

PERSONNEL MOTIVATION AND JOB PERFORMANCE IN SOME SELECTED PUBLISHING HOUSES IN MAIDUGURI, BORNO STATE, NIGERIA

James Mathew*
Ramat Library,
University of Maiduguri,
NIGERIA.

Moses A. Ojeamiren
Ramat Library,
University of Maiduguri,
NIGERIA.

Shade Adeniji
Ramat Library,
University of Maiduguri,
NIGERIA.

ABSTRACT

The study was conducted to find out the relationship between personnel motivation and job performance in selected Publishing Houses in Maiduguri. 150 questionnaire were distributed to both management and non management staff of the selected Publishing Houses. Findings from the study revealed that, there is strong correlation between motivating factors like; good pay, promotion, bonuses, job security, training opportunities and their job performance. Based on the findings and conclusion, it was recommended that, among other things, management of publishing houses should involve staff in decision making and job enrichment among employees should be encouraged. Also regular review of salary and other incentives should be carried out.

Keywords: Motivation, Job performance, Organizational environment, Staff management

INTRODUCTION

No organization can achieve its objectives without staff motivation. Motivation is the only reason why personnel in any organization will perform or put in their best. Job performance by personnel at lower and higher cadres in any establishment depends on the workers abilities, level of morale and the satisfaction they derive while performing the jobs. Hybels and Weavers (2001) describes motivation as 'the stimulation or inducement that cause you to act.'

Motivation to perform could be in many ways, and also differs from one organization to another. Organizations that motivate their employees are likely to put up better performance in terms of output and profit. Smith (1994) was of the view that survival was the reason why most organization need motivated workers. Where low performance is noticed, it also means that employees are not motivated.

Oyegbaju (2009) links motivation to job performance. Oyebanju further explained that motivation entails an encouragement shown to workers in cash or kind such as bonuses, car loan and increase pay, geared to induce or improve their productivity. It is on the basis of this that the study intends to find out the right motivational strategies to use to enhance job performance in publishing houses in Maiduguri, Borno State.

A BRIEF HISTORICAL BACKGROUND

Mass production of books started with the invention of moveable type by Gutenbergy in the fifteenth century. This printing technology spread to other parts of Europe and then to North America within a short period.

The European missionaries who came to Africa came along with the new technology with the purpose of spreading the Gospel to the native Africans. Modern printing was introduced to Nigeria by the European missionaries in 1846. (Aguolu, 1998).

However the first commercial printing press, Tika Tore Printing Works, was set up in Lagos in 1910. Other parts of the country also witnessed the setting up of Printing presses. For example, the first

* Corresponding Author: peter@binghamuni.edu.ng

recognized private printing press was established in Kano in 1951, while Ibadan and Enugu witnessed the setting up of government printing presses in the 50's.

Borno state was carved out of the North-Eastern state in 1976. Following the creation of the new state, many printing presses were set up by both government and private individuals. Notable among these printing presses were; Garkida Press, Borno Cooperative Press, Awosanmi Press, Aiyesoro Press, Ogunmileyeye Printing Works, Arogbodo Printing Works, Joe Printing Works, University of Maiduguri Printing Press, Gaza Printing House and Mahmud Printing Works. They all can be found in Maiduguri. Adeyemi Printing Works is located in Bama, while a branch of Aiyesoro is located in Biu. (Aguolu, 1998).

REVIEW OF LITERATURE

According to Hodgetts (1998: p. 372) motivation is a process that starts with psychological deficiency or need that activates a behavior or a drive that is aimed at a good incentive.

People are brought up in different environments and circumstances. These, in effect, make them have different attitudes and behaviors, which in turn affect their motivation. In essence, what motivates one person would be different from what motivates another. This agrees with Wortman (1999) which stated that "the difference in the nature, attitude and behavior of the different individuals has a lot to play. All personnel cannot be motivated by the same motivating effect at a time."

Personnel can be motivated in two ways, by self and by the management. Herzberg (1957) identified two types of motivation, these he call intrinsic motivation and extrinsic motivation.

Motivation plays a big role in job performance in a publishing house. Workers who are motivated with good salary package, conducive working environment, regular promotion, good communication climate, staff training and development are likely to exhibit high level of job performance. This corroborates the words of Popoola (2009: p. 65) that, "work motivation is an important factor in predicting the work performance of employees in both private and public sector organizations."

The marriage between the ability the personnel possess and the motivation incentives, given by management, brings about staff job performance. Decenzo (1998: p. 311) opines that, "job performance = ability x motivation. This equation dramatizes the importance of not only having employee with the talent to do good job but recognizing that human resource managers must be concerned with providing the stimulus that converts employee's talent into successful job performance."

Armstrong (2001: p. 157) sees motivation as goal directed behavior. People are motivated when they expect that a course of action is likely to lead to the attainment of a set goal, a valued reward – one that satisfied their need. Hodgetts and Luthans (2002: p. 375) were of the opinion that motivation is psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives. The three basic elements in the process are needs, drives and goal-attainment.

Cole (2002: p. 95) remarks that motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals.

Aderibigbe (2004: p. 80) says factors like retirement benefits, housing loans, car loan and free health services significantly influence job performance in publishing houses.

Personnel in different organizations are expected to display a particular behavior in the performance of their duties. Those who exhibit this particular behavior are said to have performed their duties well and may be rewarded with promotion. This agrees with Friedlander (1990: p. 20), that says "good performance is that behaviour which a particular organization condones and probably rewards."

Aderibigbe (2004: p. 75) also stressed that motivation affect job performance. He remarked that "this encourages workers to want to retain their jobs." Needhams (1995: p. 252) correlates between job performance and motivation, the result revealed that "the link between motivation and performance in the workplace is a positive one, the more motivated an employee is, the better his or her performance

is likely to be. Furthermore, the better their performance, the more motivated they are likely to become.”

STATEMENT OF PROBLEM

The staff of the University of Maiduguri Printing Press, Government Printing Press, Awosanmi Printing Press, Aiyetoro Press and Gaza Printing Press is expected to produce books and educational materials for public consumption.

However, there is a general dissatisfaction among the employees with their work environment which could result in low job performance.

A preliminary investigation by the researcher observed that many of the employees especially in government owned printing presses, preferred to do private works, than do official works to earn extra money. Apart from the harsh weather conditions, non-availability of printing facilities and lack of reading habit among the populace, there is insecurity of lives and property in the state caused by “Boko Haram” insurgency.

Consequently, these printing presses are experiencing low production, resulting in low wages and even outright dismissal of staff and low job performance.

The question then is what is publishing houses not doing that needed to be done to motivate their employees?

RESEARCH OBJECTIVES

The following specific objectives were set-up to guide the study:

- a. To determine the relationship between good pay and staff job performance in Printing Houses in Maiduguri.
- b. To determine the relationship between promotion and staff job performance in Publishing Houses in Maiduguri.
- c. To determine the relationship between bonuses and staff job performance in Publishing Houses in Maiduguri.
- d. To determine the relationship between job security and staff job performance in Publishing Houses in Maiduguri.
- e. To determine the relationship between training opportunities and staff job performance in Publishing Houses in Maiduguri.

RESEARCH QUESTIONS

The following research questions guided the study:

- i. What is the level of relationship between good pay and staff job performance in Publishing Houses in Maiduguri?
- ii. What is the level of relationship between promotion and staff job performance in Publishing Houses in Maiduguri?
- iii. What is the level of relationship between bonuses and staff job performance in Publishing Houses in Maiduguri?
- iv. What is the level of relationship between job security and staff job performance in Publishing Houses in Maiduguri?
- v. What is the level of relationship between training opportunities and staff job performance in Publishing Houses in Maiduguri?

METHODOLOGY

Survey research design method was adopted for this study. The target population was 150, consisting of management and non-management staff in the publishing houses in Maiduguri, Borno State. The entire population was used for the study, thus, there was no sampling.

The main instrument for the data collection was structured questionnaire which was divided into 7 sections. Section 1 contains respondents general background information such as: gender, age, educational qualification and years of working experience. Sections 2 to 6 contain the independent variables of good pay, promotion, bonuses, job security and training opportunities. The questions contained 4 points Likert type scales used to collect 3 negative statements for each independent variable by the respondents who were instructed to tick their level of agreement or disagreement whether they

- a. Strongly agree (SA)
- b. Agree (A)
- c. Disagree (D)
- d. Strongly disagree (SD)

While, the dependent variable of job performance in table 7, required from respondents their level of agreement on a four Likert- scales used to collect 5 positive statements on their job performance.

The data collected were analyzed using frequency counts and percentage.

DATA ANALYSIS

Table 1: Distribution by Gender, Age and Educational Qualification

Types of Distribution	Responses	
	Frequencies	Percentage
Gender		
Male	90	60.00
Female	60	40.00
Total	150	100.00
Age Range		
20-30	32	21.33
31-40	40	26.67
41-50	46	30.57
51-above	32	21.33
Total	150	100.00
Educational Qualification		
WAEC/SSCE	30	20.00
NCE/OND	69	46.00
HND/Degree	40	26.67
Master	10	6.66
Others	1	0.67
Total	150	100.00
Working Experience (Years)		
1-5	20	13.33
6-10	30	20.00
11-15	31	20.67
16-20	35	23.33
21-ABOVE	34	22.67
Total	150	100.00

Table 1 shows that 90 (60%) of the respondents were male while 60 (40%) respondents were female. Majority 46 (30.57) respondents were between the ages of 41-50 years, while the least 30 (21.33%) respondents were between 20-30 years and 51 years and above respectively. Majority 69 (46.00%) respondents said NCE/OND was their educational qualification. The least respondents 1 (0.69%) indicated others as his/her qualification. Personnel with master degree had 10 (6.66%) respondents and others 1 (0.67%) respondents showed that highly qualified personnel are involved in publishing

works. These highly trained staffs are responsible for editing the work thereby ensuring high standard in the industry.

This signified that the industry is male dominated and that majority of the personnel are above 40 years of age. This does not portend a good omen for the future of the industry as majority of them, are well above 40 years of age. Majority 35 (23.33%) respondents were made up of the highest percentage that had 16-20 years of working experience. Other ranges of years of working experience were evenly distributed, which is good for the future of publishing industry.

Table 2 shows that 60(40.00%) respondents strongly agreed to the statement “the basic salary paid to me on monthly basis is inadequate to meet my need for my job performance.” 40(26.67%) respondents said they agreed to the statement, while 36(24.00%) respondents disagree with the statement. Another 14(9.33%) respondents strongly disagree to the statement.

A total of 51(34.00%) respondents strongly agreed to the statement “payment of house allowance to me is inadequate for my job performance.” 42(28.00%) respondents agreed with the statement. However, 32(21.33%) respondents disagreed with the statement. Another 19(12.67%) respondents strongly disagreed with the statement.

A total of 62(41.33%) respondents strongly agreed to the statement “payment of transport allowance to me is inadequate for my job performance.” 41(27.33%) respondents agreed to the statement while 20(13.33%) respondents said they disagreed to the statement, 20(13.33%) respondents strongly disagreed.

On the basis of the above analysis, one can conclude that good pay influences their job performance.

Table 3 reveals that 54(36.00%) respondents strongly agreed to the statement that says “My qualification and skills acquired does not earn me promotion for the job performance.” A total of 37(24.67%) respondents agreed to the statement while 15(10.00%) respondents disagreed to the statement. Another 44(29.33%) respondents strongly disagreed to the statement.

A total of 50(38.33%) respondents strongly agreed to the statement that says “my extra effort does not earn me promotion for my job performance.” 35(23.33%) respondents agreed to the statement while 35(23.33%) respondents disagreed to the statement. Another 30(20.00%) respondents strongly disagreed to the statement.

60(40.00%) of the respondents agreed to the statement that say “hard work does not earn me promotion for my job performance.” A total of 38(25.33%) respondents agreed to the statement, while 40(26.67%) respondents disagreed with the statement. Another 12(8.00%) respondents strongly disagreed to the statement. The analysis above therefore revealed that promotion influences their job performance.

Table 4 shows that 61(40.67%) respondents strongly agreed to the statement “End of year bonus paid to me is inadequate to meet my need for the job performance.” Another 31(20.67%) respondents agreed to the statement While 18(12.00%) respondents disagreed to the statement. Another 40(26.67%) respondents strongly disagreed to the statement.

A total of 90(60.00%) respondents strongly agreed to the statement “life insurance paid to me is inadequate to meet my need for my job performance.” 31(20.67%) respondents agreed to the statement, while 25(16.67%) respondents disagree to the statement. Another 4(2.67%) respondents strongly disagreed to the statement.

95(63.33%) respondents strongly agreed to the statement “Christmas bonus paid to me is inadequate to meet my need for the job performance.” However, 22(14.67%) respondents agreed to the statement, while 25(16.67%) respondents disagreed to the statement. Another 8(5.33%) respondents strongly disagreed.

The above analysis reveals that bonuses influence their job performance.

Table 5 shows that 70(36.67%) respondents strongly agreed to the statement “the necessary skills and experience acquired is inadequate to guarantee job security for my job performance.” 40(26.67%)

respondents agreed to the statement. A total of 30(20.00%) respondents disagreed to the statement. Another 10(6.67%) respondents strongly disagreed to the statement.

68(45.33%) respondents strongly agreed to the statement “laws making it illegal to fire me are inadequate for my job performance.” 22(14.67%) respondents agreed to the statement. However, 20(13.33%) respondents disagree to the statement. Another 60(40.00%) respondents strongly disagreed to the statement.

A total of 80(53.33%) respondents strongly agreed to the statement that says “the business environment in which the publishing house operates is unfavorable for my job performance.” 40(26.67%) respondents agreed with the statement, while 16(10.67%) of the respondents disagree to the statement. Another 14(9.33%) respondents strongly disagreed to the statement. The above analysis reveals that job security influences their job performance.

Table 6 shows that 70(46.67%) respondents strongly agreed to the statement “In-service training given to me is inadequate for my job performance.” 40(26.67%) respondents agree to the statement, while a total of 20(13.33%) respondents disagreed to the statement. Another 20(13.33%) respondents strongly disagreed to the statement.

A total of 60(40.00%) respondents strongly agreed to the statement “conferences and workshops attended by me is inadequate for my performance.” 40(26.67%) respondents agreed to the statement, while 30(20.00%) respondents disagreed with the statement. Another 20(13.33%) respondent strongly disagreed with the statement.

A total of 70(46.67%) of the respondents strongly agreed to the statement “fellowship award given to me is inadequate for my job performance.” 30(20.00%) respondents agreed to the statement while 25(16.67%) respondents disagreed to the statement. Another 25(16.67%) respondents strongly disagreed with the statement. The above analysis reveals that training opportunities influence their job performance.

Table 7 show that 70 (46.67%) respondents strongly agreed to the statement” the good pay enjoy in the publishing house motivates me on my job performance”. 45(30.00%) respondents agreed to the statement, while 10(6.67%) respondents disagreed to the statement. Another 25(16.67%) respondents strongly disagreed to the statement.

65(43.33%) respondents strongly agreed to the statement” my opportunities for promotion in the publishing house motivate me on my job performance”. Another 41(29.33) respondents agreed to the statement, while 44(29.33) respondents strongly disagreed to the statement. A total of 68(45.33%) respondents strongly agreed to the statement “my opportunities to various staff training programs in the publishing house encourage me on my job performance. Another 38(25.33%) respondents agreed to the statement. 20(13.33%) respondents disagreed to the statement, while 24(16.00) respondents strongly disagreed to the statement.

A total of 60(40.00%) respondents strongly agreed to the statement “the bonuses enjoy in the publishing house encourages me on my job performance”. Another 30(30%) respondents agreed to the statement. 25(16.67%) respondents disagreed to the statement, while 35(23.33%) respondents strongly disagreed to the statement. A total of 40(26.67%) respondents strongly agreed to the statement “the job security enjoy in the publishing house encourages me on my job performance”. Another 40(26.67%) respondents agreed to the statement. 33(22.00%) respondents disagreed to the statement, while 37(24.67%) respondents strongly disagreed to the statement. The above analysis revealed that good pay, bonuses. Promotion, job security and training opportunities influence their job performance.

FINDINGS AND DISSCUSSION

The study examined personnel motivation and job performance in some selected publishing houses in Maiduguri.

Table 2 shows that majority; 100(66.67%), 99(66.00%) and 103(68.67%) respondents are the total agreement to the statement while minority, 50(33.33%), 51(34.00%) and 47(31.33%) respondents respectively are the total disagreement to the statement. This shows there is significant correlation between good pay and staff job performance in publishing houses in Maiduguri.

This agrees with Herzberg (1957) and Armstrong (2001) who stated that workers can be motivated through rewards such as pay and increasing pay pockets.

Table 3 reveals that majority; 91(60.67%), 85(56.67%) and 98(65.33%) respondents are the agreement total to the statements while minority; 59(39.33%), 65(43.33%) and 52(34.67%) respondents respectively are the disagreement total to the statements. This shows there is significant relationship between promotion and staff job performance in publishing houses in Maiduguri.

This agrees with Herzberg (1957), Armstrong (2001), Achonna and Adeyanju (2009) who observed that motivating factor like promotion can influence personnel to perform their duties well.

Table 4 shows that majority; 92(61.33%, 121(80.67%)) and 117(78.00%) respondents are the total agreement to the statements, while minority; 58(38.67%), 29(19.33%) and 33(22.00%) respondents are the total disagreement to the statements. This shows there is significant relationship between bonuses and job performance in publishing houses in Maiduguri.

This is in agreement with Needhams (1995) who observed that the more motivated an employee is the better his/her performance.

Table 5 shows that majority; 110(73.33%), 90(60.00%) and 120(80.00%) respondents are the total agreement to the statements while minority; 40(26.67%), 60(40.00%) and 30(20.00%) respondents respectively are the total disagreement to the statement. This shows that there is significant relationship between job security and staff job performance.

Table 6 shows that majority; 110(73.33%), 100(66.67%) and 100(66.67%) respondents are the total agreement to the statements while minority; 40(26.67%), 50(33.33%) and 50(33.33%) respondents respectively are the total disagreement. This shows that there is significant relationship between training opportunities and staff job performance in publishing houses in Maiduguri.

This agrees with Armstrong (2001) and Achonna and Adeyanju (2009) who observed that rewarding personnel through training is a positive way of motivating employees to perform even better.

RECOMMENDATION

Government should come to the aid of the industry by lifting import restriction on all publishing equipment.

Management of publishing houses should involve staff in decision making. This will help employees feel they are important and valued for their contributions.

Job enrichment among employees in the publishing houses in Maiduguri should be encouraged. This will give greater responsibility and recognition to employees.

Regular review of salary and other incentives should be carried out.

Training and retraining of staffs should be embarked upon on a regular basis at home and overseas. This way, personnel will be kept abreast of newer technologies; this will in turn bring about improvement in the industry.

CONCLUSION

Based on the result of this study, it can be concluded that motivating factors such as good pay, promotion, bonuses, job security and training opportunities have significant relationship to job performance in publishing houses. Motivation is the key to job performance. Therefore, where motivation is lacking, low job performance is inevitable.

REFERENCES

- Achonna A. U. and Adeyanju, E. O. (2009). Personnel motivation and Job Performance in Selected Academic Workers in Lagos State, Nigeria. *Gateway Library Journal*, 12, (2)
- Aderibigbe, N. A. (2004). Personnel Motivation and Job Performance in some Selected Publishing House in Ibadan. *Journal of Library and Information Science*, 1, (1) & (2)
- Aguolu, C. C., Thambiah R. S. and Makinta, Y (1998). Book Trade in Borno and Yobe: A Final Project Report Submitted to the University of Maiduguri Committee on Research, Maiduguri, and University of Maiduguri Unpublished
- Armstrong, Michael (2001). *A Handbook of Human Resource Manangement Practice*, 8th ed. London: Kogan Page.
- Cole, G. A. (2002). *Personnel and Human Resource Management* 5th Ed. London: Thomson Learning.
- Decenzo, David, A. and Robbins, Stephen P. (1998). *Personnel and human Resource Management*, 3rd ed. India: Prentice-Hall.
- Friedlander, M. (1990). *Organizational Behavior*, 5th ed. Boston: McGraw-Hill.
- Herzberg, F. W., Mausner B., and Snyderman, B. (1957). *The Motivation to Work*. New York: Wiley.
- Hodgetts, Richard and Luthans, Fred (2005). *International Management Culture, Strategy and Behavior*, 4th ed. Boston: Irwin McGraw-Hill.
- Hybels, Sandra and Weaver II, Richard L. (2001). *Communicating Effectively*, 6th ed. Boston: McGraw-Hill
- Needhams, Dave et.al. (1995). *Business for Higher Awards*. Oxford: Heinemann Educational Books.
- Oyegbaju, Omoloye (2009). Influence of Management of Change, Organization Communication Climate and Job Motivation on Staff Productivity in Academic and Research Libraries in Ibadan, Nigeria. *Fountain of Knowledge Journal of Library and Information Science*, 1(1)
- Popoola, S. O. (2009). The Relationship of Job Involvement, Motivation and Job Satisfaction among Records Management Personnel in the State Civil Service of North-west Geopolia Zone of Nigeria. *Journal of Library and Information Science*, 11(1)
- Smith, G. P. (1994). "Motivation" In W. Tracy (ed.) *Human Resources Management and Development Handbook* 2nd ed.
- Wortman, C. B. (1999). *Psychology*, 5th ed. Boston: McGraw-Hill.

APPENDIX

Table 2: Relationship between Good Pay and Staff Job Performance

N= 150 Statement	SA		A		Agreement total		D		SD		Disagreement total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. The basic salary paid to me on monthly basis is inadequate to met my need for my job performance	60	40	40	26.67	100	66.67	36	24	14	9.33	50	33.33
2. The house allowance paid to me is inadequate for my job performance	57	38	42	28	99	66	32	21.33	19	12.67	51	34
3. Transport allowance paid to me is inadequate for my job performance	62	41.33	41	27.33	103	68.67	20	13.33	27	18	47	31.33
Average					101	67.33					49	32.67

Table 3: Relationship between Promotion and Staff Job Performance

N= 150 Statement	SA		A		Agreement total		D		SD		Disagreement total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. My qualification and skills acquired does not earn me promotion for my job performance	54	36	37	24.67	91	60.67	15	10	44	29.33	59	39.33
2. My extra efforts does not earn me promotion for my job performance	50	33.33	35	23.33	85	56.67	35	23.33	30	20	65	43.33
3. Hard work does not earn me promotion for my job performance	62	40	38	25.33	98	65.33	40	26.67	12	8	52	34.67
Average					91	60.67					59	39.33

Table 4: Relationship between Bonuses and Staff Job Performance

Statement	SA		A		Agreement total		D		SD		Disagreement total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. End of year bonus paid to me is inadequate to meet my need for my job performance	61	40.67	31	20.67	92	61.33	18	12	40	26.67	58	38.67
2. Life insurance paid to me is inadequate to meet my need for my job performance	90	60	31	20.67	121	80.67	25	16.67	4	2.67	29	19.33
3. Christmas bonus paid to me is inadequate to meet my need for my job performance	95	63.33	22	14.67	117	78	25	16.67	8	5.33	33	22
Average					110	73.33					40	26.67

Table 5: Relationship between Job Security and Staff Job Performance

Statement	SA		A		Agreement total		D		SD		Disagreement total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. The necessary skills and experience acquired is inadequate to guarantee job security for my job performance	70	46.67	40	26.67	110	73.33	30	20	10	6.67	40	26.67
2. Laws making it illegal to fire me is inadequate for my job performance	68	45.33	22	14.67	90	60	20	13.33	40	26.67	60	40
3. The business environment in which the publishing house operates is unfavorable for my job performance	80	53.33	40	26.67	120	80	16	10.67	14	9.33	30	20
Average					107	71.33					43	28.67s

Table 6: Relationship between Training Opportunities and Staff Job Performance

Statement	SA		A		Agreement total		D		SD		Disagreement total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. In-service training given to me is inadequate for my job performance	70	46.67	40	26.67	110	73.33	20	13.33	20	13.33	40	26.67
2. Conferences and workshop attended by me is inadequate for my job performance	60	40	40	26.67	100	66.67	30	20	20	13.33	50	33.33
3. Fellowship award given to me is inadequate for my job performance	70	46.67	30	20	100	66.67	25	16.67	25	16.67	50	33.33
Average					103	68.67					49	32.67

Table 7: Level of Staff Job Performance

Statement	SA		A		Agreement total		D		SD		Disagreement total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. The good pay enjoy in publishing house motivates me on my job performance.	70	46.67	45	30.00	115	76.67	10	6.67	25	16.67	35	23.33
2. My opportunities for promotion and in the publishing house motivate me on my job performance.	65	41.33	41	29.33	106	70.67	-	-	44	29.33	44	29.33
3. My opportunities to various staff training programs in the publishing house encourages me on my job performance	68	45.33	38	25.33	106	70.67	20	13.33	24	16.00	44	29.33
4. The bonuses enjoy in the publishing house encourages me on my job performance.	60	40.00	30	20.00	90	60.00	25	16.67	35	23.33	60	40.00
5. The job security enjoy in publishing house encourages me on my job performance.	40	26.67	40	26.67	80	53.33	33	22.00	37	24.67	70	46.33
Average					99	66.00					51	34.00