

**CONDITIONS OF SERVICE AND NON-ACADEMIC STAFF JOB
PRODUCTIVITY IN UNIVERSITIES IN SOUTHWEST, NIGERIA**

ADEDAPO Adesina Ajayi (Ph.D)

Ekiti State University, Ado - Ekiti,
Ekiti State, Nigeria

ABIRI, Olusola Christianah (Ph.D)

Ekiti State University, Ado - Ekiti,
Ekiti State, Nigeria

ODEDIJI, Kehinde Morufdeen

Department of Educational Management,
Faculty of Education.
Ekiti State University, Ado - Ekiti,
Ekiti State, Nigeria

ADEDAPO, Bolanle Funmilayo

Bamidele Olumilua University of Education, Science and Technology,
Ikere - Ekiti, Ekiti State, Nigeria

ADENAGBE, Olubunmi Adejoke (Ph.D)

Department of Educational Management,
Faculty of Education
Adeyemi Federal University of Education, Ondo, Ondo State

Abstract

This study addresses the previously unexplored relationship between conditions of service and the productivity of non-academic staff in universities in Southwest Nigeria. It aims to determine how favorable these conditions are, their correlation with staff productivity, and the contribution of specific service variables to this productivity. Employing a descriptive survey research design, the study sampled 1200 non-academic staff from public universities using a multistage sampling procedure. Data were collected via two self-designed questionnaires: the Conditions of Service Questionnaire (CSQ) and the Non-academic Staff Job Productivity Questionnaire (NSJPO). Validity and reliability were ensured through expert reviews and a test-retest method, yielding reliability coefficients of 0.80 and 0.82, respectively. Analysis revealed a significant relationship between service conditions and productivity, with factors like promotion, in-service training, discipline, and staff welfare contributing positively to productivity. Discipline emerged as the highest contributor, while retirement benefits were the least. The study concludes that service conditions are moderately favorable and crucial for enhancing productivity, particularly through discipline. Recommendations include prioritizing training, implementing staff welfare packages, conducting regular promotions, enforcing disciplinary measures, raising minimum wages, ensuring regular pension payments, and recognizing hardworking staff to motivate others

Keywords: Conditions of Service, Non-Academic Staff, Job Productivity

Introduction

The university setting is viewed as a centre of excellence while the administrative set up of a university is the engine room and should facilitate the smooth running of university. Looking at the university setting in Nigeria, particularly in Southwest, Nigeria, there seems to be decay in the system. The researchers observed that it seems that there is no proper keeping of both students and staff records by the non-academic staff in the university. Students' results are not processed on time, notification of results, transcripts and certificates of students are not issued as and when due to the graduating students and the municipal services in the student's hostels are not managed effectively.

The service delivery that should be handled by the non-academic work force is not effective and efficient. It takes a long time before response can be given to any written letters to the central administration, if at all there will be response; filling and retrieval of documents both in staff and students file is nothing to write home about, vital information are mismanaged and get lost in transit by some non-academic staff that have access to it through their unconcerned attitude to work.

The researchers observed that there was no proper orientation for the newly employed non-academic staff in the university which makes them behave unruly and neglected their duties. The work that is supposed to be done by five employed staff are given to one or two committed staff that do not normally complained. In such a situation, they might be overworked at the same time, not compensated which might make them to join the band wagon of the indolent and uncommitted staff in the university. This may also lower the non-academic staff's job productivity. The researchers also observed that lack of commitment from these categories of staff has lead to neglect of duties which is obvious through absentees and irregularity at work and all these could lead to low productivity of the non-academic staff in the University in the South-West Nigeria. There are some situations that some staff are willing to work and there are no tools to work with, poor cooling and heating system as a result of epileptic power supply to run the computer system and other office equipment. The researchers observed that the non-academic staff are poorly motivated; they are not treated based on their input in the development of the university system as salaries and other fringe benefits are not promptly paid. The offices are not well ventilated and the furniture items in their offices are not good; two or more non-teaching staff are sharing one

table and about four or five staff is in one single office. There are no good toilet facilities, some are still using bush to defecate which can eventually endanger their life.

It was also observed that non-academic staff are discriminated against in terms of salaries, allowances, training and development and other fringe benefits that should be enjoyed which can lead to non-academic staff's low job productivity. These among other things are great concerns and heart bordering issues on matters of low productivity of non-academic staff in the ivory tower. In this vein, some devoted and committed staff are discouraged because they are not adequately rewarded in terms of commendation letters, accelerated promotion among others.

The researchers also observed that there is no regular and prompt payment of pension and gratuity to retiring staff of the universities; it seems that the pension scheme/organisation used by the universities are not remitting the pension to the appropriate quarters which may not make the retiring staff to have access to their retirement benefits immediately they retire from the services of the university.

Decreased productivity of non-academic staff in Nigerian universities is evident as some non-academic staff seem not to be committed to their duty; some are not punctual at work, that is, they absent themselves most often from work; they also have poor attitude to work and lack commitment to perform their duties enthusiastically. Like any other organisations, the universities are faced with the problems that will not encourage employees to work productively and qualitatively towards the achievement of their set objectives. Whether their efforts succeed or fail depend very much on staff conditions of service which is capable of determining the realisation of the organisational objectives.

Delay and fluctuation in payment of salaries and other allowances, inadequate remuneration, delay in promotion, remunerations not being adjusted after acquiring additional qualification or after being promoted, staff not been given the opportunity for further development through in-service training and on the job training, absence of housing scheme, lack of staff welfare services as well as lack of retirement benefits have placed serious strains in the discharge of their basic obligations as well as playing the expected role towards achieving the stated goals and objectives of the universities in Southwest, Nigeria.

Attractive conditions of service appear to be an effective tool that could be used to promote good results as far as staff's job productivity is concerned. Conditions of Service is that

employment division that spells out the work hours, duties, leave, salary and other rights to be benefited from an organizations by individuals engaged. Muhammed (2013) posits that all the conditions governing employment written in the appointment letter or any relevant document of the employee could refer to items covered in the conditions of service. According to Omotoye (2007), these include medical examination, sick leave, maternity leave, transfer, hospitalisation, payment of salaries and wages, hours of work, overtime, engagement, Leave allowance, accident and injuries at work, grievance procedures, termination, pension scheme and training. Poor service conditions, weighty workloads and insufficient amenities and operational milieu, might result to a frustrating conditions of service for employees.

Conditions of service can be described as that general requirements, necessities and desirable factors that tend to make working environment conducive and favourable and thus enhance worker's productivity. There are various components of conditions of service which can affect employee's productivity in an organisation and these include the following: remuneration, promotion, work environment, in-service training, housing scheme, supervision, discipline, staff welfare and retirement benefits.

It is widely believed that money helps to stimulate job efforts. This appears to be true of most of the developing countries where physiological needs of most workers seem not to be satisfied. Money is instrumental in achieving workers' desired needs and in obtaining high order needs such as recognition in the society and in buying essential and luxury goods and services that lead to comfortable life. The main purpose why persons work is to get money is because this is needed to obtain some private and home needs, for instance, feeding, clothing, rent payment, school fees and so on. Akinwumi (2000) opined that man is an economic being, that his approach to job can be impacted by monetary consideration. It is not the increase in salaries and wages that only matters but also, prompt and regular payment of the wages and salaries paid to workers are important because with money, people can satisfy their needs for status, security, recognition and affiliation. For example, in Nigeria, a person's social worth depends largely on the size of his earnings or acquired monetary wealth exhibited in either the type of house he can afford to live in on the type of car he uses. Good salary structure seems to have a large motivating tendency in human beings. The tangible pay level and pay contentment are possibly a discrepancy role of

observed level of payment and the sum that worker thinks their pay ought to be and when they are being paid (Till & Karren, 2011).

The correlation between employees' correct payment and their efficiency is not unbelievable so as well are productivity and effective leadership. Remuneration refers to the disbursement or return offered to persons for labour (Maicibi, 2005). He identified further the remuneration pointers to consist of: wages, basic salary, overtime allowances, pension schemes, transport allowances, health schemes, and duty allowances. It could be represented as the financial or fiscal payback in structure of wages, bonuses, incentives, salaries, allowances and profit are specified for a worker or employees' group by the manager (firm) as an outcome of services given by the worker, dedication to the institution or prize for service.

The employee's level of motivation responds to opportunities, tasks, rules and regulations of the organisation; it is in this line that motivation is viewed as the stimulant that gives liveliness for the action of human. To a large extent, the variations in intensity, quality and direction of the ongoing behaviour of a worker is determined by motivational conditions. Therefore, motivation involves a chain of reactions starting with felt needs resulting in wants sought, which breeds anxiety thereby causing actions towards realising goals and ultimately gratifying the wants. Yalokwu (2012) opined that, with no motivation, there would be no rationale, planned behaviour by the person either at work or somewhere else. Motivation also denotes the keenness to do something, and is accustomed by this action's aptitude to gratify some necessity for the person.

Among the conditions of service, salary is the greatest forecaster of the performance and productivity of the teacher (Fabiya, 2010). She further explicated that job that gives higher salary would draw more and superior competent workers than anybody that gives a lesser pay. In Nigeria, better salary package encourage better devotion to teaching (Ubom, 2002). He stated further that job satisfaction deficiencies as the effect of pitiable salary package and other service conditions might result into the decrease in the commitment level of the workers to work and impacts to the organization' efficiency.

In their opinion, Kamal and Hanif (2009) found a considerable bond between salary structure and job productivity. Osibanjo, et al. (2012) asserted that attaining the salary structure need of workforce escorts to constructive disposition, feelings of proficiency and

value, augmented curiosity in the job, thus supporting productivity. They found an important rapport between salary structure and job productivity. Nwachukwu (2006) also found a significant relationship between salary structure and job productivity. Nnorom, et al. (2016) revealed that remuneration has a positive bearing on employee productivity. Saharuddin (2016) showed that the compensation and promotion variables have momentous and helpful influence on job contentment, self-esteem and productivity of work.

According to Kulkarni (2013) stated that training and development aspires at budding proficiencies for example technological, person, theoretical and professional for the continuance of person and society augmentation. Kulkarni (2013) corroborated that the process of training and development is an incessant one. It is an opportunity to attain additional and fresh information and grow more expertises and systems to task efficiently.

Ozurumba and Amasuomo (2015) concluded that significant rapport exists between personnel development and the productivity of personnel. They further concluded that in – service training and attendance of conferences and workshops influence the output of staff in universities. In the same vein, Etale, et al. (2016) found that there exists a constructive relationship between personnel productivity and human resource overheads in universities. Peretomode and Chukwuma (2012) shown that there is a constructive significant connection between manpower development and employees productivity.

Scholastika et al. (2006) concluded that discipline has a moderate relationship with, and accounts for variance in academic performance of class eight pupils in public primary schools. This simply means that academic performance improves among the pupils with increase in the level of discipline. Anyi (2017) showed that there was a positive relationship between level of discipline among university academic staff and level of development of the universities.

According to Ebuara and Coker (2012), certifying efficient personnel discipline in tertiary education institutions will mainly rely on the capability of the administrators of the institution to cleverly and assiduously use the diverse methods or systems of personnel discipline so as to implant good manners in them. Lagat, et al. (2014) showed that there was positive significant correlation between personnel welfare and the productivity of the organisation. There sturdy rapport between reward packages and the performance of the employees (Osibanjo, et al. 2014).

Nnorom, et al. (2016) carried a study focusing on the effect of compensation administration on employee productivity. The study examined what makes up efficient reward management in organizations and the profit that are to be attained thereof. The study employed descriptive survey research design. The findings of the study specified that efficient reward management has a helpful attitude on worker productivity as shown by the figures produced.

There is little indication of any studies that have been done on the relationship of condition of service variables on the productivity of non-academic staff in universities in Southwest, Nigeria. The researcher is of the view that the present study will fill this gap. The problem of this study, therefore, examined the relationship between conditions of service and non-academic staff job productivity in universities in Southwest, Nigeria. Specifically, the study:

1. determined to what extent non-academic staff conditions of service are favourable to non-teaching staff in Universities;
2. determined the relationship between conditions of service and non-academic staff productivity; and
3. determined the contribution of conditions of service variables to non-academic staff productivity in universities;

Research Hypotheses

The following research hypotheses were generated for this study:

1. There is no significant relationship between conditions of service and non-academic staff's job productivity in universities in Southwest, Nigeria.
2. Conditions of service variables will not significantly contribute to non-academic staff's job productivity in universities.

Methodology

The descriptive survey research design was adopted for the study. The descriptive research design was adopted because it involved the collection of data in order to describe existing characteristics as they exist regarding conditions of service and non-academic staff job productivity in public Universities in Southwest Nigeria. The population for the study consisted of all 14,108 non-academic staff in the public universities in Southwest, Nigeria. The sample for this study consisted of 1200 non-academic staff in public universities

(Federal and State) in the Southwest Nigeria. Multistage sampling procedure was used in the selection of the sample for the study.

In the first stage, three states were selected using simple random sampling technique. The second stage involved the selection of two (2) universities from each state through stratified random sampling technique so that one federal university and state university were selected from each state. The third stage involved the use of proportionate sampling technique to select 1200 non-academic staff from the sampled six (6) universities. The Head of Departments/Units of each selected non-academic staff was selected through purposive sampling technique to assess productivity of non-academic staff

The data for this study were collected through the use of two sets of self – designed instruments. The first one was tagged Conditions of Service Questionnaire (CSQ) which was administered on the non-academic staff. The second one tagged Non-academic Staff Job Productivity Questionnaire (NSJPQ) was administered on the Heads of Departments/Units. The data for this study were collected through the use of two sets of self – designed instruments. The first one was tagged Conditions of Service Questionnaire (CSQ) which was administered on the non-academic staff. The second one tagged Non-academic Staff Job Productivity Questionnaire (NSJPQ) was administered on the Heads of Departments/Units. The Conditions of Service Questionnaire (CSQ) comprises two sections, A and B. Section A sought for the bio – data of the non-academic staff, while section B contained 34 items which elicited information on conditions of service variables such as remuneration, promotion, in-service training, discipline, staff welfare and retirement benefits. The items in the questionnaire were on a 4-point Likert type scale with four options ranging from Strongly Agree to Strongly Disagree: Strongly Agree (4), Agree (3), Disagree (2) and Strongly Disagree (1).

The Non-academic Staff Job Productivity Questionnaire (NSJPQ) comprised three sections A, B and C. Section A sought for the bio–data of the Heads of Departments. Section B contained items on the bio–data of the non-academic staff to be assessed and was completed by the researcher, while section C consisted of 16 items which elicited information on non-academic staff job productivity. The items in the questionnaire were on a rating scale with four options ranging from Excellent to Poor: Excellent (4), Good (3), Fair (2) and Poor (1)

To ensure the face and content and construct validity of the instruments, the instruments were subjected to screening by experts in the areas of Tests, Measurement and Evaluation and Educational Management. Based on experts' comments, the instruments were restricted and modified in order to meet the content validity requirements as suggested by the experts.

The reliability of the instruments was carried out using test-re-test method and it was administered twice within an interval of two weeks. The Conditions of Service Questionnaire (CSQ) was administered on 40 non-academic staff in two universities that were not included in the sampled universities for the study while the Non-academic Staff Job Productivity Questionnaire (NSPQ) was administered on 10 Heads of Departments in public universities outside the universities that were sampled for the study. The scores from the two sets of responses were correlated using Pearson's Product Moment Correlation analysis to obtain the reliability coefficient of the instruments. A reliability coefficient of 0.80 was obtained for the Conditions of Service Questionnaire (CSQ) and 0.82 was obtained for the Non-academic Staff Job Productivity Questionnaire (NSJPQ). The coefficients were considered high enough to make both instruments reliable for data collected.

The instruments for the study were personally administered by the researchers. The researcher sought the permission of the universities' authority to administer the questionnaire on the respondents in the universities sampled for the study. The researchers' personal visit to the tertiary institutions helped to reduce the difficulty of retrieving the instruments. The data obtained for the study were analysed using both descriptive and inferential statistics. The hypotheses were tested using Pearson Product Moment Correlation (PPMC) and multiple regression analysis at 0.05 level of significance

Results

Research Question 1: To what extent are conditions of service favourable to non-academic staff in Universities in Southwest, Nigeria?

Table 1: Descriptive Analysis of Conditions of Service of Non-Academic Staff in Universities in Southwest, Nigeria

S/	Items	SA (%)	A (%)	D (%)	SD (%)	Mea	SD	Remark
A	Remuneration							
1.	The salary scale for non-academic staff is attractive	24 (2.0)	141 (11.9)	715 (60.1)	309 (26.0)	1.90	0.67	Disagreed
2.	Salary increment are promptly done	-	120 (10.1)	593 (49.9)	476 (40.0)	1.70	0.64	Disagreed

3.	Arrears of salaries due to outstanding promotion are usually paid	24 (2.0)	72 (6.1)	736 (61.9)	357 (30.0)	1.80	0.63	Disagreed
4.	Salaries are usually paid before the end of the month	48 (4.0)	337 (28.3)	686 (57.7)	118 (9.9)	2.26	0.69	Disagreed
5.	Are you satisfied with the salaries paid	94 (7.9)	287 (24.1)	667 (56.1)	141 (11.9)	2.28	0.77	Disagreed
6.	Other allowances are regularly paid at the end of the month	46 (3.9)	119 (10.0)	478 (40.2)	546 (45.9)	1.72	0.80	Disagreed
	Sub Total					11.66		
B.	Promotion							
7.	Promotion of non-academic staff are done as and when due	22 (1.9)	408 (34.3)	667 (56.1)	92 (7.7)	2.30	0.63	Disagreed
8.	All outstanding financial benefits of promotion are usually paid	27 (2.3)	426 (35.8)	652 (54.8)	84 (7.1)	2.33	0.64	Disagreed
9.	Promotion of non-academic staff are usually done on merit	205 (17.2)	609 (51.2)	336 (28.3)	39 (3.3)	2.82	0.75	Agreed
10.	Assessment of non-academic staff for promotion is fairly done	178 (15.0)	585 (49.2)	382 (32.1)	44 (3.7)	2.75	0.75	Agreed
11.	Outstanding performances are always compensated with promotion	-	46 (3.9)	516 (43.4)	627 (52.7)	1.51	0.57	Disagreed
	Sub Total					11.71		
C.	In-service Training							
12.	Non-academic staff are exposed to various seminars and conferences	25 (2.1)	168 (14.1)	802 (67.5)	194 (16.3)	2.02	0.62	Disagreed
13.	Non-academic staff attend organised workshops	21 (1.8)	94 (7.9)	600 (50.5)	474 (39.9)	1.72	0.68	Disagreed
14.	Non-academic staff participate in formal professional courses	44 (3.7)	71 (6.0)	593 (49.9)	481 (40.5)	1.73	0.73	Disagreed
15.	Study leave are usually approved for non-academic staff who wish to further their studies	140 (11.8)	175 (14.7)	663 (55.8)	211 (17.7)	2.21	0.87	Disagreed
16.	Non-academic staff attend organised internal training programmes in the institutions	69 (5.8)	293 (24.6)	686 (57.7)	141 (11.9)	2.24	0.73	Disagreed
	Sub Total					9.92		
D.	Discipline							
17.	The institution makes orderliness its watchword	56 (4.7)	624 (52.5)	509 (42.8)	-	2.62	0.57	Agreed
18.	The non-academic staff observe the established laws of the institution	74 (6.2)	633 (53.2)	482 (40.5)	-	2.66	0.59	Agreed
19.	Members of non-academic staff respect the constituted authority of the institution	319 (26.8)	822 (69.1)	19 (1.6)	29 (2.4)	3.20	0.58	Agreed
20.	The non-academic staff conduct themselves according to standards of acceptable behaviour as related to the institution	74 (6.2)	633 (53.2)	482 (40.5)	-	2.66	0.59	Agreed
21.	Due process is always followed when setting up disciplinary panel for non-academic staff	363 (30.5)	800 (67.3)	10 (0.8)	16 (1.3)	3.27	0.54	Agreed

	Sub Total					14.41		
E.	Staff Welfare							
22.	Staff quarters are built to accommodate non-academic staff.	68 (5.7)	142 (11.9)	623 (52.4)	356 (29.9)	1.93	0.80	Disagreed
23.	House mortgage loan are available for non-academic staff	69 (5.8)	69 (5.8)	718 (60.4)	333 (28.0)	1.89	0.75	Disagreed
24.	There are various health plans for non-academic staff	119 (10.0)	214 (18.0)	831 (69.9)	25 (2.1)	2.36	0.69	Disagreed
25.	Staff shuttle bus are available to convey non-academic staff	22 (1.9)	92 (7.7)	449 (37.8)	626 (52.6)	1.59	0.71	Disagreed
26.	Hazard allowances are regularly paid to non-academic staff	-	45 (3.8)	516 (43.4)	628 (52.8)	1.51	0.57	Disagreed
27.	Staff canteen/lounge are built for relaxation of non-academic staff	48 (4.0)	337 (28.3)	686 (57.7)	118 (9.9)	2.26	0.69	Disagreed
28.	Non-academic staff are paid housing allowance	94 (7.9)	287 (24.1)	667 (56.1)	141 (11.9)	2.28	0.77	Disagreed
29.	The institution is in collaboration with the federal Government on low cost housing scheme for non-academic staff	46 (3.9)	119 (10.0)	478 (40.2)	546 (45.9)	1.72	0.80	Disagreed
	Sub total					15.54		
F	Retirement Benefits							
30.	Terminal benefits are monitored and well managed to ensure conformity of regular payment.	20 (1.7)	95 (8.0)	455 (38.3)	619 (52.1)	1.59	0.71	Disagreed
31.	Gratuity are paid immediately after retirement	-	40 (3.4)	537 (45.2)	612 (51.5)	1.52	0.56	Disagreed
32.	Pension are promptly paid to retirees	-	175 (14.7)	727 (61.1)	287 (24.1)	1.91	0.62	Disagreed
33.	Non-academic staff on contributing pension scheme are regularly paid their benefits	28 (2.4)	162 (13.6)	805 (67.7)	194 (16.3)	2.02	0.63	Disagreed
34.	Severances pay are given to non-academic staff who voluntarily resign	20 (1.7)	95 (8.0)	599 (50.4)	475 (39.9)	1.71	0.68	Disagreed
	Sub total					8.75		
	Total					71.99	8.53	

Table 1 showed the item analysis of conditions of service among non-academic staff in Southwest, Nigerian universities. Based on the mean cut-off mark of 2.50, 7 items were accepted out of the 34 items raised in the table above. To determine the extent conditions of service was favourable to non-academic staff, scores on conditions of service of non-academic staff were used. Frequency counts, percentages, mean and standard deviation score were used to illustrate the responses to items 1–34 in section B of Conditions of the Service Questionnaire (CSQ). To determine the extent conditions of service are favourable (low, moderate and high), the mean score and standard deviation of the responses were used. The low extent of conditions of service was determined by subtracting the standard

deviation from the mean score ($71.99 - 8.53 = 63.46$). The moderate extent of conditions of service was determined by the mean score (71.99), while the high extent of conditions of service was determined by adding the mean score and standard deviation ($71.99 + 8.53 = 80.52$). Therefore, low extent of conditions of service starts from 34.00 to 63.46, the moderate extent starts from 63.48 to 80.52 and the high extent of conditions of service is from 80.52 to 136.00

The extent conditions of service are favourable to non-academic staff in Universities in Southwest Nigeria is presented in table 2 and figure i.

Table 2: Condition of Service to Non-academic Staff in Universities in Southwest Nigeria.

Extent conditions of service are favourable to non-academic staff	No of Respondents	Percentage
Low (34.00 – 63.48)	156	13.1
Moderate (63.49 – 80.53)	863	72.6
High (80.54 – 136.00)	123	10.34
Total	1189	100.00

Figure i further revealed the extent conditions of service are favourable at a glance.

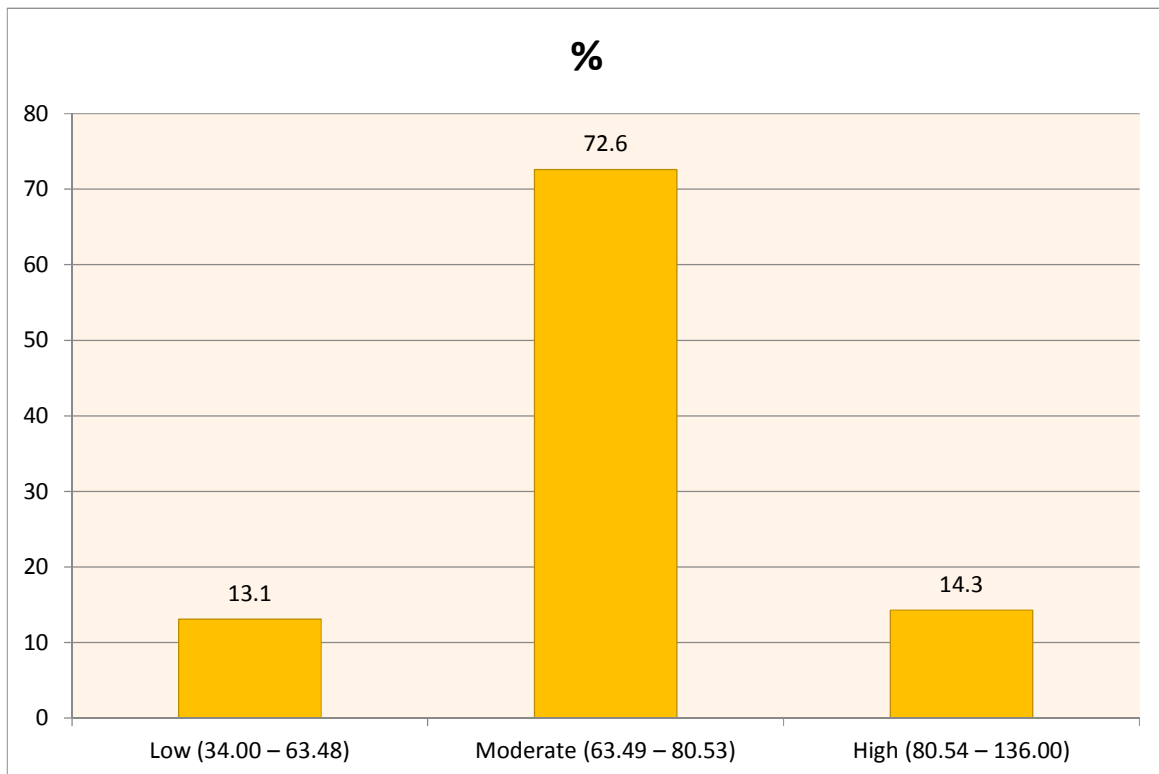


Figure i: Bar chart showing the extent conditions of service is favourable to non-academic staff in Public Universities in Southwest Nigeria.

Testing of Hypotheses

Hypothesis 1: There is no significant relationship between conditions of service and non-academic staff job productivity in universities in Southwest, Nigeria

Table 3: Relationship Between Conditions of Service and Non-Academic Staff Job Productivity in Universities in Southwest, Nigeria

Variables	N	Mean	Stand Dev	r-cal	P-value
Condition of Service	1189	71.99	8.53	0.721*	0.000
Non-Academic Staff Productivity	1189	46.26	2.87		

*P<0.05

Table 3 showed that the r-cal value of 0.721 is significant at 0.05 level of significance because the P-value (0.000) < 0.05. The null hypothesis is rejected. This implied that there was significant relationship between conditions of service and non-academic staff productivity in universities in Southwest, Nigeria. Conditions of service are highly related to non-academic staff job productivity.

Hypothesis 2: Conditions of service variables will not significantly contribute to non-academic staff job productivity in universities

Table 4: Contribution of Condition of Service to Non-Academic Staff Job Productivity in Universities in Southwest, Nigeria

Model	Un-standardized Coefficients		Standardized Coefficients	T	R	R ²	F
	B	Std. Error	Beta				
(Constant)	38.307	.968		39.582			
Remuneration	.042	.036	.033	1.167	0.872	0.760	15.695
Staff Promotion	.597	.049	.556	12.184			
In-service Training	.651	.041	.639	15.878			

Staff Discipline	.828	.049	.644	16.898			
Staff Welfare	.457	.040	.532	11.425			
Retirement Benefits	.040	.038	.031	1.032			

a. Non-academic staff job productivity

Table 4 indicates that the F-cal value of 15.695 is significant at 0.05 level of significance; the null hypothesis was therefore rejected. Hence, conditions of service significantly contributed to non-academic staff job productivity. All variables of conditions of service such as remuneration, promotion, in-service training, discipline, staff welfare and retirement benefits accounted for 76.0 percent of non-academic staff job productivity ($R^2= 0.760$). The result showed that all the variables of conditions of service positively contributed to non-academic staff job productivity with remuneration having a beta weight of ($\beta = 0.033$, $p>0.05$), promotion ($\beta = 0.556$, $p<0.05$), in-service training ($\beta = 0.639$, $p<0.05$), discipline ($\beta = 0.644$, $p<0.05$), staff welfare ($\beta = 0.532$, $p<0.05$) and retirement benefits ($\beta = 0.031$, $p>0.05$). The table also showed that discipline is the highest contributor to non-academic staff job productivity while retirement benefit is the least contributor to non-academic staff job productivity. The resulting regression equation is given as:

$$Y = 38.30 + 0.042X_1 + 0.597X_2 + 0.651X_3 + 0.828X_4 + 0.457X_5 + 0.040 X_6$$

where:

- Y = Non-academic staff job productivity
- X₁ = Remuneration
- X₂ = Promotion
- X₃ = In-service Training
- X₄ = Discipline
- X₅ = Staff Welfare
- X₆ = Retirement Benefit

Discussion

The study revealed that the extent conditions of service are favourable to non-academic staff in Universities in Southwest, Nigeria was moderate. This implies that the non-academic staff must have been greatly motivated by the management of the universities. The findings of the study revealed that there was significant relationship between conditions of service

and non-academic staff productivity in universities in Southwest, Nigeria. It could be inferred that when the level of conditions of service are high, it will bring about high job productivity among non-academic staff. The probable reason for this finding could be because of the motivational influence of favourable conditions of service in any organization and especially the influence on non-academic staff in public universities. When conditions of service are favourable, it tends to motivate workers to put in their best in discharge of assigned duties. This finding was in consonance with the findings of Yalokwu (2012) and Ngwoke (2014) who all found out that a significant relationship existed between conditions of service and non-academic staff job productivity.

The study found that conditions of service variables significantly contributed to non-academic staff productivity in universities. Discipline was the highest contributor to non-academic staff productivity while retirement benefit was the least contributor to non-academic staff productivity. The reason for this finding could be because of the importance of staff discipline in any organisation, as this makes staff to know what to do and what not to do. Hassanain (2008) revealed that there is a significant relationship between staff discipline and job productivity. He further submitted that staff discipline is a key contributor to staff productivity.

Conclusion

Sequel to the findings of this study, it was concluded that the extent of conditions of service of non-academic staff is at moderate level which also shows that there is need to improve the conditions of service of the non-academic staff in public universities in Southwest, Nigeria. It was further concluded that discipline was crucial to non-academic staff productivity being the highest predictor of job productivity. In addition, the productivity and conditions of service of non-academic staff at federal and state universities do not differ.

Recommendations

To enhance the productivity of non-academic staff in universities in Southwest Nigeria, university management should prioritize training through both internal and external workshops, conferences, and seminars. Implementing comprehensive staff welfare packages is essential for improving job performance. Additionally, regular promotions should be conducted for deserving non-academic staff to further boost productivity. Effective disciplinary measures must be established and enforced as necessary to ensure better job

performance. The government should raise the minimum wages of non-academic staff and ensure the regular payment of contributory pensions to secure their future post-retirement. Finally, both the government and university management should recognize and commend the efforts of hardworking non-academic staff to motivate and encourage others to excel.

REFERENCES

- Akinwunmi, F.S. (2000). Impact of Motivation and Supervision on Teachers Productivity in Secondary Schools in Oyo State, Nigeria. An Unpublished Ph. D Thesis, Department of Educational Management, Faculty of Education, University of Ibadan, Nigeria.
- Etale, L. M., Bingilar, P. F. & Ifurueze, M. S. (2016). Human Resource Expenditure and Productivity of Universities in Nigeria. *Archives of Business Research*, 4(3), 85 – 103.
- Fabiyi, O.A. (2010). Salary and Promotion as Key Factors for Teacher's productivity. *Journal of Educational research*, 15(6), 157 – 165.
- Hassanain, M.A. (2008) On The Performance Evaluation of Sustainable Student Housing Facilities. *Journal of Facilities Management*, 6: 212-225.
- Kamal, Y. & Hanif, M. F. (2009). Pay and Job Productivity. Paper presented in 9th National Research Conference held on 25th June at SZABIST, ISLAMABAD. (July 04). Retrieved October 6, 2016, from <http://mpra.ub.uni-muenchen.de/16059/>
- Kulkarni, P.P. (2013). *A Literature Review on Training & Development and Quality of Work Life*. India, Malthouse Press Ltd.
- Lagat, A. C., Mutai, B. K. & Kosgey, I. S. (2014). Importance of Employee Welfare and Performance: The Case of the UASU at Egerton University, Kenya. *European Journal of Business and Management*, 6(7), 38 – 55.
- Maicibi, N.A (2005). *Pertinent Issues in Employees 'Management: Human Resource and Educational Management*. Kampala. Net Media Monitor Publishers.
- Mohammed, F. (2013). Job Satisfaction and Organisational Commitment: A Correlation Study in Bahrain. *International Journal of Business, Humanities and Technology*, 3(5), 43-53
- Ngwoke, D. U. (2014). *School Learning: Theories and Application*. Enugu: Magnet Business Enterprises.
- Nnorom, G. K., Akpa, V. O., Egwuonwu, T. K., Aintaro, A. A. & Shonubi, A. O. (2016). The Effect of Compensation Administration on Employee Productivity. *Arabian Journal of Business and Management Review*, 5(8), 40 – 47.

- Nwachukwu, C. C. (2006). *Management: Theory and Practice 2nd Ed.* Onitsha: Africana - Fep. Publishers.
- Omotoye, A.B. (2007). *A New look at Management Communication.* Lagos: Lovefed Book.
- Osibanjo, O. A., Adeniji, A. A., Falola, H. O. & Heirsmac, T. (2014). Compensation Packages: A Strategic Tool for Employee' Performance and Retention. *Leonardo Journal of Sciences*, 25, 65 – 84.
- Osinbanjo, A. O., Abiodun, A. J. & Fadugba, A. O. (2012). Executive Perception of the Impact of Flexitime or Organisational Performance: Evidence from the Nigeria Private Sector, *International Journal of Applied Behavioural Economics, IJABE*, 1(3), 16 – 27.
- Ozurumba, C. N. & Amasuomo, J. O. (2015). Academic Staff Development and Output in State Universities in South – South Nigeria. *Makerere Journal of Higher Education*, 7(2), 33 - 51
- Peretomode, V. F. & Chukwuma, R. A. (2012). Manpower Development and Productivity in Tertiary Institutions in Nigeria. *European Scientific Journal*, 8(13), 16 – 28.
- Saharuddin, S. (2016). The Effect of Promotion and Compensation toward Working Productivity through Job Satisfaction and Working Motivation of Employees in the Department of Water and Mineral Resources Energy North Acch District. *International Journal of Business and Management Invention*, 5(10), 33 – 40.
- Scholastika, N.L., Kathe, H., Lucille, V.W. & Monica, P. (2006). Perceptions of workers about Conditions of Service: A Namibian case study.
- Till, R.E. & Karren, R. (2011). Organizational Justice Perceptions and Pay Level Satisfaction. *Journal of Managerial Psychology*, 26(1), 42-57.
- Ubom, I.U. (2002). Teachers Attitude, Conditions of Service and Job Performance Implications for Guidance Counselling. *A Journal of Basic Education in Nigeria*, 2(2), 67 – 73
- Yalokwu, P. O. (2012). *Fundamentals of Management, 2nd Ed.* Lagos: Peak Publishers.