



Perception of Business Educators on Human Resources Management and Job Commitment in Universities in Rivers State

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ABSTRACT

The study investigated the Perception of Business Educators on Human Resources Management and Job Commitments in Universities in Rivers State. Three objectives and three research questions guided the study. Three hypotheses were formulated for the study and tested at 0.05 alpha level of significance. The population of the study comprised of 109 Business Educators. The entire population was used for the study. The research instrument was a structured questionnaire. The Instrument was validated by two experts in Business Education and one measurement and Evaluation expert. Pearson Product Moment Correlation Coefficient was used to establish the reliability of the Instrument. Mean and Standard Deviation were used to analyze the responses of the respondents while analysis of variance (ANOVA) was used to test the hypothesis formulated in the study. Findings from the study shows that good work condition, provision of research grant, promotion and development of Academics are factors of Job Commitment of Business Educators in Universities in Rivers State.

Keywords: work conditions, research grants

INTRODUCTION

Human resources management creates an enabling environment for effective work delivery in organizations. It is a part of organizational management process that focuses in the management of humans in any organization. A thorough look at this process indicates that human resources are the most essential resources in any organization. This is the reason why most organizations make use of their human resources to make things happen and maximize and actualize set goals. The best assets in any organization are the skilled and competent individuals who need to be managed effectively to ensure job satisfaction and maximum development (Osibanjo, Kehinde & Abiodun, 2012). In any organization the human resources includes the administrators, managers, academics, secretaries and clerical staff in the organization. These individuals are the manpower in an organization.

Human resources management in the educational sector is concerned with three major issues which include assessing the need of staff members, adequately selected, recruited, inducted and supervised, and adequate rewarded, provided for developed appraised and promoted; on the job, they will be committed and productive in their job delivery. Work condition involves the nature of the physical environment where individuals (Business Educators) are needed to work in such organization are committed to their job. The prevalent work conditions of an organization play significant roles in how well the organization's goals will be achieved because the level of job

commitment of an academic depends highly on their work condition. A favourable work condition enhances the extent of job commitment of Business Educators in Universities. Research Grants are the various monetary supports that are issued to academics personally or to institutions of higher learning to support various forms of research and development in staff areas of research interest. Most times these research grants are issued for a particular research that requires thorough investigation to ascertain the work cause, effect and provide the needed solution to such problem.

Business Educators are regularly involved in academic development in their profession and other areas in the profession that require maximum attention so that profession can advance from one level to another in line with best global practices. The provision of research grants enhances the job commitment of Business Educators because it helps to promote their advancement in publications which is a requirement for their growth in the profession hence reducing the huge financial burden of publishing in reputable journals (both locally and internationally). Promotion is a major human resource management tool in an organization. The promotion of individuals in an institution is a major requirement in the management of human resources in any institution. In University system, the promotion of academics is always done to enhance their advancement from one level to another. Regular promotion of academics enhances the job commitment of Business Educators in a University system because it is fulfillment and acts as a reward for hard work throughout the years the staff have put on the job. Promotion of Business Educators encourages them to do more in order to achieve the goals, objectives, visions and mission of Business Education programmes in Universities. Academic Development is a regular, periodic growth and advancement in the lives of academics (Business Educator) in Universities through seminars, symposia, workshops, trainings, coaching and mentoring programmes. Regular academic development enhances the job commitment in that it keeps Business Educators in Universities abreast with happenings, and developments in their field in line with global best practices all over the world.

Human resources management emphasizes that academic staff members are critical to achieving suitable competitive advantage (Wadak, 2011), Harum, Shaded & Othman (2016) opined that a competent workforce is the ladder to the success of any organization. A happy and well-motivated employee can create a good working environment for the organization, while dissatisfied or non-motivated employees can create disharmony and serious chaos in the organizations where they are working. Traditionally, individuals who are involved in work activities in organizations are being cared for by means of compensation and good working environment. The complexity of human nature makes human resources management very essential. On the other hand, the human resources management practices such as resource practices, job design staff participation and empowerment, team-based production systems, extensive staff development and incentives or compensation have direct and significant influence on the organization's overall commitment. Impact of human resources management practice on staff job commitment has been a widely research area for years (Bustenein, 2013). Higher institutions of learning (Universities) can adopt various human resources management practices to enhance the skills of academic staff as well as motivates them to work better towards achieving high productivity (Dessler, 2008).

Human resources management is a strategic, logical and well organized approach to the employment, development and well-being of individuals working in an organization (Amstrong, 2016). Human resources is the process through which management builds the workforce and tools to create an enabling environment that the organization needs (Boxall & Purcell, 2016). Encyclopedia of Human Resources Management defined human resources management as the term used to describe formal system designed to manage individuals within an organization. However, it can be seen as the managerial and leadership processes and procedures which enables workers to put in their best efforts in meeting the organizational goals and objectives. The human resources in a university system are diversified in nature and therefore have different needs to attain because the basic goal of every educational system is to provide quality service, thus, the development of its human resources is essential to attaining a very remarkable success in the university environment. Hence there is need for a systematic management and development of the academic staff members for effective job commitments and service delivery in universities in Rivers State.

Akpan (2008) opined that a worker whose needs, goals and aspirations are thwarted by the organization, develop feelings of low self-worth, apathetic, disinterested, frustrated and tend to withhold self-commitment to the work. Similarly, workers in the educational institutions are saddled with the responsibility of efficient allocation of resources for optimal profit or improved productivity. They are perceived as intelligent and educated members of the society. Therefore, they reason in diverse ways, unpredictable and more difficult to understand and manage in work settings. Varied social services are performed in educational system which is aimed at achieving personnel institutional goals particularly as educational institutions are recognized as human organizations. The deteriorating level of staff job commitment in the Nigerian tertiary institutions is fast becoming a serious threat to the survival of universities in Nigeria if not addressed urgently (Akpan, 2011). Thus, managing human resources in higher institutions is not an easy task. If staff members are subjected to work under conditions where are few or no office facilities, promotion, payment of salaries and other entitlements are unduly delayed denied, where the management and staff relationship is not cordial and there is little or no adequate compensation, the moral of the staff could sag.

Human resources in an organization are key contributors to the achievement of the organization goals, aims or objectives. The most valued assets in any organization are the human resources which are the individuals that work in such organizations. They are involved in the day to day running or operation of the organization. The commitment indices of any organization can be greatly measured by the way the human resources are managed in such organization. Some organizations pay great attention to the management of its human resources so as to increase their productivity and efficiency others do not thus taking their human resources for granted.

The human resources in universities are the employees that carryout the day to day activities in the universities. These employees are individuals that have been trained in various fields of endeavour. These human resources in a university system are of two categories; academic and non-academic human resources. The academic human resources are called academic staff while the non-academic human resources are called non-academic staff. All these work to achieve the objectives of the universities which are to produce manpower for various organizations. The academic staff is directly involved in academic activities ranging from delivery of lecture and other academic activities while the non-academic staff is not directly involved in the academic activities but they are day-to- administration in the universities system (Odo, 2015).

In a universities system, the human resources play immense roles that are geared towards the attainment of the objectives of the university system or organization. How well a university system will go depends directly on how well the human resources in the system operates or manages the activities that they are directly or indirectly involved in. the success of the human resources in achieving their job description amounts to a high level of achievement of the university's objectives and a successful operation of the university system. No university can succeed without these two categories of human resource (Academic and non-academic staff). The effectiveness and optimal delivery of the human resources in a university is also dependent on a number of factors ranging from how their welfare are catered for, the provision of incentives to boost their morale, work relationship with their superiors and other things that can motivate them to put in their best to achieve the university's objectives (Opara, 2011).

The extent to which these human resources are committed to the delivery of their job depends on how well they are managed or organized by the top management in the university system. The management of these human resources will either increase the moral of these human resources or reduce morale in the work environment. However, when the human resources in a system is effectively managed the outcome will be seen by everyone including those that the outside the university environment, but when the human resources in a university system are not effectively managed the outcome will also be conspicuously glaring to all including those outside the university environment because it will show in their level of job commitment in the university system (Opara, 2011). The job commitment of university employees or human resources depend on how well they are managed by those at the helms of affairs in the university system. Hence, the onus lies on the management of university organization to provide the necessary

facilities that can motivate or increase the job commitment of the human resources in the system. Human resources management to great extent increase increases the commitment and productivity of employees in any organization. Two job commitment of employees to a great extent depends on the effectiveness of the human resource management of the organization through its human resource management department (Odo, 2015).

Business Education as an educational programme that prepares individuals for entry and advancement in jobs within businesses and to function intelligently as consumers and citizens in a business economy, it helps in producing a lot of human resources for industries and other organizations. How effective these human resources that are produced through business education programme can be depend on their effective management so as to promote their job commitment (Odo, 2015). Business Educators' Perception refers to business educators understanding, view or opinion about an issue. It is the process by which business educators form impressions about other people's traits and personalities (Goldstem 2009). Business educator's perception of human resource management and job commitment of employees are the views, opinions and understanding of Business Educators on human resources management as per how it affects job commitment of employees in various organizations.

Job commitment is the extent to which an employee or individual is willing and able to put his or her best in ensuring that organizational goals mission and visions are achieved, it id the extent to which an employee works very hard in ensuring that there are no lapses in his or her unit or department by ensuring that his or her work or job description is out mostly delivered (Atakpa, 2011). Job commitment of an employee is determined by a lot of factors ranging from good work environment, adequate provision of incentives, organizational employee compensation, employee and employee healthy work relationship, employee training and retraining. Employee development on-the-job training and job satisfaction (Atakpa, 2011). Job commitment of human resources in an organization helps in promoting organizational goals, visions and objectives hence putting the organization in the right perspective. However, job commitment of the human resources in an organization also depends on how these human resources are managed which in turn improves or increase their job commitment. Job commitment of an employee in his or her place of work plays significant roles in promoting the goals and objectives of the organization thus showcasing the organization to world and its competitors as an outstanding one. Commitment to one's job requires a high level of intrinsic and extrinsic motivation which is triggered by a lot of factors ranging from provision of the right work tools, provision of the right work condition, creation of opportunity for off-the job and on-the job training and equitable remuneration. These things stirs an employee to be committed to his or her job and deliver maximally at his or her place of work (Franklin, 2017). The delivery pattern of an employee at the place work shows the level of the employees' commitment to the job he or she has been assigned to do or execute. The human resource management also plays significant roles in ensuring that employees are well motivated so that it can reflect on their job commitment in an organization.

The world is getting technological advanced and the organizations and educational institutions are getting highly competitive. This competitive in the business world has led to organizations employing the best hands, workforce and best brains in terms of human resources to manage or run the day-to-day activities of the organizations so as to achieve their organizational goals and objectives.

However, the question that comes to mind is, are these individuals (Business Educators) committed to their job? According to Atakpa (2011), job commitment of Business Educators depends on lot of factors ranging from work condition, research grants, promotion and academic development. Business Educators in universities are veritable tools for the promotion of the goals of these universities but how well these human resources are managed is also important. Hence this study intends to find out Business Educators' perception of human resources management job commitment in universities in Rivers State.

Purpose of the Study

This study investigated Business Educators' perceived human resources management and job commitment in universities in Rivers State. Specifically the study attempted to:

1. Investigate the extent Business Educators perceive work conditions as a factor for job commitment in Universities in Rivers State
2. Investigate the extent Business Educators perceive research grants as a factor for job commitment in Universities in Rivers State.
3. Investigate the extent Business Educators perceive promotion of academics as a factor for job commitment in Universities in Rivers State.

Research Questions

The following research questions guided the study:

1. To what extent do Business Educators perceive work conditions as a factor for job commitment in Universities in Rivers State?
2. To what extent do Business Educators perceive research grants as a factor for job commitment in Universities in Rivers State?
3. To what extent do Business perceive promotion of academics as a factor for job commitment in Universities in Rivers State?

Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significant.

1. There is no significant difference in the mean responses of Business Educators in Rivers State University, Ignatius Ajuru University of Education and University of Port Harcourt on work conditions as a factor for job commitment in Universities in Rivers State
2. There is no significant difference in the mean responses of Business Educators in Rivers State University, Ignatius Ajuru University of Education and University of Port Harcourt on research grants as a factor for job commitment in Universities in Rivers State
3. There is no significant difference in the mean responses of Business Educators in Rivers State University, Ignatius Ajuru University of Education and University of Port Harcourt on the promotion of academics as a factor for job commitment in Universities in Rivers State

A study conducted by Oscar (2015) on employee work condition and job commitment of employees in organizations in Pakistan. Four research questions guided the study. The study adopted a descriptive survey research design. Four hypotheses were formulated in the study and were tested at 0.05 alpha level of significance. z-test was used to test the hypotheses that were formulated in the study while mean and standard deviation were used to analyze the responses of the respondents in the study. Findings of the study shows that the promotion of incentives such as; increment in employee salary. payment of bonuses, payment of work over time provision of a conducive work environment, provision of fringe benefit, due promotion and payment of promotion benefits as at when due, regular and prompt remuneration to staff or employees, provision of the right work tools or machinery and adequate remittance of any form of benefit or benefits accrued to an employee enhance the job commitment of employee in an organization respective of the employees position or cadre in the organization. This study is in line with the current study in that it emphasizes on human resource management and job commitment of employees in organizations (Universities). However both studies differ in the nature of the organization that they are studying. This study was carried out on business organizations while the current study was carried out in Universities' in Rivers State. Both studies also differ in their area of study; this study was carried out in Pakistan while the current study was carried out in Rivers State, Nigeria. The researcher is of the view that provision of incentives to employees in organization enhances their job commitment in such organizations.

Samuel (2010) conducted a study on the perceived influence of work condition on the commitment of employees in the manufacturing sector in Texas. Two purposes of the study and two research questions guided the study. Two hypotheses were formulated and tested at 0.05 level of significant. Survey research designed was adopted in the study while the formulated hypotheses were tested with t-test and mean and standard deviation were used to answer the research questions. Findings of the study shows that good work condition such as provision of bonuses to employees for jobs done or any other additional activity,

reward for good work done, provision of training/development allowances provision of conducive work environment prompt payment of fringe benefits, provision of the right work tool, provision of training and retraining allowances and the right remuneration contributes to employee job commitment in several organizations. This study is in line with the current study because it lays emphasis on work condition and employee job commitment in organizations. However, both studies differ in their area of study this study was conducted in Houston Texas while the current study was conducted in Rivers state, Nigeria. Both studies also differ in the organizations that they studied while the researcher of this study studied Business Organization while the researcher in the current study studied Universities. Nwafor (2011) conducted a study on the impact of work conditions on the job commitment level of employees in an organizations in Enugu State, Nigeria. The study adopted a descriptive survey research design. Five research questions and five hypotheses were formulated to guide the study. The hypotheses were tested at 0.05 alpha level using t-test statistics while mean and standard deviation were used to analyze the responses of the respondents to the questions. Findings of this study shows that provision of the following incentives, work hazard benefit, payment of work bonuses, proper numeration, of fund for training and retraining of employees, provision of fund for employee development and provision of the appropriate tools or machines that will be used in executing organizational functions in the organization or establishment. This study is related to the current study because it emphasizes on employee job commitment and provision of good work condition in an organization. However both studies differ in their area of the study. While this study was conducted in Enugu State but the current study was conducted in Rivers State, Nigeria.

Okoro and Ekene (2010) conducted a study on the effect of work condition on the job commitment of employees in Delta State. Two research questions guided the study, quasi-experimental research design was adopted in the study while two hypotheses were formulated and tested with the use of ANCOVA. Findings of the study showed that the provision of good work condition to the employees in an organization enhances the job commitment of employees in such organization. This study is related to the current study because it emphasizes on the provision of good work condition by the management of an organization to enhance the job commitment of its employees. However both studies differ in their design, this study adopted quasi-experimental research design while the current study adopted survey research design. Both studies also differ in their area of study and the tool used in data analysis, this study was conducted in Delta State while the current study was conducted in Rivers State. ANCOVA was used in analyzing the hypotheses formulated in this study while t-test was used in analyzing the hypotheses formulated in the current study. Stone (2013) conducted a study on the effect of research grant on the motivation level of academic staff of tertiary institutions in Pakistan. Two purposes of the study and two research questions guided the study. Two hypotheses were formulated and tested at 0.05 level of significance. Quasi-experimental design was adopted in the study with ANOVA to test the hypotheses. Findings in the study revealed that the provision of research grants ignites the passion for a quality research in people due to the availability of fund, it removes the phobia that hamper quality research. It removes the financial bottle necks experienced by researchers, it encourages researchers to embark on more research irrespective of the cost. This study is related to the current study because it emphasizes on the effect of research grant on the level of motivation of academic staff of tertiary institutions which is also an aspect of human resources management. However both studies differ in their area of study. The study by Stone was conducted in Pakistan while the current study is conducted in Rivers State, Nigeria.

Ephraim (2011) conducted a study on the influence of research grant on the researchers conducted by academic employees of tertiary institutions in Kwara State. Four purposes of the study and four research questions guided the study. Four hypotheses were formulated in the study and tested at 0.05 alpha level. A survey research design was adopted in the study, z-test was used in testing the hypothesis formulated in the study. Findings of the study revealed that research grant empowers the academic staff of tertiary institutions, to conduct various levels of researches without only form of financial burden, it motivates academic staff to work harder, it makes the academic staff to be committed to their job and enhance the delivery level of academic staff of tertiary institutions at various levels. This study is related to the current

study but they differ in their areas of study. In a study conducted by Nwankwo (2012) on employee promotion and job commitment of employees in an organization in Enugu three research purposes and three research questions guided the study. A descriptive survey research design was adopted in the study. Mean and standard deviation was used in analyzing the responses of the respondents to the questions posed in the study. Three hypotheses guided the study and were tested at 0.05 alpha level of significance z-test was used in testing the hypotheses formulated in the study. Findings of this study showed that employee promotion motivates employees, gives employees a sense of belonging, enhances work relationships, motivates employees to work harder to achieve the organizations objectives, it stirs employees to put in their best at the place of work, helps employees to push beyond their limits to achieve organizational set goals and employee compensation stirs up employees to put in their best at every point in time. This study is related to the current study that it lays emphasis on employee promotion and job commitment of employees. Both studies differ in their area of study. Both studies adopted the same design of the study and method of data analysis.

Mohammed (2012) conducted a study on employee promotion and job commitment of employees in organizations. Four research purposes and four research questions guided the study. A survey research design was adopted in the study. Four hypotheses were formulated in the study and tested at to 0.05 alpha level of significance, mean and standard deviation was used to analyze the responses of the respondents to the questions posed in the study. Findings of the study showed that employee promotion does the following; gives employees a sense of belonging, enhancing the employees sense of commitment at various cadres or hierarchy, motivates employees to put in their best in their units or departments promotes an environment of peace and promotes a healthy work environment. This study is related to the current study because it emphasizes on employee promotion and job commitment of employees in organizations. Both studies differ in their area of study. Okoro (2012) conducted a study on employee development and job commitment in organizations in Bauchi State, Nigeria. Two hypotheses and two research questions guided the study, a survey research design was adopted in the study and two hypotheses were formulated and tested at 0.05 alpha level. Z-test was used in testing the hypotheses that was formulated in the study. Findings of the study showed that employee development does the following; sharpens the skills of employees, prepares employees to be better equipped to face competitors, equips employees to handle organizational challenges, prepares employees to face the challenges that comes with modern ways of handling or doing things in ways of handling or doing things in organization and it places employees at the cutting edge.

Joseph and Akinlade (2011) carried out a study on employees' development and job commitment of employees at Lagos State, Nigeria. One hundred employees were used as the population for the study and survey research design was adopted, four research question purposes and four research questions guided the study four hypotheses were formulated in the study and tested at 0.05 alpha level of significance. Mean and standard deviation were used in analyzing responses of the respondents to the questions posed in the study. Findings of the study showed that employee development places the employees at the cutting edge, prepares employees for unforeseen circumstances that might come up in the organization prepares employees for challenges that comes with changes in the market place and changes in the ways of doing things and helps employees to be productive in their ways of doing things and handling issues about the organization. This study is in line with the current study in that it emphasizes on employee development. However, both studies differ in their area of coverage.

METHOD

The descriptive survey research design was adopted for the study because the study aims to ascertain the opinions of the respondents on the study being carried out. The researcher considered a descriptive survey design appropriate for this work since it was aimed at collecting data from respondents in order to explore their views on human resources management and job commitment of employees in Universities in Rivers State. The population of this study consists of 109 Business Educators' in Universities in Rivers State. These Universities are Rivers State University, University of Port Harcourt and Ignatius Ajuru University of Education. The entire population of 109 Business Educators' in the three Universities in Rivers State was used for the study since the population is manageable and accessible to the researcher. Hence census sampling technique was adopted for the study.

The research instrument used for data collection was a structured questionnaire developed by the researcher based on the review of related literature and research questions guiding the study. The questionnaire tagged Business Educators’ Perception of Human Resource Management and Job Commitment in Universities in Rivers State” it consists of two Parts A and B. Part A contains demographic data of respondents while Part B contains 30 items addressing the variables under investigation. The instrument was designed based on five-point Likert type of scale with response options of Very High Extent (5 points), High Extent (4 points), Moderate Extent (3 points), Low Extent (2 points) and Very low Extent (1 point). The instrument was face and content validated by three experts, two in the field of Business Education and one from Measurement and Evaluation all in the Faculty of Education in Rivers State University. Their corrections and recommendations were considered in the final production of the questionnaire for this study. To ascertain the reliability of the instrument a trial test was carried out using test retest method. The questionnaire was administered and re-administered after two weeks interval on twenty (20) selected Business Educators in the Niger Delta University, Wilberforce Island, Amasoma, Bayelsa State. Pearson’s Product Moment Correlation Coefficient was used to determine the reliability of the instrument and a reliability coefficient of 0.97 was obtained after the computation. Mean and Standard Deviation were used to answer the research questions while F-ratio was used to test the null hypotheses at 0.05 alpha level of significance.

RESULTS

Research Question 1

To what Extent do Business Educators see working conditions as a factor for job commitment in Universities in Rivers State?

Table 1: Data on the Extent Business Educators see work conditions as a Factor for Job commitment in Universities in Rivers State

S/N	ITEM	RSU(20)		IAUE (57)		UNIPORT (32)	
		X (SD)	REMARKS	X (SD)	REMARKS	X (SD)	REMARKS
1	Increment in salary enhances job commitment of employees	3.82 (0.38)	High extent	3.62 (0.36)	High Extent	3.51 (0.35)	High Extent
2	Payment of Bonuses enhances job commitment of employees	3.96 (0.39)	High Extent	3.77 (0.38)	High Extent	3.65 (0.37)	High Extent
3	Proper remuneration enhances job commitment of employees	3.59 (0.35)	High Extent	3.52 (0.35)	High Extent	3.49 (0.35)	Moderate Extent
4	Provision of adequate work tools enhances job commitment of employees	3.91 (0.39)	High Extent	3.79 (0.38)	High Extent	3.62 (0.36)	High Extent
5	Conducive work environment enhances job commitment of employees	3.86 (0.38)	High Extent	3.79 (0.38)	High Extent	3.72 (0.37)	High Extent
6	Promotion as at when due enhances job commitment.	3.83 (0.38)	High Extent	3.66 (0.37)	High Extent	3.56 (0.36)	High Extent
7	Prompt payment of salaries enhances job commitment of employees	3.70 (0.37)	High Extent	3.69 (0.37)	High Extent	3.52 (0.35)	High Extent
8	Payment of accrued benefits enhances job commitment of employees	3.68 (0.37)	High Extent	2.89 (0.29)	Moderate Extent	2.76 (0.28)	Moderate Extent
9	Payment of promotion benefits enhances job commitment of employees	3.79 (0.38)	High Extent	3.57 (0.36)	High Extent	3.49 (0.34)	Moderate Extent
10	Provision of the right machinery enhances job commitment	3.85 (0.39)	High Extent	3.68 (0.37)	High Extent	3.52 (0.37)	High Extent
	Grand Mean	3.79	High	3.59	High	3.48	High
	Grand Std Dev	0.38	Extent	0.36	Extent	0.35	Extent

Table 1 reveals that increment of salary, payment of bonuses, proper remuneration, provision of adequate work tools, and conducive work environment, and promotion, prompt payment of salaries, payment of benefits and the provision of the right machinery enhance job commitment of employees in universities in Rivers State since all the calculated mean scores in the three universities investigated in Rivers State are greater than the average mean of 2.5. Consequently, the researcher therefore concludes that working conditions are major a factors for job commitment in Universities in Rivers State.

Research Question 2:*To what Extent do Business Educators see Research grants as a factor for job commitment in universities in Rivers State?*

Table 2: Data on the Extent Business Educators see Research grants as a Factor for Job commitment in Universities in Rivers State

S/N	ITEM	RSU(20)		IAUE (57)		UNIPORT 32)	
		X (SD)	REMARKS	X (SD)	REMARKS	X (SD)	REMARKS
11	Research grants motivates academic staff to embark on effective research	3.84 (0.38)	High extent	3.76 (0.38)	High Extent	3.69 (0.37)	High Extent
12	Research grants promotes collaborative research amongst scholars	3.77 (0.38)	High Extent	3.71 (0.37)	High Extent	3.62 (0.36)	High Extent
13	Research grants reliefs academic staff of financial burdens	3.92 (0.39)	High Extent	3.76 (0.38)	High Extent	3.66 (0.37)	High Extent
14	Research grants encourages Business Educators to work harder.	3.67 (0.37)	High Extent	3.09 (0.30)	High Extent	3.00 (0.30)	Moderate Extent
15	Research grants encourages Business Educators to be more committed.	3.62 (0.36)	High Extent	3.55 (0.36)	High Extent	3.50 (0.35)	High Extent
16	Research grants ignites passion for quality research	3.85 (0.39)	High Extent	3.65 (0.37)	High Extent	3.60 (0.36)	High Extent
17	Research grants enhances organizational goals and objectives.	3.68 (0.37)	High Extent	3.62 (0.36)	High Extent	3.55 (0.36)	High Extent
18	Research grants removes barriers to quality research	3.94 (0.39)	High Extent	3.20 (0.32)	Moderate Extent	2.82 (0.28)	Moderate Extent
19	Research grants removes the financial bottlenecks in research	4.00 (0.40)	High Extent	3.82 (0.38)	High Extent	3.51 (0.35)	Moderate Extent
20	Research grants encourages the academic staff of universities.	3.66 (0.37)	High Extent	3.02 (0.30)	Moderate Extent	2.85 (0.29)	Moderate Extent
	Grand Mean	3.79		3.52		3.38	
	Grand Mean / SD	0.38		0.35		0.34	

Table 2 shows that the calculated mean scores on the Extent Business Educators see Research grants as a Factor for Job commitment in Universities in Rivers State are greater than the average score of 2.5. This reveals that research grant motivates academic staff, promotes collaborative research amongst scholars and reduces the huge financial burden of research enables Business Educators to increase their job commitment in universities in Rivers State

Research Question 3: *To what Extent do Business Educators see Promotion of Academic as a factor for job commitment in universities in Rivers State?*

Table 3: Data on the Extent Business Educators see Promotion as a Factor for Job commitment in Universities in Rivers State

S/N	ITEM	RSU(20)		IAUE (57)		UNIPORT (32)	
		X (SD)	REMARKS	X (SD)	REMARKS	X (SD)	REMARKS
21	Promotion gives Business Educators a sense of belonging in an organization.	3.94 (0.78)	High extent	3.76 (0.75)	High Extent	3.55 (0.71)	High Extent
22	Promotion promotes a healthy work environment.	3.71 (0.74)	High Extent	3.58 (0.72)	High Extent	3.51 (0.70)	High Extent
23	Promotion stirs Business Educators to put in their best in an organization	3.00 (0.60)	Moderate Extent	2.74 (0.55)	Moderate Extent	2.70 (0.54)	Moderate Extent
24	Promotion enhances work relationship in organization	2.95 (0.59)	Moderate Extent	2.88 (0.58)	Moderate Extent	2.62 (0.52)	Moderate Extent
25	Promotion motivates Business Educators to work harder in Organization	3.82 (0.72)	High Extent	3.71 (0.74)	High Extent	3.60 (0.72)	High Extent
Grand Mean		3.48		3.33		3.19	
Grand Std Dev		0.69		0.67		0.72	

Table 3 shows that the calculated mean scores on the extent Business Educators see promotion as a factor for job commitment in Universities in Rivers State are greater than the average score of 2.5. This reveals that promotion as a factor that increase Business Educators' job commitment in universities in Rivers State.

Hypothesis 1:

There is no significance difference in the Mean responses of Male and Female Business Educators on work Conditions as a factor for job Commitment in Universities in Rivers States.

Table 4: Analysis of variance (ANOVA) of Male and Female Business Educators Responses on work Condition as a factor for job Commitment in Universities in Rivers State.

Sources of Variance	Sum of square	of Df	Mean sum of square (MSS)	F-ratio	F-critical	Level of Sig.	Decision
Between Group	29.5	2	14.75	12.7	2.96	0.05	Accepted
Within group	31.32	27	1.16				

Table 4 reveals that calculated F-ratio is less than the F-critical (F-ratio < F-critical). Thus the hypothesis was accepted. Therefore there is no significant difference in the mean responses of the male and female Business Educators on work conditions as a factor for job commitment in Universities in Rivers State.

Hypothesis 2:

There is no significance difference in the mean responses of male and female Business Educators on research grant as a factor for job commitment in Universities in Rivers State.

Table 5: Analysis of variance (ANOVA) of Male and Female Business Educators Responses on Research Grants as a factor for Job commitment in Universities in Rivers State

Sources of Variance	Sum of square (SS)	Df	Mean sum of square (MSS)	F-ratio	F-crit	Level of Sig.	Decision
Between Group	243.9	2					
			-14.75	23.6	2.96	0.05	Rejected
Within group	139.	27					

Table 5 shows that the F-ratio is higher than the F-critical (F-ratio > F-critical). Thus, the hypothesis was rejected. Therefore there is significant difference in the mean responses of the male and female Business Educators on research grant as a factor for job commitment in Universities in Rivers State.

Hypothesis 3:

There is no significance difference in the mean responses of male and female Business Educators on research grant as a factor for job commitment in Universities in Rivers State.

Table 6: Analysis of variance (ANOVA) of Male and Female Business Educators Responses on the Promotion Academics as a factor for Job commitment in Universities in Rivers State.

Sources of Variance	Sum of square (SS)	Df	Mean sum of square (MSS)	F-ratio	F-crit	Level of Sig.	Decision
Between Group	204.6	2	102.3				
				-.6	3.88	0.05	Accepted
Within group	-201.64	12					

Table 6 shows that the F-ratio is less than the F-critical (F-ratio < F-critical). Thus, the hypothesis was accepted. Therefore, there is no significant difference in the mean responses of the male and female Business Educators on the promotion of academics as a factor for job commitment in Universities in Rivers State.

DISCUSSION

Based on the result of this study, it was discovered that promotion does the following, gives a sense of belonging, promotes a healthy work environment, and enhances work relationship and increased employees' level of commitment. This finding is in agreement with the view of Nwankwo (2012) that employees' promotion does the following; gives employees a sense of belonging, enhances work relationship, motivates employees to work harder and helps employees to push beyond their limits. In agreement with the view of Nwankwo, Mohammed (2012) opined that employee promotion does the following; gives employees a sense of belonging, enhances employees' sense of commitment, motivates employees to put in their best and creates a healthy work environment.

Based on the result obtained in table 4, the researcher found that development of academics does the following sharpens the skills of Business Educators, enables Business Educators to compete favourably, enhance Business Educators to handle organizational challenge, prepare for unforeseen circumstances and places Business Educators at the cutting edge. This finding is in agreement with the view of Joseph and Akinlade (2011) that academic development does the following, places employees at the cutting edge,

prepares employees for unforeseen circumstances and prepares them to handle challenges. In agreement with the view of Joseph, Akinlade and Okoro (2012) opined that employee development sharpens the skills of employees and prepares employees to face competitors, prepares employees to handle challenges.

Based on the result obtained in table 1, the researcher found that; increment in salary, payment of bonuses, provision of adequate work tools proper remuneration, conducive work environment, prompt payment of salaries, payment of accrued benefits and provision of the right machinery enhances the job commitment of Business Educators. These findings are in line with the view of Ezeora (2010) that proper remuneration, conducive work environment, prompt payment of benefits, promotion as at when due and efficient promotion enhances job commitment of employees. It was discovered Based in this study that research grant enhances collaboration amongst scholars, relieves the financial burden of research, enhances hard work, enhances achievement of organizational goals, removes the barriers to quality research, removes, financial bottlenecks in research and encourages the academic staff of universities. This finding is in agreement with the view of Ephraim (2011) that research grants motivates academics to work harder and enhances their service delivery. In agreement with the view of Ephraim, Stone (2013) opined that research grant removes research financial bottlenecks and enhances collaboration amongst researchers.

CONCLUSION

Based on the results and findings of this research, the following conclusions were made; efficient work conditions, provision of research grant to boost research, development of academics and promotion of academics are necessary factors for job commitment of Business Educators in Universities in Rivers State.

RECOMMENDATIONS

Based on the findings in the study, the following recommendations were made;

1. Efficient work condition should be provided by relevant bodies to enhance the job commitment of Business Educators.
2. Research grants should be provided to enhance research so as to enhance the job commitment of Business Educators.
3. Business Educators should be promoted as at when due by the bodies in-charge so as to enhance the job commitment of Business Educators.

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