



Influence Of Working Conditions On Job Performance Of Business Education Lecturers In Universities In Rivers State

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ABSTRACT

The study examined the influence of working conditions on job performance of Business Education lecturers in Universities in Rivers State. Two objectives, research questions and two null theses formulated guided the study. Descriptive survey research design was adopted. The population of the study consisted of 105 Business Education lecturers from Rivers State University, Ignatius Ajuru University of Education and University of Port Harcourt. The entire population was studied since it was of a manageable size. The instrument for data collection was a self-structured questionnaire, structured on a 4 point rating scale. The instrument was validated by three experts two from the Department of Business Education and another from Measurement and Evaluation Department all in the Faculty of Education. The reliability of the instrument was established using Cronbach Alpha method which yielded indices of 0.71 and 0.62 for the respective cluster. Data collected were analyzed using mean and standard deviation while t-test was used to test the null hypotheses at 0.05 level of significance. Findings from the study showed that, job security and promotion as at when due influences the job performance of Business Education lecturers in Universities in Rivers State to a high extent. Based on the findings, it was recommended among others that, government should improve upon existing motivational strategies to ensure job satisfaction of Business Education lecturers by regular promotion of lecturers as at when due.

Keywords: Working conditions, Business Education and Job performance

INTRODUCTION

The management and administration of human resources in organization varies at different times and situations, and the overall productivity of any organization is based on sound working conditions. In every organization, working conditions could disrupt or enhance effective productivity. In other words, working conditions in any establishment such as university will promote, improved attitude to work and its outcome will be evident on the end products which are the general academic performance of students of the university. Without putting in place, better working conditions that will enhance performance among academic staff of universities, it is certain that the performance of academic staff of universities will be below expectation.

The management of staff especially as it pertains to any organization varies at different times and situations. It is therefore, important to state that the overall production and result of any organization is based on sound working conditions. This means that the working conditions put in place for the staff of any organization has a very important role to play especially concerning the option in productivity.

Nwachukwu (2010) opined that an average Nigerian worker is materially oriented, pleasure seeking, ego-centric and wants to get rich as quick as possible. And this being the scenario, workers often times agitate for improvement of working conditions which in most cases leads to incessant strike actions, work to rule, lock-outs and protests. Uzoigwe (2011), suggested that to ward-off occasions of conflicts orchestrated by staff of an organization, there is an important need to implement good and better working conditions in any organization. In other words, some of the strategies that can reduce conflict, engender and sustain stability in a working environment are assurances of better working conditions.

According to Arum and Mirza (2011), working conditions is a voluntary effort of the employer to establish within the existing industrial system, working and sometimes living and cultural condition to the employee beyond that which is required by law. The future of an organization whether public or private depends more on its employees than any other aspect of the organization. Supporting the above view, Adesina (2010) opined that working conditions would include, job security, remuneration, job staff development, good wages, housing loan and promotion as at when due. The author further buttressed that working conditions could vary from one profession to another and from country to country. Furthermore, Adesina maintained that good working conditions for academic will include; job security and promotion as at when due.

Job security which is one of the working conditions of an employee in any organization as identified by Adesina (2010) is a tangible variable that everyone seeks during employment with any institution. It ensures that one is committed to the organizational objectives and goals and reaps the commensurate rewards as well as benefits. Abdullah and Ramay (2012), posited that it is all about seeking a sense of stability in personal development, career progression and overall career development during the course of employment at a particular institution.

The authors added that a secure job is an employee's requirement and wish. Job security enables the employee performance his/her best and has peace of mind. It provides stability in career the individual offers his dedication and commitment to his tasks in the institution and focuses his skills and capabilities on being a consistent performance. It also enables the employee to devote non-office hours to community service, hobbies and other activities. The employee would also have financial security and family commitments. Adesina (2010), noted that job insecurity affects a worker's commitment to the organization. An employee would be more committed to his/her job and the organization if the person feels secure. Akpan (2013), asserted that job security is a working condition an organization or institution puts in place in order to achieve its desired job performance level of its employees.

Scholars such as Mosaybian and Jafari (2014) opined that a secured job is an employee's wish. Therefore, it can be said that job insecurity makes an individual lack or lose concentration which can affect an employee's performance in an organization. For instance a situation where there is fear of being sacked at any point such scenario within a working environment can likely put forward low output especially in productivity among employees of the organization. Akpan (2013), on his part stated that occasional feelings of job insecurity generated by an employee or loss of desirable job features such as lack of promotion opportunity, current working conditions as well as long time career opportunity can be said to be a result of job security. Most times as observed by various scholars over the years, job security is threatened for various reasons. An example of such occurred in 2003, 44 lecturers of the University of Ilorin, Nigeria were all sacked because they were involved in National strike action. This development left fear in the minds of other lecturers, doubting the authenticity of their job security, of course it was fought to a still and the sacked lecturers of University of Ilorin were recalled to their job as a result of actions of the Academic Staff Union of Universities (ASUU).

Promotion, among the incentives and reward system operating in higher educational institutions has often been associated with staff motivation and performance on the job. Salmuni, Mustaffa and Kamis (2011) asserted that the most attractive reward perceived by the staff is still promotion will improve the staff objective and performance. Promotion brings along with it not just more money, but also a mark of recognition of an individual's performance and that the motivating effect of promotion is high. Santhopparaj and Alam (2011), found that promotion has a positive and significant effect on job

satisfaction. Similarly, Turk (2010), upheld that a good and well-functioning performance appraisal system would help the educators to make their mark in the organizational setting of their faculty.

Job performance is the effort made by an employee within an organization in order to attain particular predetermined results through the usage of available resources within the organization (Abdel-Razek, 2011). One can say that job performances are those attitudes and actions that assist and enrich the social environment for enhancement of inputs which bring about effective and high productivity. Robbins and Cutler (2013) put it that performance in the work place is the accumulated results of activities that an employee performs. It comprises what an employee does in the work place, the achievement of organizational goals and outcomes of the employee's actions which are measureable. Therefore, in any organization, high performance at work has been seen as a determinant factor in the success and profitability of an organization, institution or other organized bodies of men that provide certain services (Disgah, 2012). This means that the level of performance of employees is based on how favourable or unfavourable working conditions are in any organization or institution. Nevertheless, when employees are given a job, it is expected that they adhere to the operations and conditions of employment and service. This has made several institutions and organizations develop or bring up procedure, laws, policies, regulation and processes to ensure that the aim, objectives and goals of an organization are met. Attempts have been made by various organizations to see that working conditions are laid down not just in principles but also in practice as stipulated by the law.

Statement of the Problem

In the assessment of working conditions of academic staff in any university in Nigeria, there is a general perception among individuals including staff, especially as it pertains to job performance, that there is a pitfall on the motivation of the academic staff in Nigerian university system leading to brain drain situation and the decline in quality performance. Business Education lecturers is a subset of the academic staff so defined and the general characteristics of academic staff are applicable.

At the present there may be several documents which serve as framework of what academic staff of universities require at work, in other words existing documents on working conditions to make them inclined to remaining in their university and improve in their job performance. However, such documents or existing framework on working conditions may not have been implemented to the letter by the government agencies, thus existing working conditions in the various universities might have in the same vein, hindered effective job performance among staff of universities over the years.

In fact this has been one of the major reasons for incessant industrial actions that have plagued the Nigerian tertiary education system over the years. From the above analyses, it is suggestive that working condition exerts some influence on the performance of workers generally. It is against this backdrop that the researcher tends to examine the influence of working conditions on job performance of academic staff of universities in Rivers State.

Purpose of the Study

The main purpose of this study was to examine the influence of working conditions on job performance of Business Education lecturers in universities in Rivers State. Specifically, the study sought to:

1. Determine the extent to which job security influences the job performance of Business Education lecturers in Universities in Rivers State.
2. Determine the extent to which promotion as at when due influences the job performance of Business Education lecturers in Universities in Rivers State.

Research Questions

The following research questions guided the study.

1. To what extent does job security influences the job performance of Business Education lecturers in Universities in Rivers State?
2. To what extent does promotion as at when due influences the job performance of Business Education lecturers in Universities in Rivers State?

Hypotheses

The following null hypotheses formulated, were tested at 0.05 level of significance.

H0₁: There is no significant difference between the mean responses of Business Education lecturers from Federal and State owned Universities on the extent to which job security influences job performance of academic staff in Rivers State.

H0₂: There is no significant difference between the mean responses of Business Education lecturers from Federal and State owned Universities on the extent to which promotion as at when due influences job performance of academic staff in Rivers State.

RESEARCH METHODS

The study adopted descriptive survey research design. The population of the study consists of one hundred and five (105) Business Education lecturers in the three universities, eleven (11) from university of Port Harcourt, eighteen (18) from Rivers State University and seventy-six (76) from Ignatius Ajuru University of Education in Rivers State. The entire population was studied because the population was not too large to warrant sampling. Two objectives, research questions and two null hypotheses guided the study. The instrument for data collection was a self-structured questionnaire titled “influence of condition of service on job performance of lecturers (ICSJPL)”. The instrument has two parts. Part “A1” and “B2” with 11 items covering the research questions. Part B was designed on a 4-point rating scale of Very High Extent (VHE-4 points), High Extent (HE – 3 points), Moderate Extent (ME -2 points) and Low Extent (LE -1 point) respectively. The instrument was validated by three experts, two from the Department of Business Education and another from Measurement and Evaluation Department all in Rivers State University.

The reliability of the instrument was established using Cronbach’s Alpha method. Twenty (20) copies of the instrument were administered to 20 lecturers from the Federal University, Otuoke, Bayelsa State who were not part of the study sample. Data were analyzed with the use of Cronach Alpha method, and a coefficient of 0.71 and 0.62 was obtained from the two clusters which indicated that the instrument was reliable for the study. The one hundred and five (105) copies of the questionnaire distributed were all retrieved. The data collected were analyzed using mean and standard deviations to answer the research questions, while t-test statistics was used to test the null hypotheses at 0.05 level of significance. A hypothesis was accepted if the value of a computed t is less than a critical value, and was rejected if otherwise.

RESULTS

The results from the study were presented as follows.

Research Question 1: *To what extent does job security influence the job performance of Business Education lecturers in Universities in Rivers State?*

Table 1: Mean Ratings on the Extent Job Security Influence Job Performance of Business Education Lecturers in Universities in Rivers State.

S/N	Items	Federal Lecturers (n=11)		State Lecturers (n=98)		Remarks
		\bar{X}	S.D	\bar{X}	S.D	
1.	Job security gives me confidence to work harder.	3.13	0.77	3.43	0.30	HE
2.	The stability in lectureship enhances more commitment to job performance.	3.25	0.81	3.50	0.31	HE
3.	I no longer struggle to work hard since I will get my entitlement.	3.00	0.74	3.65	0.33	HE
4.	Job security make academic staff have faith in their future which consequently enhances performance	3.18	0.79	3.75	0.35	HE
5.	Lecturers perform better in their job because of assurance of the continuity of one's job.	3.45	0.88	3.36	0.29	HE
6.	The collective bargaining in lecturers employment is given them a sense of belonging and hence they put extra efforts.	2.78	0.70	3.15	0.27	HE
Grand Mean/S.D		3.13	0.78	3.47	0.31	HE

Source: Field Survey, 2021

Table 1 above showed that all respondents share the same view that job security influence the job performance of Business Education lecturers in Universities in Rivers State to high extent. For example, the respondents said that job security gives them confidence to work harder to a high extent with respective mean responses of 3.13 and 3.43. Similarly, they held that stability in lectureship enhances the commitment to job performance. Job security makes academic staff have faith in their future which consequent by enhances performance, lecturers perform better in their job because of assurance of the continuity of ones' job, and the collective bargaining in lecturers employment is given them a sense of belonging and hence they put extra efforts. All the mean response as well as the grand mean are higher than the decision mean of 2.50, while the standard deviations are very low indicating that the responses are very homogeneous.

Research Question 2: *To what extent does promotion as at when due influence the job performance of Business Education lecturers in Universities in Rivers State?*

Table 1: Mean Ratings on the Extent Promotion as at when Due Influence Job Performance of Business Education Lecturers in Universities in Rivers State.

S/N	Items	Federal Lecturers (n=11)		State Lecturers (n=98)		Remarks
		\bar{X}	S.D	\bar{X}	S.D	
7.	The most attractive reward perceived by staff to enhance job performance is promotion.	3.47	0.89	3.22	0.27	HE
8.	Promotion will improve the staff objectivity and performance.	3.38	0.86	3.46	0.30	HE
9.	Promotion portrays individual recognition and effective job performance.	3.55	0.92	3.62	0.33	HE
10.	A well-functioning performance appraisal system would help the educators to create impact in their various fields in the university setting	3.86	1.06	3.36	0.30	HE
11.	Non-promotion decreases production.	3.79	1.03	3.27	0.30	HE
	Grand Mean/S.D	3.61	0.95	3.39	0.30	HE

Source: Field Survey, 2021

Table 2 shows the mean ratings on the extent promotion as at when due influence the job performance of Business Education lecturers in universities in Rivers State. Respondents agreed with all the items described as promotion influence the job performance of Business Education lecturers in universities, with mean response higher than the decision mean of 2.50. They agreed to a high extent that most attractive reward perceived by staff is promotion, promotion will improve the staff objectivity and performance, promotion enhances individual recognition and performance, well-functioning performance appraisal system would help the educators to make their mark in the university setting and non-promotion decreases performance.

Hypotheses

H0₁: There is no significant difference between the mean responses of Business Education lecturers from Federal and State owned Universities on the extent to which job security influences job performance of academic staff in Rivers State.

Table 3: t-test Analysis of Responses of Business Education Lecturers from Federal and State Owned Universities on the Extent to which Job Security Influences job Performance of Academic Staff in Rivers State.

Respondents	N	\bar{X}	SD	DF	α	t-cal	t-crit	Remark
Lecturers of Federal Universities	11	3.13	0.78	103	0.05	1.27	1.96	Accepted
Lecturers of State Universities	94	3.47	0.31					

Source: Field Survey, 2021.

Table 3 above showed that a calculated t-value of 1.27 which is far less than the critical value of 1.96. This computed value is not significant at 0.05 level to be attributed to sampling error hence the null hypothesis of no significant difference in the mean responses of Business Education lecturers from Federal and State owned Universities on the extent to which job security influences job performance of academic staff in Rivers State was accepted. This implies that there is no significant difference in

responses of Business Education lecturers from Federal and State owned universities on the extent to which job security influences job performance of academic staff in Rivers State. At this juncture, it could be concluded that job security influences job performance of academic staff in Rivers State.

H0₂: There is no significant difference between the mean responses of Business Education lecturers from Federal and State owned Universities on the extent to which promotion as at when due influences job performance of academic staff in Rivers State.

Table 4: t-test Analysis of Responses of Business Education Lecturers from Federal and State owned Universities on the extent to which Promotion as at when Due Influences job Performance of Academic Staff in Rivers State.

Respondents	N	\bar{X}	SD	DF	α	t-cal	t-crit	Remark
Lecturers of Federal Universities	11	3.61	0.95					
Lecturers of State Universities	94	3.39	0.30	103	0.05	1.75	1.96	Accepted

Source: Field Survey, 2021.

Table 4 revealed that the t-test analysis above shows that the calculated value of t is less than the table value that is $(0.75) < t\text{-crit} (1.96)$. Since the calculated t value is less than tabulated value, it implies that the computed value is not significant at the 0.05 level. Therefore, the null hypothesis of no significant difference between the mean responses of Business Education lecturers from Federal and State owned universities on the extent to which promotion as at when due influences job performance of academic staff in Rivers State was accepted. The implication is that there is no significant difference in the mean responses of Business Education lecturers from Federal and State owned universities on the extent to which promotion as at when due influences job performance of academic staff in Rivers State.

DISCUSSION OF FINDINGS

Extent to which Job Security Influences Job Performance of Academic Staff

The finding of this study reveals that both lecturers agreed that job security influences job performance of academic staff in Rivers State to a high extent. The finding of this study is in line with the finding of Dachapalli et al (2012) who found that high job security is linked frequency to increase the level of job satisfaction among staffs. When dissatisfaction of job security exists, employees afraid that they may dismiss one day and it will persuade their job satisfaction and less retention to stay at institution. Job insecurity affects a worker's commitment to the organization. An employee would be more committed to his/her job and the organization, if the person feels secure. This was supported by Akpan (2013) who found that job security provides stability in career. It enables the employee perform his/her best and has peace of mind. The individual offered his dedication and commitment to his tasks in the institution and focuses his skills and capabilities on being a consistent performer. It also enabled the employee to devote non-office hours to community service, hobbies and other activities. The employee would also have financial security and meet family commitments. The finding was also supported by Abdullah and Ramay (2012) who found that job security is an important factor in employee commitment and it is ones expectation about continuity in job situation.

Extent to which Promotion as at when Due Influences Job Performance of Academic Staff

The finding of the study shows that there is no significant difference in the mean responses of Business Education lecturers from Federal and State owned universities on the extent to which promotion as at when due influences the job performance of academic staff in Rivers State. The finding of this study is in agreement with the finding of Salmuni, Mustaffa and Kamis (2011) who found that the most attractive reward perceived by the staff is still promotion and that promotion will enhance the staff objective and performance. This was supported by Santhapparaj and Alam (2011) who found that promotion has a

positive and significant effect on job satisfaction. In line with this view, Ubeku (2010) had earlier asserted that promotion brings along with it not just more money, but also a mark of recognition of an individual's performance and that the motivating effect of promotion is high. This view was also upheld by Turk (2010) that a good and well-functioning performance appraisal system would help the educators to make their mark in the organizational setting of their faculty. Promotion entails, the incentives and reward system operating in higher educational institutions has often been associated with staff motivation and performance on the job.

CONCLUSION

Based on the findings, it was concluded that the long services offered by lecturers to the universities is a result of the job security found in the systems. Inadequate and irregular remuneration results to low job input, friction between management and workforce and unfriendly work environment. Promotion encourages commitment to the job and a well-functioning performance appraisal system would programme through seminars, conferences, workshop and other learning opportunities inspires, challenges and motivate lecturers to perform their functions. Good staff management relationship is simply impossible without adequate remuneration and promotion.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. Government should improve upon existing motivational strategies to ensure job satisfaction of Business Education lecturers by regular promotion of lecturers as at when due.
2. Actions of government that could threaten the security of jobs among lecturers should be avoided.

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