

Chapter One

Introduction

1.1 Background to the Study

Performance of secretaries to achieve maximum output in an institution is vital to the development of such institution. An institution most of the time is judged by its performance. For more than a decade, institutional environments have experienced radical changes as a result of greater competition among them due to their degree of performance. Job performance can be described as accomplishment of assigned duties in accordance with organizational guidelines subject to the normal constraints of reasonable utilization of available resources. It is also described as the extent to which an organizational member contributes to achieving the objectives of the organization¹. It has become one of the significant indicators in measuring organizational performance. Although job performance is oftentimes determined by financial figures, it can also be measured through the combination of expected behaviour and task-related aspects. Effective job performance has positive effects on the organization. For the organization, it is a means by which it ensures productivity, growth and survival¹.

Similarly, effective job performance provides workers with economic gains, security, social status, family and social prerogatives. Performance is conceptualized as work outcomes that relate closely to task performance, such as the quantity and quality of work done, and job related behaviours that consist of behavioural aspects useful in achieving task performance. Having a job has always been a crucial factor in Nigerian society as individuals are identified by their occupations. A person's job reveals his/her personality, and it influences the nature of interactions he/she has

with people. It largely determines the individual's social status. Performance therefore, offers a lot of benefits to organizations, individuals and the society at large².

A secretary is someone who has office skills in handling correspondences and has the ability to assume responsibilities without direct supervision to provide communication support services on matters of routine and administrative issues. A professional secretary performs tasks that are essential for the smooth, efficient and effective operations in an office. Executive function is just central in every organization and no office can easily function without a competent secretary. This brings about their importance to the success, growth and development of the organization³.

Secretaries are considered an important asset for good and effective performance in any organization. It was stated that improved performance is achieved through the employees in the organization⁴. Until the 1980s, performance was usually interpreted as the output of a combination of ability and motivation, given appropriate resources and hence motivating people became a key component of most management work. Performance means what the organization hires one to do and do well. Performing employees help leaders to create excellent organizations. There are times when a new employee is a good fit for a void that the organization needs to fill and improves performance in that job. If a person is in the right job, there is a direct link to performance. There is more commitment, satisfaction, and motivation for the employee and better overall performance for the employee^{4,5}.

Three main determinants of performance were suggested, these are declarative knowledge, procedural knowledge and skill and motivation⁶. Declarative knowledge

refers to knowledge about facts, principles, and objects. It represents the knowledge of the given task's requirements. Procedural knowledge and skill is, knowing how to do it. These include cognitive skill, perceptual skill and interpersonal skill. The third predictor of performance is motivation, which refers to a combined effect from three choice behaviours-choices to expend effort, level of effort to expend, and choice to persist in the expenditure of that level of effort ⁶.

Individual job performance is a multidimensional idea consisting of many facets such as an employee's output (job result), employee mode of accomplishing his or her task (job behaviour), and the employee's attitude towards his or her job (personal traits). Job performance can be seen as an action or achievement considered in relation to how well or how successful a person has done or executed an action. Relating this view to secretaries in an organization, job performance of secretaries implies the total extent to which they are able to accomplish their job responsibilities, the method they employ in accomplishing tasks and their attitude to work. Literature has given much attention to job performance of employees in an organization and two major categories of job performance have been identified to include task performance and contextual performance⁷.

Task performance are set of activities in-role behaviour which are part of the formal job-description expected of an employee to achieve and are part of the formal reward system (technical core). It also addresses the requirements as specified in job descriptions, and covers the fulfillment of the requirements that are part of the contract between the employer and employee. Contextual performance consists of behaviour that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. Examples of

these activities include volunteering for activities beyond a person's formal job requirements, persistence of enthusiasm and application when needed to complete important task requirements, assistance to others, following rules and prescribed procedures even when it is inconvenient and openly defending organization objectives⁷.

The level of job performance of secretaries could be high or low. This implies that there is a level of job performance that is expected by every organization from its employees. This also includes secretaries whose primary functions include supporting management, using a variety of project management, communication and organizational skills to meet the organizational goals and objectives. The quality of works of secretaries is hinged on the level of their job performance and has been the concern of all stakeholders. Unfortunately, it is observed that, the level of job performance among secretaries in most academic institutions in Nigeria is low compared to what is obtainable among other faculty members of the same educational sector. This low performance could stem from poor leadership, in conducive work environment, absenteeism, procrastination, among others⁸.

Job performance can be studied from the perspectives of the following measures; job specific task performance, non- job specific task performance, communication and demonstrating effort, personal discipline and peer/team performance and supervision/leadership. These measures are considered for this study. Job-specific task performance means the ability of secretaries to perform some related specific task. These include the ability to perform office routine work, attending to information request, ability to attend promptly to request from other employees among others. All these tend to enhance the job performance of secretaries. Non-job

specific task performance means the ability to always meet with deadline and also providing input to growth of the organization. When secretaries tend to complete their work at a stipulated time, they tend to achieve the goals and objectives of their universities which in the long run enhance their performance. Communication and demonstrating effort is another component of job performance which could stem from good human relation among staff. These include using communication skills, using information tools and technologies, creativity and diligence and performing competently under pressure⁸. However, probable factors that may influence job performance of secretaries in government-owned tertiary institutions in Oyo State are Organizational characteristics and Employee commitment. Organizational characteristics are those features that are resident in the tertiary institutions that enhances job performance of secretaries. The organizational characteristics that would be looked into for the sake of this research work are: organizational culture, organizational reward system and organizational resources.

Culture of an organization is the behavior, patterns and standards that bind it together. It tells the employees who work for it what is right and wrong, what to believe, what not to believe, how to react and how to feel. Doing what is right in the organization by the employee could consequently enhance job performance. Some of the components of Organizational culture are autonomy and shared views/goals. Autonomy is the practice or collection of practices involving hierarchical delegation of responsibility, in order to provide employees with enhanced decision-making powers to carry out primary tasks⁹. Previous research has shown that workers can be highly autonomous in work, enthusiastic and free to participate in such activities and thus improve their ability and motivation to further grow and prepare¹⁰. It is affirmed that, when an employee has a certain degree of work autonomy, he or she

will decide on his or her balance of work and life that will contribute to improved job satisfaction and efficiency¹¹. Shared views/goals refer to when employees have similar view about meeting the goals of the organization. The essence of a shared goal is that it is a reflection of connection among employees and management towards an important undertaking¹². The coherence help employees to understand how work is related across all the departments, levels and units in the institution as well as aligning the work of employees with the institution's strategic direction and priorities¹³. Sharing common goals enables employees to direct their efforts to the achievement of that particular goal, but for that to happen there should be interdependence and collaboration among employees.

Organizational reward system is essential to organization as it has become important in managing employee's performance. This element of compensation is instituted to motivate the employees. The reward systems are directly and indirectly involved in the vision and mission of the organization which benefit both employees and organization. It consists of an organization's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their markets worth. It is a system developed within the framework of the organization's reward philosophy, strategies and policies and contains arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of reward. However, it is important to motivate and keep the employees motivated which has become an essential part of human resources and management within organizations. Reward systems have a huge impact on organizations to retain and motivate the employees and as a result of achieving high levels of performance¹⁴. Thus, organizations must develop programs such as reward systems to fulfil

employees' needs and motivate them to work. This is because a properly administered system of rewards can provide good quality of employee performance; failure of such can lead to low employee morale or unproductive performance of the employees¹⁵. Therefore, outcomes achieved by the organization through the reward system can be measured using indicators that describe an employee's pattern of performance over time.

Accordingly, salaries and wages are very significant elements of organizational reward system which will go to a very large extent in providing satisfaction and enhance employee performance in an organization. An employee aims to earn income either in financial or non-financial form. Salary is defined as a fixed amount paid to the employees at regular intervals for their performance and productivity in a day¹⁶. It is also the main mechanism for organizations to reward employees. Therefore, the organization must understand their preferences in a reward system. The issue of salary is challenging; therefore, organizations need to work hard at communicating with performance and financial reward connection¹⁷. Salary or wages as a reward element is an effective tool in increasing employee performance. Every organization must therefore determine the amount of salary of the employees that align with the needs of their life. An effective wage strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work¹⁸.

Rewards based on execution against spending plan, quality or different norms might be utilized as prompt reward related motivating forces. This element of reward system in the form of bonuses have gotten prevalent in organizations as methods for furnishing representatives with a prompt buster for a culmination of a venture or action. Bonus, is described as, the compensation over and exceeding the amount of

pay that the employees received as a base salary or hourly rate of pay. Bonus plans are one of important part in reward systems. This is because a bonus that will be given to the employees will be based on their current performance in the organization¹⁹. It is a payment where the employees should not be expected to receive as it is commonly discretionary or backwards-looking. However, it can be considered as an extra amount of money paid by the organization when the employee performance is outstanding over the whole year. This bonus plan is to enhance the performance and effectiveness of employees on their job. The payment of bonus is commonly made at the end of the performance period that has been set up by an organization's policies which is a year²⁰. It is used to reward an extraordinary effort made by the employees throughout the year to motivate them and bonus also works as an incentive that will encourage the employees to show outstanding performance compare to low performers in the organization.

An organization with positive aspirations could make accessible a system inside which elevated levels of inspiration could be cultivated through non-monetary reward frameworks by the arrangement of chances for learning and improvement²¹. Appreciation is the practice of recognizing and acknowledging the contributions, efforts, and achievements of employees within an organization²². Appreciation does not contain negative feelings but a way to thank others on their achievements and has an energetic quality that expresses an extraordinary feeling of thankfulness from one person to another person. Employees truly appreciate when they are been rewarded for a good job well done as they tend to put more effort in their subsequent task which could in turn heighten their job performance. However, appreciation can be classified into public, team, private or verbal and written forms which makes employees feel valued by the organization.

Organizational resources are used to achieve goals and objectives in an organization. They are resources in which we see, touch, and identify, among others. They include buildings, lecture theatres, laboratories, libraries, hostels, administrative staff offices, financial funding, office equipment, furniture, ICT facilities, and so on. They are made available by organizations to help employees perform their daily activities quicker and easier. They also include buildings and other machineries needed for the day to day running of the organization in order to improve job performance²³. In addition, organizational resources consist of physical resources: tables, chairs, stationeries and other resources: financial, visible within and outside an organization. There is no organization that can effectively operate without making use of resources. This is because organizational resources ease employee duties, especially secretaries' administrative activities in an institution. It thus becomes hard for any institution to operate without providing the needed physical resources for the institution²⁴. When resources are put in place, it gives pleasurable experiences to employees and helps them actualize in the dimension of personality profile. Irresponsible employees can change to be responsible and be more committed to their jobs in a conducive work environment provided with necessary physical resources because such environments reinforce their self-actualizing traits²⁵.

Another factor that could enhance job performance of secretaries is employee commitment. Employee commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization. Employee commitment describes the employee's state of commitment to the organization, as well as the employee's identification with the organization's values and goals, when employees are committed to the organization, they tend to use all their skills and talents to ensure that the goals and objectives of the organizations are

met. This could in turn enhance their job performance. When organizations recruit, train, and then retrain skilled individuals, the overall stability of the organization is maintained, both in terms of productivity and financial viability²⁶.

Most service-oriented organizations including tertiary institutions have recognized that commitment of workforce is essential in the achievement of the organizational success. Employee commitment incorporates a mind-set, which demonstrates their dedication and attachment to their organization²⁷. Commitment have been found to be related to a variety of work-related outcomes such as increased quality service delivery, employee performance, organizational effectiveness, and reduced turnover and withdrawer cognition. More so, employee commitment is very important in today's competitive information service delivery environment as tertiary institutions are trying to keep pace and compete with one another. In order for tertiary institutions to justify their relevance in the academic community, committed employees which include secretaries are required to achieve success in attaining their goals by ensuring that they have a high job performance²⁸.

Employee commitment has three components and these are affective commitment, continuance commitment and normative commitment. Affective commitment is defined as an employee's emotional attachment to, and involvement with an organization. It develops because of the attraction of the employee to the objectives and values of the organization. When employees are emotionally attached to the organization, they tend to be devoted to their roles and responsibilities as this could enhance the level of their job performance. Continuance commitment is referred to as reflecting a tendency of an individual to engage in consistent lines of activity based on his/her recognition of the costs (or lost side bets), which includes perceived loss

of personal investments and limited employment alternatives, associated with discontinuing the activity²⁹. In this form of commitment, the employee will not want to leave the organization because of the investments he or she has made since the beginning of the organization. It feels like a necessity to stay in the organization thinking about the time and effort that it takes for the organization. For this reason, employees who do not leave the organization may exhibit positive attitudes towards his/her job which could in turn heighten his/her performance in the organization²⁹.

Normative commitment is the extent to which employees feel morally committed to stay in the organization. This form of commitment develops by virtue of a sense of indebtedness (that is, a felt debt arising from investments made by the organization in the individual) to their organizations and this triggers in them a sense of duty and responsibility toward the organization³⁰. Employees who are morally committed to the organization due to the good reciprocity of the organization to them are more often than not put more effort in their job which in turn boosts their job performance.

Despite the fact that the literature reviewed indicated that quite a number of studies have been carried out on factors that play an important role in influencing job performance of secretaries. There still exists a dearth of studies focusing on organizational characteristics and employee commitment as possible factors that could influence job performance. The need to empirically fill the identified gaps necessitates this study. It is on this note that this study seeks to examine organizational characteristics, employee commitment and job performance of secretaries in government-owned tertiary institutions in Oyo State, Nigeria.

1.2 Statement of the Problem

For some time now, the issue of job performance of employees in various organizations in Europe, Africa and Nigeria has become worrisome. Literature revealed that some organizations in European and African countries still experience poor job performance which could be as a result of lack of motivation, lack of commitment, absenteeism, leaving without permission, phone use, misuse of sick leave, among others. Despite the various studies^{2,4,24} that have been conducted on job performance among employees in Europe, America, Africa and Nigeria in particular, the issue of poor job performance among employees still persist which may have inhibited government-owned tertiary institutions from meeting the set goals.

In respect to tertiary institutions in Nigeria, a low level of performance of secretaries has been observed and in particular reference to government-owned institutions in Oyo State. It is perceived that secretaries in the tertiary institutions display poor attitude to work, unwillingness to follow instructions and take responsibilities, inappropriate argument with coworkers, poor prioritizing, lateness and absenteeism¹⁰. Literature revealed that lack of commitment by secretaries could be as a result of insufficient resources, poor remuneration, delay in the payment of salary, lack of job security among others, all these could inhibit the job performance of secretaries and could in turn hinder the objectives and goals of the institution¹⁰. Thus, this study intends to provide empirical evidence on organizational characteristics and employee commitment on job performance of secretaries in tertiary institutions in Oyo State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State, Nigeria. The objectives were to;

- i. identify the level of job performance of secretaries in government-owned tertiary institutions in Oyo State;
- ii. determine organizational characteristics (organizational culture, organizational reward system and organizational resources) of government-owned tertiary institutions in Oyo State;
- iii. identify the level of employee commitment among secretaries in government-owned tertiary institutions in Oyo State.
- iv. examine the influence of organizational characteristics (organizational culture, organizational reward system and organizational resources) on job performance of secretaries in government-owned tertiary institutions in Oyo State;
- v. determine the influence of employee commitment (affective, normative and continuance) on job performance of secretaries in government-owned tertiary institutions in Oyo State;
- vi. ascertain the combined influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State.

1.4 Research Questions

The following were the research questions for the study;

1. What is the level of job performance of secretaries in government-owned tertiary institutions in Oyo State?

2. What organizational characteristics (organizational culture, organizational reward system and organizational resources) are practiced or in place in government-owned tertiary institutions in Oyo State?
3. What is the level of employee commitment (affective commitment, continuance commitment and normative commitment) among secretaries in government-owned tertiary institutions in Oyo State?

1.5 Hypotheses

The following hypotheses were tested at 0.05 level of significance:

- H₀₁: There is no significant influence of organizational characteristics (organizational culture, organizational reward system and organizational resources) on job performance of secretaries in government-owned tertiary institutions in Oyo State.
- H₀₂: There is no significant influence of employee commitment (affective commitment, continuance commitment and normative commitment) on job performance of secretaries in government-owned tertiary institutions in Oyo State.
- H₀₃: There is no significant combined influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State.

1.6 Significance of the Study

The findings of the study when published would be of immense significance to the following stakeholders: secretaries, university management, employers of labour, policy maker, human resource professionals and researchers.

The result of this study would provide secretaries a better understanding of those factors that may enhance their job performance. It would also make them to know how to adjust to the varying work climate such as noise, unfriendly organizational neglect in the provision of some benefits and rewards, among others without inhibiting their job performance.

The study would equip tertiary institution administrators with improved management strategies and leadership attributes to boost the morale of their workforce in order to enhance productivity and boost job performance. It would also provide invaluable information to the university management in understanding the factors that affect job performance of secretaries. This would assist the management in creating conducive organizational climate that is devoid of tension and pressure that would enhance commitment, hence increase job performance. In addition, it would make to know how to reward secretaries handsomely so that they would be able to give their best in terms of meeting the goals and vision of the university. It would also help them to adopt the appropriate leadership attribute that would make secretaries and other employees to also take part in decision making that would be favourable to everyone in the institutions. Also, it would enlighten employers of labour to employ secretaries that have what it takes to make the tertiary institutions to achieve its mission and vision through effective job performance.

The result of this study would also be of immense benefit to policy maker and educational administrator in the sense that they will be well informed of the relevance of motivating workers, giving time out for workers such as taking of leave, creating an enabling work environment where there would be collaborative effort among the staff as these would lead to high job performance of secretaries. Also, it

would make them to establish a good communication network within the institution where secretaries could communicate with one another for effective job output. It would also make human resource professionals to create a warmth work environment that involves giving employees' autonomy, adequate reward system, fairness in judgment among superior and subordinates, cohesion among team, among others. All these will be put in place to enhance the job performance of secretaries in the institution.

Lastly, the result of this study would be of great help to other researchers who are interested in the factors influencing job performance of secretaries in an organization as this will further increase the interventions created to enhance job performance among employees. In addition, this study promises to contribute to scholarly knowledge by providing empirical evidence on factors influencing job performance. It could thus pilot upcoming researchers as a reference material on works related to it so as to augment their own study.

1.7 Scope of the Study

The study focuses on the influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State. The level of job performance of secretaries was measured by job specific task performance, non-job specific task, communication and demonstrating effort, personal discipline and team performance and supervision/leadership. The organizational characteristics scope for this study includes: organizational culture, organizational reward system and organizational resources.

Employee commitment was measured using its indicators normative, affective and continuance. The geographical scope of the study was Oyo State. The study covered government-owned tertiary institutions in Oyo State which includes universities, polytechnics and colleges of education. These include: University of Ibadan, Ibadan, Ladoke Akintola University, Ogbomoso, The Polytechnic of Ibadan, Ibadan, Adeseun Ogundoyin Polytechnic, Eruwa, Emmanuel Alayande College of Education, Oyo (now Emmanuel Alayande University of Education) and Federal College of Education (Special), Oyo.

The respondents were secretaries from the government-owned tertiary institutions which includes males and females who were in different levels. The researcher is particular about secretaries because they constitute the larger percentage of administrative staff and also, they circulate the various information that emanate from the head of the institution to other staff.

1.8 Limitation of the Study

The challenges the researcher encountered includes retrieving information from the respondents, which are the secretaries, insincerity of the respondents in getting sufficient information for accurate data analysis and time factor for retrieval of information. The respondents did not respond to the questionnaire in time due to their busy schedule as the researcher often visit those tertiary institutions that were used in the study just to remind the secretaries about their prompt responses to the items in the questionnaire. Also, due to the busy nature of secretaries, it was observed that some of them gave haphazard responses, however, this did not affect the originality of the findings. Financial constraints also affected the study as it is expected that the researcher should reward the participants for their participation,

however, few of the participants were rewarded. Also due to financial constraint, the researcher was supposed to recruit four research assistants, however, only two research assistants were later used in the study. Nevertheless, due to the researcher's patience and determination, the study was successfully concluded.

1.9 Operational Definition of Terms

The following terms are operationally defined as they were used in the study:

Job Performance: The extent to which secretaries in tertiary institutions in Oyo State are able to achieve their job responsibilities and goals.

Job Specific Task Performance: How well secretaries in tertiary institutions in Oyo State could do tasks that make up the core technical requirements of a job and that differentiate one job from another

Non Job Specific Task Performance: The capacity of secretaries in Government-owned tertiary Institutions to perform tasks or execute performance behaviors that are not specific to their particular jobs.

Communication and Demonstrating Effort: The act or an instance of communicating; the imparting or exchange of information, ideas, or feelings by secretaries in tertiary institutions in Oyo State

Personal Discipline: A quality that enables secretaries in Oyo State tertiary institutions to discover their unique strengths and control challenges and the ability to focus on goals or tasks to achieve a specific result.

Supervision/Leadership: A process of professional learning and development that enables secretaries in Oyo State tertiary institutions to reflect on and develop their

knowledge, skills, and competence, through agreed and regular support with other members in the institution.

Organizational Characteristics: Organizational features of government owned tertiary institutions in Oyo State that could enhance job performance of the secretaries.

Organizational Culture: The manner of ensuring that the organizational environment is supportive and motivational for secretaries in order to improve their job performance.

Organizational Reward System: Laid down incentives or activities in government-owned tertiary institutions in Oyo State that are channeled to encourage secretaries in maximizing performing their duties well.

Organizational Resources: Tangible assets that facilitate the job performance of secretaries in government-owned tertiary institutions in Oyo State.

Employee Commitment: The psychological bond of secretaries to the tertiary institutions, including a sense of job involvement, loyalty and belief in the values of the institution in which they work.

Affective Commitment: The feeling of compassion secretaries in government owned tertiary institutions have towards the institutions

Continuance Commitment: The secretary's perception of considering the cost and efforts spent in the tertiary institution they work.

Normative Commitment: The secretary's feeling of obligation of duty to stay with the tertiary institution.

Secretaries: Administrative staff in government-owned tertiary institutions in Oyo State, whose duty mainly is supporting management, including executives, using a variety of project management, communication and organizational skills.

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Endnotes

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Chapter Two

Literature Review

This chapter encapsulates reviews (theoretical and empirical) literature of the concept in the study. This is to make the concepts clearer within the context of the study. Relevant related theories to the main construct of the study were also reviewed as stated under the following sub-headings:

2.1 Conceptual Review

- 2.1.1 Overview of Job Performance
- 2.1.2 Overview of Organizational Characteristics
- 2.1.3 Overview of Employee Commitment

2.2 Theoretical Framework

- 2.2.1 Campbell Theory of Job Performance
- 2.2.2 Theory of Organizational Creativity
- 2.2.3 Allen and Meyer Model

2.3 Review of Empirical Studies

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2.1 Conceptual Review

2.1.1 Overview of Job Performance

Job performance could be defined as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. In addition, it is argued that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organization¹. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps. Performance is a measure that involves productivity, quality, consistency, and so on¹. On the other side, performance indicators involve results and behaviours (criterion-based) and education and training concepts and instruments involving management development and leadership training for developing essentials skills and attitudes of performance management, relative (normative) measures².

Job performance is commonly used, yet a poorly defined concept in industrial and organizational psychology. Job performance is the branch of psychology which deals with workplace, and also part of human resource management⁴. Job performance is an important construct that relates to organization outcome and success. When conceptualizing performance, it would be pertinent to differentiate between an action (behaviour) aspect and an outcome aspect of performance³. It could be emphasized that the behaviour aspect refers to what the individual does in the work situation. Every organization hires people for performance purposes and these people are

expected to perform well. Performance is not defined by the action itself, but by the judgmental and evaluative processes, the author added. It could be noted that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions, but performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioural. Job performance could be seen from a psychological point of view. It could be described as an individual level variable. That is, performance is something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables³.

Job performance is the value of the set of employee's behaviors that contribute either positively or negatively to organizational goal accomplishment. This definition of job performance includes behaviours that are within the control of employees, but it places a boundary on which behaviours are relevant to job performance. Job performance can also be seen as every meaningful activity and behaviour that the employees engage in, in their place of work⁴. Job performance could be viewed as all the behaviours employees engage in while at work. This definition may be termed vague because all behaviours are not relevant and specific to one's task. It refers to how well someone performs at his/her work that is, relevant behaviour/performance on specific tasks or organizational goals⁴.

Job performance is the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. Performance consists of observable behaviours that people do in their jobs that are relevant to the organizational goals⁴. It could be asserted that, one of the key features of job

performance is that, it has to be goal relevant, and that performance does not include activities where effort is expended toward achieving peripheral goals. For example, the effort put towards the goal of getting to work in the shortest amount of time is not performance, except where it is concerned with avoiding lateness. It is suggested that performance definitions should focus on behaviours rather than outcomes. This is because a focus on outcome could lead the employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization since other important behaviours will not be perfected⁴.

Eight factors model of performance based on factor analytical research that attempts to capture dimensions of job performance existing across all jobs are identified. They are: task specific behaviours, non-task specific behaviours, written and oral communication, individual's efforts, personal discipline, the degree to which a person helps out others in a job, supervisory or leadership competence, monitoring group and individuals' progress towards goals, and interpersonal skill. Task specific behaviours in a job refer to those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another. Task performance could be defined as the behaviour that is directly involved or related to the major task functions. It refers to the effectiveness and proficiency with which workers perform activities that contribute to the attainment of the organization's goals. The task specific behaviours of an office manager relates to the work of a secretary in meeting the goals of the organization⁵.

Task performance can be dimensional. Non-task specific behaviour or what is called contextual performance is also dimensional. Non-task specific is the behaviour an individual is required to undertake which does not pertain to a particular job but is

indirectly related to the main task functions. It refers to those activities which do not necessarily contribute to the technical core of the organization, but which helps the social and psychological environment of the organization for the achievement of the goals. Contextual performance could be defined as the performance that is not formally required as part of the job but that helps to shape the social and psychological context of the organization. For instance, opening a restaurant where staff and students can eat during the work hours, establishing a kiosk for the sales of little things the secretaries or fellow colleagues might need and embarking on home visits to colleagues are all employees' non-task specific behaviours. They are not really secretaries' core task but can promote a healthy organizational climate⁵.

Written and oral communication is another dimension of job performance. This refers to activities where the incumbent is evaluated, not necessarily on the content of a message, but on the adeptness with which he/she communicates. The way and manner secretaries are communicated to can make them increase or decrease their effort in the organization, which could influence the job performance of secretaries. Maintaining and improving communication skill in the organization serve as important tool that can promote secretaries' job performance. Effective communication skill could be seen in the ability of secretaries to: inform other colleagues about the rule and regulations guiding their rules in the organization, inform the management when he/she would not be at work for obvious reasons, send messages to them through on any issue pertaining to his/her movement and other personal reasons among others⁶.

Performance domain also includes personal discipline. Individuals would be expected to be in good standing with the law. A manager who orders that employees

should be punctual to work, should be punctual to work as well. His/her performance can as well be assessed based on the degree of discipline in the organization in terms of positive and conducive organizational environment or climate. In jobs where people work or are highly interdependent, performance may include the degree to which a person helps out the groups and his/her colleagues. This might include acting as a good role model, coaching, giving advice or helping to maintain group goals⁷. Many jobs also have a management supervisory or leadership competence. It could be opined that the individual will be relied upon to undertake many of the things delineated under the previous factors and in addition, will be responsible for meting out rewards and punishments for good and unruly behaviours respectively. This aspect of performance happens in a face- to- face manner. Managerial/administrative performance of a lecturer entails those aspects of a job which serve a group or the class, but do not involve direct supervision⁷.

A managerial task of secretary could be setting organizational goals or responding to external stimuli to assist a group in achieving its goals. In addition, a secretary might be responsible for monitoring a group and individuals' progress towards goals. This dimension refers to secretaries' effort in maintaining effective work/community relations⁸. It could be added that each of these factors consists of a number of sub factors which may vary between different jobs. Among these five components, some of them have sub-dimensions again. For instance, the management/administrative factor comprises of sub-dimensions like planning, organizing, directing, and motivating the subordinates; training, coaching and developing the workers; and finally, communicating effectively and keeping the workers informed⁸. Greater attention is recently paid to specific aspects of task performance, especially, in the areas of innovation and customer-oriented behaviours⁸.

Taxonomy of job performance was proposed and developed for the U.S. Navy. This model is significantly broader and breaks performance into only four dimensions. They are task-oriented behaviours, interpersonally-oriented behaviours, down time behaviours and hazardous behaviours. Task-oriented behaviours are similar to tasks specific behaviours. This dimension includes any major task relevant to someone's job⁹. Relating this to secretaries' job, it includes the job of the secretaries in effective job delivery (deep knowledge of the job), the achievement of specific objectives and organizational goals, organizational management and communication skill. Interpersonally-oriented behaviours are represented by any interaction the focal employee has with other employees. These can be task related or non-task-related. This dimension differentiates this model from Campbell's taxonomy because it included behaviours like small talks, socialising and so on, that are not targeting organizational goals. This has to do with the social interaction among secretaries and other workers which otherwise is an aspect of organisational climate⁹.

Down-time behaviours are among the dimensions of performance. It could be noted that down-time behaviours are behaviours that employees engage in their free time either at work or off-site and that down-time behaviours that occur off-site are only considered job performance when they subsequently affect job performance. For example, outside behaviours that can cause absenteeism¹⁰. Destructive/Hazardous behaviours are another aspect of performance. The authors were of the view that destructive behaviours refer to such activities of secretaries that will make the organization ineffective or unable to achieve the instructional objectives and the organizational goals. Such behaviours include absenteeism and lateness to work²³. The behaviours could also include: poor knowledge of the subject matter, lack of

deep knowledge and skill in the use of pedagogy or appropriate ideology, ineffectiveness in classroom management/organization/maintenance/control, non-commitment to duty and poor human relational skills. All these factors may likely affect the lecturers' job performance negatively¹⁰.

Contextual performance includes not only behaviours like helping co-workers or being a reliable member of the organization, but also making suggestions about how to improve work procedures. It could be added that contextual performance has two facets: Interpersonal facilitation and job dedication. Continuing, it could be noted that interpersonal facilitation includes, "cooperative, considerate and helpful acts that assist co-workers' performance. Job dedication includes self-disciplined, motivated acts such as working hard, taking initiative and following rules to support organizational objectives¹¹. Contextual performance and related elements of performance like organizational citizenship behaviour, pro-social organizational and extra-role performances contribute to organizational effectiveness¹¹. Organizational citizenship behaviour has five components which is suggested as: altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Some of the aspects of organizational spontaneity include helping co-workers, students (Counsels the students in their academic and personal problems), protecting the organization and pro-social organizational behaviour¹¹.

Apart from performance being multi-dimensional, it is also seen as a dynamic concept. By implication, individual performance is not stable over time. Variability in an individual's performance over time reflects learning processes and other long-term changes as well as temporary changes in performance. Individual performance changes as a result of learning. It appears that performance initially increases with

increasing time spent in a specific job and later reaches a pick. During early phases of skill acquisition, performance relies largely on 'controlled processing', the availability of declarative knowledge and the optimal allocation of limited resources, whereas later in the skill acquisition process, performance largely relies on automatic processing, procedural knowledge and psychomotor abilities¹².

Performance can be looked at from a situational perspective. A situational perspective focuses on situational aspects which can act as facilitators and impediments for performance. It refers to factors in the individuals' environment which either supports or hinders performance¹³. Academic theory speaks on this because one might wish to contribute to organizational improvement but could be hindered by lack of further training and development or other work place factors. System theory and behavioural science theory also fit in here. If all the conditions necessary to give enabling environment for effective job performance are not there, the lecturer could be hindered to perform. Performance can be regulated. Performance regulation perspective identifies goal setting, feedback among others as enhancing performance. Goal setting is seen as a performance improvement intervention. Feedback has a positive effect on performance if it is task-related. Proper training and development could improve the skills of secretaries. It could be noted that a combination of a goal-setting intervention with a feedback intervention results in better performance than a goal-setting intervention alone. Every secretary's effective job performance boils down to how he/she would perform in the task that he/she is being given to do in the organization. It could be affirmed that positive reinforcement is also a performance regulation intervention which could enhance employees' job performance¹⁴.

Job performance has been identified as the significant key for organizations to gain competitive advantage and superior productivity. Although, competitive advantage is more relevant to private sector, it can be extended to public sector by including 'serving the public' because it is the ultimate objective of the public sector. Literature has proved that work performance could help public organization to improve service delivery. Realizing its importance, public organizations seem to pay attention on work performance in relation to formulating policies and enhance service delivery¹⁵. This is because individual public employee's level of performance acts as a mirror for overall public performance at large. Hence, public employees must possess relevant knowledge, skills, and abilities to execute task-related responsibilities. Public service employees also must be willing to "walk the extra miles" in striving to perform at a level beyond expectations. With respect job performance in tertiary institutions, individual employee's performance is closely related to customer satisfaction, because the service delivery take place during the contact moments between employee and customer. Therefore, employee's work performance is crucial to every organization and high work performance among employees is a significant management challenge for providing excellent job and also meeting the objectives and goals of the institution¹⁵.

2.1.2 Overview of Organizational Characteristics

Organizational characteristics are those features that are resident in an organization or institution that enhances job performance. The organizational characteristics for the purpose of this study are; organizational culture, organizational reward and organizational resources.

Culture is the social glue that keeps organizations integrated and controlled through informal, non-structural means – shared values, beliefs, understandings and norms. Culture in this sense contributes to the avoidance of fragmentation, conflict and tension. Culture serves as a sense-making and control-gaining mechanism that can guide and shape attitudes and behaviours. It has also been described as a set of values, beliefs, and behaviour patterns that differentiate one organization from other organizations. Organizational culture is a system of values that subconsciously and silently drive people to make each choice and decision in the organization¹⁶.

Organizational culture includes the norms that the members of an organization experience and describe as their work settings. Such norms shape how members behave and adapt to get results in the organization. It has been described as how the members of an organization interact with each other and other stakeholders. Another successful and perhaps more specific definition of organizational culture states that organizational culture is a set of values, symbols and rituals, shared by the members of a specific organization, which describes the way things are done in an organization in order to solve both internal management problems and those related to customers, suppliers and environment¹⁷.

Culture is defined as shared values, regulations, behavioural principles, and expectations influencing the interaction and cooperation between individuals, groups, and teams in the process of carrying out organizational goals. These values and norms show the proper way to relate each other, thus they should provide the same understanding to all of the organization members in carrying out their work³⁹. Culture is the special atmosphere or belief created by the members of an organization, and it could not be imitated by other organizations¹⁸. Culture is also the behavioural

principles and expectations influencing the interaction and cooperation between individuals, groups, and teams in the process of carrying out organizational goals. Organizations which have culture fit to the organizational strategies and have abilities to increase the commitment of employees will become good learning organizations. When employees describe organizational culture of their firms, they tend to describe the traits of rational, hierarchical, group, and developmental cultures¹⁸.

Although there is no consensus on the definition of organizational culture, a cursory look at most of the definitions indicated that organizational culture definitions share a number of specific characteristics. First of all, they all include the concept of sharing, indicating that organizational culture is only developed within groups. Secondly, organizational culture is considered to be a social construction, related to each organizations and employees' location, history, working environment and specific events. Thirdly, many definitions imply that organizational culture is multidimensional and multileveled and includes many cognitive and symbolic strata¹⁹. Authors also agreed that organizational/corporate culture referred to something that is holistic, historically determined (by founders or leaders), related to things anthropologists study (like rituals and symbols), socially constructed (created and preserved by the group of people who together form the organization), soft, and difficult to change. The definitions seem to share some similarities in terms of the artifact but differ in that some authors emphasized that culture is a dynamic evolving process while other authors also assumed the mechanical existence of culture¹⁹.

Researchers have affirmed that a strong corporate culture is good for business because it serves three important functions. First, corporate culture is a deeply embedded form of social control that influences employee decisions and behaviour.

Second, corporate culture is the social glue that bonds people together and makes them feel part of the organizational experience. This social glue is increasingly important as a way to attract new staff and retain top performers²⁰. Corporate culture assists the sense-making process i.e., it helps employees understand organizational events enabling them to communicate more efficiently and effectively thereby reaching higher levels of cooperation with each other because they share common mental models of realities²⁰.

The powerful, pervasive role culture plays in shaping organizational life lends credibility to speculations that cultural factors may be linked with exceptional levels of organizational performance. A commonly hypothesized link suggests that if an organization's culture is to contribute to or enhance performance, it must be both "strong" and possess distinctive "traits": particular values, beliefs, and shared behaviour patterns. Some scholars have claimed that positive cultural traits boost performance in proportion to the strength of their manifestation²¹. Strong, powerful cultures have been hailed as keys to improved performance and as almost always being the driving force behind continued success in businesses. Organization with strong culture are said to generate an almost tangible social force field of energy that empowers employees and drives the organization toward superior performance. Several management researchers have connected strongly shared values with commitment, self-confidence, ethical behaviour and reduced job stress enhances employee performance²¹.

It could be deduced from the above explanations that some firms may obtain sustained superior financial performance from their organizational cultures; firms without such cultures cannot expect to engage in managerial activities that generate such performance. In order for an organization culture to provide sustained

competitive advantages, and thus, by implication, be a source of sustained superior financial performance, three conditions must be met. First, the culture must be valuable; it must enable a firm to do things and behave in ways that lead to high sales, low costs, high margins, or in other ways add financial value to the organization²². Because superior financial performance is an economic concept, culture, to generate such performance, must have positive economic consequences. Second, the culture must be rare; it must have attributes and characteristics that are not common to the cultures of a large number of other organization. Also, such a culture must be imperfectly imitable; firms without these cultures cannot engage in activities that will change their cultures to include the required characteristics, and if they try to imitate these cultures, they will be at some disadvantage (reputational, experience, etc)²².

Cultures, both weak and strong, have powerful influence on organizational behaviour. However, in strong cultures “everyone knows the goals and strategic vision of the corporation, and they are working together towards achieving them. Thus, in a strong culture employees’ goals are aligned with management’s goals while in a weak culture, members’ goals differ from management’s strategic direction²³. Finally knowing the culture of an organization allows employees to understand both the organization’s history and current methods of operation. This insight provides guidance about expected future behaviours. Organizational culture can foster commitment to the organization’s philosophy and values. This commitment generates shared feelings of working toward common goals. That is, organizations can achieve effectiveness only when employees share values. Organizational culture, through its norms, serves as a control mechanism to channel behaviours toward desired and accepted behaviours. This can also be accomplished by recruiting,

selecting, and retaining employees whose values best fit the values of the organization²³.

There are four main types of organizational culture: clan culture, adhocracy culture, hierarchy culture, and competition culture. Clan culture involves an employee-oriented leadership, cohesiveness, engagement, and teamwork. Adhocracy culture involves the features of an innovative, creative, and adaptable nature. Hierarchy culture involves rules and regulations for the management of organizational activities. Competition culture involves addressing rivalry and market achievement towards corporate goal and objectives²³.

The values of human association, cooperation, attachment, trust, loyalty, and support are part of a clan or supportive culture. It is confirmed that in a clan culture, business managers must work cooperatively to motivate and inspire staff members to create an exceptional culture within the company. Collaboration, engagement, and open communication are all part of clan culture. Business leaders are said to promote cooperation and employee empowerment in a clan culture. Business managers are assumed to foster employee engagement and commitment to the company since dedicated employees are more likely to successfully carry out their duties and fulfill their obligations. Clan culture's only goal is to improve employees' performance by encouraging involvement, cooperation, dedication, a sense of ownership, obligation, and accountability. According to research, clan culture and organisational performance are favourably correlated. Yet, it is stated that rather than improving organisational efficiency and productivity, the clan culture concerns issues of employee interactions. It reconciled both points of view by defending the clan culture's indirect contribution to improving performance and recognising the clan culture's direct contribution to improving effectiveness and efficiency²³.

In adhocracy or entrepreneurial culture, the word comes from 'Ad hoc', which suggests something as being temporary, specialised and dynamic. They follow the mentality of 'tents rather than palaces' so that when circumstances change and the need arises, they can change effortlessly. Their goal is toward flexibility, creativity and mostly adaptability and this often leads to an uncertain, ambiguous workplace. The adhocracy culture often encourages individuality, risk-taking and planning for the future scenario. It is believed that innovation and change are important to enhance the performance of the organization. Business managers in adhocracy culture devote more resources for research and development and inspire employees to pursue innovative business ideas. It is indicated that growth, risk taking, creativity, diversity, independence, and adaptability as the values and assumptions of adhocracy culture. Organizational members in an adhocracy culture need clear direction for their work assignments regarding the importance and impact of such works towards the organizational goals. A positive relationship was found between adhocracy culture and innovative entrepreneurial orientation²³.

Hierarchy culture involves establishing effective control systems across the organization. It is posited that organization members obey the rules and regulations of hierarchy culture, where each operation is carried out with pre-defined procedures and rules. Clear communication, consistency, and stability are the values and assumptions of hierarchy culture. This is frequently the more formal culture, frequently found in organized organizations that place a high value on efficiency, predictability, and smooth operation. The environment in these types of businesses is typically unchanging, with each employee's role being formally defined within their own boundaries. As a result, very formal rules are followed in this type of structure,

which results in a balance between the products produced and the services provided. The success of this structure depends on how successfully the hierarchy's separate roles for decision-making, standard norms, and procedures are maintained. The sole focus of hierarchy culture is efficiency and effectiveness. A negative relationship was found between hierarchical culture and customer integration. Also, a negative relationship was found between hierarchy culture and corporate performance.

Competition or market culture involves gathering customer and competitor information, appropriate goal setting, planning and decision-making, task focus leadership, and market aggressiveness and achievement. It is obvious in a competitive culture that members of the organisation have clear goals to maximise their remuneration through market success. Open communication, competition, competence, and achievement are said to be the fundamental components of competition culture. Business managers that operate in a competitive environment focus on the efficiency of the external business environment through market control and ensure their competitiveness through market success. Business managers need to understand their clients and the market's priorities if they want to succeed in a cutthroat environment. It is further indicated that business managers need to sustain customer driven leadership since the customer satisfaction is a priority in the competition culture.

The other priority for business managers in competition culture is to satisfy their business owners. The sole focus of competition culture is high revenue, high market share, high profits, fast growth, and productivity. In an effective organizational culture, business managers use the values, behaviours, and strengths of employees to make the business sustainable and competitive in the marketplace. The proper

alignment of fair competition and stakeholder return is vital for the effectiveness of organizational culture²³.

Organizational Reward System is the second measure studied. Reward system is essential to the organization as it has become important in managing employee's performance. Over the last 25 years, other elements in compensation have evolved to provide employers with a broad scope of reward, and thus, it motivates the employees. The reward systems are directly and indirectly involved in the vision and mission of the organization that gives sense to the employee that a reward system will benefit both parties. Reward systems have a huge impact on organizations to retain and motivate the employees and as a result of achieving high levels of performance²³.

It is a well-known fact that reward systems are vital aspect of any organization which can actively engage and renew the overall sense of commitment and mission of an organization. A properly administered system of rewards policy can provide incentive for quality workmanship and enhance efficient staff performance²⁴. In like manner a poorly administered reward system can lead to low morale, unproductive performance and at times to high level of staff turnover. Rewards system are outcomes or events in the organization that satisfy work related needs. Rewards systems are much more than just bonus plans and stock options but while they often include intrinsic incentives, they also include extrinsic types like promotions non-monetary bonuses, vacation holidays or simple "thank you" from a manager. Since high morale and productivity go hand in glove, it is however, imperative on managers to reward employees when they hit organizational targets and stretched standards set by the organization. As earlier stated, a properly administered system of rewards has the capacity not only to improve incentives for quality workmanship and

staff performance but also strategically attract skilled employees to join the organization whereas the reverse may lead to unproductive performance and even to a high incidence of staff turnover²⁴.

Reward system can generally be described as any process within an organization that encourages, reinforce or compensate people for taking a particular set of action. In other words, organizational rewards system refers to ways and modalities (qualities) by which workers in organization can be motivated and stimulated to put more interest and effort that will lead to attainment of the organizational goals for the success and the good of the organization. Another researcher defined organizational reward as those motivational tools which an organization adopts to reward its workers for higher or improved productivity²⁵. These rewards or incentives vary from one organization to another. There is need for workers to be motivated by providing variables or liable changes that will boost their morale or level of confidence in the service. These reward systems in an organization may include but not limited to the following; advancement opportunity or improvement process in service of job security, good salary and wages, adequate medical health facilities, canteen service, pension scheme, credit for job well done (recognition), housing and transport allowance, good management/workers relation, physical working conditions such as good office accommodation, and so on²⁵.

There are several ways to classify rewards, the most common types are: Intrinsic Rewards and extrinsic Rewards. The Intrinsic rewards are the personal satisfaction gotten from the job itself. This is seen when an employee experiences feeling of achievement or personal growth from the job, he is seen to have intrinsically rewarded. Intrinsic reward can be defined as act of doing activity for its inherent

satisfaction rather than for some separate consequence. It fulfils employee's intrinsic factors or motivators, thus motivating the employees. Extrinsic rewards include money, promotions and other benefits. They are external to the job and come from an outside source, usually management. If an employee receives a salary increase or a promotion, this would be labeled as an extrinsic reward²⁶. An intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. If a reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic. Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers' performance and thereby increase the organization productivity²⁶.

Monetary rewards system for job performance includes promotion, commission, bonuses and fringe benefits. Some researchers are of the opinion that employing commissions as a reward motivates employees in some situations²⁷. However, heavy reliance on commissions to reward employees may cause concern about high-pressure work-related techniques, coercive activities, ethical work issues and behaviours. Furthermore, extrinsic motivators provided by the compensation plan and reward system may result to aggressive sales, overstocking customers and being less reactive to customers' demands. Accordingly, prizes have commonly become a form of commission which most employees expect. Expected rewards decrease the intrinsic motivation for rewards activity. Unexpected rewards increase motivation. In fact, research has suggested that outcome-based control systems provide little nutrient and feedback tend to garner less organizational commitment. It indicates that,

while frequently used, financial rewards might not be the only type of rewards sought by employees and that demographic variables may determine the value that a member of an organization places on financial rewards, as opposed to non-financial rewards²⁷.

However, motivating power of financial Reward system ends up on receiving the rewards, yet non-financial Reward system may continue motivating long after the transfer of the award. Nevertheless, non-financial reward system had an equally significant impact on performance outcomes as financial Reward system. Therefore, the assumption among organizations that motivation and performance can be improved simply by offering greater financial rewards ignores findings that non-financial rewards equally motivate the sales force, and in some instances even better than financial rewards hence the increased financial strain on organizations, to focus on non-financial Reward system, also referred to as non-financial motivators²⁷.

The theoretical basis for money as an effective incentive motivator has been given attention over the years. In the most general sense, money has been shown to attract, motivate, and retain employees as well as to serve as reinforce of employee performance, and when withheld, money can act as a punisher. Money is the incentive that is exchanged for other desirable outcomes such as goods, services, or privileges. Other forms of financial reward system are available; lump-sum bonuses are used pay method for employees' motivation. Lump-sum bonuses are cash payments to employees which will not be added to employees' base wages and cannot cause larger fixed labour costs on long run. It is also a part of compensation that is not guaranteed and are usually paid in recognition of some level of performance attainment or goal achievement²⁸.

To make financial reward system more effective, attention must be given to administrative or application processes. The close by the financial reward systems are tied to performance. Studies have shown that reward contingencies moderate the performance turnover relationship in that higher performers reported more turnover intentions when rewards were not perceived as contingent on performance. However, high-performing turnover is greater under the condition of low reward contingency because the choices of changing jobs will definitely increase as reward inequity increases. Therefore, if a weak pay-for-performance connection exists, turnover of the best people may occur because they perceive that the performance will not be sufficiently rewarded²⁸.

Another theoretical consideration of financial reward system circles around the pay plan that is focused on the group. Group incentive systems include plans, which payouts are contingent on the achievement of group and often include a formal employee involvement component. Profit sharing and gain sharing are common, but lump-sum bonuses delivered to a group in recognition of employee's performance levels is quickly supplanting other plans²⁹. There is initial evidence that well-designed pay plans based on group performance can maximize productivity. Financial rewards are very important for improving employee performance some researchers suggest that financial reward system may not be the most sought-after. However, non-financial rewards system, such as achievement and recognition, are effective in motivating employees and are an important part of a organizational motivational mix. Similarly, non-financial reward system can be carefully adjusted to produce a strong impact on the motivation of employees²⁹.

In order to use non-financial motivators such as job dimensions (challenge, variety, feedback and autonomy) and leadership characteristics (support and trust) to improve sales performance, it is important to examine the nature of their roles in influencing the intrinsic and extrinsic motivation of employees. Nonfinancial Reward system in organizations is most closely associated with recognition and performance. Although the non-financial incentive of recognition does not have as extensive theoretical foundation as that of money, we argued that the conceptual differentiation between recognition and social recognition is important. Formal programme such as employee of the month, social recognition is more informal acknowledgment, attention, praise, approval, or genuine appreciation for work well done from one individual or group to another. Although social recognition has been given relatively less attention than formal recognition in most organizations, research has shown that; if social recognition is provided on a contingent basis so as to manage employee behaviour, it may be a powerful incentive motivator for performance improvement. In addition, managers seem to value social recognition as an incentive, even though this finding has been neglected in the literature²⁹.

Researchers have identified some impact of organizational rewards system. This is established when in the form of productivity when organization who recognize and reward their workers for their efforts provide good incentives for them to perform better and be more productive. It encourages competitions within the work place and also stimulate workers to meet personal and organizational goals. Secondly, it improves moral. The state of employee's morale may lead to poor job performance, burnout and increased absenteeism and insubordination and this can stem from workers not feeling good about their jobs. So, organization often create work place reward system to encourage a positive work environment and to improve employee's

morale furthermore, reward program increases employee engagement and improve attitude towards companies, inspiring workers to do their job well and stay longer³⁰.

Unscheduled absence cost organizations money, absenteeism affects customers' services because workers are not available to assist client. Attendance based reward system offers employee incentives to adhere to the schedule and maintain perfect attendance which in turn support organization bottom line. Some organization choose to offer extra financial reward to employees such as bonus and commission to motivate workers to be more productive, but despite the potential to increase productivity, performance base incentives can have negative effect of the organization as follows³⁰.

One drawback of motivating employees with financial rewards like bonus and commission is that such rewards are often inconsistent for example, if a small business has a profitable year it might be able to rewards all of its workers with large annual bonus and vice versa. If employees receive smaller rewards than they expect or less than they have received in the past, it may hurt their morale. Team work is very vital to productivity in many organizations, a team of workers can often get more done together than the individuals of the team would be able to accomplish alone³⁰. Financial incentive like bonuses can inhibit teamwork because they often reward individual's achievement rather than group achievement which can cause competition and divisiveness. · Burn-out: Another potential drawback of financial rewards is that it can lead to burn-out. Bonuses and other financial rewards tend to reward workers who put in extra hours meaning that workers may work long days, night and weekends in an effort to boost their chances of receiving rewards but this

may cause employee to feel over worked and can lead to problems like low morale and lower productivity per hour spent at work³⁰.

Reward is the advantages that result from completing a task, providing a service, or carrying out a responsibility. It is believed that reward is one of the key instruments that organisations use to encourage their workforce. Every corporation needs skilled and motivated human resources in the current, fiercely competitive business environment in order to remain competitive. One of the most crucial manufacturing variables is human resource. These days, the world is changing quickly. New replacements, entrants, technologies, processes, and goods are constantly entering the market. Most organizations have problems to decide the right reward systems and which reward system suit the most for the employees. A properly administered system of rewards can provide good quality of employee performance. If the organization does not have a proper reward system, it will lead to problems such as low employee morale, the unproductive performance of the employees, or it can lead to high turnover rate among employee³⁰.

It is expressed the idea that positive impact on employee performance could only be achieved if the reward system meets the needs and expectations of employees. Most commonly rewards are categorised as intrinsic and extrinsic where extrinsic rewards stand for promotions, commission, bonus, awards, while intrinsic rewards are performance appreciation, social recognition, improved working conditions, diversification in job description, increasing responsibilities and in turn enhances job performance³⁰.

The third measure is Organizational Resources. These have been defined differently by different authors. Broadly construed, organizational resources are any assets that

an organization might draw on to help it achieve its goals³¹. More specifically, “resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. Also, resources are the tangible and intangible assets firms use to develop and implement their strategies³¹.”

It is described as resources which are used to accomplish objectives or goals in an organization. They are resources that we can feel, move, perceive and see. These resources are produced by humans and helps to carry out our daily activities much quicker and easier. They include objects like; desks, chairs, floors and rooms. It is also referred to as objects such as notebooks, working guides and chart which helps educators to make lessons much clearer to a learner. Physical resources comprise of offices, laboratories, libraries and other physical infrastructures. Physical resources in the workplace consists of materials that aid effective discharge of duties in an office, thus, determine the efficiency and inefficiency of an employee³².

There exist many kinds of resources in an organization. Scholars have offered a variety of classifications for resource types. These may include: financial resources, physical assets and technologies, administrative resources and organizational capabilities, and the intangible resources of reputation and political acumen³². Administrative resources include the top decision-making structure for any organization because, the growth of an organization is limited by the bundle of productive resources controlled by a firm and by the administrative framework used to organize the use of these resources. Also, administrative resources govern productive resources which directly contribute to achieving organizational goals. In other words, administrative resources make decisions about selecting and deploying

other resources. The value of administrative resources is reflected in the quality of administrative decisions which ultimately influence firm performance³³.

Financial resources are basic resources that can be used to acquire other resources such as purchasing equipment, paying workers, and buying advertising. Ample funding is indispensable to provide agencies with the administrative and technical capacity to make sure that they achieve statutory objectives³³. Physical resources include the physical technology used in an organization, an organization's equipment, its geographic location, and raw materials. In a similar way, this type of resources include fixed assets (such as land, building, and equipment), raw materials that will be used in creating products, and general supplies used in the operation of the organization³³.

The availability of essential organizational resources is of great significance in every organization as it creates conducive environment for employees, it motivates the employees in the implementation of their duties, and it gives job satisfaction to employees and it assist in the actualization of goals and high performance. The availability and accessibility of physical resources makes little or no impact except they are being used for the purpose or function which will contribute to the goals and objectives of the organization. It is the utilization of available physical resources in the office that makes the measurement of the success rate of an organization possible. Without the utilization of physical resources available in the workplace, it will be difficult to measure how well employees is faring in their routine activities. In addition, the utilization of available physical resources in the workplace makes it easy for experimentation, enthusiasm, research, and creativeness to take place among employees³⁴.

These resources play an essential role in putting into operation different types of job duties which leads to increase in productivity and profitability. When an individual, for instance, carries out the task of writing article and there is a deadline to complete that article, resources such as papers, pens, books, other reading materials and technologies will be needed in order to carry out the task of research writing effectively and efficiently as well as meet the deadline. Hence, it is well-understood, resources facilitate the execution of job duties in a well-organized manner. The possession of necessary resources will render a vital contribution in overcoming barriers. The use of equipment, tools, devices, and technologies facilitates the achievement and completion of tasks in a rapid manner. As a result, individuals will acquire a sense of delight and satisfaction³⁵.

Resources are principal to the continued existence of any organization. In the university system, availability of modern physical resources as well as utilization of those resources are essential for the attainment of the university goals and objectives. No matter how qualified and skilful employees could be, their ability in the institution and utilization of physical resources is necessary for their job performance and satisfaction³⁵. In institutions, secretaries are engaged in number of job duties and responsibilities which includes; preparation of minutes of meetings, reports, spreadsheets and other documents; writing articles, research papers, project management, management of financial resources among others. The availability of physical resources such as conducive work environment, electricity, good office furniture, internet facility and technological gadgets, will make an important contribution in putting into operation effective discharge of duties and responsibilities in a well-organized manner. When the secretaries make use of the physical resources to carry out their job efficiently, they will acquire the feeling of

job satisfaction and pleasure. As a result, achieve institutional goals, meet the expectations of their boss or leader and thus, lead to up-gradation of the overall structure of the institution. Employees in general should as well be disciplined in the utilization of the available physical resources and avoid wastage, they should inculcate the traits of integrity and ethics, implement the traits of diligence, resourcefulness and carefulness, hence, the need to understand the significance of physical resources when they are available for implementation of job duties and responsibilities³⁵.

Organisational (leadership) structure is one type of organizational resources. The growth of a firm is limited by the bundle of productive resources controlled by a firm and by the administrative framework used to organize the use of these resources. It is argued that administrative resources govern productive resources which directly contribute to achieving organizational goals. In other words, administrative resources make decisions about selecting and deploying other resources. The value of administrative resources is reflected in the quality of administrative decisions which ultimately influence firm performance. The top decision-making structure of an agency is often designed by the management of the organisation, but, once it is part of the agency, structure serves as an administrative resource governing productive resources. The number of members and the term length of these members in the top decision-making structure of an agency are valuable resources because these members' decisions can help agencies provide enhanced public service and better performance by increasing the willingness of tax-payers to pay or decreasing its costs. These administrative resources are also rare in that they have variations across agencies. That is, agencies do not have the same number of members and term length of these members in the top decision-making structure.

Financial resources are basic, valuable, and scarce resources that can be used to acquire other resources such as purchasing equipment, paying workers, and buying advertising. Money is obviously critical in the organisation because money is necessary for the hiring of the staff and for conducting the technical analyses and the monitoring of compliance. Also, ample funding is indispensable to provide agencies with the administrative and technical capacity to make sure that they achieve statutory objectives.

Physical resources include the physical technology used in an organization, an organization's equipment, its geographic location, and raw materials. As physical resources, it is suggested raw materials, plant, and equipment, manuals and blueprints, and computer hardware and software. In a similar way, it is affirmed that physical resources include fixed assets (such as land, building, and equipment), raw materials that will be used in creating products, and general supplies used in the operation of the organization. While financial resources can be used flexibly to purchase equipment, pay workers, and buy advertising, physical resources are relatively inflexible in that they are more directly connected with the operation of an organization and the achievement of organizational goals than financial resources.

2.1.3 Overview of Employee Commitment

Commitment is a very multidimensional concept and therefore somewhat hard to define. Commitment has been studied much, and it still remains one of the most challenging and researched in the fields of management, organizational behaviour and human resource management³⁶. There have been numerous ways to define commitment in the past years and researchers from different fields like to emphasize different aspects of it. Often commitment is seen as a force that binds individual to a

course of action that is relevant to one or more targets. Those targets can be directed to people, for example family or friends as well as to various institutions, like sports, community groups or work organization³⁷.

Employee commitment in the workplace can further be divided into different aspects. Employee may be committed to career, occupation, goals, teams, leaders or organization as such³⁷. Some researchers conducted a review of previous studies and conceptualizations on commitment. They argue that it is well recognized that employees develop more than one work-relevant commitment. Even though all of these are to be seen in the workplace and affect employees' total workplace commitment, they all have their own characteristics³⁷.

What is good to notice, is that these various commitments will exist at the same time and employees always have many commitments to different institutions and people, for example, family, friends, sports and community groups. Therefore, it is unrealistic to expect total commitment to the organization³⁸. Commitment in the workplace has been quite widely studied since 1950's. On the other hand, it was pointed out that, there is quite rational reason behind that, since employee commitment is connected to many things we consider important – work satisfaction, sickness related absences and willingness to change job, just to mention few. Despite the vast amount of studies and interest towards commitment, there is still disagreement about what it is, how it develops and affects behaviour³⁸.

Employee commitment is seen as a psychological attachment to an organization. It reflects “the degree to which employee internalizes or adopts the characteristics or perspectives of the organization”³⁹. Commitment can be formed by three independent mechanisms: compliance, identification and internalization. Compliance

is shallowest of them all and is connected to rewards. Person adopts certain attitudes and behaviours in order to gain specific awards. Identification is step further into deeper commitment. Employee feels proud to be part of that specific organization and thus accepts and respects its' values and accomplishments. He or she wants to establish or maintain good relationship with that specific group³⁹.

However, what separates that from the internalization is that he or she does not adapt those values as his or her own. Therefore, internalization occurs finally when there is value congruence between the person and the organization. Employee accepts organization's values because those are very similar to his or her own⁴⁰. The fact that this model was first one to make clear distinction between the instrumental exchange and psychological attachment as forms of commitment has been noted as benefit for this model. Instrumental refers to commitment based on rewarding, while psychological attachment is the deeper form⁴⁰.

There have been few matters that have received critique in this model. Internalization and identification correlate positively with intend to stay with an organization, while compliance acts in the opposite way actually correlating positively with turnover. This is further shown in the results implicating that the longer the tenure, the less likely it is that commitment is based on compliance⁴¹. Since it is often thought that employee commitment reduces the likelihood of turnover, there has been questioning whether compliance can be thought as a form of employee commitment at all¹⁹.

Another point that has received critique in this model is that internalization and identification come very close to each other as concepts, and even include some of the same elements⁴¹. One of the most widely used theories in employee commitment is Allen and Meyer's (1990) three-component model. It has been the leading approach in studying employee commitment for more than 20 years. It sees

commitment as having three separable forms: affective commitment, continuance commitment and normative commitment⁴².

Affective commitment is employees' emotional attachment to organization, identification with organization and involvement in organization. Employees, who have strong affective commitment, stay in the organization because they want to. Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization. Therefore, this form of commitment is based on desire. However, there has not been a uniform conclusion on what are the mechanisms involved in creating it, but it was proposed that any variable that will increase the probability of the following three matters will help individual to become affectively committed⁴³. First, an individual becomes involved, meaning motivated by his or her own will or absorbed in the flow, in a course of action. Second, an individual recognizes the value or relevance of the entity or the course of action to him or herself. Last, association with the entity or a course of action will shape an individual's identity. Out of the three forms, affective commitment has been studied the most⁴³.

Affective commitment is a work related attitude with positive feelings towards the organization. This type of attitude is "an orientation towards the organization, which links or attaches the identity of the person to the organization"⁴⁴. Affective commitment is the relative strength of an individual's identification with and involvement in a particular organization. The strength of affective employee commitment is influenced by the extent to which the individual's needs and expectations about the organization are matched by their actual experience. It is also described as value rationality-based commitment, which refers to the degree of value

congruence between an organizational member and an organization⁴⁴. The employee commitment model of Meyer and Allen indicates that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability. Affective commitment development involves identification and internalisation. Employees' affective attachment to their organizations is firstly based on identification with the desire to establish a rewarding relationship with an organization. Secondly, through internalisation, this refers to congruent goals and values held by individuals and the organization. In general, affective commitment is concerned with the extent to which an individual identifies with the organization⁴⁵.

Continuance commitment is defined as awareness of the costs associated with leaving the organization. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. Continuance commitment is commitment based on the costs that would occur if the person left the organization. Therefore, people having high continuance commitment stay in the organization because they need to⁴⁶. In other words, it would cost too much to leave. This would be the case, for example, if employee has used a lot of time and resources to learn something that can only be used in that particular company or at the time there are no similar or better employment opportunities available than the current position⁴⁶.

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained. Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained

through the effort-bargain without identifying with the organization's goals and values⁴⁷. The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization. Continuance commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high. This argument supports the view that when given better alternatives, employees may leave the organization⁴⁸.

It is also ascertained that accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to. This implies that individuals stay in the organization, because they are lured by other accumulated investments which they could lose, such as pension plans, seniority or organization specific skills⁴⁹. The need to stay is “profit” associated with continued participation and termination of service is a “cost” associated with leaving¹³⁶. The profit notion was supported by describing the concept continuance employee commitment as an exchange framework, whereby performance and loyalty are offered in return for material benefits and rewards. Therefore, in order to retain employees who are continuance committed, the organization needs to give more attention and recognition to those elements that boost the employee’s morale to be affectively committed⁴⁹.

The last dimension of the employee commitment model is normative commitment. Normative commitment refers to person’s feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that normative commitment is influenced by person’s experiences both before and after entering the organization. This means that not only organizational socialization but also socialization that occurs in the families and society at large also affects how employee’s normative commitment develops.

Employees with normative commitment feel that they ought to remain with the organization. In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do⁵⁰.

Until today, this is the one that has been studied the least out of these three. Despite the popularity and support of the model, there is still quite large dispute whether normative commitment can be differentiated from affective commitment⁵⁰. Even though there have been factor analyses, which result better fit when those are separated, the question arises from the fact that correlations between affective and normative commitment are found to be very high. In a large meta-analysis it was found that the correlation between these two factors. Even though there are many factors affecting employee commitment that the company cannot control, like personal and environmental factors, they can implement strategies to minimize the effects of these⁵¹. Human resource policies can provide more flexibility to employees' work and thus enable them to better combine personal life with work. On the other hand, one environmental factor affecting the commitment is the availability of other job opportunities. Directly organization cannot affect that, but for example by making sure that its' remuneration is competitive and employees have opportunities for career advancement, it can affect how attractive those other opportunities are⁵¹.

Normative commitment is described as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organization". Organizational members are committed to an organization based on moral reasons. The normative committed employee considers it morally right to stay in the organization, regardless of how much status enhancement or satisfaction the organization gives him or her over the years⁵². The strength of normative commitment is influenced by accepted

rules about reciprocal obligation between the organization and its members. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some ways. This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development. It was argued that “this moral obligation arises either through the process of socialisation within the society or the organization”. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organization under the moral obligation to respond in kindness^{52,53}.

Employee commitment develops through stages, which are outlined as compliance, identification and internalisation. The first stage, which is the compliance stage centralizes around the employee accepting the influence of others mainly to benefit from them, through remuneration or promotion⁵³. At this stage, attitudes and behaviours are adopted not because of shared beliefs but simply to gain specific rewards. The nature of employee commitment in the compliance stage is associated with the continuance dimension commitment, where the employee is calculative with the need to stay in the organization when evaluating the rewards. This implies that at this stage, employees stay in the organization because of what they receive⁵³.

The second stage, namely identification occurs when employees accept the influence of others in order to maintain a satisfying self-defining relationship with the organization. Employees feel proud to be part of the organization; they may regard the roles they have in the organization as part their self-identity. Employee commitment at this stage is based on the normative dimension. The individual stays

because he or she should and is guided by a sense of duty and loyalty towards the organization.

The last stage which is the internalization stage takes place when the employee finds the values of the organization to be intrinsically rewarding and congruent with his or her personal values. Employee commitment at this level is based on the affective dimension. The employee at this stage develops not only the sense of belonging but passion to belong to the organization hence the commitment is based on a “want to stay” basis. The values of the individual are therefore congruent with those of the group and the organization⁵⁴.

There are different levels of employee commitment which include: Higher level of employee commitment. A high level of employee commitment is characterised by a strong acceptance of the organization’s values and willingness to exert efforts to remain with the organization. High employee commitment means identifying with one’s employing organization. The “will to stay” suggests that the behavioural tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to⁵⁵.

The next is moderate level of employee commitment. The moderate level of employee commitment is characterised by a reasonable acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization. This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment. The individuals stay in the organization because they should do so⁵⁵. Lower level of employee commitment is characterized by a lack of neither acceptance of

organizational goals and values nor the willingness to exert effort to remain with the organization. The employee who operates on this level must be disillusioned about the organization; such an employee may stay because he or she needs to stay as associated with the continuance dimension. Given an option they will leave the organization⁵⁵.

There are a variety of factors that shape employee commitment. Such factors include the following: job-related factors; employment opportunities; demographic characteristics; positive relationships; organizational structure; and management style. Job-related factors explain employee commitment as an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice versa⁵⁶. The job role that is ambiguous may lead to lack of commitment to the organization and promotional opportunities can also enhance or diminish employee commitment. Other job factors that could have an impact on commitment are the level of responsibility and autonomy. It was stated that “the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it”⁵⁶.

The next factor is employment opportunities. The existence of employment opportunities can affect employee commitment. Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organization as they ponder on such desirable alternatives. Where there is lack of other employment opportunities, there is a tendency of high level of employee commitment. As a result, membership in the organization is based on

continuance commitment, where employees are continuously calculating the risks of remaining and leaving⁵⁷.

Employee commitment can also be affected by the employee's demographic characteristics such as educational qualification, years of service and marital status. It could be stated that employees with higher degree tend to have low commitment to the organization, this could possibly be because the organizations cannot meet their high expectations and it could also be that they tend to focus on alternative greater work opportunities elsewhere. While those with lower degree tend to be more committed because there is less opportunity for them elsewhere⁵⁸.

Another demographic characteristic that may affect employee commitment is associated with work experience. Work experience in the early stage has little or no effect on employee commitment, while in the late employment stages whereby years of work experience has been accumulated, employees tend to gain seniority and connections within an organization, hence increase commitment to the organization⁵⁹. However, marital status of an employee is believed to have a positive influence on employee commitment. This is assumed to be because married employees, especially those with children are most times the breadwinners of their families; hence they have more personal responsibilities and larger financial load than their single counterpart. As a result of this, they have more reasons not to risk leaving the organization⁵⁹.

The working environment is also identified as another factor that affects employee commitment. One of the common working environmental conditions that may affect employee commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-

making process. This concept of ownership which includes participation in decision-making on new developments and changes in the working practices, creates a sense of belonging. A study conducted also indicates that managers who participate in budget decision making tend to have a high level of employee commitment⁶⁰.

Another factor within the work environment that may affect employee commitment is work practices in relation to recruitment and selection, performance appraisal, promotions and management style. It was concluded that the low level of employee commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behaviour that has a negative effect on employee commitment of subordinates⁶¹. The organization as a workplace environment is built up of working relationships; one of which is the supervisory relationship. The supervisory relationship can affect employee commitment either positively or negatively". A positive supervisory relationship depends on how work-related practices such as performance management are being implemented in the organization. When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organization. Other work relationships, such as teams or groups, which exist in the workplace, can affect employee commitment. Organizational members can demonstrate commitment when they are able to find value through work relationships. Employee commitment and attachment to the organization can be increased through efforts made to improve the organizations social atmosphere and sense of purpose¹⁵³. In essence, when work relationships reflect mutual respect to individuals, they are able to commit themselves to the organization⁶².

Organizational structure also plays an important role in employee commitment. Bureaucratic structures tend to have a negative effect on employee commitment. The removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organization. The management can increase the level of commitment by providing the employees with greater direction and influence⁶³. The answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove demotivators such as styles of management not suited to their context and to contemporary employee aspirations. A management style that encourages employee involvement can help to satisfy employee's desire for empowerment and demand for a commitment to organizational goals. It is argued that more flexible and participatory management styles can strongly and positively enhance employee commitment. Organizations need to ensure that their management strategies⁶⁴.

2.2 Theoretical Framework

2.2.1 Campbell Theory of Job Performance

The job performance theory was propounded by Campbell in 1990. The author described the general latent structure of job performance in terms of eight distinct dimensions. The eight factors are: job specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and management or administration⁶⁵. Job-specific task proficiency is defined as the degree to which the individual can perform the core substantive or technical tasks that are central to a job and distinguish one job from another. Non-job-specific task

proficiency, on the other hand, is used to refer to tasks not specific to a particular job, but is expected of all members of the organization. Demonstrating effort captures the consistency or perseverance and intensity of the individuals to complete the task, whereas maintenance of personal discipline refers to the eschewment of negative behaviours (such as rule infractions) at work⁶⁵.

Management or administration differs from supervision in that the former includes performance behaviours directed at managing the organization that are distinct from supervisory or leadership roles. Written and oral communications reflect that component of the job performance that refers to the proficiency of an incumbent to communicate (written or oral) independent of the correctness of the subject matter. These eight dimensions are sufficient to describe the latent structure of performance at a general level which could be high or low⁶⁶. It could be pointed out that the salience or importance of these eight dimensions differs across occupational groups. Further, each of the eight factors are proposed to have sub-factors that will also vary in their degree of salience across occupations. The true score correlations between these eight dimensions can be assumed to be small enough to consider them distinct. Each dimension is likely to produce rank ordering of employees that is different⁶⁸.

In conclusion, theory of job performance is perhaps the most central construct in work psychology. Explanation of this construct is important for many functions that one engages in one's profession. Explaining the content domain of the construct of job performance is a critical component of our job performance as industrial and organizational psychologists. This theory is relevant to this study because it emphasizes those components in an organization that could enhance the productivity

of employees as it goes a long way in making organizations to meet its goals and objectives.

2.2.2 Theory of Organizational Creativity

The theory of organizational creativity proposed by Woodman and Sawyer in 1993 offers insights into how creativity can be fostered and harnessed within organizations. The theory emphasizes the importance of both individual and contextual factors in stimulating creative thinking and innovation. The key components of this theory are:

Individual creativity: Woodman and Sawyer recognize that creativity is a product of individual cognitive processes and behaviors. They identify three key components of individual creativity:

- Expertise:** It refers to the knowledge, skills, and experience that individuals possess in a particular domain. Expertise provides a foundation for generating creative ideas and solutions.
- Creative thinking skills:** These are cognitive abilities such as divergent thinking, problem-solving, and the ability to make connections between seemingly unrelated concepts. Individuals with strong creative thinking skills are more likely to come up with novel and useful ideas.
- Intrinsic motivation:** Intrinsic motivation refers to the internal drive and passion individuals have for their work. When people are motivated by personal interest and enjoyment, they are more likely to engage in creative endeavors and persist in the face of challenges.

Organizational context: Woodman and Sawyer argue that the organizational context plays a crucial role in fostering creativity. They highlight three dimensions of the organizational context:

- Resources:** Organizations need to provide the necessary resources, such as time, funding, and materials, to support creative endeavors. Adequate resources enable individuals to explore new ideas and take risks without fear of failure.
- Organizational support:** Supportive organizational

structures, policies, and leadership practices are essential for promoting creativity. This includes encouraging open communication, tolerating ambiguity, and valuing diverse perspectives. Organizations that provide a safe and supportive environment for creative expression are more likely to harness the creative potential of their employees.

Task characteristics: The nature of the work itself can influence creativity. Tasks that are challenging, complex, and open-ended tend to stimulate creative thinking. Additionally, opportunities for autonomy and decision-making empower individuals to explore different approaches and experiment with new ideas.

Creative outcomes: The theory also considers the outcomes of creativity within organizations. Woodman and Sawyer highlight two types of creative outcomes:

Creative performance: This refers to the generation of novel and useful ideas, products, or solutions. Organizations that prioritize creative performance are more likely to innovate and adapt to changing market conditions.

Innovation implementation: Creative ideas need to be implemented to have an impact. The theory emphasizes the importance of organizational processes that facilitate the implementation and diffusion of innovative solutions. These processes involve collaboration, experimentation, and feedback mechanisms to refine and refine ideas.

Inclusively, Woodman and Sawyer's theory of organizational creativity recognizes the interplay between individual factors, organizational context, and creative outcomes. By understanding and leveraging these components, organizations can cultivate a culture of creativity and innovation, leading to a competitive advantage in today's dynamic and rapidly evolving business environment⁶⁷. The theory described organizational creativity as “the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system”. This is a multilevel, interactionist model describing organizational

creativity as a complex interplay of individual creativity, group creativity, and organizational creativity that has an impact on the creative process and, therefore, on the creative product. External influences such as intra organizational influences, as well as intra individual factors, are included in this theory.

The theory is based on the assumption that contextual issues either inhibit or facilitate creativity in organizations. The model is rooted in an individual-cognition-based creativity model that builds the relationship between creativity and organizational characteristics where individual and team creativity (with components of domain-relevant experience, creativity-relevant skills and processes, and intrinsic motivation) feed the work environment, while the work environment (organizational motivation, management practices, and resources), in turn, affects individual and team creativity. It describes a complex interaction of person and situation, which is repeated at each level of a social organization. It means that group creativity is a function of individual creative behavior.

While, organizational creativity is a function of the creative outputs of its component groups and contextual influences, which includes organizational culture, reward systems, resource constraints, the larger environment outside the system, and so on. The pinnacle of this theory takes roots from the complex mosaic of individual, group, and organizational characteristics and behaviors occurring within the salient situational influences, both creativity constraining and enhancing, existing at each level of social organization⁶⁸.

In a nutshell, this theory provides a key to the understanding organizational effectiveness and survival. It is a function of individual characteristics, group characteristics, and organizational characteristics. Individual characteristics consist

of cognitive abilities, personality, intrinsic motivation, and knowledge. Group characteristics consist of norms, cohesiveness, size, diversity, roles, task and problem-solving approaches. Organizational characteristics consist of culture, resources, and rewards⁶⁸.

The theory is relevant to the study because it has the ability to address influences across various levels of organizational characteristics. These cross-level influences are represented by the social influence and contextual influence. It is argued that these cross-level influences are particularly important in identifying and understanding group and organizational characteristics that both enhance and inhibit creative behavior in complex social systems and across contexts. The weakness of the model is that it limits creativity into the individual and team level, seeing them as similar kinds of processes, based on individual-cognition-based creativity. In contrast, innovation is considered as a work environment or as organizational-level desired outcome. Thus, the model does not explain creativity as organizational-level phenomena, but, instead, its focus is on particular creative individuals and groups, and on the contextual factors⁶⁸.

2.2.3 Allen and Meyer Model of Employee Commitment

The Allen and Meyer model is the first contemporary theory of employee commitment which was propounded by Allen and Meyer in 1990. This theory was used to study a wide range of conceptual framework on employee commitment from the view point of individual's connection with the organization⁶⁸.

Employee commitment was initially viewed as two dimensional namely, affective and continuance. The first dimension, namely affective commitment was defined as “positive feelings of identification with, attachment to and involvement in the work

organization”, and the second dimension, namely continuance commitment is “the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving”. After further research, a third dimension, namely normative commitment was added. It is a sense of obligation an employee has to the organization, a feeling of staying with the organization because it is the right thing to do⁶⁸.

Affective commitment represents the individual’s emotional attachment to the organization. It is the employee’s emotional attachment to, identification with, and involvement in the organization. Employees who are committed to an organization on an affective basis, continue working for the organization because they want to. Affective commitment is a work-related attitude with positive feelings towards the organization. It was also maintained that this type of attitude is an orientation towards the organization, which links or attaches the identity of the person to the organization. The second dimension of the tri-dimensional model of organizational commitment is continuance commitment⁶⁸.

Continuance commitment is the awareness of the costs associated with leaving the organization. It is calculative in nature because of the individual’s perception or weighing of costs and risks associated with leaving the current organization. The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization. Therefore, continuance commitment will be the strongest when availability of alternatives is few and the number of investments are high. This argument supports the view that when given better alternatives, employees may leave the organization⁶⁸.

The last dimension of the employee commitment model is normative commitment which is defined as a feeling of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization. The strength of normative commitment is influenced by accepted rules about reciprocal obligation between the organization and its employees. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way. This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development^{68,69}.

It was argued that this moral obligation arises either through the process of socialization within the society or the organization. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organization under the moral obligation to respond in kindness. The Allen and Meyer model for employee commitment is related to this study because it has given an explanatory fact about the commitment of an employee in an organization. The output of a secretary of any institution depends on the attitude and behaviour of such individual as Allen and Meyer model is considered to relate to process in which a secretary becomes locked in the institution and how he or she is able to deal with it, as a result, determines the commitment of such secretary in the institution.

2.3 Review of Empirical Studies

2.3.1 Organizational Characteristics and Job Performance

Overtime, studies have ascertained varying levels of job performance among secretaries. A study investigated the job performance of staff in public universities in Southwest, Nigeria. The study revealed a fair job performance with variables such as professional practice, contribution to the overall development of the organization, ability to attend swiftly to clients' request as well as meeting minimum requirements for promotion⁷⁰. Another study was conducted to investigate the level of job performance of employees in Colleges of Education in Nigeria. The results showed that the mean score for job performance of employees was $X=55.68$, $SD=5.25$ indicating moderate level of job performance⁷¹. A study investigated the level of job performance of employees in universities in North-Central, Nigeria. Findings showed a mean score of 3.00 which indicated a moderate level of job performance of employees in universities in North-Central, Nigeria. Their study described the notable barriers of academic staff job performance to include lack of appropriate reward for expanded new roles, lack of status, lack of recognition, social security, social facilities, promotion, wages, social services and physical working conditions⁷¹. A survey of university libraries in Ankara found out that academic librarians' low job performance is caused by poor physical working conditions, non-recognition with the work conducted, not obtaining respect with the job conducted, job security, promotion, wages, social status and social services⁷².

In terms of publications output, the study reported a low job performance of employees in universities in Southwest Nigeria. The study investigated job performance as part of the productivity of the employees in colleges of education in

Nigeria. Their study revealed that librarians were less productive in terms of publication output⁷³. Likewise, a study found that the job performance of employees in Benue State, Nigeria, was at a low level. It was also argued that the secretaries' poor job performance, if allowed to continue, may affect the academic culture of Nigerian Universities⁷⁴. The study also confirmed that employers had complained of the low quality of performance of librarians in Nigeria. The job performance of an employee is very important because one operation in the library is connected to another⁷⁴.

In another study conducted on the impact of demographic variables on job performance among lecturers in colleges of education in North east Nigeria. The correlational survey design was adopted for the study. The population of the study comprised 1,331 lecturers from the five Public (Federal and State) Colleges of Education in the North East, Nigeria. The sample size for the study consisted 307 lecturers obtained using Taro Yamane's formula. Proportionate stratified random sampling technique was used to draw the sample for each college while disproportionate stratified random sampling technique was used to select the number of lecturers per school in each college for fair representation. The instrument for collecting data in this study was the questionnaire and result revealed that the level of job performance of lecturers was moderate. The author recommended that the College Management in collaboration with National Commission for Colleges of Education (NCCE) and Tertiary Education Trust Fund (TETFUND) should intensify effort to provide staff development opportunities to lecturers to improve their job performance in different task areas⁷⁵.

Another study was conducted on lecturers' work stress and job performance in Kwara State Colleges of Education. The aim of the study was to investigate the relationship between work stress and job performance among lecturer in Kwara State Colleges of Education. Three research questions and three null hypotheses were raised to guide the study. The correctional research design was used for the study and questionnaire was the instrument used in the collection of data. Data was analysed using the descriptive and inferential statistics and result revealed that the level of job performance among staff in Kwara State College of education was high⁷⁶.

A study was conducted on employee motivation and job performance. The study was aimed at examining the effect of employee motivation on performance in ultimate company limited, Doula, Cameroon. The study adopted a survey research design. Both quantitative and qualitative data were used in the study. Observation, focus groups, and interviews and questionnaire were employed to obtain information. The total population was 18 and all was used for the study. The result revealed that the employees' job performance was moderate⁷⁷. A study was investigated to determine job performances of administrative staff in South West Nigerian Universities. The study's purpose was to investigate the job performance of administrative staff in federal and state universities in south West, Nigeria. The study employed a descriptive survey design. The total population for the study was 400 with a sample of 221 which was selected through multi-stage sampling process. An instrument titled "Job Performance Questionnaire" was used to collect data. The data was analyzed using Pearson Product Moment correlation coefficient. The findings revealed that the level of job performance of administrative staff in federal and state universities was moderate⁷⁸. A study investigated job satisfaction and job performance of supervisors at the work place. The purpose was to investigate the

relationship between job satisfaction and job performance. The population of the study was 25 supervisors. Data was secondary data which were analyzed using Pearson product Moment Correlation Coefficient. The finding revealed that the level of job performance of employees was moderate. The author affirmed that the reason behind the moderate level of job performance of employees was because they were not well motivated and reinforced⁷⁹.

Another similar study was conducted on work motivation and performance level in day and night shift of employees in call centres, Lahore Pakistan. The purpose of the study was to investigate the influence of motivation on the performance level of employees working in day and night shift in selected call centres. The study adopted the descriptive survey design. Four research questions guided the study. The population of the study comprised of 586 employees working in all call centres on day and night shifts. A sample of 160 employees working in day and night shifts (80 employees from day shift and 80 employees from night shifts) who had adequate timing was drawn from the population using purposive sampling technique. Instrument for data collection was the question and data was analysed using descriptive and inferential statistics. Results revealed that the level of job performance of employees was moderate. It was also found that some of the challenges that inhibit job performance of employees were lack of employee recognition, irregular payment of salary and wages, irregular promotion opportunities, inadequate training opportunities and undemocratic leadership styles⁸⁰.

A study was carried out on job rotation and staff performance of secretaries in customs organization of Golestan and Mazandaran providences. The purpose of the study was to investigate the relationship between job rotation and staff performance

in customs organization of Golestan Mazandaran provinces. The study used a correlation survey design. Five research questions and 5 hypotheses were formulated to guide the study. The population for the study was 161 while the sample size was 114. The instrument used in the collection of data was the questionnaire. Result indicated that the level of job performance of secretaries in customs organization of Golestan and Mazandaran providences was high⁸¹.

A study on the influence of job rotation on performance, skill variation and job satisfaction of Bank employees in Gilan was conducted, with the purpose of the study was to investigate the effect of job rotation on performance by considering skill variation and job satisfaction of Bank employees. Descriptive survey design was employed for the study and result revealed that the level of job performance of bank employees was high⁸².

Three organizational characteristics were reviewed: organizational culture, organizational reward system and organizational resources.

Organizational Culture and Job Performance

In a study on the effect of organizational culture on job performance among employees in Wärtsilä Limited, Kenya using the survey research design with the target population comprising of a stratified census sample of 63 members of staff from the organization at different levels. The data has been collected using questionnaires and analysed using descriptive statistics, to determine whether organization culture really affects the employee's performance. The researcher has provided an introduction letter from the university as assurance that the information would be treated with maximum confidentiality, as reluctance to provide some

personal information was an anticipated limitation of the study. Collected data was analysed using SPSS software and data represented in graphs, charts and tables for better understanding and interpretation. Since employee's job performance is one of the important factors for a business to compete in this global market, the purpose of this study is to explain and empirically test the effect of the four elements of Organization culture namely; organization values, organization climate, leadership styles and work processes to the employee's performance. The results of this study suggest that managers should focus on the factors that have a significant effect on employee performance, if they want to enhance their businesses. Based on the results, this study was able to revealed that organizational values have a more significant effect to employee's job performance at Wärtsilä, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employees performance⁸³.

In an examined study on the influence of culture on job performance of employees in Indonesia using the survey design and simple random sampling technique. Population of the study comprised 146 employees and questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. Result showed that there was significant relationship between culture and job performance. Therefore, the finding supports the importance of organizational culture, because the organizational culture is the guideline for the desired way of thinking and behavior to achieve organizational goals⁸⁴.

In a research conducted, the analysis shows there was a significant correlation between all the variables (organizational culture: belief and norms, individual autonomy, individual responsibility, conflict tolerance, structure, risk tolerance, and support. organizational citizenship behavior: altruism, conscientiousness, sportsmanship, courtesy and civic virtue). It means that the culture of the organization influences the formation of OCB⁸⁵. In another study on the relationship between organizational culture and job performance in US adopting the descriptive survey and simple random sampling. Questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. Result showed that the organizational culture had a significant positive relationship to the employees' self-ratings of organizational culture⁸⁶. In another similar study conducted on the influence of organizational culture on job performance among employees using the survey design and simple random sampling. The instrument used in the collection of data was the questionnaire and data was analysed using the descriptive and inferential statistics. Result revealed that organizational culture has a significant effect on performance, in contrast to research conducted to prove that organizational culture has no significant effect on performance⁸⁷.

In a research conducted to determine the influence of organizational culture and competence on job satisfaction and organizational citizenship behavior and employee performance using the survey and purposive sampling. The samples in this study were employees of PT PLN (Persero) Kalimantan Main Unit, Mahakam Plant Control Management Unit which amounted to 182. The analytic data used by the author is Structural Equation Model (SEM). Hypothesis testing is conducted with multivariate analysis conducted through the WarpPLS program. The results showed

that organizational culture has a positive and insignificant effect on employee job satisfaction, competence has a positive and significant effect on employee job satisfaction, organizational culture has a positive and insignificant effect on employee organizational citizenship behaviour⁸⁸.

A researcher conducted a study on the impact of organizational culture on employee performance in Mogadishu, Somalia using the cross sectional study and convenient sampling to collect 90 questionnaires from University of Somalia in Mogadishu, Somalia. Employees were provided a questionnaire with four main construct which measuring competitive culture, entrepreneurial culture, consensual culture and employee performance. However, using correlation coefficient, the study found that there was a significant impact of organizational culture on employee performance. the authors concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability⁸⁹.

Another study was held to assess the correlation between the type of work culture and various variables of impact of culture on performance. The data was analyzed by using Microsoft Excel and the Statistical Package for Social Sciences (SPSS). In order to conduct the study, a structured questionnaire was used. The results of the regression show that various types of culture impact on the motivation level and therefore, the organization needs to nurture and develop the right type of culture in the organization to foster the motivation level of the employees working in the organization. The goal is not just to survive, but also to prevail, prosper, and achieve something much broader and bigger than mere survival⁹⁰.

A scholar examined the impact of organizational culture on job performance among employees among National Agency for Food and Drugs Administration and Control (NAFDAC), Nigeria using the survey design and purposive sampling. It views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace. It assumes that a positive organizational culture will enhance employees' performance. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between organizational culture and increased employee commitment/productivity in NAFDAC and recommends among others: continuous staff training, increased government funding, continuous improvement of employees' condition of service, continuous improvement of employees' condition of service, sustenance of the prevailing organizational culture of decentralization and current team building efforts⁹¹.

In a study on the impact of organizational culture on job performance among employees in India using the cross-sectional design and convenient sampling²⁰¹. Questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. Result showed that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employees are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop

the strong culture in the organization to improve the overall performance of the employees and organization⁹².

Another study conducted to identify the variation in cultural values had a significant effect on the rates at which the newly hired employees voluntarily terminated employment. The relationship between the employees' job performance and their retention also varied significantly with organizational culture values. The cultural effects were stronger than the combined exogenous influences. The result indicated positive relationship between organizational culture and employee performance⁹³. A researcher also examined the impact of organizational culture on employee performance and productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The paper has applied qualitative methodology focusing on a case study of Gramenphone (GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The paper argues that organizational culture significantly influences employee performance and productivity in the dynamic emerging context⁹⁴. A scholar examined the impact of organizational culture on job performance among employees using the survey design and purposive sampling. Analysis of data from 392 respondents who participated in the study confirms the fit of the proposed model to the data. The finding revealed that there was significant relationship between organizational culture and job performance of employees. The model presented in the study represents an initial attempt to describe and evaluate the effects of various dimensions of organizational culture. It appears that the comparison of visible aspects of culture across and within organizations can provide useful information for guiding the directions of organizations⁹⁵.

A scholar examined the influence of organization cultural and employee commitment to employee performance direct or indirectly to the job performance. Data collection was done by questionnaire. The research samples were 127 employees. The research used descriptive analysis to determine characteristic and description of respondent for each variable indicator. While to test the relation among variable by using inferential analysis with Partial Least Square (PLS) method and Sober Test. The results showed that organizational culture does not influence directly to the employee performance. Organizational culture able to influence performance if mediated by job satisfaction, While employee commitment influence significantly to employee performance directly or indirectly through work satisfaction⁹⁶.

Another study was conducted to find the influence of organizational culture on employee performance within software houses working in Pakistan. Primary and secondary data were used in this study. Primary data was gathered via questionnaire and formal and informal interview. Customer service, employee participation, reward system, innovation and risk-taking and communication system, are considered variables for this study. Sample size is (n=110) therefore, descriptive statics, correlation and regression analysis have been used. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan. Employee's participation is a most important factor for achieving organizational goals⁹⁷.

A scholar examined the impact of moderating effects of organizational culture on HRM and employee's performance in an attempt to contribute to the pool of knowledge and practice. This is empirically proven through quantitative and qualitative approach in nongovernmental organization in Nigeria. The study finding

suggested certain factors influence the moderating effects of organizational culture; they have positive influence on increasing employee's performance and human resource management⁹⁸.

Organizational Reward System and Job Performance

A lot of studies have been conducted to investigate the relationship between organizational reward system and job performance. A study was done to investigate the effect of reward system on employee performance among selected manufacturing firms in the Littoral Region of Cameroon. Specifically, the study examined the degree to which profit sharing affects employee commitment; ascertains the effect of flat-rate systems on employee work values; and appraises the influence of collective bargaining reward systems on employee cohesiveness. 538 employees drawn from a population of 5146 employees of ten selected manufacturing firms within the Cameroon Littoral Region were sampled for the study. Percentages and regression analysis were employed in analyzing the data. The findings revealed that, profit sharing had a significantly positive effect on employee commitment in manufacturing firms; flat rate systems had a significantly negative effect on employee work values in manufacturing firms; and collective bargaining reward systems had a significantly positive impact on employee cohesiveness in manufacturing firms. The study concluded that there is a positive link between reward systems and employee performance⁹⁹.

A research was conducted to investigate the impact of reward system on organizational performance in Brentwood Suppliers Limited in Lusaka, Zambia. The purpose of the study was to explore the impact of reward systems on employee performance; assess the effectiveness of existing reward system and whether there

was a correlation between reward system in the organization and an increase in the performance of the employees. Descriptive statistics and correlation analysis were employed in analyzing the data. The findings revealed that the existing reward system of Brentwood suppliers was ineffective and must be revised; there was a relationship between rewards systems and employee performance¹⁰⁰.

In a similar study, the effects of employee rewards policy on organization performance in public primary schools in Rachuonyo North Sub County was carried out. A total of 349 questionnaires were returned for analysis of data. This was 87% return rate on the Questionnaires. The study found out that there is a positive correlation between employee benefits and organization performance. Employee's compensation accounts for 5.5% of the organization performance. Employee Incentives is positively correlated with organization performance by 38.7% while promotion accounts for 34.6%. The study further found out that Employee compensation significantly and positively affect organization performance. Employee Promotion significantly affect organization performance¹⁰¹.

Furthermore, another research examined reward system and employees' performance using selected public secondary schools in Lagos State. The findings revealed that there is a significant relationship between employee's performance and salary package, employee job allowances and performance and in-service training and employee's performance¹⁰². Similarly, another studies were carried out to examine the impact of financial and non-financial rewards on employee motivation in Astro films (PVT) situated in Lahore City of Pakistan. A questionnaire was developed to guess the opinion of employees working in these organizations. A semi structured interview was conducted for getting an insight about their motivation. The

researchers found from the survey that there are different factors that affect the motivation of employees which can be classified into two categories; financial and non-financial rewards¹⁰³.

Another research investigated the effect of reward system on health care workers' performance in teaching Hospital. It examined the relationship among monetary and non-monetary rewards and employees' performance in University of Calabar Teaching Hospital (UCTH). Desk survey was used in gathering relevant information. Primary sources were questionnaire, observation and interview, while secondary data were gathered from internet, textbooks, journals and libraries. Chisquare statistical tool was used and the findings revealed the monetary reward had a positive impact on employees' performance while non-monetary rewards had a negative effect on employees performance¹⁰⁴.

The impact of reward systems on the organizations performance in Tanzanian banking industry was carried out. The data was analyzed with use of descriptive statistics (SPSS and excel) and data presented as frequency distribution tables and histograms. The findings of this study showed that the three commercial banks in Mwanza city offer both extrinsic (salary, bonus and promotion) and intrinsic (praise, recognition and genuine appreciation) rewards to their employees. However, the results found that employees were not satisfied with the current reward packages and salary level was viewed to be too low and did not reflect cost of living in Mwanza city. The study further indicated the intrinsic (non-financial) rewards were not satisfactory to employees¹⁰⁵.

Organizational Resources and Job Performance

Scholars have made several attempts to conceptualize the term 'organisational resources' in different contexts and perspectives. For instance, it was defined as the sum of the interrelationships that exist within the employees and between the employees and the organizational environment in which the employees work. It was also viewed by a scholar as the entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance at the workplace¹⁰⁶. These definitions therefore imply that the organizational resources can be ascribed to anything or anyone around the employee that can either make or mar the employee's work progress and outcomes. Organizational resources consist of three components which include the technical, the human and the physical environment¹⁰⁶.

Some studies have grouped the organizational resources into conducive and toxic environments^{107,108}. In their views, the conducive organizational resources give pleasurable experiences to employees and helps them actualize in the dimension of personality profile while the toxic physical resources give painful experiences and de-actualize employees' behaviour. A researcher maintained that irresponsible employees can change to be responsible and be more committed to their jobs in a conducive environment because such environments reinforce their self-actualizing traits. However, the reverse is the case in a toxic environment. The resources factors concern the office layout, designs, and structures, while the psychosocial factors have to do with the working conditions, role congruity and social support from management¹⁰⁸.

The impact of organizational resources on academic staff job performance was examined in Ugandan public universities, using Kyambogo University as a case study. Different significant physical factors that are relevant to job performance were highlighted. Two hundred and ninety-four academic staff were sampled for the study. The data collected were analyzed using descriptive statistics and Pearson Product Moment Correlation Coefficient. The results revealed that the prevailing physical resources of the university significantly affects the job performance of the academic staff; although the factors exist at a low level in the institution¹⁰⁹. A researcher focused on the effect of physical environment on bank employees' performance in Nakuru Town, Kenya. The physical environment was measured using the psychosocial, physical, and work life balance factors. One hundred and seventy-three non-managerial employees formed the sample and questionnaire was administered to elicit data from the respondents. The data were analyzed using the descriptive statistics and multiple regression models. Findings from the analysis revealed that physical features of the workplace environment have no significant impact on the performance of the employees while that of the psychosocial and work-life balance factors had significant impact¹¹⁰.

In an investigation on the influence of physical resources on job performance using an engineering company sampled 85 employees. They made use of the quantitative methodology indicating a cross sectional survey. The study measured physical environmental factors using noise, space, light and color, air, and employees' satisfaction. The data collected via the survey from the sampled employees showed that physical environmental factors such as ventilation and light, noise, among others constitute the major conditions that negatively affect job performance of the employees¹¹¹. Similarly, a scholar investigated the effect of physical resources on

employee performance through work discipline. The study sampled 208 employees from PT. GatraMapan, Indonesia. Questionnaire was used to collect data from the employees and analyzed using the path analysis. The study found that work discipline can serve as a mediating influence between the workplace environment and employees' performance. It was also discovered that physical resources itself also influences the employees' performance and discipline at the workplace¹¹².

2.3.2 Employee Commitment and Job Performance

A study found a positive relationship between "affective commitment" and job satisfaction, a significant negative relationship between "continuance commitment" and job performance, and a positive relationship between "normative commitment" and job performance¹¹³. The study also found that the level of employee commitment was moderate. It was concluded that when employees are committed to their work which could as a result of some benefit emanating from the management of the organisation, they tend to put in their best for the organisation which in turn enhance their job performance and with this, the goals and objectives of the organisation could be achieved¹¹³. In another similar study conducted on the influence of employee commitment on job performance among library personnel in Southwest Nigeria using the descriptive survey and purposive sampling technique. The finding revealed that there was significant influence of employee commitment on job performance among library employees. It was also revealed that there were no significant differences in the library personnel affective, continuance, and normative commitment based on gender, age, marital status and years of experience. However, there was a significant difference in the affective commitment of library personnel based on their years of experience. This study therefore, concludes that years of work experience in the organization have an impact on the affective attachment of the

library personnel to the organization. It is thereby recommended among others that management should pay attention to policies geared towards improving employee commitment to the organization¹¹⁴.

A study examined the impact of employee commitment among employees in selected organization in India using the survey design and purposive sampling. One hundred and thirty-five employees were used in the study and questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. Result revealed that there was significant impact of employee commitment on job performance. It was also found that in employer's stand point, role ambiguity, job control, job insecurity, career advancement, performance appraisal, and positive team experience have been claimed significantly affecting employee commitment. In contrast, factors affecting employee's commitment are locus of control, age and tenure in organization, task self-efficacy, culture, job satisfaction, and employee engagement¹¹⁵.

Another study on investigating the relation among job satisfaction, perceived organizational support and employee commitment, job satisfaction is divided into two categories, namely, internal and external satisfaction. External satisfaction is related to factors such as payment, promotion, admiration and interaction with colleagues; whereas employees' satisfaction is related to values, social status, position; and professional responsibility indicate internal satisfaction. Individuals' assessment of their job and expression of satisfaction or dissatisfaction can be regarded as the general outcome of their job constituents. It was found that employee commitment had influence on job performance among employees¹¹⁶.

A study conducted in five Lebanese banks on the relationship between employee commitment and job performance, results showed that job performance and employee commitment were significantly correlated and satisfaction was a predictor of commitment¹¹⁷. This is similar to a study conducted which was also found that there is a significant and positive correlation between employee commitment and job performance¹¹⁸. In a study carried out on the employees working in the service and production industry, results showed a significant relationship between affective commitment and job performance. Results also showed that there is a significant relationship between normative commitment and job performance. It was also discovered that there is a significant and positive relationship between continuance commitment and job performance¹¹⁹. In contrast, another study conducted showed that there is no significant correlation between continuance commitment and job performance¹²⁰.

A study examined the relationship between employee commitment and job performance academic staff members in a selected higher education institution in South Africa using the descriptive survey and purposive sampling. The study utilized a self-administered questionnaire to solicit data from 302 participants randomly selected from a South African higher education institution. Correlations were used to test whether there is any relationship between the variables. T-tests and ANOVA were also used in this study. Results showed a significant positive relationship between affective commitment as well as continuance commitment and job performance, but no significant relationship between normative commitment and job performance was found. The results also show that there is a significant difference in job performance between male and female academic staff members. The results

show that there is no significant mean difference between employee job performance as well as employee commitment in terms of age¹²¹.

A study examined the influence of employee commitment on job performance among employees in Finland adopting the descriptive survey and purposive sampling. One hundred and seventy employees were selected and questionnaire was the instrument used in the collection of data. Result revealed that there was significant influence of employee commitment on job performance of employees¹²². Another study conducted on “exploring the job performance and employee commitment of employees in information technology environment”, aimed at examining the relationship between employees’ job performance (as measured by the job performance survey) and employee commitment as measured on the employee commitment scale. A quantitative survey design was used to achieve the research objectives. Sample of the study was drawn from 195 employees at four information technology firms in South Africa. In all, 86 usable surveys were returned, yielding a moderate response rate of 44 percent. The job performance Survey measured nine facets of job performance: pay, fringe benefits, promotion, supervision, contingent rewards, operating conditions, co-workers, nature of work and communication, as well as the overall job performance. The questionnaire on job performance consisted of a set of 36 items, while employee commitment was measured using the three-dimensional Meyer, Allen and Smith’s (1993) instrument, originally developed by Allen and Meyer (1990). The affective, continuance and normative organizational scales comprised six items, modified from the original questionnaire consisting of 24 items. Response was made on a 7 – point Likert scale. Descriptive and inferential statistics were used to analyse the data collected. Pearson-Product Moment Correlation and stepwise multiple regression analysis were used to test the research

hypotheses. The findings of the study suggest a significant relationship between job performance and affective and normative commitment variables, as the respondents were satisfied with pay, fringe benefits, promotion (advancement), supervision, contingent rewards, nature of work, communication and relationship with co-workers, and seem to feel more emotionally attached to and involved with their respective organizations¹²³.

The above study is somewhat related to the current research in that they both focused on exploring the relationship between two important work-related variables: job performance and employee commitment. Both studies also adopted almost similar instruments to measure job performance and employee commitment. The only marked difference is that this study's measurement was based on a 7-point Likert scale, while the present measurement was based on a modified 4 – point Likert scale. Another difference lies in the number of job performance indices used¹²³.

In another study on evaluation of employee commitment of employees in universities: A case study of Islam Azad University”, aimed at evaluating the influence of affective factors: age, gender, educational level and job background on university staff employee commitment, using Mathew Employee Commitment Model. A sample population of 127 (out of 192) employees (97 faculty members and 95 university staff) were selected based on random sampling. A 7 – point scale questionnaire adopted from Mowday, et. al., 1982 was used for data collection. Based on the research hypotheses in this study and sampling groups, descriptive statistics, frequency distribution, percentages, mean, standard deviation, variance analysis, t-test and correlation matrix were used to analyse the data collected. Results obtained indicate that age increase or decrease has no significant influence on

employees' employee commitment. Also, there is no significant relationship between employees' job background and employee commitment; no significant relationship between gender and employee commitment; and no significant relationship between faculties and employees in terms of employee commitment¹²⁴. This study is related to the present effort in that they both focused on important job-related variable of employee commitment of employees in university environments. However, the earlier research is an evaluative case study of a particular university, whereas the current effort is a correlational survey, involving two major variables: job performance and employee commitment.

A study on "the impact of work-related variables on librarians' employee commitment and job performance", examined the influence of five work-related variables (role conflict, role clarity, job autonomy, job performance, feedback and job involvement) on employee commitment and job performance among Malaysian university librarians. Two research questions were formulated to guide the study. The study adopted descriptive survey design, while questionnaire was used as instrument for data collection. A proportionate stratified random sampling technique was used to select a sample size of 222 respondents, comprising mainly professionally trained librarians. Surveys were distributed to 222 respondents, while 139 usable ones were returned, yielding a response rate of 63 percent. The findings reveal that of the five work-related variables that were employed, all were found to be correlates of employee commitment. However, only four variables were found to correlate significantly with job performance: role conflict, role clarity, job autonomy, and job performance feedback. Out of the four work-related correlates, only two were found to significantly predict the variation in job performance. Collectively, these two accounts for 16.3 percent of the variance in job performance. Hence, the

impact of work-related variables was stronger for employee commitment (31.8 percent of the variance) than for job performance (16.3) percent of the variance). Only role clarity was found to be a significant correlate, as well as a significant predictor of both employee commitment and job performance¹²⁵.

A study investigated the relationship between employee commitment and job performance among secretaries in tertiary institutions in Oyo State, Nigeria. The findings revealed a positive and significant relationship between employee commitment and job performance¹²⁶. Another study examined the influence of employee commitment on job performance of secretaries in federal universities in Southwest Nigeria. The results showed that employee commitment had a significant and positive effect on job performance¹²⁷. A study investigated the impact of employee commitment on job performance of secretaries in Oyo State, Nigeria. The findings showed a positive and significant relationship between employee commitment and job performance¹²⁸. This means that when employees are committed to the organisation, they tend to give their best to the organization by ensuring that all the goals set by the institutions are met.

Another study investigated the impact of employee commitment on job performance of secretaries in Enugu State, Southeast Nigeria. The results showed a significant and positive relationship between employee commitment and job performance¹²⁹. A study examined the relationship between employee commitment and job performance of secretaries in selected universities in Southeast Nigeria. The findings revealed that employee commitment had a positive and significant influence on job performance¹³⁰. Another similar study examined the influence of employee commitment on job performance of secretaries in selected secondary schools in Anambra State, Southeast Nigeria. The results showed that employee commitment

had a positive and significant effect on job performance¹³¹. Another study examined employee commitment and job performance of non-teaching staff in Nigerian universities found a positive and significant relationship between employee commitment and job performance¹³².

A study examined the impact of organizational commitment on job performance of employees in Nigerian federal universities found that there is a positive relationship between organizational commitment and job performance¹³³. A study examined the impact of employee commitment on job performance of employees in Nigeria's downstream oil and gas industry, they found that there is a positive relationship between employee commitment and job performance¹³⁴. Another study examined the effect of employee commitment on job performance in selected Nigerian banks found that there is a significant positive relationship between employee commitment and job performance¹³⁵.

In a study that examined employee commitment and job performance in North central, Nigeria using the descriptive survey and purposive sampling technique. The study used a sample of 150 secretaries working in various organizations in the region. It was found that employee commitment has a positive and significant effect on job performance among secretaries in North Central Nigeria¹³⁶. Another study investigated employee commitment and job performance using the descriptive survey and purposive sampling. The study used a sample of 200 secretaries working in public and private organizations in North Central Nigeria. It was found that employee commitment has a significant effect on job performance among secretaries in Nigeria¹³⁷.

Similarly, a study examined the influence of employee commitment on job performance of secretaries using the cross-sectional design and purposive sampling. The study used a sample of 120 secretaries working in various organizations in North Central Nigeria. It was found that employee commitment has a significant effect on job performance among secretaries in Nigeria¹³⁸. A study examined employee commitment on job performance adopting descriptive survey and simple random sampling technique. The study used a sample of 300 secretaries working in public and private organizations in North Central Nigeria. Result found that employee commitment is positively related to job performance among secretaries in Nigeria¹³⁹. A study examined employee commitment and job performance: A study of secretaries in selected Ghanaian organizations using descriptive survey and purposive sampling. The study found a positive relationship between employee commitment and job performance among secretaries in Ghana. The authors concluded that organizational commitment has a significant impact on job performance and recommended that employers should invest in strategies that increase employee commitment¹⁴⁰. Another similar study investigated employee commitment and job performance: A study of secretaries in public universities in Ghana adopting survey design. Result showed that there was a positive relationship between employee commitment and job performance among secretaries in public universities in Ghana. The authors recommended that employers should improve the working conditions of secretaries to increase their commitment and job performance¹⁴¹.

A study employee commitment and job performance among secretaries in the banking sector in Ghana using survey design and purposive sampling. The study found a positive relationship between employee commitment and job performance

among secretaries in the banking sector in Ghana. The authors suggested that employers should provide training and development opportunities for secretaries to enhance their commitment and job performance¹⁴². A study examined the relationship between employee commitment and job performance of secretaries in Kenya and the mediating role of job satisfaction using descriptive design and simple random sampling technique. The results showed a positive relationship between employee commitment and job performance, and job satisfaction partially mediated this relationship. The study concludes that employee commitment and job satisfaction are important factors that contribute to job performance among secretaries in Kenya¹⁴³.

Another study examined the influence of Organizational Commitment on Job Performance of Secretaries in Public Universities in Kenya using survey design. The results showed a significant positive relationship between organizational commitment and job performance. The study suggests that enhancing organizational commitment can lead to improved job performance among secretaries in public universities in Kenya¹⁴⁴. Another study examined the relationship between employee commitment and job performance among secretaries working in the Ministry of Agriculture, Livestock and Fisheries in Kenya. The results showed a significant positive relationship between employee commitment and job performance. The study recommends that organizations should focus on enhancing employee commitment to improve job performance among secretaries¹⁴⁵. Another study investigated the influence of employee commitment on job performance of secretaries in selected organizations in Kenya. The results showed a significant positive relationship between employee commitment and job performance. The study suggests that

organizations should invest in programs that enhance employee commitment to improve job performance among secretaries¹⁴⁶.

A study examined employee commitment and job performance of secretaries in Nigerian universities using descriptive design and purposive sampling. The study also found a positive relationship between employee commitment and job performance of secretaries in Nigerian universities. The study suggested that secretaries who were committed to their job were more likely to be productive and efficient¹⁴⁷. Another similar study examined employee commitment and job performance of secretaries in Nigerian universities adopting the survey design. The study found that employee commitment was a significant predictor of job performance among secretaries in Nigerian universities. The study also found that job satisfaction mediated the relationship between employee commitment and job performance¹⁴⁸. A study examined the influence of employee commitment and job performance of secretaries in selected South African universities using descriptive design. The study used a sample of 150 secretaries from five universities in South Africa and found that employees who were committed to their jobs were more likely to be productive and efficient in their work. It was also found that employee commitment has a significant positive influence on job performance of secretaries in South African universities¹⁴⁹.

Another study examined employee commitment and job performance of administrative staff in selected South African universities using descriptive design. The study used a sample of 179 administrative staff members from two universities and found that employees who were committed to their jobs were more likely to be satisfied with their work and perform better. It was also found that employee

commitment is positively related to job performance of administrative staff in higher education institutions in South Africa¹⁵⁰. A study investigated employee commitment and job performance of administrative staff in Nigerian universities. The study used a sample of 200 administrative staff members from two universities in Nigeria and found that employees who were committed to their jobs were more likely to be productive and efficient in their work. The study also found a significant positive relationship between employee commitment and job performance of administrative staff in Nigerian universities, which may have relevance to South Africa given the similarities in the education system¹⁵¹.

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2.4 Conceptual Model

Independent Variables

Dependent Variable

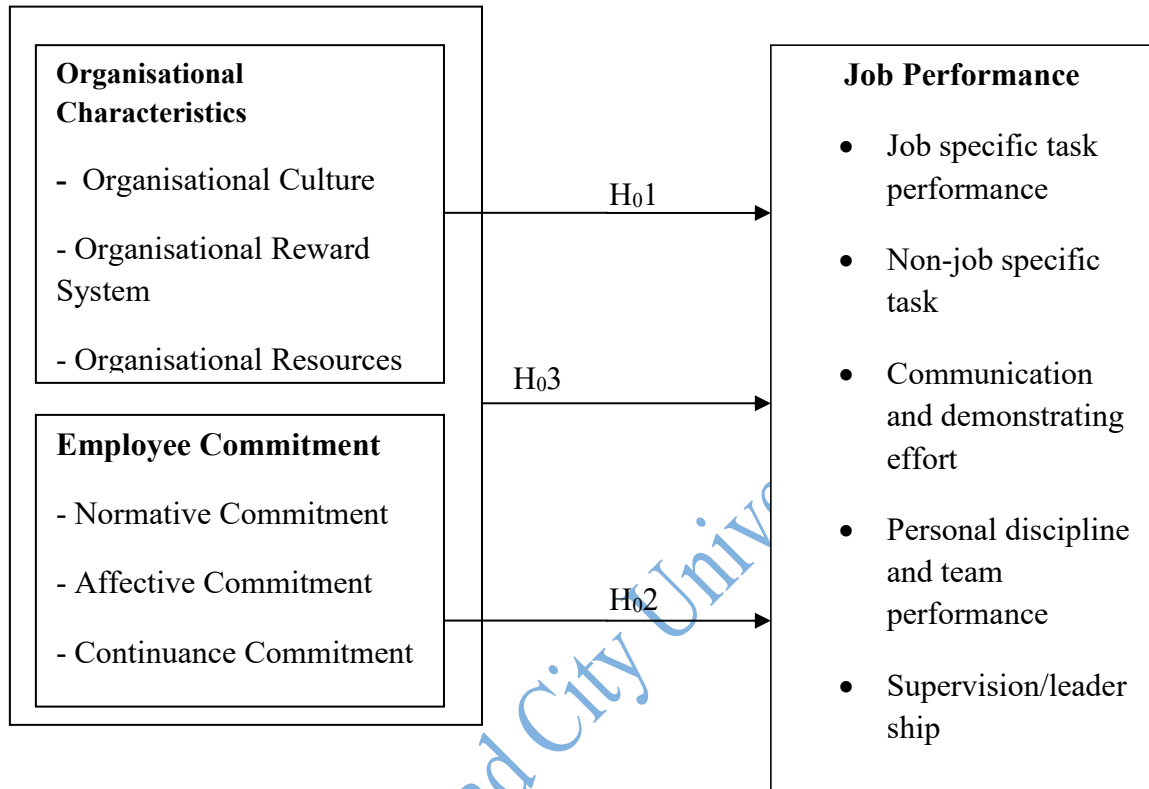


Figure 2.1: Conceptual Model on Organizational Characteristics, Employee Commitment and Job Performance

Source: Researcher's Fieldwork, 2023

A conceptual model gives a working strategy, a scheme which contains general, principal concepts and their relationships. The framework proposed links on the interactions between the dependent and independent variables of the study. Organizational characteristics and employee commitment are the independent variables while job performance is the dependent variable. The conceptual model proposes relationships and interactions between the components of the independent variables and job performance of secretaries in government-owned tertiary institutions in Oyo State. It suggests that organizational characteristics and employee

commitment are some of the key determinant of job performance of secretaries in government-owned tertiary institutions in Oyo State.

Furthermore, the conceptual framework expresses that there is an independent and joint relationship among the independent variables (organizational characteristics and employee commitment) on job performance of secretaries in tertiary institutions in Oyo State. The conceptual framework is anchored on theory of organizational creativity, Allen and Meyer Model of Employee Commitment and John Campbell theory of job performance. Theory of organizational creativity was used to explain the organizational characteristics. Some of the measures that were adapted for organizational characteristics are organizational culture, organizational reward system and organizational resources. Theory of human capital contingency theory was used to explain the employee commitment. Some of the measures that were adapted for employee commitment are normative commitment, affective commitment and continuance commitment. For job performance, Campbell theory of job performance was used because it examined and elucidated how one's job performance could be measured by laying emphasis on some measures. The measures used for this study were job specific task performance, non-job specific task performance, communication and demonstrating effort, personal discipline and peer/team performance and supervision/leadership.

2.5 Summary of Literature Reviewed

The review shows that there have been few studies conducted on influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State. Factors that hinder job performance among employees in Africa have also received attention. It

was revealed from the literature that some of the major components of job performance are job specific task performance, non-job specific task, communication and demonstrating effort, personal discipline and team. It was also revealed from the literature that the job performance of secretaries could be high or low. When the job performance of secretaries is low it could affect the organization goals and objective.

Literature that were revealed on job performance were mostly conducted among employees in organisations while few studies only focus on secretaries in the universities. Some of the studies that were conducted to examine the level of job performance of employees revealed that the job performance of employees were either low or moderate. This is not encouraging enough as it could impinge on achieving the goals of such organisations. However, some of these studies were purely quantitative, without giving the employees free hearing on factors that could affect their performance. Also, a focus group discussion could be adopted as this could serve as a search light to those factors underpinning employees; job performance. Though, some of these studies gave room for further studies.

From the literature revealed, it was shown that there is a lack of research that explores the impact of specific organizational characteristics on the job performance of secretaries in universities in Oyo state. For instance, while some studies have shown that job satisfaction, organizational culture, and leadership style are essential factors that influence job performance, there is a need for more research to determine the relative importance of each of these factors in the context of universities in Oyo state.

The existing literature mainly focuses on the impact of organizational characteristics on job performance, with limited attention paid to the mediating role of employee

commitment. Therefore, more research is needed to examine the extent to which employee commitment mediates the relationship between organizational characteristics and job performance among secretaries in universities in Oyo state. Also, most studies on this topic have used quantitative research methods, with limited attention paid to qualitative approaches. Therefore, there is a need for more qualitative studies that explore the experiences and perspectives of secretaries in universities in Oyo state regarding the influence of organizational characteristics and employee commitment on job performance.

Most of the literature that were reviewed were quantitative methods of survey type, there is a need for more longitudinal studies that investigate the influence of organizational characteristics and employee commitment on job performance over an extended period. Most studies in this area have been cross-sectional, providing only a snapshot of the relationship between the variables.

In addition, the existing literature has mainly focused on the perspectives of management and organizational leaders, with limited attention paid to the views of secretaries themselves. Therefore, more studies are needed to explore the experiences and perspectives of secretaries in universities in Oyo state regarding the influence of organizational characteristics and employee commitment on their job performance. In a study that was conducted on job performance, it was revealed that the instrument that was used in the study was questionnaire as this may not give more insight on why the job performance of secretaries was low or high. The study did not seek the opinion of the respondents while they were not performing up to their optimal level. Further study should adopt the qualitative approach by interviewing the respondents

in order to get first-hand information from them as regarding some impediment to their job performance.

The studies in this area have primarily focused on the job performance of secretaries, with little attention paid to the factors that influence their job satisfaction and motivation. Therefore, more research is needed to examine the relationship between job satisfaction, motivation, and job performance among secretaries in universities in Oyo state. The existing literature has mainly focused on the impact of organizational characteristics and employee commitment on job performance among secretaries, with little attention paid to the potential moderating effects of individual differences such as personality traits, skills, and experience. Therefore, there is a need for more research to investigate how individual differences may moderate the relationship between organizational characteristics, employee commitment, and job performance among secretaries in universities in Oyo state.

Literature reviewed revealed that a tenses organizational characteristic could inhibit job performance. Factors such as organizational culture, reward and resources can go a long way in enhancing job performance in the organization. It was also revealed that there is quite rational reason behind that, since employee commitment is connected to many things we consider important – work satisfaction, sickness related absences and willingness to change job, just to mention few.

Employee commitment was measured using its indicators normative, affective and continuance. Theory of job performance was used to anchor the study. However, while researchers globally have conducted many studies on job performance among secretaries, few in a systematic way have investigated the influence of organizational characteristics and employee commitment on job performance of secretaries in

government-owned tertiary institutions in Oyo State. From the available literature, it is apparent that majority of the studies were conducted outside Africa. Very few of these studies were carried out in Nigeria. This is the gap to be filled in this study.

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Chapter Three

Methodology

This chapter presents the method that was used to carry out the study. The section contains explanation of the procedures that was followed in arriving at the outcome of the study. The different sub-sections include: research design, population of the study, sample and sampling technique, description of research instrument, validity of research instrument, reliability of research instrument, method of data collection and method of data analysis. The stages and steps that was taken while carrying out the research are arranged accordingly as reflected.

3.1 Research Design

This study adopted the descriptive survey research design and a quantitative research approach. A descriptive survey design describes a condition or phenomenon as it exists naturally without manipulations. It may be used to justify current practice and make judgment and also to develop theories. For the purpose of this study, descriptive research enabled the researcher to examine the relationship between measures of different variables obtained at the same time. This method is appropriate because it is found useful in the collection of data on phenomena that cannot be directly observed. The method enables the researcher to collect data from a sample population that is representative of the total population¹. The data collected and analyzed would give a better understanding of the extent of the influence of organizational and employee demographic characteristics on job performance of secretaries in tertiary institutions in Oyo State Ibadan. Quantitative approach was applied to analyse responses of selected sample from the government-owned tertiary institutions in the study area.

3.2 Population of the Study

The population of this study comprised all the secretaries in government-owned tertiary institutions in Oyo State. This included both male and female who are newly employed and those who have been in the service for years. Table 3.1 shows the total number of secretaries in these government-owned tertiary institutions.

Table 3.1: Population of Secretaries in Government-Owned Tertiary Institutions in Oyo State

S/N	Name of Institution	Number of Secretaries
1	University of Ibadan	96
2	Ladoke Akintola University	67
3	The Technical University, Ibadan	31
4	The Polytechnic of Ibadan	57
5	Adedoyin Ogunsanya Polytechnic, Eruwa	51
6	The Oke Ogun Polytechnic, Saki	32
7	Emmanuel Alayande College of Education, Oyo	42
8	The College of Education, Lanlate	61
9	Oyo State College of Agriculture, Igbo-Ora	32
10	Federal College of Education (Special)	56
11	School of Nursing and Midwifery, Eleyele, Ibadan	48
12	College of Hygiene and Health Technology, Eleyele, Ibadan	62
	Total	635

Sources: *Institutions' Establishment and Research Field data, 2021*

3.3 Sample and Sampling Technique

To determine the sample size for the study, the research advisors sampling table by Krejcie and Morgan was used² (see appendix II). Using a confidence level of 95% and 5% margin of error, the sample is given as 248.

Based on the determined sample size, a specific number of respondents in each institution will be determined by applying a proportional technique to get the value that each secretaries will have concerning the specified sample size

$$\frac{\text{No of secretaries per institution}}{\text{Total No. of population}} \times 248$$

Table 3.2: Proportionate Sample Size

S/N	Name of Institutions	% of Population for each Institution	Sample for each Institution
1	University of Ibadan	$\frac{96}{635} \times 100 = 15.1$	$\frac{15.1}{100} \times 248 = 37$
2	Ladoke Akintola University of Technology, Ogbomoso	$\frac{67}{635} \times 100 = 10.6$	$\frac{10.6}{100} \times 248 = 26$
3	The First Technical University, Ibadan	$\frac{31}{635} \times 100 = 4.8$	$\frac{4.8}{100} \times 248 = 12$
4	The Polytechnic of Ibadan, Ibadan	$\frac{57}{635} \times 100 = 8.9$	$\frac{8.9}{100} \times 248 = 22$
5	The Ibarapa Polytechnic, Eruwa	$\frac{51}{635} \times 100 = 8$	$\frac{8}{100} \times 248 = 20$
6	The Oke Ogun Polytechnic, Saki	$\frac{32}{635} \times 100 = 5$	$\frac{5}{100} \times 248 = 12$
7	Emmanuel Alayande College of Education	$\frac{42}{635} \times 100 = 6.6$	$\frac{6.6}{100} \times 248 = 16$
8	The College of Education, Lanlate	$\frac{61}{635} \times 100 = 9.6$	$\frac{9.6}{100} \times 248 = 24$
9	Oyo State College of Agriculture, Igbo-Ora	$\frac{32}{635} \times 100 = 5$	$\frac{5}{100} \times 248 = 12$
10	Federal College of Education (Special), Oyo	$\frac{56}{635} \times 100 = 8.8$	$\frac{8.8}{100} \times 248 = 22$

11	School of Nursing and Midwifery, Eleyele, Ibadan	$48/635 \times 100 = 7.5$	$7.5/100 \times 248 = 19$
12	College of Hygiene and Health Technology, Eleyele, Ibadan	$62/635 \times 100 = 9.7$	$9.7/100 \times 248 = 24$
Total		635	248

Source: Researcher's Work (2023)

Table 3.3 Sample size for each Institution

S/N	Name of Institutions	Sample Size
1	University of Ibadan	37
2	Ladoke Akintola University of Technology, Ogbomoso	26
3	The First Technical University, Ibadan	12
4	The Polytechnic of Ibadan, Ibadan	22
5	The Ibarapa Polytechnic, Eruwa	20
6	The Oke Ogun Polytechnic, Saki	12
7	Emmanuel Alayande College of Education	16
8	The College of Education, Lanlate	24
9	Oyo State College of Agriculture, Igbo-Ora	12
10	Federal College of Education (Special), Oyo	22
11	School of Nursing and Midwifery, Eleyele, Ibadan	19
12	College of Hygiene and Health Technology, Eleyele, Ibadan	24
Total		248

3.4 Description of the Research Instrument

The instrument used for data collection in this study was the questionnaire. This technique is preferred because of the high literacy level of the study population. Questionnaire was chosen as the instrument because it is appropriate in getting to large number of respondents and their

dispersion time. The questionnaire was adapted^{3,4&5} and was modified to suit the study. The questionnaire is an acceptable instrument in non-experimental studies. The questionnaire is tagged “Organizational Characteristics Employee Commitment Job Performance Questionnaire” (*OCECJPQ*). The questionnaire contains scales to measure the various constructs of the research model. The questionnaire is divided into four (4) sections with focus on the variables of the study. The sections are: A, B, C and D.

Section A elicited information on demographic characteristics of the respondents which included; gender, religion, age, marital status, highest academic qualification, years in service and monthly income.

Section B elicited information on job performance of secretaries using standardized scale which was adapted for the study. This section has five sub-scales with a total of twelve items. The first sub-scale measured job specific task performance by secretaries and it contains three items such as; I have the ability to perform office routine works efficiently; I attend promptly to requests from other staff. The second sub-scale measured non-job specific task performance by secretaries and it contains three items which include; I always meet up with deadline; I am willing to take on extra responsibilities to help my colleagues. The third sub-scale measured communication and demonstrating effort of secretaries and it consists of three items such as; I can use communication skills effectively; I am competent in using information tools and technologies. The fourth section measured personal discipline and peer/team performance by secretaries and it comprises three items which includes; I am always regular and punctual at work; I perform my work schedule on time. The fifth sub-scale measured supervision/leadership by secretaries and it contains three items which includes; I can solve problems on my own; I can perform better with little or no supervision. The scale has a four-point Likert scale with ranked options: Very High (VH) = 4points, High(H) = 3points, Low (L) = 2points, Very Low (VL) = 1point

Section C elicited information on organizational characteristics using standardised scale adapted for this study. This instrument was used to evaluate the fundamental elements of the organization which reflect the established norms, values and attitudes of the organization's culture and influence individuals' behaviour either positively or negatively. The section has three sub-scales. The first is the Organizational culture which has four items such as; my work group offer support and encouragement to help each other when necessary; my boss/supervisor does not play favorites/discrimination. The second is organizational reward system with four items which include; My salary commensurate with the work I do; the anticipation of bonus enhances my performance at work. The third is Organizational resources scale which contains four items such as; my office is spacious and conducive; cabinets/drawers are available to keep files and other documents properly. The scale has a four-point rating scale with ranked options: Strongly Agree (SA) = 4pts, Agree(A) = 3pts, Disagree(D) = 2pts, Strongly Disagree (SD) = 1pt. It has Cronbach alpha of 0.86. All the items were adapted for the study. The scale was revalidated and its Cronbach alpha internal consistency was reported.

Section D elicited information on Employee commitment using standardised scale which was adapted for the study. The section has three sub-scales. The first is the affective commitment which includes items like; this institution has a great deal of personal meaning for me; I would be very happy to spend the rest of my career in this institution. The second is normative commitment with four items such as; I feel obliged to remain with my institution; I owe a great deal to this institution. The third is continuance commitment scale which contains four item such as; too much of my life would be disrupted if I leave my institution right now, staying with my job at this institution is a matter of necessity as much as desire. The scale has a four-point rating scale with ranked options: Very High (VH) = 4pts, High (H) = 3pts, Low (L) = 2pts, Very Low (VL) = 1pt.

3.5 Validity of the Research Instrument

To establish the face and content validity of the instrument that was used for the study, the face and content validity of the questionnaire was established by the thesis supervisor and other experts in the field of Office and Information Management. Copies of the instrument were given to the project supervisor and the two experts who are in the field of Information Management and Measurement and Evaluation. These experts looked at the instrument in order to point out the researcher's statements that were poorly worded and those that do not agree with the purpose of the study. They examined the instrument for comprehensiveness, relevance of contents, clarity of instructions and statements, possible ambiguities, errors and/or omission. The project supervisor and other was useful in answering the research questions and in testing the hypotheses that was employed for this study. Comments and the observation of these experts in conjunction with the supervisor's comments were considered in the final draft of the questionnaire.

3.6 Reliability of the Research Instrument

The reliability of the measuring instrument was done through a pilot study. The pilot study helped to ensure consistency and dependability of the scale and the ability to elicit data that answer the research question of the study. This was carried out by using 30 copies of the questionnaire which was administered on secretaries in Obafemi Awolowo University, Ile Ife who were outside the scope of the study but have similar characteristics with the study population. Split half method was used and the data that obtained was subjected to Cronbach's alpha test to establish the internal consistency of the items in each of the scales. From the result obtained, the items in the scales displayed strong reliability value by satisfying the rule of thumb for internal consistency with a Cronbach alpha value of above 0.77.

The result of the reliability test that was conducted revealed that job performance has a reliability coefficient of 0.81, organizational characteristic; 0.77 and employee commitment; 0.81. The values mean that each scale used for this study was reliable.

3.7 Method of Data Collection

An introductory letter was collected from the Head of Department of Information Management, Lead City University, which was addressed to the authorities of the tertiary institutions where the secretaries are working by introducing the researcher and her project. The letter described the reasons for the survey and solicited the secretaries' help in promptly filling and returning the questionnaire. The promise of anonymity of the respondents and confidentiality of the results was in the questionnaire cover page. The secretaries were made to know the essence of the study, as the data to be collected from them would only be used for academic purpose. The copies of the questionnaire were personally administered by the researcher to the secretaries in the government-owned tertiary institutions under the study with the help of two research assistants who were trained for three days and paid after rendering their services. The secretaries were given ample time to complete the questionnaire, after which the completed copies were retrieved and collated for analysis.

3.8 Method of Data Analysis

The data collected for this study were analysed using Statistical Package for Social Sciences (SPSS) version 21. Specifically, frequency tables, percentages, mean and standard deviation were used to answer research questions 1, 2 and 3. Multiple regression analysis was used to test hypotheses 1, 2 and 3. All the three hypotheses were tested at 0.05 level of significance.

Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter presents results and discussions of findings. Section I is a presentation of the descriptive analysis using frequency counts, percentage and mean. Section II presents the results to the research questions and hypotheses, which the study set out to answer and test. Section III presents the discussion of findings.

4.1 Demographic Data Analysis

This section is descriptive and it presents the results of demographic characteristics using frequency distribution tables. The table for presentation follows.

Table 4.1: Response Rate

Institutions	Frequency	Percentage
University of Ibadan, Ibadan	37	14.9
Ladoke Akintola University of Technology, Ogbomoso	18	7.3
Federal College of Education Special, Oyo	12	4.8
Emmanuel Alayande College of Education, Oyo	16	6.5
College of Education, Lanlate	11	4.4
First Technical University, Ibadan	15	6.0
Oke Ogun Polytechnic, Saki	12	4.8
The Polytechnic of Ibadan	22	8.9
Federal College of Animal Science	20	8.1
School of Nursing, Eleyele	13	5.2
Ibarapa Polytechnic, Eruwa	18	7.3
Oyo State College of Agriculture, Igbo Ora	7	2.8
Total	201	81.0%

Source: Field Survey, 2023

The target respondents in the study were secretaries in government-owned tertiary institutions in Oyo State. A total of 248 questionnaires were administered, 201 were filled and returned, which represent 81.0% response. The other 47 (18.9%) copies of questionnaires were found incomplete and unusable due to the respondents not providing complete information needed.

Table 4.2: Demographic Information of the Respondents

Demographic Characteristics		Frequency	Percentage
Gender	Male	27	13.4
	Female	174	86.6
Age	20-30 years	24	11.9
	31-40 years	46	22.9
	41-50 years	88	43.8
	51 years and above	43	21.4
Highest Educational Qualification	OND	4	2.0
	HND	75	37.3
	B.Sc	88	43.8
	Masters	34	16.9
Work Experience	1-5 years	27	13.4
	6-10 years	16	8.0
	11-15years	92	45.8
	16-20 years	66	32.8

Source: Field Survey, 2023

Table 4.2 shows that 27 (13.4%) were males and the rest 174 (86.6%) were females. This shows that there are more working females than males working as secretaries in the tertiary institutions being studied. The secretarial profession has always been considered a profession for female gender. However, males are also being engaged in it. It also shows that 24 (11.9%) of the respondents were between the age range of 20-30 years, 46 (22.9%) were between 31-40 years, 88 (43.8%) were between 41-50 years while 43 (21.4%) were 51years and above. It could be inferred that the

respondents whose age fell between 41-50 years were the majority. However, 34.8% of the respondents were 40 years and below which shows that younger employees are being absorbed into the system. Also, four (2.0%) had OND as their highest educational qualification, 75 (37.73%) had HND, 88 (43.8%) had B.Sc while 34 (16.9%) had masters. It could be seen that majority of the employees working as secretaries in tertiary institutions are graduates with either HND or B.Sc which make up 81.1% of the respondents. A few (16.9%) hold Masters degree. The Table reveals that 27 (13.4%) had 1-5 years work experience, 16 (8.0%) had worked between 6-10 years, 92 (45.8%) had 11-15 years work experience while 66 (32.8%) had 16-20 years work experience. It could be inferred that respondents who had 11-15 years work experience were the majority (45.8%), followed by those with 16-20 years of experience (32.8%). In general, the secretaries working in tertiary institutions are well experienced in their job. However, there are new entrants in the profession shown by 13.4% who have 1-5 years of experience.

4.2 Analysis of Research Questions

Research Question One: What is the level of Job Performance of Secretaries in Government-Owned Tertiary Institutions in Oyo State?

Table 4.3: Level of Job Performance of Secretaries in Government-Owned Tertiary Institutions in Oyo State

S/N	Items I	VH	H	L	VL	\bar{x}	Std.df
Job specific task performance							
1.	have the ability to perform office routine works efficiently	145 (72.1%)	56 (27.9%)	-	-	3.72	0.449
2.	attend promptly to requests from other staff	124 (61.7%)	77 (38.3%)	-	-	3.61	0.487
3	have the ability to attend to information requests	126 (62.7%)	75 (37.3%)	-	-	3.63	0.485
Average mean						3.65	

S/N	Items	VH	H	VL	L	\bar{x}	Std.df
Non job specific task performance							
4.	always meet up with deadline	125 (62.2%)	67 (33.3%)	9 (4.5%)	-	3.67	0.579
5.	providing input to growth of the unit/department	114 (56.7%)	87 (43.3%)	-	-	3.57	0.497
6.	am willing to take on extra responsibilities to help my colleagues	117 (58.2%)	83 (41.3%)	1 (0.5%)	-	3.58	0.505
Average mean						3.61	
Communication and Demonstrating Effort							
7.	can use communication skills effectively	106 (52.7%)	95 (47.3%)	-	-	3.53	0.501
8.	am competent in using information tools and technologies	82 (40.8%)	107 (53.2%)	12 (6.0%)	-	3.35	0.590
9.	can perform efficiently and effectively under pressure	105 (52.2%)	84 (41.8%)	12 (6.0%)	-	3.46	0.608
Average mean						3.45	
Personal discipline and Peer/Team performance							
10.	perform my work schedule on time	157 (78.1%)	44 (21.9%)	-	-	3.78	0.414
11.	am always regular and punctual at Work	152 (75.6%)	45 (22.4%)	4 (2.0%)	-	3.74	0.484
12.	am very cooperative and show team spirit	145 (72.1%)	56 (27.9%)	-	-	3.72	0.449
Average mean						3.75	
Supervision/leadership							
13.	can perform better with little or no supervision	129 (64.2%)	63 (31.3%)	9 (4.5%)	-	3.60	0.576
14.	always make sure to be a good example to others	124 (61.7%)	76 (37.8%)	1 (0.5%)	-	3.61	0.499
15.	can solve problems on my own	108 (53.7%)	88 (43.8%)	5 (2.5%)	-	3.51	0.549
Average mean						3.57	
Grand mean: 3.61							

Key: VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.00, Very Low = 0.99-0.00

Source: Fieldwork, 2023.

Table 4.3 reveals the level of job performance of secretaries in government-owned tertiary institutions in Oyo State. The scales used in measuring organizational characteristics were: very high, high, low, very low. For the purpose of reporting, very high and high were merged to become high (H) while, low and very low were to become low (L). Results shows that 201 (100%) rated high that they have the ability to perform office routine works efficiently while none was rated low. 201 (100%) rated high that they attend promptly to requests from other staff while none rated low. 201 (100%) rated high that they have the ability to attend to information requests while none rated low. Also, 192 (95.5%) rated high that they always meet up with deadline while 9 (4.5%) rated low. 201 (100%) rated high that they provide input to growth of the unit/department while none rated low. 200 (99.5%) rated high that they are willing to take on extra responsibilities to help their colleagues while 1 (0.5%) rated low.

Furthermore, 201 (100%) rated high that they can use communication skills effectively while none rated low. 189 (46.0%) rated high that they are competent in using information tools and technologies while 12 (6.0%) disagreed. 189 (94.0%) agreed that they can perform efficiently and effectively under pressure while 12 (6.0%) rated low. Also, 201 (100%) rated high that they can perform their work schedule on time while none rated low. 197 (98.0%) rated high that they are always regular and punctual at work while 4 (2.0%) rated low. 201 (100%) rated high that they are very cooperative and show team spirit while none rated low. 192 (95.5%) rated high that they can perform better with little or no supervision while 9 (4.5%) rated low. 200 (99.5%) rated high that they always make sure to be a good example to others while 1 (0.5%) rated low. 196 (97.5%) rated high that they can solve problems on their own while 5 (2.5%) rated low.

With a grand mean of 3.61, it could be inferred from the decision rule that the level of job performance of secretaries in government-owned tertiary institutions in Oyo State was moderately high. This means that the different job activities that are performed by secretaries are not well encouraged, as this could inhibit the goals and objectives of the institutions.

S/N	Statements	SA	A	D	SD	\bar{x}	Std.dev
Organizational Culture							
1	I make most of the decisions that affect the way I do my work.	57 (28.4%)	87 (43.3%)	57 (28.4%)	-	3.00	0.755
2	My work group offer support and encouragement to help each other when necessary	79 (39.3%)	121 (60.2%)	1 (0.5%)	-	3.39	0.499
3	My supervisor knows what my strengths are and tells me.	70 (34.8%)	97 (48.3%)	34 (16.9%)	-	3.18	0.698
4	My boss/supervisor does not play favorites/discrimination	56 (27.9%)	83 (41.3%)	62 (30.8%)	-	2.97	0.768
Average mean						2.39	
Organizational Reward System							
5	The anticipation of bonus enhances my performance at work	59 (29.4%)	69 (34.3%)	56 (27.9%)	17 (8.5%)	2.85	0.944
6	My salary commensurate with the work I do	29 (14.4%)	55 (27.4%)	69 (34.3%)	48 (23.9%)	2.32	0.995
7	Promotion encourage my level performances at work	101 (50.2%)	60 (29.9%)	30 (14.9%)	10 (5.0%)	3.25	0.889
8	Performance related bonus motivate me to be more committed to my job	90 (44.8%)	73 (36.3%)	28 (13.9%)	10 (5.0%)	3.21	0.864
Average mean						2.91	

	Statements	SA	A	D	SD	\bar{x}	Std. dv
Organizational Resources							
9	My office is spacious and conducive	104 (51.7%)	40 (19.9%)	47 (23.4%)	10 (5.0%)	3.18	0.960
10	There are functional computers at my work place	105 (52.2%)	32 (15.9%)	34 (16.9%)	30 (14.9%)	3.03	1.134
11	There are enough stationeries in my office	79 (39.3%)	37 (18.4%)	58 (28.9%)	27 (13.4%)	2.84	1.094
12	Cabinets/drawers are available to keep files and other documents properly	111 (55.2%)	54 (26.9%)	19 (9.5%)	17 (8.5%)	3.29	0.952
Average mean						3.09	
Grand mean: 2.80							

Research Question Two: What Organizational Characteristics (organizational culture, organizational reward system and organizational resources) are practiced or in place in government-owned tertiary institutions in Oyo State?

Table 4.4: Organizational Characteristics of Government-Owned Tertiary Institutions in Oyo State

Key: SA=Strongly Agree, A=Agree, D= Disagree, SD=Strongly Disagree

Decision Rule: *Highly practiced* =4.00-3.00, *Moderately practiced* =2.99-2.00, *Fairly practiced* = 1.99-1.00, *Not practiced* =0.99-0.00.

Source: Fieldwork, 2023

Table 4.4 reveals that organizational characteristics (organizational culture and organizational reward system) are moderately practiced while (organizational resources) are moderately in place in government-owned tertiary institutions in Oyo State. The scales used in measuring organizational characteristics were: strongly agree, agree, disagree, and strongly disagree. But for the purpose of reporting, strongly agree and agree were merged to become agree (A) while, disagree and strongly disagree were to become disagree (D). Result shows 144 (71.7%) agreed that they made most of the decisions that affect the way they do their work while 57

(28.4%) disagreed. 200 (99.5%) agreed that their work group offer support and encouragement to help each other when necessary while 1 (0.5%) disagreed. 167 (83.1%) agreed that their supervisor know what their strengths are and tells them while 34 (16.9%) disagreed. 139 (69.2%) agreed that their boss/supervisor do not play favorites/discrimination while 62 (30.8%) disagreed.

Also, 128 (63.7%) agreed that the anticipation of bonus enhance their performance at work while 73 (36.4%) disagreed. 84 (41.8%) agreed that their salary commensurate with the work they do while 117 (58.2%) disagreed. 161 (80.1%) agreed that promotion encourage their level performances at work while 40 (19.9%) disagreed. 163 (81.9%) agreed that performance related bonus motivated them to be more committed to their job while 38 (18.9%) disagreed. Furthermore, 144 (71.6%) agreed that their office is spacious and conducive while 57 (28.4%) disagreed. 137 (68.1%) agreed that there were functional computers at their work place while 64 (31.8%) disagreed. 116 (57.7%) agreed that there were enough stationeries in their offices while 85 (42.3%) disagreed. 165 (82.1%) agreed that cabinets/drawers are available to keep files and other documents properly 36 (18.0%) disagreed.

With a grand mean of 2.80, it could be inferred that organizational culture and organizational reward system are moderately practiced while organizational resources are moderately in place in government-owned tertiary institutions in Oyo State, although more than half (58.2%) disagreed that their salary is commensurate with the work they do.

Research Question Three: What is the level of employee commitment among secretaries in government-owned tertiary institutions in Oyo State?

Table 4.5a: Level of Employee Commitment among Secretaries in Government-Owned Tertiary Institutions in Oyo State

Extent to which Respondents agree to the Statements							
S/N	Statements	VH	H	L	VL	\bar{x}	Std. dev
Affective Commitment							
1	I would be very happy to spend the rest of my career in this organization.	65 (32.3%)	22 (10.9%)	75 (37.3%)	39 (19.4%)	2.56	1.135
2	I feel a strong sense of belonging to this organization	47 (23.4%)	100 (49.8%)	44 (21.9%)	10 (5.0%)	2.92	0.805
3	This organization has a great deal of personal meaning for me	40 (19.9%)	109 (54.2%)	42 (20.9%)	10 (5.0%)	2.89	0.773
4	I really feel as if this organization's problems are my own.	61 (30.3%)	68 (33.8%)	43 (21.4%)	29 (14.4%)	2.80	1.030
Average mean						2.79	
Normative Commitment							
5	This organization deserves my loyalty.	105 (52.2%)	79 (39.3%)	16 (8.0%)	1 (0.5%)	3.43	0.661
6	I feel obliged to remain with my organization	65 (32.2%)	79 (39.3%)	46 (22.9%)	11 (5.5%)	2.99	0.880
7	I would not leave my organization right now because of my sense of obligation to it.	57 (28.4%)	90 (44.8%)	35 (17.4%)	19 (9.5%)	2.92	0.913
8	I owe a great deal to this organization	58 (28.9%)	77 (38.3%)	56 (27.9%)	10 (5.0%)	2.91	0.873
Average mean						3.06	
Continuance Commitment							
9	Right now, staying with my job at this organization is a matter of necessity as much as desire.	67 (33.3%)	89 (44.3%)	43 (21.4%)	2 (1.0%)	3.10	0.761
10	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere	71 (35.3%)	75 (37.3%)	53 (26.4%)	2 (1.0%)	3.07	0.809
11	Too much of my life would be disrupted if I leave my organization	74 (36.8%)	33 (16.4%)	41 (20.4%)	53 (26.4%)	2.63	1.226

S/N	Statements	VH	H	L	VL	\bar{x}	Std. df
12	It would be very hard for me to leave my job at this organization right now even if I wanted to	74 (36.8%)	34 (16.9%)	79 (39.3%)	14 (7.0%)	2.84	1.009
Average mean						2.91	
Grand mean: 2.92							

Key: VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: *High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.00, Very Low = 0.99-0.00* Source: Fieldwork, 2023

Table 4.5 reveals the level of employee commitment among secretaries in government-owned tertiary institutions in Oyo State. The scales used in measuring employee commitment were: very high, high, low and very low. But for the purpose of reporting, very high and high were merged to become high (H) while low and very low were to become low (L). Result reveals that 87 (42.3%) indicated to a high extent that they would be very happy to spend the rest of their career in their organization while 114 (56.7%) indicated low. 147 (73.2%) indicated high that they feel a strong sense of belonging to their organization while 54 (26.9%) indicated low. 149 (74.1%) indicated to a high extent that their organizations have a great deal of personal meaning for them while 52 (25.9%) indicated a low extent. 129 (64.1%) indicated to a high extent that they really felt as if their organization's problems are their own while 72 (35.8%) indicated low. Also, 184 (91.5%) indicated high that their organizations deserve their loyalty while 17 (8.5%) indicated low. 144 (71.5%) indicated to a high extent that they feel obliged to remain with their organization while 57 (28.4%) indicated low extent. 147 (73.2%) indicated to a high extent that they would not leave their organization right now because of their sense of obligation to it while 54 (26.9%) indicated low. 135 (67.2%) indicated to a high extent that they owe a great deal to their organization while 66 (32.9%) indicated low extent.

Furthermore, 156 (77.6%) indicated to a high extent that right now, staying with their job at their organization is a matter of necessity as much as desire while 45 (22.4%) indicated low extent. 146 (72.6%) indicated high that one of the few negative consequences of leaving their job at this organization would be the scarcity of available alternatives elsewhere while 55 (27.4%) indicated a low extent. 107 (53.2%) indicated to a high extent that too much of their life would be disrupted if they leave their organization while 94 (26.8%) indicated a low extent. 108 (53.7%) indicated to a high extent that it would be very hard for them to leave their job at their organization right now even if they wanted to while 93 (46.3%) indicated a low extent.

With a calculated grand mean of 2.92, it could be inferred that the level of employee commitment of secretaries in government-owned tertiary institutions in Oyo State is moderate. This means that secretaries could leave their jobs if they get a better offer from other organizations.

4.3 Test of Hypotheses

H₀₁: There is no significant influence of organizational characteristics (organizational culture, organizational reward system and organizational resources) on job performance of secretaries in government-owned tertiary institutions in Oyo State.

Table 4.6a: Influence of Organizational Characteristics (organizational culture, organizational reward system and organizational resources) on Job Performance of Secretaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.352	.342	3.50695

a. Predictors: (Constant), Organisational_Reward_System, Organisational_Culture, Organisational_Resources

Table 4.6b: Influence of Organizational Characteristics (organisational culture, organisational rewards, organisational resources) on Job Performance of Secretaries

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1318.117	3	439.372	35.725	.000 ^b
	Residual	2422.838	197	12.299		
	Total	3740.955	200			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), Organisational_Resources, Organisational_Culture, Organisational_Reward_System

Table 4.6c: Influence of Organizational Characteristics (organisational culture, organisational rewards, organisational resources) on Job Performance of Secretaries

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	12.598	1.083		11.633	.000
	Organisational culture	1.379	.141	.626	9.807	.000
	Organisational reward system	-.132	.109	-.084	-1.210	.228
	Organisational resources	-.101	.075	-.084	-1.338	.182

a. Dependent Variable: Job performance

Source: Fieldwork, 2023

Table 4.6a, 4.6b and 4.6c reveal that organizational characteristics (organizational culture, organisational reward system and organizational resources) are potent predictors of job performance. It was analysed by using regression analysis. Table 4.6 reveals the most potent factor was organizational culture (Beta = .626, $t = 9.807$, $p < 0.05$) while organizational reward system (Beta = -.084, $t = -1.210$, $p > 0.05$) and organisational resources (Beta = -.084, $t = -1.338$, $p > 0.05$) did not contribute to the prediction of job performance. This implies that organizational culture contributes 62.6% to job performance of secretaries in government-owned tertiary institutions in

Oyo State. It was also revealed that the three measures of organizational characteristics combined revealed a positive relationship with job performance ($R=.594$) and accounted for 34.2% ($\text{Adj.}R^2=.342$) variance in the prediction of job performance. However, there was significant influence of organizational characteristics (organizational culture, organisational reward system and organizational resources) on job performance of secretaries; $F_{(3, 197)} = 35.725$; $p < 0.05$. Therefore, H_01 is rejected.

H_02 : There is no significant influence of employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State.

Table 4.7a: Influence of Employee Commitment on Job Performance of Secretaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501 ^a	.251	.239	3.77199

a. Predictors: (Constant), continuance_commitment, affective_commitment, normative_commitment

Table 4.7b: Influence of Employee Commitment on Job Performance of Secretaries

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	938.053	3	312.684	21.977	.000 ^b
	Residual	2802.902	197	14.228		
	Total	3740.955	200			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), continuance_commitment, affective_commitment, normative_commitment

Table 4.7c: Influence of Employee Commitment on Job Performance of Secretaries

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	22.236	.986		22.544	.000
	Affective commitment	.361	.103	.271	3.511	.001
	Normative commitment	.153	.126	.095	1.211	.227
	Continuance commitment	-.670	.089	-.491	-7.499	.000

a. Dependent Variable: Job Performance

Source: Fieldwork, 2023

Table 4.7a, 4.7b and 4.7c show that employee commitment (affective commitment, normative commitment and continuance commitment) are potent predictors of job performance. It was analysed by using regression analysis. The most potent factor was continuance commitment (Beta = -.491, $t = -7.499$, $p < 0.05$) followed by affective commitment (Beta = .271, $t = 3.511$, $p < 0.05$) while normative commitment (Beta = .095, $t = 1.211$, $p > 0.05$) did not contribute to the prediction of job performance. This implies that continuance commitment and affective commitment tend to increase the quality of job performance of secretaries in government-owned tertiary institutions in Oyo State by 49.1% and 27.1% respectively. It was also revealed that the three measures of employee commitment combined has positive relationship with job performance ($R = .501$) and accounted for 23.9% ($Adj.R^2 = .239$) variance in the prediction of job performance. However, there was significant influence of employee commitment (affective commitment, normative commitment and continuance commitment) on job performance of secretaries; $F_{(3, 197)} = 21.977$; $p < 0.05$. Therefore, H_02 is rejected.

H₀₃: There is no significant combined influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State.

Table 4.8a: Combined Influence of Organizational Characteristics and Employee Commitment on Job Performance of Secretaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	.077	.067	4.17682

a. Predictors: (Constant), Employee_commitment, organisational_characteristics

Table 4.8b: Combined Influence of Organizational Characteristics and Employee Commitment on Job Performance of Secretaries

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	286.679	2	143.340	8.216	.000 ^b
	Residual	3454.276	198	17.446		
	Total	3740.955	200			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), Employee_commitment, organisational_characteristics

Table 4.8c: Combined Influence of Organizational Characteristics and Employee Commitment on Job Performance of Secretaries

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.857	1.307		14.432	.000
	Organisational characteristics	.209	.052	.303	3.994	.000
	Employee commitment	-.110	.047	-.179	-2.359	.019

a. Dependent Variable: Job performance

Table 4.8a, 4.8b and 4.8c reveals the significant combined influence of the independent variables (organizational characteristics and employee commitment) to the prediction of job performance of secretaries in government-owned tertiary institutions in Oyo State. The result yielded a coefficient of multiple regressions $R = 0.277$ and multiple R -square = 0.077. This suggests that the two factors combined has positive correlation with job performance ($R=.277$) and accounted for 6.7% ($Adj.R^2= .067$)

variance in the prediction of job performance of secretaries. The other factors accounting for the remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant combined influence of organizational characteristics and employee commitment on job performance of secretaries, $F_{(2, 198)} = 8.216$; $P < 0.05$. It was also revealed the most potent factor was organizational characteristics (Beta = .303, $t = 3.994$, $p < 0.05$) and employee commitment (Beta = -.179, $t = -2.359$, $p < 0.05$) contributed to the prediction of job performance. This implies that organizational characteristics and employee commitment are indices of job performance of secretaries in government-owned tertiary institutions in Oyo State, therefore, H_03 is rejected.

4.4 Discussion of Findings

4.4.1 Level of Job Performance of Secretaries in Government-Owned Tertiary Institutions in Oyo State

Result revealed that the level of job performance of secretaries in government-owned tertiary institutions in Oyo State is moderate. This means that secretaries in government-owned tertiary institutions are working just to ensure that the goals, mission and vision of the institutions are met. However, more measures could be put in place by the management of the universities to ensure that the job performance of secretaries is heightened. The finding corroborates a study that was conducted to investigate the level of job performance of employees in Colleges of Education in Nigeria. The results showed that the mean score for job performance of employees was good indicating moderate level of job performance¹. The finding also supports another study investigated the level of job performance of employees in universities in North-Central, Nigeria. Findings showed a mean score of 3.00 which indicated a moderate level of job performance of employees in universities in North-Central,

Nigeria. Their study described the notable barriers of academic staff job performance to include lack of appropriate reward for expanded new roles, lack of status, lack of recognition, social security, social facilities, promotion, wages, social services and physical working conditions. The finding also negates a study that was conducted in university libraries in Ankara found out that academic librarians' low job performance is caused by poor physical working conditions, non-recognition with the work conducted, not obtaining respect with the job conducted, job security, promotion, wages, social status and social services².

The finding also validates a study that was conducted on lecturers' work stress and job performance in Kwara State Colleges of Education. The aim of the study was to investigate the relationship between work stress and job performance among lecturer in Kwara State Colleges of Education. and result revealed that the level of job performance among staff in Kwara State College of education was high³. The finding also corroborates a study that was conducted on employee motivation and job performance which was aimed at examining the effect of employee motivation on performance in ultimate company limited, Doula, Cameroon. The study adopted a survey research design. Both quantitative and qualitative data were used in the study. Observation, focus groups, and interviews and questionnaire were employed to obtain information. The result revealed that the employees' job performance was moderate⁴. The author recommended that when employees are well remunerated, they tend to be more productive which could make the goals and objectives of the organization to be achieved.

The finding also goes in line with a study that was investigated to determine job performances of administrative staff in Southwest Nigerian Universities. The study's

purpose was to investigate the job performance of administrative staff in federal and state universities in Southwest, Nigeria. The study employed a descriptive survey design. The data was analyzed using Pearson Product Moment correlation coefficient. The findings revealed that the level of job performance of administrative staff in federal and state universities was moderate⁵. The finding also goes in line with another study that investigated job satisfaction and job performance of supervisors at the workplace. The purpose was to investigate the relationship between job satisfaction and job performance. The finding revealed that the level of job performance of employees was moderate. The author affirmed that the reason behind the moderate level of job performance of employees was because they were not well motivated and reinforced⁶.

4.4.2 Organizational Characteristics that are practiced or in place in Government-Owned Tertiary Institutions in Oyo State

Result showed that that organizational culture, organizational reward system and organizational resources are in place and moderately-practiced in government-owned tertiary institutions in Oyo State. This means that the culture put in place, available resources and the reward system adopted by the management of the institutions are commiserate with the needs of the secretaries as this have a positive influence on their job performance. Also, when secretaries are well rewarded due to their high job performance they tend to put more effort to ensure that they do better than their previous performance. The finding supports a study that examined the effect of organizational culture on job performance among employees in Wärtsilä Limited, Kenya and result showed that organizational values has a more significant effect to employee's job performance at Wärtsilä, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between

organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employees performance⁷. The result also validates a study that was conducted to investigate the impact of reward system on organizational performance in Brentwood Suppliers Limited in Lusaka, Zambia and result showed that the existing reward system of Brentwood suppliers was ineffective and must be revised; there was a relationship between rewards systems and employee performance⁸.

The finding also supports a study that affirmed that conducive organizational resources give pleasurable experiences to employees and helps them actualize in the dimension of personality profile while the toxic physical resources give painful experiences and de-actualize employees' behaviour. A researcher maintained that irresponsible employees can change to be responsible and be more committed to their jobs in a conducive environment because such environments reinforce their self-actualizing traits. However, the reverse is the case in a toxic environment. The resources factors concern the office layout, designs, and structures, while the psychosocial factors have to do with the working conditions, role congruity and social support from management⁹.

4.4.3 Level of Employee Commitment among Secretaries in Government-Owned Tertiary Institutions in Oyo State

Result showed that the level of employee commitment of secretaries in government-owned tertiary institutions in Oyo State is moderate. This means that secretaries could leave their jobs if they get a better offer from other organisations. Employers of labour could put all devise they know together just to ensure that secretaries put

all their effort and be committed to the institution. They could provide secretaries incentive and also ensuring that they are taken care of in all ramification both at work and when on leave as this could make them to be more committed to the organization. The finding lends credence with a study that found that the level of employee commitment was moderate. It was concluded that when employees are committed to their work which could as a result of some benefit emanating from the management of the organisation, they tend to put in their best for the organisation which in turn enhance their job performance and with this, the goals and objectives of the organisation could be achieved¹⁰. The finding also goes in line with a study that investigated the relation among job satisfaction, perceived organizational support and employee commitment and result showed that Individuals' assessment of their job and expression of satisfaction or dissatisfaction can be regarded as the general outcome of their job constituents and it was also found that employee commitment had influence on job performance among employees¹¹. The finding also validates a study carried out on the employees working in the service and production industry, results showed a significant relationship between affective commitment and job performance. Results also showed that there is a significant relationship between normative commitment and job performance. It was also discovered that there is a significant and positive relationship between continuance commitment and job performance¹².

4.4.4 Influence of Organizational Characteristics on Job Performance of Secretaries

Result revealed that there was significant influence of organizational characteristics (organizational culture, organisational reward system and organizational resources) on job performance of secretaries. This means that the culture of the organisation such as obeying the rules and values, the kind of rewards given to the secretaries

such as good salary, remuneration, promotion among others tend to influence the job performance of secretaries. Also, the physical resources such as good ventilation, furniture, internet among other also tend to influence the job performance of secretaries. The finding validates a study that was conducted on the relationship between organizational culture and job performance in US and finding showed that the organizational culture had a significant positive relationship to the employees' self-ratings of organizational culture¹³. The finding also supports another study that was conducted on the influence of organizational culture on job performance among employees using the survey design and simple random sampling and result revealed that organizational culture has a significant effect on performance, in contrast to research conducted to prove that organizational culture has no significant effect on performance¹⁴.

The result also goes in line with a study on the impact of organizational culture on employee performance in Mogadishu, Somalia and result showed that there was a significant impact of organizational culture on employee performance. the authors concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability¹⁵. The finding also corroborates a study that examined the effects of employee rewards policy on organization performance in public primary schools in Rachuonyo North Sub County and result revealed that that there is a positive correlation between employee benefits and organization performance. Employee's compensation accounts for 5.5% of the organization performance. Employee Incentives is positively correlated with organization performance by 38.7% while promotion accounts for 34.6%. The study

further found out that employee compensation significantly and positively affects organization performance¹⁶.

The finding validates a study the influence of physical resources on job performance using an engineering company sampled 85 employees and measured physical environmental factors using noise, space, light and color, air, and employees' satisfaction. Result revealed that physical environmental factors such as ventilation and light, noise, among others constitute the major conditions that negatively affect job performance of the employees¹⁷. The finding also supports a study that investigated the effect of physical resources on employee performance through work discipline and found that work discipline can serve as a mediating influence between the workplace environment and employees' performance. It was also discovered that physical resources itself also influences the employees' performance and discipline at the workplace¹⁸.

4.4.5 Influence of Employee Commitment on Job Performance of Secretaries

Result showed that there was significant influence of employee commitment (affective commitment, normative commitment and continuance commitment) on job performance of secretaries. This means that when secretaries are committed to their institutions, they tend to be more productive their job performance could be heightened. The finding substantiates a study influence of employee commitment on job performance among employees in university libraries in Southwest Nigeria using the descriptive survey and purposive sampling technique. The finding revealed that there was significant influence of employee commitment on job performance among library employees. It was also revealed that there were no significant differences in the library personnel affective, continuance, and normative commitment based on

gender, age, marital status and years of experience. However, there was a significant difference in the affective commitment of library personnel based on their years of experience. This study therefore, concludes that years of work experience in the organization have an impact on the affective attachment of the library personnel to the organization. It is thereby recommended among others that management should pay attention to policies geared towards improving employee commitment to the organization¹⁹.

The finding also lends credence to a study impact of employee commitment among employees in selected organization in India using the survey design and purposive sampling. One hundred and thirty-five employees were used in the study and questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. Result revealed that there was significant impact of employee commitment on job performance. It was also found that in employer's stand point, role ambiguity, job control, job insecurity, career advancement, performance appraisal, and positive team experience have been claimed significantly affecting employee commitment²⁰. The finding validates a study conducted in five Lebanese banks on the relationship between employee commitment and job performance, results showed that job performance and employee commitment were significantly correlated and satisfaction was a predictor of commitment²¹.

4.4.6 Combined Influence of Organizational Characteristics and Employee Commitment on Job Performance of Secretaries

Result revealed that there was a significant combined influence of organizational characteristics and employee commitment on job performance of secretaries. This means that organizational characteristics and employee commitment could have

influence on the job performance of secretaries in the tertiary institutions. The finding certifies a study the impact of moderating effects of organizational culture on HRM and employee's performance in an attempt to contribute to the pool of knowledge and practice. This is empirically proven through quantitative and qualitative approach in nongovernmental organization in Nigeria. The study finding suggested certain factors influence the moderating effects of organizational culture; they have positive influence on increasing employee's performance and human resource management. The finding is also in line with a study that examined the impact of reward systems on the organizations performance in Tanzanian banking industry was carried out. The findings of this study showed that the three commercial banks in Mwanza city offer both extrinsic (salary, bonus and promotion) and intrinsic (praise, recognition and genuine appreciation) rewards to their employees. However, the results found that employees were not satisfied with the current reward packages and salary level was viewed to be too low and did not reflect cost of living in Mwanza city. The study further indicated the intrinsic (non-financial) rewards were not satisfactory to employees²².

The finding also supports a study that investigated the effect of physical resources on employee performance through work discipline. The study sampled 208 employees from PT. GatraMapan, Indonesia. The study found that work discipline can serve as a mediating influence between the workplace environment and employees' performance. It was also discovered that physical resources itself also influences the employees' performance and discipline at the workplace²³. The finding goes in line with a study "exploring the job performance and employee commitment of employees in information technology environment", aimed at examining the relationship between employees' job performance (as measured by the job

performance survey) and employee commitment as measured on the employee commitment scale. Result showed that the study suggests a significant relationship between job performance and affective and normative commitment variables, as the respondents were satisfied with pay, fringe benefits, promotion (advancement), supervision, contingent rewards, nature of work, communication and relationship with co-workers, and seem to feel more emotionally attached to and involved with their respective organizations²³.

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendation, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The study examined organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State, Nigeria. The study adopted descriptive survey research design to achieve the purpose of the study. This is a type of design that seeks to establish investigation among variables by observation, which the researcher does not have control over the variables of interest and therefore cannot manipulate them. The population of the study included secretaries of government-owned tertiary institutions in Oyo State. The whole two hundred and forty-eight secretaries who had spent different years in service were used as the sample size in the study using stratified proportionate sampling, out of which two hundred and one questionnaires were collated and used for the analysis, this included 27 males and 174 females. The findings revealed that:

1. With a grand mean of 2.09, it was found that the level of job performance of secretaries in government-owned tertiary institutions in Oyo State, Nigeria was moderate.
2. With a grand mean of 2.29, it was found that organizational culture, organizational reward system and organizational resources are in place and well-practiced in government-owned tertiary institutions in Oyo State.

3. With a calculated grand mean of 2.08, it could be inferred that the level of employee commitment of secretaries in government-owned tertiary institutions in Oyo State was moderate.
4. There was significant influence of organizational characteristics (organizational culture, organisational reward system and organizational resources) on job performance of secretaries in government-owned tertiary institutions in Oyo State; $\text{Adj } R^2 = 0.342$; $F_{(3, 197)} = 35.725$; $p < 0.05$.
5. There was significant influence of employee commitment (affective commitment, normative commitment and continuance commitment) on job performance of secretaries in government-owned tertiary institutions in Oyo State; $\text{Adj } R^2 = 0.239$; $F_{(3, 197)} = 21.977$; $p < 0.05$.
6. There was a significant combined influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State; $\text{Adj } R^2 = 0.067$; $F_{(2, 198)} = 8.216$; $P < 0.05$. Both organisational characteristics and employee commitment contributed 6.7% to the prediction of job performance of secretaries in government-owned tertiary institutions in Oyo State.

5.2 Conclusion

Based on the findings of the study, it could be affirmed that job performance of secretaries could be enhanced when the management of tertiary institution provide good reward system, availability of resources and also have a good organisational culture in place as this could also make the secretaries to be committed to their job. It could be concluded that both organizational characteristics (organizational culture, organisational reward system and organizational resources) and employee

commitment have significant influence on job performance of secretaries in government-owned tertiary institutions in Oyo State.

5.3 Recommendations

Based on the findings of the study, the following recommendations are made:

1. Management of government-owned tertiary institutions should give good reward such as high pay, bonuses, leave as and when due, remuneration, promotion among others to secretaries, all these could enhance their job performance.
2. Since secretaries are expected to provide quality service to the institution, it is expected that management of such tertiary institutions, need to give information to secretaries on a timely basis as this has to do with their performance expectation. This could be achieved by communicating the set standards to secretaries right from the day they were employed as this will prepare their mind of what is expected of them and thereby making them to be committed to the tertiary institution and their job performance could also be heightened.
3. Management of tertiary institution should focus on developing work environments that increase secretaries' affective commitment since doing so will enable them to strive towards achieving organisational goals and objectives, which will improve their job performance as a whole.
4. Free flow of communication should be encouraged at work, and receiving feedback on a job well done should be made friendly.
5. Management of tertiary institution should also offer their secretaries leave of absence policies, such as study leave, compassionate leave, maternity leave and paternity leave as this could strengthen secretaries' continuance

commitment to the organisation and this could in turn enhance their job performance.

6. Management of tertiary institution should improve its organizational culture by impacting on secretaries' career and development; this will help in heightening their job performance and in turn meeting the institution's mission and vision.
7. Management of tertiary institution should provide resources such as ventilated office, computers, internet facilities, printers, photocopiers among others to various offices of the secretaries as this could enrich their job performance.

5.4 Contributions to Knowledge

This thesis has successfully developed a theoretical framework that is helpful for future research in this area. Besides, this study has provided new insight on those factors that could enhance job performance of secretaries in tertiary institutions. Also, the study has revealed that for secretaries to be more productive in their places of work, there should be good reward system, positive organizational culture, availability of resources should be put in place by the management of the institutions as all these could also make secretaries to be committed to the institution. Also, it has also contributed in the sense that secretaries would know that without the provision of needed resources to their various office, their level of job performance may be inhibited and thus, hindering their ability to meet the goals of the institution. In view of the fact that research reports affirm that job performance of secretaries is one of the factors that is often overlooked in the effective development and achievement of tertiary institutions' goals, there is a dire need to further investigate

the job performance of secretaries in government-owned tertiary institutions in Oyo State with an aim to providing a needed yet over looked area of need.

The literature reviewed in this study has conceptually given a better understanding and knowledge of organisational characteristics, employee commitment and job performance. Further, the same study is encouraged to be done in other countries using both government and private tertiary institutions. The literature has contributed geographically as it focused mainly on tertiary institutions in Oyo state which could serve as a basis for other researchers to make reference to this work when choosing the scope of their studies.

Lastly, this thesis has empirically contributed to the existing body of knowledge on organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State, it would serve as a resource material for other researchers who want to carry similar studies.

5.5 Suggestions for Further Studies

A study of this nature could also be carried out using secretaries from universities in Southwest Nigeria. More samples should be used so that the result could provide a wider representation of the populace. A study on organisational characteristics, employee commitment and job performance of secretaries in government-owned polytechnics in Southwest Nigeria could also be examined. Also, the influence of organisational characteristics, demographic factors and job performance of information managers in federal universities in Southwest universities could be investigated. More so, future research undertakings could be on qualitative research to bring out salient features around the topic which quantitative research may not bring forth. In this way, observations from life experiences for instance will be handy

in describing the real situation pertaining to job performance of secretaries. This means that the use of interview and focus group discussion could be used to collect data from the respondents.

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LEAD CITY UNIVERSITY, IBADAN
FACULTY OF COMMUNICATION AND INFORMATION SCIENCES
DEPARTMENT OF INFORMATION MANAGEMENT

OCECJP QUESTIONNAIRE

Dear Respondent,

I, Popoola Kofoworola, a Ph.D student from the above named university and this questionnaire is designed to elicit information on the topic 'Organizational Characteristics, Employee Commitment and Job Performance of Secretaries in Government-owned Tertiary institutions in Oyo State. Your response to questions outlined below will contribute immensely to meeting the set objectives of the research work. All information supplied will be treated with utmost confidentiality as they will only be used for academic purpose. Thank you!

SECTION A: Personal Data

Please tick (✓) the appropriate option and fill in the gap where necessary.

1. Age: a. 20-30 years () b. 31-40 years () c. 41-50 years () d. 51 years and above ()
2. Gender: (a) Male () (b) Female ()
3. Educational Qualification: a. OND () b. HND () c. B.Sc () d. Masters ()
e. Others ()
4. Work Experience: a. 1-5 years () b. 6-10 years () c. 11-15 years () d. 16 and above ()

SECTION B: Job Performance Scale (JPS)

Instruction: Please tick (✓) the option that best suit your perceived personal rating on items given

Note: Very High (VH) = 4pts, High (H) = 3pts, Low (L) = 2pts, Very Low (VL) = 1pt

To what extent do you agree with the following statements?					
S/N	ITEMS	VH	H	L	VL
	Job specific task performance				
1.	I have the ability to perform office routine works efficiently				
2.	I attend promptly to requests from other staff				
3.	I have the ability to attend to information requests				
	Non job specific task performance				
4.	I always meet up with deadline				
5.	I providing input to growth of the unit/department				
6.	I am willing to take on extra responsibilities to help my colleagues				
	Communication and Demonstrating effort				
7.	I can use communication skills effectively				
8.	I am competent in using information tools and technologies				
9.	I can perform efficiently and effectively under pressure				

	Personal Discipline and Peer/team performance				
10.	I perform my work schedule on time				
11.	I am always regular and punctual at work				
12.	I am very cooperative and show team spirit				
	Supervision/leadership				
13.	I can perform better with little or no supervision				
14.	I always make sure to be a good example to others				
15	I can solve problems on my own				

SECTION C: Organizational Characteristics Scale (OCS)

INSTRUCTION: Please tick (√) in the appropriate column the option that best expresses your opinion.

NOTE: Strongly Agree (SA) = 4pts, Agree(A) = 3pts, Disagree(D) = 2pts, Strongly Disagree(SD) = 1pt

	Organizational Culture	SA	A	D	SD
1	I make most of the decisions that affect the way I do my work.				
2	My work group offer support and encouragement to help each other when necessary				
3	My supervisor knows what my strengths are and tells me.				
4	My boss/supervisor does not play favorites/discrimination				
	Organizational Reward System				
5	The anticipation of bonus enhances my performance at work				
6	My salary commensurate with the work I do				

7	Promotion encourage my level performances at work				
8	Performance related bonus motivate me to be more committed to my job				
	Organizational Resources				
9	My office is spacious and conducive				
10	There are functional computers at my work place				
11	There are enough stationeries in my office				
12	Cabinets/drawers are available to keep files and other documents properly				

SECTION D: Employee Commitment Scale (ECS)

INSTRUCTION: Please tick (✓) in the appropriate column the option that best expresses your opinion

NOTE: Very High (VH) = 4pts, High (H) = 3pts, Low (L) = 2pts, Very Low (VL) = 1pt

To what extent do you agree with the following statements?					
S/N	Statements	VH	H	L	VL
	Affective Commitment				
1	I would be very happy to spend the rest of my career in this institution.				
2	I feel a strong sense of belonging to this institution				
3	This organization has a great deal of personal meaning for me				
4	I really feel as if this institution's problems are my own.				
	Normative Commitment				
5	This organization deserves my loyalty.				
6	I feel obliged to remain with my institution				

7	I would not leave my institution right now because of my sense of obligation to it.				
8	I owe a great deal to this institution				
	Continuance Commitment				
9	Right now, staying with my job at this institution is a matter of necessity as much as desire.				
10	One of the few negative consequences of leaving my job at this institution would be the scarcity of available alternatives elsewhere				
11	Too much of my life would be disrupted if I leave my institution				
12	It would be very hard for me to leave my job at this institution right now even if I wanted to				

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Appendix II

Sample Size Table

 research-advisors.com/tools/SampleSize.htm

Sample Size Table* From The Research Advisors Required Sample Size†

Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

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Appendix III

Output

Demographic Information

Demographic Information of Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	24	11.9	11.9	11.9
	31-40	46	22.9	22.9	34.8
	41-50	88	43.8	43.8	56.2
	51yearsandabove	43	21.4	21.4	100.0
	Total	201	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	27	13.4	13.4	13.4
	Female	174	86.6	86.6	100.0
	Total	201	100.0	100.0	

Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND	4	2.0	2.0	2.0
	HND	75	37.3	37.3	39.3
	B.SC	88	43.8	43.8	83.1
	MASTER	34	16.9	16.9	100.0
	Total	201	100.0	100.0	

WorkExperience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5YEARS	27	13.4	13.4	13.4
	6-10YEARS	16	8.0	8.0	21.4
	11-15YEARS	92	45.8	45.8	67.2
	16YEARSABOVE	66	32.8	32.8	100.0
	Total	201	100.0	100.0	

Level of job performance of secretaries

Nigeria

Statistics

	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	B13	B14	B15
N Valid	201	201	201	201	201	201	201	201	201	201	201	201	201	201	201
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.7186	3.6083	3.62373	3.6722	3.5732	3.5829	3.5272	3.34517	3.4573	3.7819	3.7363	3.7186	3.6030	3.6088	3.5076
Std. Deviation	.44943	.48735	.48484	.57903	.49671	.50525	.50050	.59001	.60815	.41454	.48490	.44943	.57601	.49865	.54872

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B1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	145	72.1	72.1	72.1
	Agree	56	27.9	27.9	100.0
	Total	201	100.0	100.0	

B2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	124	61.7	61.7	61.7
	Agree	77	38.3	38.3	100.0
	Total	201	100.0	100.0	

B3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	126	62.7	62.7	62.7
	Agree	75	37.3	37.3	100.0
	Total	201	100.0	100.0	

B4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	125	62.2	62.2	62.2
	Agree	67	33.3	33.3	95.5
	Disagree	9	4.5	4.5	100.0
	Total	201	100.0	100.0	

B5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	114	56.7	56.7	56.7
	Agree	87	43.3	43.3	100.0
	Total	201	100.0	100.0	

B6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	117	58.2	58.2	58.2
	Agree	83	41.3	41.3	99.5
	Disagree	1	.5	.5	100.0
	Total	201	100.0	100.0	

B7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	106	52.7	52.7	52.7
	Agree	95	47.3	47.3	100.0
	Total	201	100.0	100.0	

B8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	82	40.8	40.8	40.8
	Agree	107	53.2	53.2	94.0
	Disagree	12	6.0	6.0	100.0
	Total	201	100.0	100.0	

B9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	105	52.2	52.2	52.2
	Agree	84	41.8	41.8	94.0
	Disagree	12	6.0	6.0	100.0
	Total	201	100.0	100.0	

B10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	157	78.1	78.1	78.1
	Agree	44	21.9	21.9	100.0
	Total	201	100.0	100.0	

B11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	152	75.6	75.6	75.6
	Agree	45	22.4	22.4	98.0
	Disagree	4	2.0	2.0	100.0
	Total	201	100.0	100.0	

B12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	145	72.1	72.1	72.1
	Agree	56	27.9	27.9	100.0
	Total	201	100.0	100.0	

B13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	129	64.2	64.2	64.2
	Agree	63	31.3	31.3	95.5
	Disagree	9	4.5	4.5	100.0
	Total	201	100.0	100.0	

B14

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Agree	124	61.7	61.7	61.7
	Agree	76	37.8	37.8	99.5
	Disagree	1	.5	.5	100.0
	Total	201	100.0	100.0	

B15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	108	53.7	53.7	53.7
	Agree	88	43.8	43.8	97.5
	Disagree	5	2.5	2.5	100.0
	Total	201	100.0	100.0	

Organizational characteristics

Statistics

		C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12
N	Valid	201	201	201	201	201	201	201	201	201	201	201	201
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
	Mean	3.0000	3.3911	3.18209	2.9690	2.8542	2.31766	3.24746	3.21791	3.1792	3.0312	2.83642	3.29871
	Std. Deviation	.75498	.49865	.69840	.76753	.94398	.99494	.88899	.86378	.95966	1.13666	1.09449	.95201

C1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	57	28.4	28.4	28.4
	Agree	87	43.3	43.3	71.6
	Disagree	57	28.4	28.4	100.0
	Total	201	100.0	100.0	

C2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	79	39.3	39.3	39.3
	Agree	121	60.2	60.2	99.5
	Disagree	1	.5	.5	100.0
	Total	201	100.0	100.0	

C3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	70	34.8	34.8	34.8
	Agree	97	48.3	48.3	83.1
	Disagree	34	16.9	16.9	100.0
	Total	201	100.0	100.0	

C4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	56	27.9	27.9	27.9
	Agree	83	41.3	41.3	69.2
	Disagree	62	30.8	30.8	100.0
	Total	201	100.0	100.0	

C5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	59	29.4	29.4	29.4
	Agree	69	34.3	34.3	63.7
	Disagree	56	27.9	27.9	91.5
	Strongly Disagree	17	8.5	8.5	100.0
	Total	201	100.0	100.0	

22

C6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	14.4	14.4	14.4
	Agree	55	27.4	27.4	41.8
	Disagree	69	34.3	34.3	76.1
	Strongly Disagree	48	23.9	23.9	100.0
	Total	201	100.0	100.0	

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C7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	101	50.2	50.2	50.2
	Agree	60	29.9	29.9	80.1
	Disagree	30	14.9	14.9	95.0
	Strongly Disagree	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

C8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	44.8	44.8	44.8
	Agree	73	36.3	36.3	81.1
	Disagree	28	13.9	13.9	95.0
	Strongly Disagree	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

22

C9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	104	51.7	51.7	51.7
	Agree	40	19.9	19.9	71.6
	Disagree	47	23.4	23.4	95.0
	Strongly Disagree	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

C10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	105	52.2	52.2	52.2
	Agree	32	15.9	15.9	68.2
	Disagree	34	16.9	16.9	85.1
	Strongly Disagree	30	14.9	14.9	100.0
	Total	201	100.0	100.0	

C11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	79	39.3	39.3	39.3

Agree	37	18.4	18.4	57.7
Disagree	58	28.9	28.9	86.6
Strongly Disagree	27	13.4	13.4	100.0
Total	201	100.0	100.0	

C12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	111	55.2	55.2	55.2
Agree	54	26.9	26.9	82.1
Disagree	19	9.5	9.5	91.5
Strongly Disagree	17	8.5	8.5	100.0
Total	201	100.0	100.0	

Level of Employee Commitment

	D8	D9	D10	D11	D12
N Valid	201	201	201	201	201
Missing	0	0	0	0	0
Mean	2.0896	1.9005	1.9303	2.3632	2.1642
Std. Deviation	.87289	.76161	.80940	1.22574	1.00892

D1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	65	32.3	32.3	32.3
Agree	22	10.9	10.9	43.3
Disagree	75	37.3	37.3	80.6
Strongly Disagree	39	19.4	19.4	100.0
Total	201	100.0	100.0	

D2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	23.4	23.4	23.4
	Agree	100	49.8	49.8	73.1
	Disagree	44	21.9	21.9	95.0
	Strongly Disagree	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

D3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	19.9	19.9	19.9
	Agree	109	54.2	54.2	74.1
	Disagree	42	20.9	20.9	95.0
	Strongly Disagree	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

D4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	30.3	30.3	30.3
	Agree	68	33.8	33.8	64.2
	Disagree	43	21.4	21.4	85.6
	Strongly Disagree	29	14.4	14.4	100.0
	Total	201	100.0	100.0	

D5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	105	52.2	52.2	52.2
	Agree	79	39.3	39.3	91.5
	Disagree	16	8.0	8.0	99.5
	Strongly Disagree	1	.5	.5	100.0
	Total	201	100.0	100.0	

D6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	65	32.3	32.3	32.3
	Agree	79	39.3	39.3	71.6
	Disagree	46	22.9	22.9	94.5
	Strongly Disagree	11	5.5	5.5	100.0
	Total	201	100.0	100.0	

D7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	57	28.4	28.4	28.4
	Agree	90	44.8	44.8	73.1
	Disagree	35	17.4	17.4	90.5
	Strongly Disagree	19	9.5	9.5	100.0
	Total	201	100.0	100.0	

D8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	58	28.9	28.9	28.9
	Agree	77	38.3	38.3	67.2
	Disagree	56	27.9	27.9	95.0
	Strongly Disagree	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

D9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	67	33.3	33.3	33.3
	Agree	89	44.3	44.3	77.6
	Disagree	43	21.4	21.4	99.0
	Strongly Disagree	2	1.0	1.0	100.0
	Total	201	100.0	100.0	

D10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	71	35.3	35.3	35.3
	Agree	75	37.3	37.3	72.6
	Disagree	53	26.4	26.4	99.0
	Strongly Disagree	2	1.0	1.0	100.0
	Total	201	100.0	100.0	

D11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	74	36.8	36.8	36.8
	Agree	33	16.4	16.4	53.2
	Disagree	41	20.4	20.4	73.6
	Strongly Disagree	53	26.4	26.4	100.0
	Total	201	100.0	100.0	

D12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	74	36.8	36.8	36.8
	Agree	34	16.9	16.9	53.7
	Disagree	79	39.3	39.3	93.0
	Strongly Disagree	14	7.0	7.0	100.0
	Total	201	100.0	100.0	

**Influence of Organizational Characteristics on Job Performance of Secretaries
in Government-Owned Tertiary Institutions in Oyo State.**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.352	.342	3.50695

a. Predictors: (Constant), organisational_resources, organisational_culture, organisational_reward_system

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1318.117	3	439.372	35.725	.000 ^b
	Residual	2422.838	197	12.299		
	Total	3740.955	200			

a. Dependent Variable: JOB_PERFORMANCE

b. Predictors: (Constant), organisational_resources, organisational_culture, organisational_reward_system

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.598	1.083		11.633	.000
	organisational_culture	1.379	.141	.626	9.807	.000
	organisational_reward_system	-.132	.109	-.084	-1.210	.228
	organisational_resources	-.101	.075	-.084	-1.338	.182

a. Dependent Variable: JOB_PERFORMANCE

H₀₂: There will be no significant influence of employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501 ^a	.251	.239	3.77199

a. Predictors: (Constant), continuance_commitment, affective_commitment, normative_commitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	938.053	3	312.684	21.977	.000 ^b
	Residual	2802.902	197	14.228		
	Total	3740.955	200			

a. Dependent Variable: JOB_PERFORMANCE

b. Predictors: (Constant), continuance_commitment, affective_commitment, normative_commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.236	.986		22.544	.000
	affective_commitment	.361	.103	.271	3.511	.001
	normative_commitment	.153	.126	.095	1.211	.227
	continuance_commitment	-.670	.089	-.491	-7.499	.000

a. Dependent Variable: JOB_PERFORMANCE

H₀₃: There will be no significant combined influence of organizational characteristics and employee commitment on job performance of secretaries in government-owned tertiary institutions in Oyo State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	.077	.067	4.17682

a. Predictors: (Constant), Employee_commitment,

organisationa_characteristics

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	286.679	2	143.340	8.216	.000 ^b
	Residual	3454.276	198	17.446		
	Total	3740.955	200			

a. Dependent Variable: JOB_PERFORMANCE

b. Predictors: (Constant), Employee_commitment, organisationa_characteristics

Appendix IV

Pilot Study Output

Job Performance Scale

Reliability Statistics

Cronbach's Alpha	N of Items
.809	20

Item Statistics

	Mean	Std. Deviation	N
VAR00001	1.3667	.49013	30

VAR00002	1.5333	.50742	30
VAR00003	1.3667	.49013	30
VAR00004	4.2667	1.28475	30
VAR00005	1.4333	.50401	30
VAR00006	1.5000	.50855	30
VAR00007	1.4333	.56832	30
VAR00008	4.3667	1.12903	30
VAR00009	1.6000	.49827	30
VAR00010	1.7333	.44978	30
VAR00011	1.6667	.75810	30
VAR00012	5.0000	1.25945	30
VAR00013	1.4333	.50401	30
VAR00014	1.6667	.71116	30
VAR00015	1.5000	.50855	30
VAR00016	4.6000	1.30252	30
VAR00017	1.7000	.59596	30
VAR00018	1.5333	.57135	30
VAR00019	1.8333	.69893	30
VAR00020	5.0667	1.33735	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
46.6000	55.214	7.43060	20

Organisational Characteristics

Reliability Statistics

Cronbach's Alpha	N of Items
.773	15

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
40.4667	51.223	7.15702	15

Employee Commitment Scale

Reliability Statistics

Cronbach's	N of Items

Alpha	
	.811
	15

Item Statistics

	Mean	Std. Deviation	N
VAR00001	1.8667	.97320	30
VAR00002	1.6000	.67466	30
VAR00003	1.6333	.71840	30
VAR00004	1.6333	.88992	30
VAR00005	6.7333	2.93532	30
VAR00006	1.5000	.77682	30
VAR00007	1.6667	.84418	30
VAR00008	1.5333	.73030	30
VAR00009	1.4667	.68145	30
VAR00010	6.1667	2.61406	30
VAR00011	1.7333	1.01483	30
VAR00012	2.0667	.98027	30
VAR00013	2.0667	1.20153	30
VAR00014	1.9333	1.08066	30
VAR00015	7.8000	3.92516	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
41.4000	166.386	12.89908	15