



Management Of School Personnel And Lecturers' Job Performance In Public Universities In Imo State

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ABSTRACT

This study investigated management of school personnel and lecturers' job performance in public universities in Imo State. Three research questions and three corresponding hypotheses were formulated to guide the study. The study adopted correlational research design. A sample of 800 lecturers were drawn from the population through sample random sampling techniques and used for the study. Two instruments titled "Management of School Personnel Scale" (MSPS) and "Lecturers' Job Performance Scale" (LJPS) were used for the data collection. Face and content validities of the instruments were ensured by experts. The reliability coefficients of the instruments were determined using Cronbach Alpha reliability method and the coefficients obtained was 0.79 for MSPS and 0.81 for LJPS. The instruments were personally administered by the researcher with the help of research assistant. Person Product Moment Correlation was used to answer the research questions 1–3 while their corresponding hypotheses were tested at 0.05 Alpha level of significance. It was found that there is significance relationship between staff motivation, staff discipline, staff promotion and lecturers' job performance in public universities in Imo State. Based on the findings of this study conclusion and recommendations were made.

Keywords: School personnel, Job performance, Lecturers

INTRODUCTION

In every organization the optimal performance of employees is an essential factor in determining the achievement of the organizational goals. This implies that, employees are one of the major fulcrum in which an organization or institution is set-up and also adequate job performance is achieved. Onyeche (2019) explained that job performance is the input made by an employee or group of employees in a given task or activity in an organization or institution. Oguogu (2019) noted that job performance is what is required for organizational or institutional growth. Many businesses have gone on closer complete closer due to poor performance of its staff. Cooky (2017) explained that if an organization or institution must achieved its desired objectives, the job performance of its staff must constantly be put under proper check. In tertiary institution of learning, lecturers' job input are of paramount so as to enhance the achievement of the teaching and learning objectives at all time. However, the levels of performance varies from individual to individual, organization to organization and also based on type of job (Ogah, 2017). Oguogu (2020) stressed that lecturers' efforts are required for positive job performance in institutions of learning. Proper management of human resource is required for optimal job performance in institutions of learning. Management is the proper control of what goes on in an institution or organization in order to achieve desired goal. It involves directing planning, organizing, coordinating, controlling and guiding the human and non-human resource in order to achieve high out-put (Borhe 2017) management of staff personnel is a technical aspect that requires proper coordination of the authorities of institutions. Obasi (2018) noted that the most important staff to be well managed in high institutions of learning is the

academic staff personnel. This is because of the diversity of their knowledge and experience. Management of staff personnel could take different forms which may include staff-motivation, staff discipline, and staff-promotion.

Staff motivation is a major factor that could alter the job performance of employees in an organization or institution. Ogah (2015) explained that motivation is the drive that propel an individual into successful accomplishment of task. Motivation ignite people into achievement of positive goal. Motivation could be internal or external such as interest set-confidence, reward, or praise (Edem, 2013). Ogoloma (2013) carried out study on correlates of job satisfaction among secondary school teachers in Rivers State. It was found that staff-motivation is a predictor of job satisfactions among secondary school teachers.

Staff discipline is another variable that play an important role in job performance. When people are discipline in line with job rules and regulation, it keeps them on track and also helps in the adequate achievement of organizational objectives (Olih, 2012). Onuoma (2018) explained that discipline is the act or practice of training people or individual to obey rules and order, and punishing them for correctional purpose for self-improvement. Staff-discipline is meant for proper actualization of rules and regulation guiding an organization or institution.

Onyche (2018) investigated forms and correlates of job enhancement among teachers in Rivers State. The study found that there is significant relationship between staff discipline and job enhancement among teachers.

Furthermore, staff promotion is another variable that could positive or negatively affect job performance among university lecturers. This is because, when staff are timely promoted it will motivate them to work and also increase their job performance. Staff-promotion is one of the major indexes of job satisfaction and it also help employees to understand that their job input is being recognized by their employee. Promotion is a necessary factor in workplace (Kelvin, 2011). Omililahi (2011) found in his study that staff-promotion is a predictor of teachers' service delivery. James Samuel Coleman propounded production theory in 1966 which emphasized on analyzing the relationship between inputs and outputs of a production line, the production of the system must show that all the products meet the objective function for which the resource inputs were acquired for the successful operation of the system (Obasi, 2018). This implies that the manpower input in an organization must be such that will give the required output production in the organization. However, the extent to which personnel are managed to achieve job performance especially in Imo State was what this study geared to achieve.

Statement of the Problem

Job performance of lecturers have become a source of concern to stakeholders in the education sector unproductiveness of some lecturers in their given area of job. In recent times the researcher has noticed that while some lecturers are performing very well in their given area of job, others are not performing very well especially in areas of teaching and research etc. This situation is affecting them in terms of their promotion, and effective representation and defense of their area of specialization. However, the inability of the school management to manage school personnel in areas of motivation, discipline, and promotion could be affecting their performance in their university. The problem of this study was to investigate management of school personnel and lecturers' job performance in public universities in Imo State.

Aim and Objectives of the Study

The aim of this study is to investigate the relationship between management of school personnel and job performance among lecturers in public universities in Imo State. The objectives are to:

- (1) determine the relationship between staff motivation and job performance among lecturers' in public universities in Imo State.
- (2) investigate the relationship between staff discipline and job performance among lecturers' in public universities in Imo State.
- (3) examine the relationship between staff promotion and job performance among lecturers' in public universities in Imo State.

Research Questions

The following research questions were used as a guide for the study.

- (1) What is the extent of the relationship between staff motivation and job performance among lecturers’ in public universities in Imo State?
- (2) What is the extents of the relationship between staff discipline and job performance among lecturers’ in public universities in Imo State?
- (3) What is the degree of the relationship between staff promotion and job performance among lecturers’ in public universities in Imo State?

Hypotheses

The following null hypotheses which were tested at 0.05 Alpha level of significance guided the study.

- (1) There is no significance relationship between staff motivation and job performance among lecturers’ in public universities in Imo State.
- (2) There is no significance relationship between staff discipline and job performance among lecturers’ in public universities in Imo State.
- (3) There is no significance relationship between staff promotion and job performance among lecturers’ in public universities in Imo State.

METHODOLOGY

The study adopted correlational research design. The population of the study comprised all the 2932 lecturers in all the faculties and departments in the two public universities in Imo State that is; Federal University of Technology Owerri, and Imo State University (Source; Office of the registrar of the universities). A sample of 800 lecturers were drawn through simple random sampling technique. Two instruments titled “Management of School Personnel Scale” (MSPS) and Lecturers’ Job Performance Scale” (LJPS) was used for data collection. The instruments comprised of three sections such as section A, B and C. Section A consists of bio-data such as nature of job and name of university. Section B comprised of 46 items measuring various ways of management of school personnel. Section C comprised of 33 items measuring lectures’ job performance. The instruments were validated based on face and content validation. Three experts, one in educational management and the other two in measurement and evaluation. The reliability coefficient of the instruments were determined using Cronbach Alpha reliability estimate and the coefficients obtained was 0.79 for MSPS and 0.81 for LJPS. The instruments were personally administered by the researcher with the help of research assistant (Head of Departments (HODs) in each department. Pearson product moment correlation was used to answer the research questions while their corresponding hypotheses were tested at 0.05 Alpha level of significance respectively.

RESULTS

Research Question One: *What is the extent of the relationship between staff motivation and job performance among lecturers’ in public universities in Imo State.?*

Hypothesis One: There is no significance relationship between staff motivation and job performance among lecturers’ in public universities in Imo State.

Table 1: Pearson Product Moment Correlation on the Relationship between staff motivation and job performance among lecturers’ in public universities in Imo State.

Category	N	R	p-value	Alpha level	Remarks
Staff motivation	800	0.765	0.006	0.05	Significant
Lecturers’ job performance					

Table 1 revealed that the r value is 0.765 which depicts a positive high relationship between staff motivation and job performance among lecturers' in public universities in Imo State. In order to test the null hypothesis, significant probability value of 0.006 was subjected to the critical probability value of 0.05. Since the significant probability value of p value = 0.006 < is less than the critical probability value of 0.05, the null hypothesis was rejected. By implication, there is significance relationship between staff motivation and job performance among lecturers' in public universities in Imo State.

Research Question Two: *What is the extents of the relationship between staff discipline and job performance among lecturers' in public universities in Imo State?*

Hypothesis Two: There is no significance relationship between staff discipline and job performance among lecturers' in public universities in Imo State.

Table 2: Pearson Product Moment Correlation on the Relationship between staff discipline and job performance among lecturers' in public universities in Imo State

Category	N	R	p-value	Alpha level	Remarks
Staff discipline	800	0.655	0.003	0.05	Significant
Lecturers' job performance					

Table 2 showed that the r value is 0.655 which depicts a positive high relationship between staff discipline and job performance among lecturers' in public universities in Imo State. In order to test the null hypothesis, the significant probability value of 0.003 was subjected to the critical probability value of 0.05. Since the significant probability value of p value = 0.003 < is less than the critical probability value of 0.05, the null hypothesis is rejected. By implication, there is significance relationship between staff discipline and job performance among lecturers' in public universities in Imo State.

Research Question Three: *What is the degree of the relationship between staff promotion and job performance among lecturers' in public universities in Imo State?*

Hypothesis Three: There is no significance relationship between staff promotion and job performance among lecturers' in public universities in Imo State.

Table 3: Pearson Product Moment Correlation on the Relationship between staff promotion and job performance among lecturers' in public universities in Imo State

Category	N	R	p-value	Alpha level	Remarks
Staff promotion	800	0.715	0.000	0.05	Significant
Lecturers' job performance					

Table 3 indicated that the r value is 0.715 depicts a positive high relationship between staff promotion and job performance among lecturers' in public universities in Imo State. In order to test the null hypothesis, significant probability value of 0.000 was subjected to the critical probability value of 0.05. Since the significant probability value of p value = 0.000 < is less than the critical probability value of 0.05, the null hypothesis is rejected. By implication, there is significance relationship between staff promotion and job performance among lecturers' in public universities in Imo State.

Summary of findings

The findings of this study were summarized as follows:

- (1) There is significance relationship between staff motivation and job performance among lecturers' in public universities in Imo State.
- (2) There is significance relationship between staff discipline and job performance among lecturers' in public universities in Imo State.
- (3) There is significance relationship between staff promotion and job performance among lecturers' in public universities in Imo State.

DISCUSSION OF FINDINGS

The finding of research question one and hypothesis one indicates that there is significant relationship between staff-motivation and lecturers' job performance in public universities in Imo State. This also implies that when workers are well managed in terms of motivation, it energies to perform efficiently. This finding is supported by that of Ogoloma (2013) who found that staff-motivation significantly predict job-satisfaction among secondary school teachers.

The finding of research question two and hypothesis two showed that there is significant relationship between staff-discipline and lecturers' job performance in public universities in Imo State. This also means that discipline of earing staff spur them to positive performance at work place. This finding is in agreement with that of Onyeche (2018) who found that there is significant relationship between staff-discipline and job enhancement among secondary school teachers in Rivers State.

The finding of research questions three and hypothesis three revealed that there is significant relationship between staff-promotion and lecturers' job performance in public universities in Imo State. This also implies that constant promotion of staff, increases their propensity to effective service delivery. This finding is supported by that of Omilahi (2011) who found that staff promotion predict teachers' service delivery.

CONCLUSION

Based on the findings of this study, it was concluded that there is significant relationship between staff-motivation, staff-discipline, staff promotion and lecturers' job performance independently taken. Therefore, staff-motivation, staff-discipline and staff promotion play a significant role in lecturers' job performance.

RECOMMENDATIONS

The following recommendations were made based on the findings of the study.

- (1) Government should always ensure that the necessary facilities that will enhance teaching and learning in the public universities are provided.
- (2) University administrators should always provide platforms for reward to acceleration job performance of performing academic staffs and discourage poor attitude of staff that may negatively affect teaching and learning in the public universities.
- (3) There should always be timely promotion of university lecturers as this will motivate them towards high job performance.
- (4) University lecturers should always tailor themselves and their activities in line with their job rules and regulations. This will engender positive job satisfaction and out-put.

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