Psychological Variables as Predictors of Perceived Institutional Performance of State-Owned Polytechnics in South-West, Nigeria

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Abstract

As a result of lack of adequate research efforts linking the psychological variables to workers institutional performance in Nigerian polytechnics, this study, therefore, investigated the extent to which psychological variables such as: motivation, work-self efficacy, innovative work behaviour organisational citizenship behaviour predict perceived institutional performance of polytechnics in two State-owned Polytechnics in Southwestern, Nigeria. The study adopted the descriptive survey research design. Purposive and simple random sampling techniques were used to select 174 senior staff and 86 junior staff from the polytechnic, Ibadan, Oyo state and 50 senior staff and 20 junior staff from Osun State Polytechnic, Iree, Osun state. Psychological variables predicting institutional performance questionnaire ((r=0.82) was used to obtain data for the four research questions raised to guide this study. Data were subjected to Pearson Product Moment Correlation and multiple regression analysis. Results obtained showed that psychological variables significantly predicted institutional performance of state-owned polytechnics ($F_{(9,953)}$ =64.03; p<0.05) and jointly accounted for 27.1.0% of the variation in the dependent variable. Similarly, institutional performance correlated with psychological variables in the following order: innovative work behaviour (r=0.52, p<0.05), organisational citizenship behaviour (r=0.34, p<0.05), motivation (r=0.31, p<0.05) and work-self efficacy (r=0.30, p<0.05). Based on these findings, it is recommended that polytechnics in Nigeria urgently need to institute greater motivational/reward system which will help promote and enhance creativity, innovation, and institutional citizenship behaviour.

Introduction

The success of any educational institution in any country depends largely on the extent to which organisational performance is realized in relation to the stated objectives of the institution. Hence, the polytechnics in Nigeria are often challenged to provide evidence of their effectiveness, especially in the area of their contributions to national development (Andrew, 2007). Okpeodua (2007) notes that the decision of the Federal Government to set up polytechnic education was predicated on the desire to revolutionize the Nigerian society technologically. Therefore, the major objective of polytechnic education is to provide technical education and vocational skills necessary for agricultural, industrial, commercial and economic emancipation and development. The polytechnics across the country are to provide excellent atmosphere for learning and research; produce worthy graduates in character and knowledge; and transform the nation through creativity and innovations. Other objectives are to (i) to provide trained manpower in

applied science, technology, commerce and industry; and (ii) to move Nigeria into the technological orbit for emancipation and development.

Although, the essence and importance of the development of middle-level technical manpower for national growth and development in Nigeria have long been clearly stated, it is disheartening to observe today that polytechnics (which are cynosure of all eyes in developed economies of the world) have been relegated to the background in Nigeria (Ugbomhe, 2009). Research has linked the poor institutional performance of Nigerian polytechnics to some psychological factors Adebayo (2006). Some other studies have established that institutional performance is a function of several human variables such as motivation, communication, mentoring leadership styles financial reward, staff promotion, work self-efficacy, innovative work behaviour and organisational citizenship behaviour (Alarape & Akinlabi, 2000; Brown, 2003; Salami & Omole, 2005).

However, none of these studies have actually established the relative effects of psychological variables on institutional performance of state-owned polytechnics in Nigeria. It is against this background that this study was designed and carried out to find-out the extent to which psychological variables such as: motivation, work-self efficacy, innovative work behaviour organisational citizenship behaviour predict perceived institutional performance of polytechnics in two State-owned Polytechnics in Southwestern, Nigeria.

Literature review

Literature on the psychological variables mentioned above was reviewed. On motivation, Tella, Ayeni and Popoola (2007) asserted that "no matter how automated an organisation or institution may be, achievement of a high organisational performance still depends on the level of motivation and the effectiveness of the workforce". Corroborating this view, Salami and Omole (2005) postulated that motivation of workers is crucial and fundamental in achieving effectiveness and efficiency in an organisation. According to them "the higher the level of motivation, the higher the quality of worker's contribution to the organisational performance. Therefore, human motivation is the key to successful and effective management of an organisation. Where the staff is motivated, there is usually clear improvement".

The complex webs of factors that motivate work efforts are as varied as occupations that people do. Chowdhury (2007) defined motivation as a psychological process that gives behaviour purpose and direction. By appealing to this process, managers attempt to get individuals to pursue organisational objectives willingly. Motivation theories are generalizations about the "why" and the "how" of purposeful behaviour (Latt, 2008). The individuals motivational factors needs, satisfaction, expectations and goals, are affected by challenging work, rewards and participation (Simms, 2007; Jakobson, 2007).

Organisations/institutions achieve their goals and objectives by the coordinated efforts of their members. The organisational success is dependent upon members being motivated to use their talents and abilities, and directed to perform well in the right areas (Mullins, 2007). Without exception, the creation of

an outstanding workplace has been a deliberate act by management (Silverman, 2006). According to a major study undertaken by Proud Foot Consulting (2002), one main reason for productivity loss was poor working morale. Aspects of poor working morale included: people feeling undervalued and poorly rewarded, an absence of positive team spirit, low motivation, lack of attention to quality, unwillingness to see a job well done; and a poor sense of belonging (Proud foot consulting, 2002).

Furthermore, Organisational Citizenship Behaviour (OCB) is defined as those extra work-related behaviours which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman & Organ, 1983). The concept "Organisational Citizenship Behaviours" originated for the first time from Barnard's studies (1938) (Tabarsa, 2011). Bateman and Organ (1983), for the first time, used the term Organisational Citizenship Behaviours, and saw it as an important effectiveness measure in organisations.

This concept is part of workers operation which aims at improving productivity, unity and coherence in the workplace, the operations which are beyond obligations of individual workers towards the organisation (Hodson, 2006). Preliminary studies in this field, focused more at identifying the workers' responsibilities and behaviours which often, in vocational operation evaluations, measured incompletely (or left unseen entirely) issues which were effective in improving organisational effectiveness. On the term "citizenship behaviour" various definitions have been presented. In some, the organisational citizenship behaviour is mentioned as a set of voluntary behaviours (which are not part of a person's official duties) that lead to effective improvement of organisation's roles and duties (Appelbaum, 2004). Organisational citizenship behaviour is referred to as an individual's voluntary behaviour which leads to the improvement of effectiveness and efficiency of the organisation's operation (which is not rewarded by the official systems of the organisation) (Hall, 2009). Workers who enjoy this feature exhibit behaviours beyond their official roles, duties and job details. Their objectives for doing these kinds of behaviours are not gaining any organisational reward, yet they use all their efforts for improvement and development of the organisation (Taghavi, 2011). Studies show that those employees who act beyond their tasks and duties and show organisational citizenship behaviour, enjoy a higher productivity and quality in their organisation and work group (Podsakoff, 1997, 2009, 2010). What is obvious is that citizenship behaviour cannot be strengthened. This behaviour originated from the workers' extraordinary efforts towards achieving organisation's expected success (Korkmaz & Arpaci, 2009). The key elements of definitions of citizenship behaviour can be divided into four parts, namely:

1. A kind of behaviour which is beyond workers official duties at organisation;
2. A kind of behaviour which is formed in a voluntary way and based on individual intention;
3. A kind of behaviour which does not follow a direct reward and officially is not appreciated by the organisation;

4. A kind of behaviour which is very important for upgrading the organisation's effectiveness and efficiency and also the operation success (Prajogo & McDermott, 2011).

Applying some of the citizenship behaviours in the organisation above, creating grounds for organisational success, can have such results as management and workers' productivity increase, freeing organisational resources (for administering in more useful purposes) decrease in resources supply, assisting in and out coordinated activities, intensifying the organisation capability in absorbing and retaining workers, increasing firmness in action and raising organisation adaptability to the environment (Podsakoff, 2009). There is a vast research by scientists in this field; there are almost thirty proposals in citizenship behaviour (Yung & Chou, 2011). There are certainly a great number of overlapping proposals. This shows a lack of consensus about the dimensions of this concept. Organisational citizenship behaviour along with a set of voluntary informal behaviours, make effective improvement in organisational roles and duties (Appelbaum, 2004).The individual feeling the commitments toward his or her norms (organisational citizenship behaviour), will behave beyond his or her official roles and duties. These behaviours are formed irrespective of any reward expectation (Taghavi, 2011). Organisational citizenship behaviour will lead to less tension among the members and hence provide the ground for improving individual operation effectiveness and efficiency (Hall, 2009).

On work self-efficacy, Bandura (1982) defined self-efficacy as the belief that one has the capabilities to execute the courses of actions required to manage prospective situations. It determines how much effort people will spend on a task and how long they will persist on it. Self-efficacy is the belief in one's capacity to organize and execute the courses of action required to produce given attainments (Bandura 1997). Previous studies show that employee psychological development and efficacy is based on the culture, environment and support he has from the superiors and the work setting where he performs (Wright & Cropanzano, 2004). Self-efficacy is the development of individuals' psychology (Bandura, 1997); superior's style develops the culture of the organisation and provides support of the employees. This, to a large extent, determines how well the organisation performs (Ismail et al., 2009).

According to Bandura (1997), self-efficacy can develop through four fundamental sources: (1) mastery experiences: past experiences of success or command, (2) vicarious experience by observing the successes and failures of others, (3) verbal persuasion, and (4) physiological states or emotional activation. The combination of these four sources produces self-efficacy perceptions through cognitive (that is, imagining goals, predicting difficulties), motivational (that is, anticipating outcomes, planning goals), affective (that is, coping with stressing situations, controlling negative thoughts) and selection processes (that is, approaching or avoiding concrete situations).

Bandura (2001) also affirmed that efficacy beliefs differ in generality, strength and level. People may judge themselves efficacious across a wide range of activity domains, or only in

certain domains of functioning. Generality can vary across types of activities, the modalities that express capabilities (behavioural, cognitive or affective), situational variations and the types of individuals toward whom behaviour is directed. Assessment linked to activity domains, situational contexts and social aspects reveals the patterning and degree of generality of people's belief in their efficacy. Therefore, Bandura (2000 and 2006) defended the specificity of efficacy beliefs in accordance with the domain of functioning. For this reason, there has been much criticism of the use of general and non-specific self-efficacy scales. He argues that it is futile to measure self-efficacy with a general scale because items of tests based on the general efficacy may not be relevant enough for all situations.

Efficacy beliefs also vary in strength. Weak efficacy beliefs relate easily to unpleasant experiences, whereas people who have a tenacious belief in their capabilities will persevere in their efforts despite innumerable difficulties and obstacles (Rayle, 2006). Adversity does not easily dissuade them. Thus, the stronger the personal efficacy, the greater the perseverance and the more the likelihood of a successful performance of the chosen activity. People designate efficacy beliefs in terms of level; that is, the number of activities that individuals judge themselves capable of performing above a selected cut-off value of efficacy strength.

Efficacy beliefs have effects on people's ways of thinking, feeling and acting. The motivational effect of self-efficacy influences decision (selective effects), effort and persistence (motivational effects) through self-regulatory mechanisms, but these mechanisms depend on the environment. Previous empirical studies generally support the fact that efficacy may designate the way individuals perceive their performance (Bandura, 2000).

Although different studies have documented the existence of many cognitive factors that have motivational effects on human action (Weiss & Adler, 1984; George, 1999), only a few cognitive determinants of behaviour (for example goal setting) have received as ample and consistent empirical support as the concept of self-efficacy (Bandura, 1986 & 1997; Maddux, 1995). Self-efficacy is discussed as a personal judgment of "how well one can execute courses of action required to deal with prospective situations" (Bandura, 1982). Expectations of personal efficacy determine whether an individual's coping behaviour will be initiated, how much task-related effort will be expended, and how long that effort will be sustained despite disconfirming evidence (Bandura, 1977; 1986). Individuals who perceive themselves as highly efficacious activate sufficient effort that, if well executed, produces successful outcomes, whereas those who perceive low self-efficacy are likely to cease their efforts prematurely and fail on the task (Bandura, 1986; 1997).

The above differences are summarized by Bandura (1997) as an efficacy belief is not a decontextualized trail as is general self-efficacy. It is, however, important to note that it is not that specific self-efficacy appraisals do not generalize at all. Rather, they generalize in different ways in different people (Bandura, 1997; Cervone, 1997). In fact, in contrast to general efficacy beliefs that do not account for the variability in self-perceptions across diverse domains, the

highly variable patterns of generalizations are obtained when individuals' idiosyncratic pattern of social and self-referent beliefs are assessed (Cervone, 1997).

In summary, the higher one's self-efficacy, the more confidence one has in one's ability to succeed in a task. So, in difficult situations, people with low self-efficacy are more likely to lessen their effort or give up, while those with high self-efficacy will try harder to master the challenge. In addition, individuals high in self-efficiency seem to respond to negative feedback with increased effort and motivation, while those low in self-efficacy are likely to lessen their efforts when given negative feedback (Bandura and Cervone, 1997). Organisational/ institutional performance depends on each individual's potential effectiveness as a person, technical competence, managerial experience among others, as well as how the person is designed in the organisational setting. The effectiveness of a role occupant depends on the individual's potential effectiveness on the role and the organisation climate.

On Work behaviour, the term is used to describe the behaviour one uses in employment and is normally more formal than other types of human behaviour. This varies from profession to profession, as some are far more casual than others and organisations strive to achieve one main goal that is to be productive. No organisations want to be in the same position without progress. Behaviour in the workplace is a very important factor not only for the individual employee, but also for the entire organisation. This is due to the fact that counterproductive work behaviour can essentially cost organisation time and money.

Productive behaviour is defined as employee behaviour that contributes positively to the goals and objectives of the organisation. Productive behaviour is the type of behaviour every organisation wants to have in its employees. Productive behaviour types are found are those who want to achieve tasks and work with other employees to achieve those tasks. Counterproductive behaviour, on the other hand, can be defined as a type of behaviour that goes` against the organisation in achieving goals. Examples of counterproductive behaviour are lateness to work, procrastination on assignments, late return from breaks, frequent absence from work, unsafe behaviour, theft, violence, ineffective job performance.

Similarly, Alexa (2010) identifies the following as counterproductive work behaviour.

1. When someone is ignoring people at work;
2. When they stay at home because they are sick, when in fact they are not;
3. When people work slowly and the work needs to be done fast;
4. When they refuse to help their colleagues;
5. When people refuse to accept an assignment;
6. When they do not return a call to someone they should;
7. When they do not follow instructions;
8. When they insult their colleagues or damage things on purpose;
9. When they are making obscene gestures or they hit or threaten people.

Adrian (2010) equally notes that most of the time, these types of behaviour are the result of an interpersonal conflict.

Usually, when they engage in this type of behaviour, employ adopt one of the following response styles, either aggression or avoidance.

Counter productivity at work is an issue that can cost an organisation valuable time, resources, and most importantly money. Counterproductive acts can potentially affect the business as a whole and in severe cases may lead to bankruptcy. Strict rules and regulations in organisations are organisational efforts to combat these types of behaviours. The behaviour of every member of an organisation is the key to success and growth. Without positive and negative reinforcements to influence employees, an organisation could become inefficient and non-productive, thus causing the need for reform or discontinuing of business.

On employee innovative behaviour, the term can be used as an outcome measure to examine the innovative behaviour of employees and how innovative behaviour relates to organisational characteristics and individual characteristics. The term has been defined as behaviour from an employee toward developing new products, developing new markets, or improving business routines in his/her employing organisation. Innovative initiatives are widely claimed to contribute to organisational effectiveness (Kanter, 1988; Scott & Bruce, 1994; Amabile, 1996; Janssen, 2003). In a study conducted by Amo (2006a) with Norwegian nurses, he defined innovative behaviour as everything from altering routines or making use of new remedies, to simplifying work, to improving the service provided to the end-user, or to being able to give the end-user new offers. Based on previous research in innovative behaviour, for the purpose of this study innovative behaviour is defined as recognition of a problem, generation of ideas, mobilization of support, and realization of the ideas related to the initial problem (Scott & Bruce, 1994; Janssen, 2000; Janssen, 2005).

An innovative work behaviour culture could lead to greater organisational performance and effectiveness. Attracting and retaining high performing workers is more likely when organisations support them in implementing creative, innovative ideas (Manion, 2001; Faugier, 2005). Innovative work behaviour has the capacity to bring about innovative changes, but lacks the formalized education or reward system that supports creativity and change. A greater understanding of the dynamics of innovation within organisations by leaders will generate the necessary knowledge to guide management interventions for effective and efficient use of human, material, and capital resources for organisational performance (Gilmartin, 1999; Knol & van Linge, 2008). To engage in innovative behaviour, workers need management support, resources, a supportive work environment, and knowledge about innovation and role. Leadership is vital to establishing and sustaining the structure and circumstances to support the level of intensity so necessary to the innovation process (Gratton & Erickson, 2007).

A study conducted by Knol and van Linge (2008) explored the relationship between organisational performance and innovative behaviour. This cross-sectional correlation study was conducted in the Netherlands with 519 employees. Measures used in the study included the Work Effectiveness Questionnaire II, the

Psychological Empowerment Instrument, and a Dutch Questionnaire of Innovative Behaviour. The study found that employees with higher levels of structural and psychological empowerment showed higher levels of innovative behaviour and contributed greatly to organisational performance. When examining structural empowerment, the dimension of informal power which included the employee's network of sponsors, peers, and subordinates had the biggest impact on innovative behaviour. The most significant dimension of psychological empowerment was impact.

On Motivation, Chowdhury (2007) defined the term as a psychological process that gives behaviour purpose and direction. By appealing to this process, managers attempt to get individuals to pursue organisational objectives willingly. Motivation theories are generalizations about the "why" and the "how" of purposeful behaviour (Latt, 2008). The individuals motivational factors needs, satisfaction, expectations and goals, are affected by challenging work, rewards and participation (Simms, 2007; Jakobson, 2007).

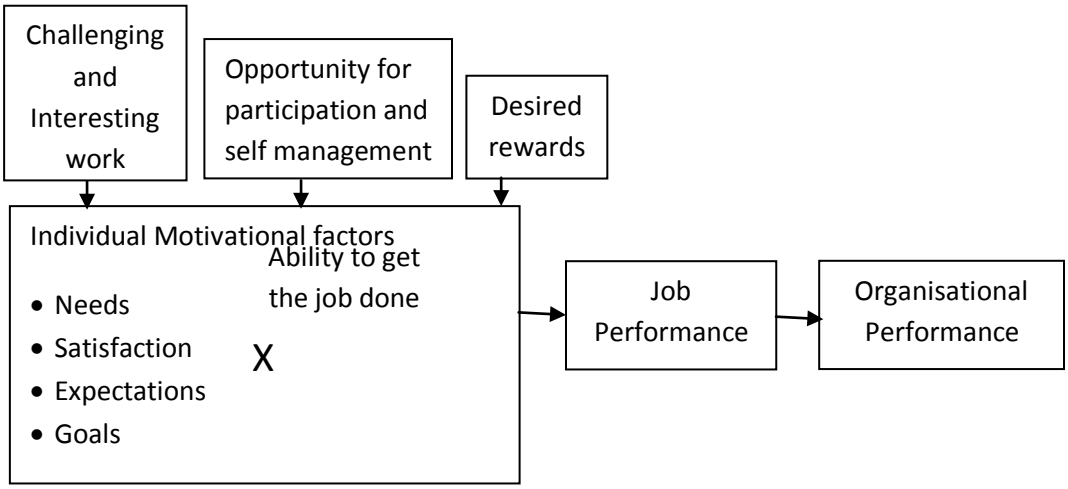


Fig. 3: Individual Motivation and Organisational Performance
Source: Adapted from Kreitner (2007)

Kreitner (2007), in support of Chowdhury (2007), argued that the final element in this model, organizational performance, is the product of an individual's motivation and ability. Both are necessary. Organisations achieve their goals and objectives by the coordinated efforts of their members. The organisational success is dependent upon members being motivated to use their talents and abilities, and directed to perform well in the right areas (Mullins, 2007). The best companies have stimulating workplaces where their staff feel motivated and valued. But they do not end up this way by accident. Without exception, the creation of an outstanding workplace has been a deliberate act by management (Silverman, 2006). According to a major study undertaken by Proud Foot Consulting (2002), one main reason for productivity loss was poor working morale. Aspects of poor working morale included: people feeling undervalued and poorly rewarded, an absence of positive team spirit, low motivation, lack of attention to quality, unwillingness to see a job well done; and

a poor sense of belonging (Proud foot consulting, 2002).

Allen and Halmis (2002) suggested that different types of reward practices complement different generic strategies and are significantly related to higher levels of perceived organisational performance. It can, be deduced that, with a positive motivation philosophy and practice in place, productivity, quality and service should improve because motivation helps people towards: achieving goals, gaining a positive perspective, creating the power to change, building self-esteem and capability; and managing their development and helping others

Objective of the study

The specific objective of this study was, to:

(i) Examine the relative effect and the extent of relationship of psychological variables such as: motivation, work self-efficacy, innovative work behaviour and organisational citizenship behaviour on institutional performance of state-owned polytechnics in Nigeria.

Research questions

Four research questions were raised to guide this study. They were:

1. What relationship exists between psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) and institutional performance of state-owned polytechnics in south-western region of Nigeria?
2. What is the relative contribution of psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) to institutional performance of state-owned polytechnics in Nigeria?
3. What is the joint/composite contribution of psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) to institutional performance of state-owned polytechnics in south-western region of Nigeria?
4. Which of the psychological factors could predict institutional performance of state-owned polytechnics in south-western region of Nigeria?

Methodology

The descriptive survey research design was adopted for the study. The population comprised all the senior and junior staff of two state-owned polytechnics in South-Western Region of Nigeria (The Polytechnic, Ibadan, Oyo State and Osun State Polytechnic, Iree, Osun State). Purposive and simple random sampling techniques were used to select 330 senior and junior staff in the two polytechnics (174 senior staff and 86 junior staff from the polytechnic, Ibadan, 50 senior staff and 20 junior staff from Osun State Polytechnic, Iree). A self-constructed instrument tagged Psychological variables predicting institutional performance questionnaire ((r=0.82), divided into five sections, was used to obtain data for the objective and hypothesis postulated for the study. Data obtained were analysed through Pearson Product Moment Correlation and multiple regression analysis.

Results of the study

Research question one

What relationship exists between psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) and institutional performance of state-owned polytechnics in south-western region of Nigeria?

Tables 1 shows below the relationship between the psychological variables and perceived institutional performance of the polytechnics

	Institutional Performance	Organisational Citizenship Behaviour (OCB)	Work-self Efficacy	Motivation	Innovative Work Behaviour
Institutional performance	1				
Organisational Citizenship Behaviour (OCB)	.339**	1			
Work self-Efficacy	.300**	.537**	1		
Motivation	.313**	.235**	1.402**	1	
Innovative Work Behaviour	.523**	.263**	.277**	.408**	1
Mean	37.3158	33.1784	32.0672	37.5572	36.4932
S.D	10.2014	4.6863	4.8253	5.9275	8.4371

This table showed that there was significant relationship between organisational performance and the selected psychological variables, OCB, work self-efficacy, motivation and innovative work behaviour, with .399**, .300**, 313**, and .523** coefficient values. It is revealed from the table that innovative work behaviour had the highest co-efficient value, with .523**.

Research question two

What is the relative contribution of psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) to institutional performance of state-owned polytechnics in Nigeria?

Table 2 shows below the relative contribution of psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) to institutional performance of state-owned polytechnics in Nigeria

MODEL	UNSTANDARDIZED COEFFICIENT		STANDARDIZED COEFFICIENT	T	Sig.
	B	STD ERROR			
(Constant)	- 2.188	2.277		.961	- 337
Innovative work behavior	.334	.040	.281	8.457	.000
Work self-efficacy	4.566E-02	.068	.022	.675	.500
Organisation citizenship behavior	.311	.066	.145	4.686	.000

Motivation	-1.733E-02	.054	.010	.324	.746

The table above showed that the relative contribution of each of the psychological variables on perceived Institutional performance were innovative work behaviour (β = .281, P <.05), work self-efficacy (β = .022, P >.05), OCB (β = .145, P <.05), motivation (β = .010, P >.05).

Research question three

What is the joint/composite contribution of psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) to institutional performance of state-owned polytechnics in south-western region of Nigeria?

Table 3 below shows the multiple regression analysis of the joint/composite contribution of psychological factors (innovative work behaviour, work self-efficacy, motivation, as well as organisational citizenship behaviour) to institutional performance of state-owned polytechnics in south-western region of Nigeria

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	36014.093	4	6002.349	95.282	.000
Residual	946	62.996			
Total	95607.931	950			

R = .614, R^2 = .377, Adj. R^2 = .373.

The findings on the above table revealed that the joint effect of the independent variables (motivation, work self-efficacy, innovative work behaviour, OCB) on organisational performance was significant (F (4,946) = 95.282; R = .614, R^2 = .377, Adj. R^2 = .373; P < .05). About 27.1% of the variation was accounted for by the selected independent variables.

Research question four

Which of the psychological factors could predict institutional performance of state-owned polytechnics in south-western region of Nigeria?

Table four below shows the T-value of the relative contribution of the psychological factors to institutional performance of state-owned polytechnics in south-western region of Nigeria. From the T-value results, it shows that innovative work behaviour has the highest T-value of 8.457 followed by organisational citizenship behaviour of 4.686, work self-efficacy 0.675, and motivation 0.324. The T-value results also confirmed the earlier results stated above that innovative work behaviour remains the highest psychological factor predicting institutional performance of state-owned polytechnics in south-western region of Nigeria. This is followed by organisation citizenship behaviour.

Table 4: T-values of the Relative Contribution of Psychological Factors to Institutional Performance

MODEL	UNSTANDARDIZED COEFFICIENT		STANDARDIZED COEFFICIENT	T	Sig.
	B	STD ERROR			
(Constant)	- 2.188	2.277		**.961**	- 337
Innovative work behavior	.334	.040	.281	**8.457**	.000
Work self-efficacy	4.566E-02	.068	.022	**.675**	.500
Organisation citizenship behavior	.311	.066	.145	**4.686**	.000
Motivation	-1.733E-02	.054	.010	**.324**	.746

Discussion of findings

The findings on research question one, displayed in table one, showed that there was significant relationship between organisational performance and the selected psychological variables, OCB, work self-efficacy, motivation and innovative work behaviour, with .399**, .300**, 313**, and .523** coefficient values. It is revealed from the table that innovative work behaviour had the highest co-efficient value, with .523**. Similarly, the findings on research question two revealed the relative contribution of each of the psychological variables on perceived Institutional performance: innovative work behaviour (β = .281, P <.05), work self-efficacy (β = .022, P >.05), OCB (β = .145, P <.05), motivation (β = .010, P >.05). The respondent's perception on innovative work behaviour revealed that the majority of them agreed that they contribute to the implementation of new ideas. Also, respondents asserted that they acquire new knowledge on the job. On the average, most of the respondents acknowledged the importance and significance of innovative work behaviour and confirmed that they produce ideas to improve the work practices as well as generate original solutions to problems encountered on their jobs. The overall result revealed that contribution to the implementation of new ideas ranked highest by the mean score ranking and was followed by the rate at which respondents acquire new knowledge on the job.

The responses above show that the majority of the respondents realised the importance of innovative work behaviour to organisational performance and therefore contributed to the implementation of new ideas. These findings clearly revealed that innovative

wok behaviour has significant influence on the institutional performance of state-owned polytechnics in southwestern Nigeria. Thus, the findings of this study were in agreement with the submission of Manion (2001) and Faugier (2005) when they asserted that positive relationship exists between innovative work behaviour and organisational performance. Similarly, Katz (1978) asserted that "An institution that depends solely upon its blueprints of prescribed behaviour is a very fragile educational system."

Another psychological variable that predicts organisational performance of the Polytechnics is organisational citizenship behaviour (OCB). This findings is also in agreement with the research findings of Podsakoff & Macckenzi, (1994), as cited in Organ, 2006 and Appelbaum, (2004), Hall, (2009; Bateman & Organ, (2011;) that positive relationship exists between OCB and institutional performance.

Motivation is another psychological variable that predicts institutional performance and was confirmed in this study. This is in line with Mullins (2007) assertion that organisational performance is dependent upon members being well motivated to use their talents and abilities, and directed to perform well in the right areas. This finding also corroborated that of Chowdhury (2007) when he indicated that the level of organisational performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. This is supported by several studies that confirmed that there is a positive relationship between motivation (interesting work, recognition, growth and achievement) and organisational performance (Latt, 2008; Simms, 2007; Jacobson, 2007). Silverman (2006) and Whiteling (2007).

The finding of this study also established that work self-efficacy is significantly related to institutional performance. This implies that the level of perception of self-efficacy of the staff of the southwestern Nigeria polytechnics has significant impact on the institutional performance of the polytechnics. This agrees with the claims of Barlin and Bealtie (1983), that "self-efficacy has a significant relationship with organisational performance in a variety of areas ranging from life insurance sales to faculty research productivity".

The findings of this study also showed that the joint effect of the independent variables (motivation, work self-efficacy, innovative work behaviour, OCB) on organisational performance was significant ($F(4,946) = 95.282$; $R = .614$, $R^2 = .377$, Adj. $R^2 = .373$; $P < .05$). About 27.1% of the variation was accounted for by the selected independent variables. This finding agrees with the submission of Theorell, (2009) that "the ultimate test of organisational performance is its ability to create values sufficient to compensate the burden imposed. These values are psychological in nature and goes very deep into meeting the needs of workers".

Finally, the findings of this study essentially revealed that for good institutional performance to be achieved, employees must possess the ability and the determination to reach a particular goal. Kay, French and Mayer (1982) and Wright and Cropanazo (2004) observed that conscious goal-setting leads to goal achievement and performance while Bandura, (1986; 1997; & Bandura et al,. 1980), Gist and Mitchell, (1992), Wood and Bandura, (1989), Rayle, (2006),

Santos and Reigadas, (2005), and Vieno et al.,(2007) have pointed out that the regulative potential of self-efficacy for successful performance is task complexity.

Conclusion

The findings of this study have established that psychological variables such as innovative work behaviour, organisational and citizenship behaviour, tremendous role to play in the institutional performance of state-owned polytechnics in Southwestern region of Nigeria. The implications of these findings are particularly important in the proper management of not only state owned polytechnics but also federal and privately owned ones.

Recommendations

Based on the findings of this study, it is recommended that governments of state-owned polytechnics should provide adequate funding for the provision of equipment and materials needed to promote creativity and innovation in the polytechnics. Similarly, innovative work behaviour and organisational citizenship behaviour should be encouraged among the academic and non-academic staff of the polytechnics.

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