Organizational Climate and Lecturers Job Performance in South West Nigeria Universities

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Abstract The study investigated organizational climate and academic staff job performance in the federal and state universities in south west Nigerian universities. The research design used was a descriptive survey type. The population consisted of all the lecturers and students in south west Nigeria universities, out of which a sample of 120 lecturers made up of 60 from federal and 60 from state universities. Also 800 students made up of 400 students from federal and 200 students from state universities. Two research questions were raised while two hypotheses were also generated and tested at 0.05 level of significance using t-test statistics method. The result of the analysis showed that the predominant climate of federal universities was opened while that of the state was closed in terms of motivation, communication and resource availability. It was also revealed that lecturers job performance was at a moderate level in both federal and state universities. There was significant difference in the organizational climate of federal and state universities. While there was no significant difference in the job performance of lecturers in the federal and state universities. Based on this findings, it was recommended that university management should determine those factors that would enhance commitment and lead to effective goal achievement. Government and other education stakeholder should ensure that universities climate are made conducive through the provision of motivation, goal setting, communication, leadership style, decision making and other relevant educational facilities.

Keywords: Leadership, Human resources, Atmosphere, Efficiency, Conducive Environment

1. Introduction

The efficiency of any school system depends to a large extent upon how human resources are motivated and utilized and provided with adequate and conducive environment to perform their duties. Lecturers are the major determinant of any educative process in the universities because on them lies the success or failure of the education system. (Federal government of Nigeria, 2004). Ajala (1991) asserted that a way a person perceives his surroundings influence the way that person actually behaves in that environment. Also the nature of work environment may exert a level of influence on lecturers job performance.

The goals of education can only be realized or achieved in a social organization like the university system which consists of elements that are so interdependent that a change in one element is likely to produce a change in other elements. Organizational climate according to Sergiovanni (1980) is the enduring characteristics which describe a particular university, distinguishing it from other, and that which influences the behaviour of lecturers and students while Hoy and Miskel (1987) consider organizational climate as a set of internal characteristics that distinguish one school from another and influences the behaviour of the people in it. Deng (2005) defined organizational climate as feelings and attitudes of members towards the structure and the things going on generally in the organization. Silver (1983) also viewed organizational climate as the, milieu, atmosphere, culture, feel, tone or the internal quality of an organization especially as experienced by its members and noticed by visitors to the organization. Organizational climate was described as a reflection
on the way school leaders that is, the vice chancellor act as communicators and decision makers. Aderounmu, Jiboyewa and Ejigou (1988). They also viewed it as the interpersonal behavior of the lecturers and the leader in the university.

From the above definition, it suggests therefore that there is a lot the vice chancellor can do as the leader in making the university environment conducive for better job performance for the lecturers. Such behaviour ranges from his leadership capabilities, ability to provide working tools, motivate and communicate with his subordinates.

Fafunwa (1974) noted that boys and girls in the traditional educational setting performed their best in the art of hunting, farming and cooking when their morale were boosted by their parents through praises, incentives and other forms of motivation. Those who excelled in the discharge of their duties or functions were normally praised and guided for better performance in future while those who performed below expectation were cautioned, assisted and guided for better performance in future. Obi (1997) remarked that motivation refers to the perception, methods, activities used by the leader in providing a climate that is conducive for the various job performances of the lecturers, so that they will be effective, dedicated task performers.

Leadership capability is another factor to be considered in interacting with the subordinates. Adesina (1980) defined leadership as the ability to get things done by enlisting the effort of other people. Chandan (2000) perceived leadership to be the ability to monitor the subordinates and the environment, constantly collecting information and studying the outside environment making every effort to make it conducive for the subordinates performance. Lloyd (2001), involves an arrangement of human and material resources which are made available to effectively achieve the production goal of the society concerned. It is the overall set of forces that characterized the mode of operation of a system or organization in a given work setting.

It is imperative that variables like motivation and communication are necessary tools for the leadership to achieve organizational goals. Communication is considered as the bed rock or life wire of an organization through which job performance is enhanced. As a result of the variables considered organizational climate could be categorized into open and close. An organization is best referred to as an open system since it is subject to outside forces of the environment. In definitional terms, an open system exchanges information with its environment, while a closed system is isolated completely from it. An organization that is open interacts with their environments in the form of exchanging information, motivation, drawing upon resources and providing goods and services while closed system do not have such characteristics and referred to as entropy. Some of the hindrances to lecturers job performance in the universities are inadequate facilities to work with like good instructional materials, computers, books, well equipped libraries, access to internet facilities, comfortable offices with air conditioner, class rooms, toilet facilities and regular supply of light to mention but a few. Availability of all these would enhance ability and willingness to perform the assigned tasks. In short the climate of any university is the personality of the university. Each university has a peculiar climate, tone style and culture which depends upon the philosophy and outlook of the leader.

Hence, the role of a leader is prominent in any organization and the effectiveness of such organization is largely dependent upon the type of leadership provided. To ensure qualitative education in Nigeria particularly in the universities, which is the quest for improve basic education for all. The importance of human and non-human resources are very essential. Fox (1974) asserted from his findings that a good climate make the school a good place to be, a satisfying and meaningful situation in which people spend a substantial portion of their time. Observation, also showed that lecturers from universities with better environment, do better in research work, enjoying welfare scheme, have assess to better teaching facilities to perform better and feel fulfilled than those with inadequate facilities.

Fadipe (2000) asserted that people believed that the universities would produce the right type of manpower in sufficient quantity and quality for the transformation of the nation from a developing country to a developed country. For this laudable role to be achieved, there must be an urgent reawakening from unattractive welfare schemes for lecturers, unconducive work environment, a situation that leads to the
drifting away of many lecturers for greener pastures offered by the private sector or by overseas institutions, which has robbed many higher institutions in Nigeria of many of her highly qualified and experienced professionals. Hence it is against this background the researchers will find out the predominant organizational climate in South West Nigeria Universities and the level of job performance of academic staff in such Universities.

2. Research Questions

(1) What is the predominant organizational climate in the federal and state universities?
(2) What is the level of job performance of lecturers in federal and state Universities?

The following hypotheses were generated to guide this study.
Ho1: There is no significant difference in the organizational climate of federal and state universities.
Ho2: There is no significant difference in the level of job performance of lecturers in federal and state universities.

3. Research Design and Study Area

The descriptive research design of the survey type was employed in the study. The research covered four universities in the South West. Two federal universities and two state universities.

4. Population

The population of the study comprised of all lecturers and students in federal and state universities.

5. Sampling Technique

The stratified random sampling technique was used to select 120 lecturers and 800 students from Federal and State Universities in South West Nigeria.

6. Research Instrument

Relevant data for the study were collected using questionnaire designed by the researcher. Organizational Climate Description Questionnaire (OCDQ). The questionnaire (OCDQ) elicited information from the lecturers from both state and federal universities on the predominant organizational climate in the universities while JPASQ elicited information from the students on the level of lecturers job performance in the universities. The instrument were structured along four-point likert scale and weighted.

7. Result

Question: What is the predominant organization climate in the federal and state universities?

The university climate was explained as either open or close. The items were constructed in such a way that positive responses imply open climate while negative responses imply close climate.
Table 1. Type of organizational climate in federal and state universities.

<table>
<thead>
<tr>
<th>University climate</th>
<th>Federal</th>
<th></th>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>Open</td>
<td>38</td>
<td>63</td>
<td>19</td>
<td>32</td>
</tr>
<tr>
<td>Close</td>
<td>22</td>
<td>37</td>
<td>41</td>
<td>68</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1 shows that 38(62%) of the respondents felt that their climate in the federal university is open as against 22(37%) that shows negative responses. Only 19(32%) shows positive responses at the state universities against the 41(68%) that shows negative responses. It is an evident that federal universities in the study area was predominantly open while the state was predominantly close. This implies that the federal universities climate is better than that of state in terms of communication, innovation and resources.

**Question 2:** What is the level of academic staff job performance in the federal and state universities?

In order to determine the level of job performance (low, moderate and high), the mean score of the responses on job performance of academic staff were used.

Table 2. Level of job performance among academic staff in federal and state universities.

<table>
<thead>
<tr>
<th>Level of job performance</th>
<th>Federal</th>
<th></th>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>Low</td>
<td>91</td>
<td>23</td>
<td>96</td>
<td>24</td>
</tr>
<tr>
<td>Moderate</td>
<td>205</td>
<td>51</td>
<td>203</td>
<td>51</td>
</tr>
<tr>
<td>High</td>
<td>104</td>
<td>26</td>
<td>101</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100</td>
<td>400</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 2 shows the level of job performance of academic staff in the area covered by the study, the result shows that 91(23%) federal and 96(24%) state had low level of job performance while 205(51%) federal and 203(51%) state had moderate level of job performance. Those who had high level of job performance are 104 (26%) federal and 101 (25%) state. This shows that the level of job performance among academic staff in universities was moderate in the universities sampled for the study. That is, the level of job performance is at (51%) in both federal and state universities.
Figure 1. Level of job performance of lecturers in State and Federal Universities

![Bar chart showing the level of job performance of lecturers in State and Federal Universities](chart.jpg)

Figure 1 shows that the level of job performance among lecturers in universities was relatively moderate in South West Nigeria Universities during the period under investigation.

**Hypothesis 1:** There is no significant difference in the organizational climate of federal and state universities.

**Table 3. T-test showing organizational climate of federal and state universities.**

<table>
<thead>
<tr>
<th>Group</th>
<th>N</th>
<th>X</th>
<th>SD</th>
<th>DF</th>
<th>t-cal</th>
<th>t-table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>60</td>
<td>194</td>
<td>2.5</td>
<td>198</td>
<td>2.21</td>
<td>1.96</td>
</tr>
<tr>
<td>State</td>
<td>60</td>
<td>180</td>
<td>2.7</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

P<0.05

Table 3 shows the difference in organization climate of federal and state universities. The result from the analysis shows that the value of t-calculated (2.21) is greater than the t-table (1.90), therefore, the null hypothesis is rejected at 0.05 level of significance. That means there is significant difference in the organizational climate of federal and state universities. This shows that the organizational climate is better in federal universities than state universities.

**Hypothesis 2:** There is no significant difference in the level of job performance of lecturers in federal and state universities.

**Table 4. t-test showing the level of job performance of lecturers in federal and state universities.**

<table>
<thead>
<tr>
<th>Group</th>
<th>N</th>
<th>X</th>
<th>SD</th>
<th>DF</th>
<th>t-cal</th>
<th>t-table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>200</td>
<td>37.55</td>
<td>8.15</td>
<td>198</td>
<td>1.91</td>
<td>1.96</td>
</tr>
<tr>
<td>State</td>
<td>200</td>
<td>36.19</td>
<td>8.59</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

P>0.05
Table 4 shows the difference in the job performance of lecturers in federal and state universities. The result obtained from the analysis shows that the value of t-calculated (1.91) is less than t-table (1.96). Therefore, the null hypothesis is not rejected. This means there is no significant difference in the job performance of lecturers in federal and state universities.

8. Discussion

The study revealed that federal universities in the study area were predominantly open in terms of provision of motivation, communication and resources availability needed for effective leadership than the state universities that was close. The study shows that there was significant difference in the organizational climate of federal and state universities. The finding supports that of Twin and Struger (1980), Fadipe (2000) and Chandan (2000). The reason for this might not be unconnected with better funding of the federal universities by the government.

The study also revealed that the level of job performance of lecturer, in federal and state universities was moderate. It also shows that there was no significant difference in the job performance of lecturers in federal and state universities. The reasons might be as a result of the fact that lecturers in both federal and state universities are more dedicated and committed to their job despite all the challenges confronting them.

9. Conclusion

The study examined the predominant climate in the federal and state universities. The study was able to conclude that the predominant climate of federal universities was open while that of state universities was close in terms of the motivation, communication and resources availability. It was also revealed that lecturers job performance was at the moderate level in both federal and state universities. There was no significant difference in the job performance of lecturers in the federal and state universities.

10. Recommendations

Arising from the result and discussion, the following recommendations are imperative for university climate and lecturers job performance.

The university management needs to determine those factors that would enhance commitment and lead to effective goal achievement. Also the university climate should be made conducive through the provision of motivation, goal setting, communication, leadership style, decision making and other facilities. In addition, government should provide adequate fund towards improving universities climate in Nigerian tertiary institutions.

References


