

Components of Job Performance as Predictors of Job Performance of Administrative Staff in South West Nigeria Universities

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Abstract

The study investigated the components of job performance as predictors of job performance of administrative staff in South West Nigeria Universities. The research design was a descriptive research of the survey type. A self-constructed questionnaire was used to collect information from the respondents. 400 subjects in various departments were rated by their heads of departments. The selection was done through multistage techniques from four Universities. The data were analyzed using multiple regression model. The findings revealed that leadership quality is the single best predictor of job performance with a beta weight of 0.225. Recommendations were made based on the findings that both the University management and the government should know that only those who have the quality, capability and ability to rule should be made leaders to enhance high performance from the workers. Also, sensitivity of workers to the type of leadership provided will enhance performance.

Keywords: Job Performance, Administrative Leadership, Effectiveness, Efficiency

1.0 Introduction

The progress of any organization or establishment can obviously be measured by the performance of workers in such an establishment particularly in the education sector. Job performance therefore, is of paramount importance in maintaining an enviable position in any organization. Job performance in various fields has been an area that has attracted the attention of researchers over some time now particularly; studies on academic job performance seem to have been over-flogged by researchers while little attention has been paid to Administrative staff job performance in the universities.

Administration is an indispensable component of all institutions in an organized society and the need for administration has been evident whenever there is a task to be performed by two or more people. The academics and the administrative staff are broadly the two major categories of staff in the university system and performance of their work will go a long way in promoting and advertising the university. Organizations may go into extinction if workers are unproductive.

Hughes, Ginneth and Curphy (2009) viewed performance as those behaviours directed towards the organization's mission or goal while McShane and Glinow (2005) corroborated this view that performance is goal directed behaviours under the individual's control that support organizational objectives. This means that workers may decide to work or not depending on the prevalent situation and circumstances in the organization. Mullins (2005) buttressed this point that job performance depends upon the perceived expectation regarding effort expended and achieving the desired outcome. For example, the desire for promotion will result in high performance only if the person believes there is a strong expectation that his performance will lead to promotion. Apparently, an individual administrative staff behavior reflects a conscious choice between the comparative evaluations of alternative behaviours. This implies that the choice of behaviour of any worker is based on the expectancy of the most favourable consequences.

Ogunsanya (1981) concord that promotion prospects are strongly related to high job performance and also added that promotion brings along not just money but a mark of recognition in individual's performance and that promotion opportunity is linked to greater job performance since this ensures social prestige. Akinsorotan and Adedeji (2001) supported that better promotion prospects and opportunity for further training are special ingredients needed for high organizational job performance.

Taylor (1991) also agreed that incentives given by a leader are pre-requisite to job performance and achievement of a set goal in an organization. He further added that any worker who does not get as much incentives as he anticipates may likely be dissatisfied and not perform well on the job. This implies that if the necessary expected incentives expected by workers are not in the work place, it may disallow workers from exercising their proficiency skill and expertise on the job.

In the Universities, there are parameters for measuring workers job performance such as foresight, sense of judgment, command of language, human relations, sense of responsibility, reliability under pressure, drive and determination, leadership quality, effectiveness and efficiency, regularity and punctuality, and professional technical knowledge. Out of the competing variables, one would want to empirically test and know which of the variables of job performance will best predict job performance of the administrative staff.

2.0 Purpose of the Study

The purpose of this study is to investigate whether the variables of job performance which are leadership drive and determination, reliability under pressure, human relation, foresight, proficiency skill, efficiency, sense of responsibility and communication would predict job performance of administrative staff in South West Nigeria Universities.

3.1 Research Question

Will components of job performance predict job performance of administrative staff?

3.2 Research Hypothesis

This hypothesis was tested at 0.05 level of significance. The components of job performance will not significantly predict the job performance of administrative staff.

4.0 Methodology

A descriptive design of the survey type was adopted for this study in an attempt to describe the variable of job performance.

4.1 Population of the Study

All administrative staff in the south west Nigeria Universities were involved in this study.

4.2 Sample and Sampling Technique

A stratified random sampling technique was used to select 400 subjects from four universities in the South West Nigeria out of which two were federal and two state universities. The strata recognized location of the university and the university type (state/federal)

4.3 Research Instrument

The instrument for collecting data was a self-designed questionnaire titled job performance questionnaire (JPQ). Face and content validity of the instrument was ascertained by experts. The construct validity of the instrument was established and the correlation coefficient was 0.229. The reliability of the instrument was ensured using cronbach Alpha and a reliability coefficient of 0.916.

4.4 Data Collection and Analysis

Data were collected using research assistance and analyzed using multiple regression model.

Null Hypothesis: the components of job performance will not significantly predict the performance of administrative staff

5.1 Results

The result of the Multiple regression on job performance and components of job performance is as shown in table 1 (Appendix)

As shown in the table,

Multiple R = 0.994

$R^2 = 0.987$

F = 2019.805

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$P < 0.05$

The following regression equation can be derived from this table

$$Y = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6 + B_7X_7 + B_8X_8 + B_9X_9 + B_{10}X_{10} + B_{11}X_{11}$$

Where Y= Job Performance of Administrative Staff (JP)

X_1 = Foresight (FR)

X_2 = Judgement (JD)

X_3 = Command of Language (CL)

X_4 = Human Relation (HR)

X_5 = Sense of Responsibility (SR)

X_6 = Reliability under Pressure (RP)

X_7 = Drive and Determination (DD)

X_8 = Leadership Quality (LQ)

X_9 = Effectiveness and Efficiency (EE)

X_{10} = Regularity and Punctuality (RP)

X_{11} = Professional / Technical Knowledge (PT)

The regression model is specified below

$$JP = -3.602 + 1.140FR + 0.893JD + 0.729CL + 1.162HR + 1.246SR + 0.696RP + 1.300DD + 1.012LQ + 1.193EE + 1.371RP + 0.502PT$$

The table shows the result of the stepwise regression. The model shows the Beta weight of each of the variables or the components. Foresight has the beta weight of 0.135, judgment has a beta weight of 0.098, command of language has a beta weight of 0.089, human relations has 0.141, sense of responsibility has a beta weight of 0.158, reliability under pressure has a beta weight of 0.107, drive and determination has 0.178, leadership quality has a beta weight of 0.225, effectiveness and efficiency has a beta weight of 0.210, regularity and punctuality has a beta weight of 0.139 and professional/technical knowledge has a beta weight of 0.086. The values of R and F statistics were 0.994 and 2019.805 respectively.

The table also shows that leadership quality is a single best predictor of job performance of administrative staff with a beta weight of 0.225, efficiency and effectiveness with a beta weight of 0.210, drive and determination with a beta weight of 0.178, sense of responsibility with a beta weight of 0.158, human relation with a beta weight of 0.141, regularity and punctuality with a beta weight of 0.139, foresight with a beta weight of 0.135, reliability under pressure with a beta weight of 0.107, judgement with a beta weight of 0.098, command of language with a beta weight of 0.089, while the least predictor of job performance of administrative staff is application of professional/ technical knowledge with a beta weight of 0.086.

5.2 Discussion

The study revealed that components of job performance like human relations, sense of responsibility, leadership and the like will significantly predict job performance of administrative staff. The result of the study also revealed that leadership quality provided by the leader is a single best predictor of administrative job performance with a beta weight of 0.225. This is not unrelated with the fact that workers are sensitive to leadership capabilities provided by their leader in the workplace. This is in line with Hughes, Ginneeth and Curphy (2009) who said that, it is the leader and management that make workers and institutions to perform. It was further opined that when leaders and management work in harmony, it will enhance effective job performance of workers. Ajala (1991) asserted that the way a person perceives his environment influence that way the person actually behave in the environment. If the leader respects the views of his subordinates and hold their interest in high esteem, the workers will be stimulated in their performance.

The study is in line with Judge Bono and Locke (2000) who opine that if the creative requirements of employee job are met by the leader, it could enhance effective job performance. Denga (2005) reiterated that workers will derive contentment from organization policy of the leader with financial and other instrumental sources that can meet their basic and luxury needs like salary, income, fringe benefits, retirement benefits, allowances and other incentives under instrumental economic basis. Blumberg and Pringle (1982) observed that workers ability to work is dependent on environmental variables like tools, equipment, materials, working conditions, actions of co-workers and leaders behavior. All these show how important the role of a leader is in any organization. They act as rudders that anchor the workers for effective job performance.

6.1 Conclusion

The study examined the components of job performance as predictors of job performance of administrative staff in South West Nigeria Universities. The study revealed that components of job performance like human relations, sense of responsibility, leadership quality, foresight, judgement, command of language, reliability under pressure, drive and determination, effectiveness and efficiency, regularity and punctuality and professional/technical knowledge would predict job performance of the administrative staff in south west Nigeria Universities. The result of the study revealed that leadership quality provided by the leader is a single best predictor of administrative staff job performance with a beta weight of 0.225 while other components have less beta weight.

6.2 Recommendations

Based on the premise that leadership quality provided by the leader is the best predictor of job performance of all the components of job performance, it is therefore recommended that a leadership training course should be organized for whoever would aspire to be a leader in the universities. Academic attainment only may not facilitate or enhance academic goals to be achieved therefore a course in leadership management is encouraged. It is also recommend that the leaders should do everything within their capability to stimulate and motivate their subordinates to perform in order to achieve educational goals as leadership dictates the tone of any organization. Leaders should also maintain a balance between work and relationship and not be too bossy and infuriate the workers on the job. A more cordial relationship with essential leadership qualities could enhance job performance.

7.0 References

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Appendix

Table 1: Multiple regressions on job performance and components of job performance

Model	B	Std error	Beta	t	Sig.T	R	R ²	F
Constant	-3.602	1.746		-2.063*	0.040	0.994	0.987	2019.805
Foresight	1.140	0.070	0.135	16.227*	0.000			
Judgement	0.893	0.077	0.098	11.638*	0.000			
Command of language	0.729	0.063	0.089	11.504*	0.000			
Human Relations	1.162	0.076	0.141	15.218*	0.000			
Sense of Responsibility	1.246	0.069	0.158	17.954*	0.000			
Reliability Under Pressure	0.696	0.055	0.107	12.593*	0.000			
Drive and Determination	1.300	0.062	0.178	21.046*	0.000			
Leadership Quality	1.012	0.050	0.225	20.130*	0.000			
Effectiveness and Efficiency	1.193	0.069	0.210	17.233*	0.000			
Regularity and Punctuality	1.371	0.102	0.139	13.502*	0.000			
Professional/ Technical Knowledge	0.502	0.054	0.089	9.342*	0.000			