Babalola University, Ado-Ekiti, Federal Polytechnic, Ado-Ekiti, Crown Polytechnic, Odo, College of Education, Ikere Ekiti, College of Health



Science and Technology, Ijero Ekiti and Ekiti State University Teaching Hospital School of Nursing, Ado-Ekiti. Only academic staff shall constitute the target respondents due to their workload and complexity compared to other category of staff in the tertiary institutions. These institutions are selected using convenience sampling. Therefore, three hundred and forty seven (347) respondents were sampled using [22] sampling model.

The statistical formula to be applied in determining the sample size from the population of the study was formulated by [22] stated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size to be tested

N = Total population size

e = acceptable error term (0.05)

Therefore, the total sample size is calculated thus:

$$n = \frac{2,609}{1 + 2,609 (0.05)^2} = 347$$

The selected institutions were proportionately sampled respectively due to the differential number of academic-staff in each sampled universities. To calculate each size of the stratum, Kumaran (1976) Model was employed. The model is stated as follows:

$$n = \frac{n_s N_i}{N}$$

Where, n= number of respondent from each university; ns= total number of sample size Ni= number of stakeholders in each university; N= population of the study.

**Table 2 Summary of Stratified Sample Size of each University**

University	Sample Size	No of Respondents
Ekiti State University	$\frac{(347)(923)}{2,609}$	123
Federal University, Oye-Ekiti	$\frac{(347)(523)}{2,609}$	70
Afe Babalola University	$\frac{(347)(400)}{2,609}$	53
Federal Polytechnic, Ado-Ekiti	$\frac{(347)(355)}{2,609}$	47
Crown Polytechnic, Odo	$\frac{(347)(57)}{2,609}$	8
College of Education, Ikere	$\frac{(347)(151)}{2,609}$	20
College of Health Science and Technology, Ijero	$\frac{(347)(92)}{2,609}$	12
EKSUTH School of Nursing, Ado-Ekiti	$\frac{(347)(105)}{2,609}$	14
<b>Total</b>		<b>347</b>

Source: Author's Computation, 2019

**Variable Identifications:** personal development, promotion and pay system was used to proxy personal accomplishment.

**Method of Data Analysis:** descriptive and inferential statistic was employed. Descriptive statistics included the use of frequency table to analysis the respondents while multiple regression

analysis which is inferential statistics was used to test the hypothesis.

## V. INTERPRETATION OF RESULTS

### Presentation of Respondents' Demographic Data

Three hundred and forty seven (347) respondents were sampled, 260 questionnaires were filled and



returned which represented approximately 75% response rate which thus implied that the response rate to the information needed for this study is

adequate enough for data analysis. The data gotten from the retrieved questionnaires were employed for this study.

**Table 1: Respondents Demographic Distribution**

Variables	Frequency	Percent
<b>Gender</b>		
Male	169	65.0
Female	91	35.0
<b>Total</b>	<b>260</b>	<b>100.0</b>
<b>Marital Status</b>		
Single	92	35.4
Married	164	63.1
Divorced	4	1.5
<b>Total</b>	<b>260</b>	<b>100.0</b>
<b>Academic Qualification</b>		
HND/B.Sc	32	12.3
MBA/M.Sc	142	54.6
Ph.D	86	33.1
<b>Total</b>	<b>260</b>	<b>100.0</b>
<b>Year of Experience</b>		
1-5	71	27.3
6-10	98	37.7
11-15	51	19.6
16 Above	40	15.4
<b>Total</b>	<b>260</b>	<b>100.0</b>

Source: Field Survey, (2019)

From the gender distribution, it was shown that 169 (65%) of the total respondents were male while 91 (35%) were female. The summary of the response gathered here shows male staff is more than the female staff. Considering the staff's marital status, 92 (35.4%) of the total respondents were single, 164 (63.1%) were married while only 4 (1.5%) of the total respondents were divorced. The summary of the response gathered here shows that the larger populations of respondents are married. As depicted on the academic background distribution, it was shown that 32 (12.3%) of the respondents are first

degree holders, 142 (54.6%) of the respondents are second degree holders while 86 (33.1%) of the respondents are third degree holders thus implied that most of the respondents surveyed are second degree holders. Finally, It was also shown that 71 (27.3%) of the respondents were within the range of 1-5years of experience, 98 (37.7%) were within the range of 6-10years of experience, 51 (19.6%) respondents were between 11-15years of experience, 40 (15.4%) respondents were between 16 years of experience and above. This indicated that majority of the respondents were within the range of 6-10 years of experience.

**Discussion of Findings**

**Table 4: Regression Results of Personal Accomplishment on Employee Performance**

Model	R	R <sup>2</sup>	Adj R <sup>2</sup>	B	Std Error	T value	P Value
	0.744	0.554	0.533				
Personal Development				.392	.097	4.054	.000
Promotion				.521	.117	4.452	.000
Pay System				.612	.120	5.086	.000
Constant				2.585	.579	4.463	.000
F-Cal*	22.446						

Source: Field Survey, (2019)



Three variables were used to proxy personal accomplishment (Personal Development, Promotion and Pay System) From Table 4, the R (Regression Coefficient) gives a positive value of 0.744; this indicated that personal accomplishment has a very strong effect on employee performance. The  $R^2$  is a portion of the total variation in the dependent variable that is explained by the variation in the independent variables. From the results obtained,  $R^2$  is equal to 0.554, this implies that personal development, promotion and pay system brought about 55.4% variance in employee performance among academic staff of tertiary institutions in Ekiti State, this is further proven by the adjusted  $R^2$  that shows the goodness of fit of the model which gives a value of 0.533, implying that when all errors are corrected and adjustments are made the model can only account for 53.3% of personal accomplishment in the surveyed tertiary institutions. However, personal accomplishment variables (Personal Development, Promotion and Pay System) were subjected to multiple regression analysis as shown in Table 4.

From Table 4, the unstandardized  $\beta$  co-efficient of personal development gives a positive value of 0.392 with  $t= 4.054$  and ( $P= 0.000 < 0.05$ ). This result showed that personal development has a positive effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is strongly and positively influenced by personal accomplishment. However, the positivity of the result showed that academic staff of the target institution find their work stressful and frustrated to cope with if there is absence of personal accomplishment.

The unstandardized  $\beta$  co-efficient of promotion gives a positive value of 0.521 with  $t= 4.452$  and ( $P= 0.000 < 0.05$ ). This result showed that promotion has a great significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is positively influenced by personal accomplishment. However, the positivity of the result showed that tertiary institution staff become dissatisfied when their promotion is delayed at due time.

The unstandardized  $\beta$  co-efficient of pay system gives a positive value of 0.612 with  $t= 5.086$  and ( $P= 0.000 < 0.05$ ). This result showed that pay system have a positive significant effect on employee performance, therefore, it was found significant. This means that respondents' reason for employee performance is strongly and positively influenced by personal accomplishment as shown in Table 4.

However, the positivity of the result showed that academic staff feels like looking for alternative job when their effort is not commensurate with my pay system. This is in line with the findings of [23] conducted a research on the influence of dimensions of job burnout on employees' commitment in Malaysia. The study found that personal accomplishment was significantly positively associates with job commitment.

### **Test for Significance**

The F-test is used to test the overall significance of a model by comparing the F calculated with the F tabulated, the comparison is done on Table 4.4. The table shows that the calculated value of F distribution gives a value greater than the F tabulated. Hence, we accept alternate hypothesis and reject null hypothesis. This implies that personal accomplishment will significantly affect employee performance among academic staff of tertiary institutions in Ekiti State.

## **VI. CONCLUSION AND RECOMMENDATION**

This study examined the effect of personal accomplishment on employee performance among staff of Tertiary Institutions in Ekiti State. The study revealed and found that personal accomplishment significantly affects employee performance though pay system significantly affect employee performance most among other constructs as revealed by the findings thus implied that increase in personal accomplishment will increase employee performance of academic staff in Ekiti State. Therefore, the study accepted alternate hypotheses and rejected otherwise thus concluded that personal accomplishment is positively and significantly related to employee performance particularly among staff of Tertiary Institutions in Ekiti State.

Based on the findings, personal accomplishment was found significant on employee performance thus recommended that tertiary institution management should put in place proper reward system in terms of good pay, benefits, incentives, learning opportunities and career development as a means to motivate employees in order to reduces job burnout and in turn enhances employees' effectiveness and performance. This study targeted academic staff in Ekiti State Tertiary Institutions. This study can be replicated in other sector like telecommunication or banking sector where employees are faced with high pressure to meet up with targets. Therefore, further studies can be extended towards these areas highlighted.



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