

Chapter One

Introduction

1.1 Background to the study

Job performance refers to an individual's ability in carrying out assigned responsibilities and it is an important criterion for organizational outcomes and success. Job performance is an individual-level variable or something a single person does, that differentiates it from more encompassing constructs such as organizational performance or national performance which are higher-level variables. Job performance is a behavior, something done by an employee. Performance needs to be under control regardless of whether the interest is mental or behavioral. The difference between the secretaries' controlled action and the outcome is best conveyed through, a favorable outcome in a certain level of information generated through the secretarial service. Services provided by secretarial staff such as generating and disseminating information enable work to be performed in their offices, units, sections departments, and the organization as a whole.

Job performance is a central element within industrial and organizational psychology, reflecting scalable actions, behaviors, and outcomes that employees engage with, or contribute to, within organizations, and being defined by how employee behaviors contribute to organizational goals. Job performance may be influenced by individual characteristics such as personnel discipline, communication tasks, outcomes, and education¹. In Romania, several intrinsic factors contribute to increased job performance, resulting in employees feeling appreciated. And this will consequently pursue the organization's objectives, leading to an increase in job involvement, a decrease in absenteeism, and a boost in self-confidence leading to fewer fluctuations regarding the

job¹. Additionally, factors such as self-determination, job stability, authority, responsibility, autonomy at work, workplace comfort, advancement prospects, benefits packages, professional development, job attractiveness, remuneration, effective communication between management and employees, early distribution of tasks, a feeling of recognition, and an attractive salary are also important in increasing secretarial job performance².

There is enormous potential in Africa, specifically, sub-Saharan Africa: the region has a young and growing population and is undergoing significant infrastructure development. Skilled workers are in great demand in the region thanks to new industry sectors developing and investments in infrastructure. This has created a great opportunity for sustainable economic development and enhanced job performance of skilled workers. But skilled workers are in short supply in many areas, which means that contracts are often awarded to foreign companies. At the same time, in many African countries, the labour forces are either underemployed or work in the informal sector without fixed contracts and reliable wages, unreliable wages and poor welfare has led to poor performance on the part of the workers. In Nigeria, it is observed that many employees may need to improve their job performance, especially in government offices. This is because of the observed obvious lackadaisical attitude they carry on with their jobs.

Job performance could also be described as an essential tool in the assessment of both academic and secretarial staff of tertiary institutions which include state-owned polytechnics. In their workplaces, employees can exhibit actions or behaviors relevant to organizational goals which may be both productive and counterproductive employee behaviors that contribute to or negate the achievement of organizational goals³. Job

Performance is mainly the outcomes gained and accomplished by workers at the place to attain the objectives and goals of an organization⁵. Job performance also refers to how well an activity or job is done⁶. Performance can be classified into two types: The first type is known as *tactical performance*. Tactical performance is how effectively an organization *sticks to* its strategy. It is the driver of focus and consistency. It allows organizations to increase strength by directing limited resources to the fewest targets⁷. The second type is known as *adaptive performance*, it is how effectively an organization *diverges* from its strategy. Adaptive performance manifests as creativity, problem-solving, grit, innovation, and citizenship⁸.

Job performance may be a function of ability, will, and situational factors. An organization may have employees with ability and determination, with appropriate equipment and managerial support, yet performance falls below expected standards. John Campbell's Theory of job performance assesses whether a person performs his/her job well by exploring the *non-specific behaviour, task-specific behaviour, communication task, and personnel discipline* towards achieving the organizational goals⁹. These factors will be used to measure job performance in this study.

Non-task-specific behaviour is those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another. The secretarial staff of state-owned polytechnics is perceived to behave focused on what their job specializes in. The way the secretarial work of the institutions is designed is in a form where any member of the secretarial department could perform tasks based on their view and perception which is not making work effective and efficient and by so doing, their activities have been on the decline.

Task-specific behaviour is the extent to which secretarial staff engages in spelling out the duties and responsibilities of an individual or group to perform a specific task and closely supervises their progress. This is the duty of secretaries of the institutions, it deals with monitoring and mentoring the junior secretarial staff to work efficiently and effectively in order to achieve the goals of the institutions. The secretarial staff of the institutions is not well monitored on the importance of their duty which has led to a great decline in their performance and this is climbing the peak of the negative output of their work.

Communication task refers to any kind of relations between members of a group that undertakes a task. It helps to specify the mode of communication and the frequency at which the communication must be carried out. Communication among the secretarial staff of state-owned polytechnics in Ogun State seems not to be good because the secretarial staff are not disseminating instructions and messages as and when effectively. This trend has led to speculation among the staff which has eventually resulted in a decline in their job performance.

Personnel discipline is the extent to which the employee as a person displays responsibility to do things without being told. Once employees see the discrepancy between actual and expected performance, the burden is on the employee to change. This has not been the case for the secretarial staff of state-owned polytechnics in Ogun State because the laid down rules and regulations are rarely effective which has made disciplinary actions on the staff poor and performance is on the decline.

There are several reasons, but mostly the systematic application of various forms of technology, that are affecting the productivity of workers and the quality of the services

they provide in countries all over the world¹⁰. Similar to the way a competitive business environment promotes the integrated use of digital technologies, the widespread acceptance and quick development of new information technology across public agencies is doing the same thing. Ogun State, Nigeria's state-owned polytechnics, like other public sector enterprises, offer a large and varied clientele across a variety of occupational fields. Secretarial employees are a prominent group in most Nigerian state-owned polytechnics; in addition to their conventional jobs, they also handle administrative tasks and operate at the interface of all organizational functions¹¹. Because the office is so central to the administration, quality, and effective service delivery of public sector organizations, secretarial work, office management, and the unique skillsets of secretarial personnel are of paramount importance.¹²

To ensure that the secretarial and administrative procedures of records, information, and office administration are effective in fulfilling the goals and objectives of Nigeria's state-owned tertiary institutions, a strong secretarial staff must be in place¹³. It is possible to execute the overall mandate of promoting Nigeria's economic growth and worldwide competitiveness thanks to the effective, efficient, and good behavioral disposition of secretarial personnel at the numerous organs of government-owned tertiary institutions. Keeping secretarial employees motivated and productive is becoming increasingly difficult as new motivating factors and the people skills of institutions play a larger role in shaping office duties, positions, and expectations. With these, tertiary institutions, especially government-owned ones, are constantly confronted with the various demands for change to acknowledge and embrace new learning and knowledge diffusion approaches, to take advantage of technological development, and to re-orient their office

personnel on service delivery, aiming to get the highest possible level of performance from the secretarial staff¹⁴. This study evaluates the human relation, motivation, and job performance of secretarial staff in state-owned polytechnics in Ogun State, Nigeria, in light of the fact that the changing and growing dimensions of secretarial functions and roles in the age of cutting-edge office tools and processes seem to place noticeable challenging demands on the performance of secretarial staff. An effective and structured human relationship between the management of state-owned polytechnics in Ogun State and their secretarial staff has been observed to be a basic factor that improves the secretarial staff's job performance in the institutions.

Human relation focuses on individual needs and the resultant behaviors of individuals and groups. It takes an interpersonal approach to manage human beings. It presents the organization as made up of formal and informal elements. The formal elements of an organization are its structure. The informal aspects of the organization include the interactions between individuals. In this way, the organization is a type of social system. This system should be managed to create individual job satisfaction and the resultant motivation of the individual. Notably, much emphasis is placed on how individuals interact within groups and the result of group behavior and performance¹⁵.

Good human relations referred to the ability to cooperate in a right manner with others and build strong relationships, it involves the process of creating systems, and communication channels to enable group employees relationships as well as strong one-on-one relationships, it also includes the process of training people for specific roles, addressing their needs, resolving conflicts between employees or between management

and employees, being empathic and creating a positive and good work environment as well as workplace principles to increase employees' job performance¹⁶.

Human relations are as old as the origin of the organization and are fundamental in organizations which always remain a feature of secretarial life¹⁷. The loner prefers to live alone however, people live in wavering degrees among others and need to adjust their distinct conduct to those around them. They prefer to work on their own and relate with only a few chosen acquaintances. This sort of individual's approach towards human relations must stay constantly in the mind of investigators who deal with hitches of human relations. If the lives of secretarial staff are to be largely accessible, it is important that working conditions should be healthy, safe, convenient, and attractive. Through developing key human relations skills, managers and secretarial staff can form and uphold stronger relationships within teams and maintain a positive job performance which is the most critical part of human relations skills.

Leaders that specialize in human relations management know how important it is to keep the lines of communication open at all times. All employees can be on the same page and appreciate their contributions more if they are able to express their thoughts and ideas to their superiors. This includes both face-to-face meetings and electronic means of correspondence, such as emails and social media. Here are some techniques for fostering productive workplace relationships among employees. Both the manager and supervisor need to make each other feel valued and appreciated. Secretarial employees at Ogun State polytechnics operated by the state should keep their subordinates updated on any changes to regulations, timetables, or policies. To boost morale and productivity among

secretaries, management should be understanding, believe in their employees' abilities, know how to handle anger in conflict situations, and delegate authority over mundane tasks¹⁸.

Managers' sensitivity to employees' preferences, along with their insight, experience, and common sense, allow them to effectively respond to their needs. Good human relations are the result of an organization's social structure, which is made up of interdependent systems, as well as the recognition that the ability to execute the skill in human relations may be acquired. Previous research at a state-owned polytechnic in Ogun State revealed that a lack of true empathy has a significant impact on the performance of the secretarial staff. People stop giving their all to the team when they feel unappreciated and unloved¹⁹. When employees feel supported in their work, they're more likely to put in extra effort, which in turn boosts productivity. For this reason, we shall employ measures of human connection such as satisfaction with one's boss and coworkers and one's sense of community. Empathy is the ability of management at state-owned polytechnics in Ogun State to understand or feel what secretarial staff is experiencing from within their frame of reference, while anger management is the process that helps the management of secretarial staff manage emotions and anger to improve job performance²⁰. The ability to empathize with another person's situation. Management at Ogun State's publicly funded polytechnics does not appear to give a hoot about the secretarial staff's emotional well-being, and as a result, tensions and conflicts among the secretarial staff frequently boil over into physical violence. However, there are numerous practical pieces of evidence revealing that monetary offers have diverse benefits and may not be of much relevance for elevating employees' performance²¹. This is because the conventional wisdom about

how an employee performs in their position has been challenged by the evolving nature of work and the increased prominence of knowledge workers since globalization. The importance of a highly motivated secretarial staff has been highlighted. variables in human relationships are measured using the Human Relation Theory of Management by Elton Mayo is the source for the attitudes, relationships with superiors and peers, and a sense of community in this article. One's mental attitude might be described as their outlook on life. One's attitude in the workplace can be either positive or bad, depending on whether one is thinking about one's work, the company's products or services, one's immediate supervisors, or the company as a whole. One's sense of belonging at work is facilitated by circumstances that foster feelings of acceptance, inclusion, and identity within the workplace, while one's work relationship (relationship with boss and colleagues) is unique in its interpersonal nature and has important implications for the individuals in the organization. This is achieved when an individual feels safe enough to be themselves in the workplace. Workers' productivity and happiness both decline when they feel like outsiders at their workplace.

Motivation is the inner drive that prompts specific actions and keeps them going throughout time. Why you do things like drink water to quench your thirst or read a book to expand your mind is a function of motivation. Biological, emotional, social, and cognitive factors all contribute to what psychologists call "motivation." The term "motivation" is commonly used in ordinary speech to explain why someone does something. It's what gets people moving and doing things. The term "motivation" refers to a "goal-regulated drive" that "arouses," "directs," and "accompanies" an individual to take action in pursuit of an organization's goal²². Employees that are inspired to work

hard will do so within a specified time frame and in service of predetermined objectives. One of the most important factors in boosting productivity in any workplace is encouraging workers to feel appreciated. In addition, a human-centered approach to business strategy development is a hallmark of effective management. Thus, it is the responsibility of human resources to incentivize workers by establishing excellent compensation systems, given the importance of employees' knowledge. Intrinsic motivation is animated by personal delight, interest, or job satisfaction; as a result, motivation refers to the underlying behavior that is characterized by willingness and volition²³. Furthermore, motivations can be thought of as the mental procedure that directs and focuses conduct. This demonstrates a propensity for goal-directed activity with the aim of satisfying desired outcomes.

Additionally, there are two types of incentives presented to workers as motivation: first, material motives, which refer to the monetary prizes given to workers for great work. Secondly, moral motives are defined as a set of incentives targeted at meeting the emotional, psychological, and humanitarian demands of employees, such as thankfulness and gratitude in employee endeavors, with the goal of elevating spiritual improvement in the workplace. So, Ogun State's publicly funded polytechnics need to incentivize their secretarial staff to do their very best for the sake of both the institution and the state. Maslow originally suggested that a person should fulfill each need, working their way up the pyramid from the base. In addition, Maslow claimed that tension and imbalance are produced by unmet needs and that securing a satisfactory level of satisfaction for all needs is necessary for inspiring the pursuit of the satisfaction of the remaining needs²⁴. Achievement, estimation, respect, and promotion are what Herzberg lists as the

motivational factors that people consider important in their lives²⁵. Frederick Herzberg's Two Factor Theory provides the measurements that have been adapted to measure the motivational variable, recognition. the labor itself, and responsibility. The secretarial staff in Ogun State has made significant contributions to the growth of state-owned polytechnics, and they deserve to be recognized for their efforts. The basic nature of labor is to incentivize each individual inside a company to carry out the strategy of the business by weeding out the unnecessary and concentrating on the essential. Responsibility, on the other hand, is a promise or expectation to carry out some activity in general or if particular circumstances happen, regardless of whether the work itself is tough or interesting. Worker success might also be described as the employee carrying out all activities as outlined in their job description and accordance with the policies and procedures of the company.

This motivates people to put forth a greater effort and give their best performance, both of which contribute to the institution's overarching aims. Secretarial personnel in Ogun State's state-owned polytechnics have low job motivation because management pays them less attention, resulting in late paychecks, a lack of promotions, a hostile work environment, and little to no recognition. It was perceived that these factors have led to poor job performance from the secretarial staff. considering the above discussion, this study will investigate human relations, motivation, and job performance of the secretarial staff of a state-owned polytechnic in Ogun State, Nigeria.

1.2 Statement of Problem

The Job performance of the secretarial staff of state-owned Polytechnics in Ogun State is of utmost importance for the successful operation and maintenance of any organization or institution in any competitive environment in any part of the world. The secretarial staff of state-owned polytechnics in Ogun State play part in the management of examinations, record management, admission processing, schedule of school academic activities, and lots more. The positive effect being experienced by some tertiary institutions in Nigeria through proper human relations and motivation of their staff is commendable. Notwithstanding, many other tertiary institutions in Nigeria are experiencing high labor turnover, absenteeism, and huge losses caused by employee negligence because they are not regularly motivated, they are not well paid regularly, less recognition at work is given to them, and poor human relations from the management. This indicates that perhaps motivational factors and poor human relations and conditions are responsible for either positively or negatively influencing job performance. These secretarial staff are agitating for promotions, prompt payment of salaries, effective training, and lots more. Due to this situation, they have resulted in showing a bad attitude toward work, not minding the consequences on students. The effect of this may result in taking the Polytechnics backward as regards its establishment objective, and this may affect the Nigerian nation. The secretarial staff of state-owned Polytechnics in Ogun State seen not to be motivated or rewarded well. It is observed that some are reluctant to perform their duty as expected. It was perceived that the management of state-owned polytechnics in Ogun State are not functioning due to various reasons such as poor management, non-availability of modern office equipment and so on, and this, in turn, is affecting the job being carried out by the secretarial staff. Several studies have been carried out in the area of motivation and

human relations but not specifically on human relations, motivation, and job performance of the secretarial staff of state-owned Polytechnics in Ogun State. This study, therefore, intends to investigate human relations, motivation, and job performance of the secretarial staff of government-owned Polytechnics in Ogun State.

1.3 Aim and Objectives of the Study

The study aims to investigate the influence of human relationships and motivation on the job performance of the secretarial staff of state-owned Polytechnics in Ogun State. The specific objectives are to:

- i. assess the level of the job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.
- ii. investigate human relations practices by secretarial staff in state-owned polytechnics in Ogun State, Nigeria.
- iii. examine motivation measures put in place for secretarial staff by the management of state-owned polytechnics in Ogun State, Nigeria.
- iv. determine the influence of human relations on the job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.
- v. ascertain the influence of motivation on job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.
- vi. determine the combined influence of human relations and motivation on job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.

1.4 Research Questions

The following research questions will guide the study at the end of this project:

- i. What is the level of job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria?
- ii. What are the human relations practices exhibited by secretarial staff in state-owned polytechnics in Ogun State, Nigeria?
- iii. What measures are put in place to retain secretarial staff motivation in state-owned polytechnics in Ogun State, Nigeria?

1.5 Hypotheses

The following hypotheses will guide the study and will be tested at a 0.05 level of significance

H₀₁: There will be no significant influence of human relations practices on job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.

H₀₂: There will be no significant influence of motivation measures on job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.

H₀₃: There will be no significant combined influence of human relations practices and motivation measures on job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria.

1.6 Significance of the Study

This research work will be of great benefit to staff and management of the state-owned polytechnics, Human Resource Managers, Entrepreneurs, Employees, Researchers and the Government.

This research work will seek to attend to the motivational measures and human relations practices of the polytechnics and will help the management of the polytechnics to understand and address the needs of secretarial staff which will help motivate them and satisfy them to be able to execute their duty perfectly. If this is done, there will be high productivity because the secretarial staff will trust the management. This will bring the importance of motivation and human relations in increasing the productivity of staff. It would also help management in devising motivational schemes for their staff.

It will assist Entrepreneurs in knowing how to motivate their employees to put all their possible best which will in turn result in excellent results and how to establish good human relation systems to boost productivity and profits.

The findings of this study will enhance employees with the power to know the legal tools to fight for their reward and be prepared for training as long as they know the benefits of moving the organizations forward. It will also serve as a link and guide for future researchers of related studies and for governments and private institutions to know what their employees want to work efficiently and effectively for the best result which will eventually improve the performance of the organization.

1.7 Scope of the Study

This study will focus on the influence of human relations and the motivation of secretarial staff on job performance in state-owned polytechnics in Ogun State. The measures of job performance are non-task-specific behaviour, task-specific behaviour, communication task, and personnel discipline. The measures used for human relations are anger management and empathy, relationship with boss and colleagues, and feeling of

belonging while the measures used for motivation are recognition, work itself, and responsibility. The geographical scope covers state-owned Polytechnics in Ogun State namely; Abraham Adesanya Polytechnic, Moshood Abiola Polytechnic, and Gateway ICT Polytechnic. The respondents will be the office secretaries in the three institutions.

1.8 Limitations of the Study

A major limitation encountered in the course of carrying out this study is centered on reluctance on the part of respondents to fill out the questionnaire to enable the researcher to gather data. Much appeal was made to respondents, but still, a sizable number of them did not fill out the questionnaire.

1.9 Operational Definition of Terms

Job performance: It is referred to as the ability of secretarial staff of the state-owned polytechnics in Ogun State to do their duties as expected in order for the institution to achieve its stated goals.

Non-task specific: these are those behaviours that secretarial staff of state-owned polytechnics in Ogun State undertakes as part of a job. They are the core substantive tasks that delineate one job from another

Task Specific: the extent to which secretarial staff of state-owned polytechnics in Ogun State engages in spelling out the duties and responsibilities of an individual or group to perform a specific task and closely supervises their progress.

Communication Task: It helps to specify the mode of communication and the frequency at which the communication must be carried out among secretarial staff of state-owned polytechnics in Ogun State.

Personnel Discipline: this refers to secretarial staff taking it upon him/herself to do some necessary duties or tasks without being told or specified to do e.g. being a role model to other office workers, being punctual to work, exhibiting good moral ethics obeying all rules and regulations, etc.

Human Relation: It is the polytechnic management development that studies the behaviour of secretarial staff of state-owned polytechnics in Ogun State.

Attitude: It is the predisposal state of mind of secretarial staff in the state-owned polytechnics in Ogun State.

Relationship with Boss and Colleagues: This refers to a unique relationship between the secretarial staff of state-owned polytechnics in Ogun State and their superiors.

Feeling of Belongings: This is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for secretarial staff of state-owned polytechnics in Ogun State.

Motivation: It is the process that initiates, guides, and maintains goal-oriented behaviour in the secretarial staff of state-owned polytechnics in Ogun State.

Recognition: This is the act of secretarial staff being acknowledged by management boss or colleagues of state-owned polytechnics in Ogun State for praise, respect or admiration in order to enhance their job performance.

Work Itself: This is the set of activities, duties, responsibilities all secretarial staff of state-owned polytechnics in Ogun State carry out to execute organizational strategy to attain goals for the institutions.

Responsibility: The state at which secretarial staff of state-owned polytechnics in Ogun State are being answerable or accountable in their duty.

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Chapter Two

Review of Related Literature

This chapter reviewed related literature that enabled the researcher to broaden her understanding of the research problem. The chapter is presented under the following headings:

2.1 Conceptual Review

2.1.1 Concept of Job Performance

2.1.2 Concept of Human Relations

2.1.3 Concept of Motivation

2.2. Theoretical Review and Framework

2.2.1. John Campbell's theory

2.2.2 Human Relation Theory of Management by Elton Mayo

2.2.3 Frederick Herzberg's Two-Factor Theory

2.3 Review of Empirical Studies

2.3.1 Human Relations and Job Performance

2.3.2 Motivation and Job Performance

2.4 Conceptual Framework

2.5 Summary of Gaps in Literature

Endnotes

Conceptual Review

2.1.1 Concept of Job Performance

Job Performance refers to the degree of accomplishment of tasks that make up an individual's job. It indicates how well an individual is fulfilling his or her job demands. Performance is always measured in terms of results, not efforts, performance improvement seems to be a refreshing approach¹. Now, it is taken for granted that training cannot exist in isolation and it has to be serving the purpose of contributing to organizational performance. It is agreed that the more satisfied employee on the job the more they perform well on the job and show a greater commitment towards the work and the organization. To use the full capabilities of the employees the employer should motivate them with rewards, and recognition, and collectively enhance job performance. Job Performance can be viewed either in terms of employee actions or results. Accordingly, it's best understood as a notion with several facets. An individual's performance on the job is one of the key factors that set them apart from an organization's overall success. Performance on the work can be broken down into two categories: the actions taken and the results achieved. While the latter can be affected by external circumstances, the former relates to the worker's actions in the workplace and how they relate to the organization's goals. It was determined that there was a difference between task performance and contextual performance, with task performance being defined as an employee's skill at carrying out those duties vital to the organization's technological operations. But contextual performance differs from task performance in three ways: it relates to tasks that do not contribute to the technical core but rather support the

organizational, social, and psychological environment through which organizational goals are pursued; and it is measured differently.

As a first point, under contextual performance, activities tend to be comparable while task performance emphasizes differences between professions. Second, one's skill determines how well they do on a certain task, whereas one's personality and drive determine how well one does in a given setting. Thirdly, on the eight-factor model of job performance components proposed, five factors refer to task performance, such as job-specific task, proficiency, non-job-specific task proficiency, written and oral communication task proficiency, supervision in the case of a supervisory or leadership position, and fairly manageable workload. Contextual performance is more dissenting with extra-role behavior. And the other three are contextual, like showing that you made an attempt. Keep up your self-control and help your peers and team do their best. At a high level, there is a distinction to be made between two types of contextual performance behavior: those concerned primarily with maintaining the status quo in the workplace, and those concerned with making changes and improvements to existing practices. Organization citizenship conduct, which consists of conscientiousness, civic virtue, civility, and sportsmanship, is another form of stabilizing contextual performance behavior³.

Activities related to task performance vary between jobs and behavior expected of them⁴. Task embodiment substantially contributes to the experience of work engagement. Of course, the task-specificity perspective and worker's relation do not mean that there will be no interpersonal differences between day fluctuation in work engagement as a

person's general level of work engagement can increase or decrease over longer periods, contingent on job-level and personal resources. Job performance as work outcomes and job-relevant behaviours. Work outcomes deal with task performance, such as quality or quality of work done, while job-relevant behaviour refers to the behavioural aspects useful in achieving task performance. In other words, job-relevant behaviours provide support in performing task-related matters. Most importantly, job performance measures, which may be based on an absolute value or a relative judgment, can be generalized to the overall organizational performance because in total it reflects the organizational performance to a certain extent. The absolute value of performance is based on objective results, such as total points from sales or productivity, while relative judgments are performance evaluations made based on the behavioural related aspects that are very subjective in nature⁵.

In relation to different conceptualizations of job performance, administrative staff behaviours at work constitute job performance. Traditionally, job performance is limited to the core task activities that were based solely on job analysis. The construct has, however, expanded into behavioural aspects related directly to the core tasks and other behaviours that support the core task performance. Job performance should be measured in terms of task performance and contextual performance in order to fully grasp a holistic concept of the construct. This is because contextual performance is the behaviours that support the core task performance in enhancing organizational effectiveness. In essence, task performance is concerned with behaviours that are required to complete job tasks while contextual performance is needed to safeguard and upgrade the organizational, social, and psychological environment in the organization. Both aspects of performance

are crucial to achieving organizational objectives in measuring job performance. It is important to integrate items on the task as well as contextual performance because they are strongly related and it is difficult to differentiate as behavioral aspects of job performance are very subjective. This suggests that supervisory ratings are a function of task performance and contextual performance. In other words, both dimensions provide unique variance to the job performance domain because supervisors evaluate and combine task and contextual items in appraising their subordinates' overall job performance.

In the secretarial field, a direct supervisor is responsible for rating an employee's performance on the job based on their level of task proficiency. A person's in-role behavior, or the actions they take while on the job, should be considered part of their task competency. In contrast to how managers see it, employees often have a far narrower view of what constitutes appropriate in-role conduct in the workplace. Activities performed while "on the clock" are separated from those that occur beyond the scope of employment. The success of a company depends heavily on the output of its employees because this has a direct bearing on its financial security and its reputation in the marketplace. Therefore, the employees are encouraged to give their absolute best efforts thanks to the incentive and stimulation provided at work, allowing the company to more effectively achieve its aims and objectives as envisioned by its leadership.

Since there are so many books and articles on the subject of business administration and management, the topic of employee productivity on the job has become a classic and ubiquitous one. For this reason, we felt it necessary to first lay bare the concept of job satisfaction, which has recently emerged as an integral aspect of many empirical and

theoretical investigations into the factors influencing organizational effectiveness. One definition of job performance is the amount of effort an employee puts forth while on the clock. The phrase expresses the worker's motivation to exert themselves for the greater good of the business. The term "job satisfaction" refers to the degree to which an employee is pleased with his or her position or employment. At this juncture, we may define job satisfaction as the emotional and mental state of having a good time while working. This idea is more of a broad concept than it is limited to the purely physical. It is believed that the secretarial staff is most psychologically motivated and satisfied in a professional and collaborative work atmosphere. There are also important societal norms to consider, such as faith, community, and obedience to authority. All economic institutions, and banks in particular, have adopted several different approaches to evaluate their employees' performance in response to the growing emphasis on service quality. The latter can be used as a gauge to determine which personnel should be rewarded for their exceptional performance over set time periods.

Performance on the job refers to how well a person contributes both directly and indirectly to the achievement of the organization's goals⁷. Because engagement is a notion that reflects human agency, a behavioral paradigm of work performance was chosen because it is more acceptable to focus on outcomes that are primarily within the employee's control. Because of the multifaceted nature of behavioral performance, this viewpoint can provide light on the varieties of employee actions that mediate the ripple effects of engagement on "objective" measures of success like output, efficiency, and quality. Workers who are emotionally and mentally invested in their work are more likely to go above and beyond the call of duty to achieve the goals directly related to their roles.

Disengaged workers, on the other hand, show their lack of interest and enthusiasm for their jobs by their robotic, inert, and disconnected approach to their work.

Investments of the three energy of engagement have been linked to job performance in theoretical studies. First, putting in effort physically at work helps the company because it allows for the achievement of behaviors that are highly regarded by the management team while exerting more effort for longer. Investments of physical energy toward role achievement should increase the possibility of satisfying the behavioral expectations of others in the organization, and consequently, judgments that the position holder is a valuable contributor to the organization⁸. Members of the administrative staff that put in extra effort typically succeed in their roles. Second, employees who put more mental effort into their jobs are more likely to act in a way that furthers the company's mission. This combination of activities was given the label "heedfulness" in a study, and the authors stated that when heedfulness decreases due to reductions in investments of cognitive energy, performance decrements arise from failures to see, to take note of, or to be attentive to one's work role⁹. Some researchers studying flight deck operators on an aircraft carrier found that when levels of vigilance went up, the number of serious operational mistakes went down. To sum up, there are a variety of interconnected ways in which employees' emotional investments in their positions at work advance the organization's mission. Those who put their hearts into their job are more likely to inspire their colleagues to work together toward common goals, which in turn boosts productivity¹⁰. The emotional demands of a part can be met with greater success and authenticity when the actor invests emotional energy in the role.

There are many ways in which secretarial personnel can help an organization succeed in their roles.¹¹ Accordingly, it is important to consider how different aspects of job performance might be influenced by engagement. The first narrow aspect of job performance is task performance, defined as those activities that are directly involved in the accomplishment of core job tasks, or activities that directly support the accomplishment of tasks involved in an organization's "technical core". Behaviors that comprise task performance are established and central to any given job; there is consensus about what they are; and they are relatively static overtime. Because engaged individuals invest their physical, cognitive, and emotional energies into their work roles, they should exhibit enhanced performance because they work with greater intensity on their tasks for longer periods of time, they pay more attention to and are more focused on responsibilities, and they are more emotionally connected to the tasks that constitute their role.

The concept of performance is multi-dimensional and involves many subjective criteria and judgments. Evaluation can be done by implementing performance rating which is filled by colleagues or supervisors and it is said to be the most utilized technique to measure performance¹². Performance can be described in many terms like productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimization of the company's total occupancy cost. The definition of performance is very flexible; hence it is used according to the concept or nature of work that gives the best outcome of the word. However,

performance generally means the best outcome of an activity done by an organization over a period of time¹³.

In addition, performance can be understood as the interplay between people and enabling elements like the availability of equipment and the competence, productivity, responsiveness, and efficacy of those individuals. Actions alone are not enough to determine performance, therefore we also take into account quantitative measures of how well they went ¹⁴. The term "performance measurement" refers to any technique used to establish a numerical value for the usefulness and success of a certain endeavor. An organization's ability to deliver on its stakeholder promises, as indicated by the measurement's outcome, is a direct reflection of the quality of management at the helm. In addition, the metrics employed in measuring organizational performance encompass not just planning and budgeting but also the efficiency and efficacy of actions. However, management will evaluate his staff members' work based on factors like their demeanor on the job, their speed and accuracy in completing assignments, their reliability, and their willingness to work with others. As a result, performance evaluations take into account not only how "mentally present" or productive an employee is when on the clock, but also how much time is actually spent in the office. Studies have also shown that an employee's performance on the job can be measured by how well they do the tasks outlined in their job description and deliver the results their supervisors expect.

The term "job performance" refers to the result of an employee's efforts, which stem from their abilities and their understanding of their responsibilities on the job. As a result, people recognize the importance of their work to the success of the business. An employee's success on the job can be gauged by their level of oral and written

communication skills, as individuals with these abilities tend to produce better work and have a better rapport with their immediate supervisor. Therefore, work performance is a crucial operational outcome, and it is defined as the sum of the employee's direct and individual contributions, both good and bad, to the attainment of organizational goals. Job performance, often known as employee performance, refers to how well an individual contributes to the accomplishment of an organization's goals. Staff financial and non-financial contributions to the company's success are quantified by measures of job performance¹⁵. The effort, talent, and the environment in which one works are the "three elements" that define job performance, according to another study. An employee's skills consist of their prior experience, education, and knowledge in addition to their current talents and competencies. The employee's level of motivation to complete his work and the environment in which he or she does so are both factors in the amount of effort put forth. Researchers agree that an employee's performance on the job is indicative of his or her ability to perform the duties of the position effectively and efficiently. Job performance is also viewed as the result of how well an employee does his job. Starting with the collection of data that can be analyzed, the results are then used to judge the employee's behavior or performance as high, medium, or low based on the benchmarking criteria used to assess the performance level, and thus the definition of performance relates primarily to the individual's behavior during the implementation of the tasks required of him, in addition to the lagging or leading indicators of performance¹⁷. Another way to define job performance is in terms of the rate at which an employee is expected to accomplish the duties and responsibilities associated with his or her position. Individuals' job performance is made up of observable in-the-field actions that contribute

to the organization's overall objectives. To convert inputs into outputs of a quality commensurate with the staff's talents, abilities, and experience, with the aid of supporting elements and the proper working environment to undertake this effort precisely, swiftly, and cheaply is the definition of a well-executed operation¹⁸.

A worker's performance on the job refers to the effectiveness with which they carry out the duties and responsibilities of their position. Also, it's defined as something an individual does that helps the company achieve its goals. Having a growth mindset means being open and willing to try new things at work, which ultimately leads to more productivity. From the standpoint of the judge, it is determined by the extent to which corporate goals and social duties have been met. Personal traits such as competency and capacity to deal with role conflict are strong indicators of job performance. According to this definition, workers can engage in a broad variety of activities on the job, some of which directly contribute to the achievement of the organization's stated goals, while others are not directly related to the performance of any duties. But most studies have shown that job performance is all the little things an individual does at work that add up to the big picture of achieving the organization's goals¹⁹.

It's a way to judge how productive an individual or team has been in the workplace²⁰. Job performance, in reality, is an element that has a direct bearing on the bottom line. Therefore, it may be possible to assess performance based on how content an employee was with their assigned duties over time. A worker's effectiveness on the job is evaluated in comparison to the standards for that position. Productivity can also be measured by tracking the number of product or service units an employee is responsible for handling within a given period. Job performance has risen in importance for businesses as they

have realized that their success is directly tied to the efforts of their employees. There have only been a handful of studies that attempt to define what constitutes "good" work performance, and because there are so many various ways to do so, the task is difficult. In general, there is no reliable and consistent method for evaluating this kind of output. Another academic has observed that job In today's modern workplace, performance is the foundation. It is understood as actions taken to realize the organization's aims. An organization's success is directly tied to the performance of its employees, therefore personal achievement in the workplace is also crucial.

Job performance is a very significant factor affecting the profitability of an organization. Inefficient job performance will bring about a tragedy to the organization as associated with lower productivity, profitability, and impairment of overall organizational effectiveness²¹. In the organization, especially for-profit orientation organization, job performance is considered the most important aspect in generating continuous profit. Employee performance is determined during job performance reviews with the consideration factors of time management, leadership skills, and productivity to assess each employee on an individual basis. It is a technique to measure the level of achievement of business and social objectives and responsibilities from the perspective of the judging party. Besides, one's job performance also can be defined based on the three dimensions outcomes, behaviors, and personality traits. Many factors could affect an employee's job performance including physical work environment, equipment, meaningful work, performance expectation, feedback on performance, the reward for the good or bad systems, standard operating procedures, knowledge, skills, and attitudes.

However, the physical work environment has been widely studying since it contributed a considerable concern on the employee's job performance.

Job performance, according to the majority of studies, is a multidimensional variable with two main components: how well an employee does their assigned tasks and how well they fit into the larger organizational context. Managers base decisions on promotions and pay raise on how well employees reflect the manager's relative values for these two types of performance. Task performance: Task performance is the functional behaviors related to the organization's key tasks, such as the creation of products, the provision of services, the closing of sales, the upkeep of facilities, the management of resources, and the provision of services²². Task performance behaviors are predetermined within the job description, have a relationship to the employee's knowledge, experience, skills, and abilities, which vary depending on the job itself, and affect the essence of the organization's work, the methods used by the organization to produce goods and services, and the nature of the work itself. Contextual performance is described as functional behaviors related to the culture and environment of the company or the setting in which the organization's primary operations take place. Contextual performance includes things like working together and assisting others, according to policies and procedures and showing loyalty to one's employer. The employee's contextual performance behavior is not defined by the job description, but rather belongs to the employee himself and is associated with other characteristics such as the employee's personality and motivation, and it influences the prevailing social and psychological environment of the organization, which means the environment in which goods and services are produced. Personal

discipline means a work environment that is safe, orderly, and organized, with all employees following all policies and procedures.

One person or group delivers the message to another through the process of communication. The sender encodes the message before sending it along a communication channel; the receiver decodes the message to make sense of it. Organizational communication entails the following steps: The individual who passes on a message to another is called the "sender." The sender must have the intended concept, idea, or data. The point he wishes to make is articulated by him. The sender's mind decides what should be communicated. The content of a message is the idea the sender has and wants to share with the listener. In his imagination, the sender constructs a coherent message. Any combination of information, opinion, and fact can be conveyed in a message. Once the intended recipient has been reached, the message has been delivered. Coding proficiency is required of the sender. Doing so will ensure that the intended recipient fully grasps the message. The sender uses encoding skills whenever he converts the communication into text, symbols, or any other representation. A variety of elements, including the sender's and the recipient's aptitudes, perspectives, and background information, affect how well an encoding is received and decoded. Transmission of the message to the intended recipient is the communication channel's primary function. We can convey meaning through spoken exchanges, written documents, face-to-face meetings, emails, texts, and faxes, and even nonverbal cues like body language. Someone who hears, reads, or sees a communication is the recipient. He is the one to whom the message is delivered, who comprehends it, and who puts it to good use. Both the sender and the recipient exchange messages. To understand the message after it has been

received, the recipient must be able to "decode" it, or convert it through mental processing. If you try to send someone a message in a language they don't understand, the message will never be decoded.

This is called as "feedback," and it occurs when the recipient of a message responds to the sender based on what was conveyed to them. The reaction to the message is a barometer of its success. When a receiver responds to a sender, they send that information back to the original sender. If the feedback is positive, the conversation can be considered concluded²³.

Measures of job performance have traditionally focused on quantitative outcomes such as output per hour. The need to quantify workers' abstract ideas about their own performance is a challenge. It is helpful to distinguish between outputs and outcomes to help with this problem. Difference between output (a measurable result) and outcome (a visible consequence of an effort that may or may not be measurable in quantitative terms)²⁴. There are aspects of every job that are hard to quantify as outputs, but every activity has some sort of result, even if it can't be measured. Outcomes may be described in qualitative terms as a standard or degree of competence to be attained, and it is therefore often required to measure performance in relation to what outcomes have been achieved in comparison to what outcomes were expected. Therefore, aspects that define whether or not the work done meets or exceeds organizational expectations, whether tasks have been completed satisfactorily, or whether operations have reached an agreed upon standard can be attributed to a qualitative measure of the outcome of an employee's performance.

Following are details of where we culled the performance indexes used to evaluate worker output while applying this methodology: The number of items manufactured, processed, or sold is an objective measure of success. Don't let your pursuit of quantity come at the expense of quality. There are a number of indicators that can be used to evaluate the standard of work. The amount of work that needs to be redone or is rejected is one such metric. The effectiveness of a salesperson can be measured by the number of inquiries that result in closed deals. Time management: the rate at which tasks are completed is another metric of performance that must be utilized with caution. A useful measure of punctuality in field service is the average amount of time a customer is without service. The rate of production per hour is often used as such a metric in manufacturing. Cost-effectiveness: Using the cost of work accomplished as a measure of performance is appropriate only if the employee is able to influence costs to some extent. The percentage of calls that a customer service professional has to transfer to more senior and costlier agents is one measure of that person's effectiveness. When an employee is absent or consistently late, it's clear that they aren't giving their all at work. Lack of attendance might have a negative effect on the productivity of the remaining workers. Creativity: It's not always easy to put a number on this qualitative quality, yet it's crucial for many office professions. Both managers and employees should document and try to quantify instances of creative work. Policy adherence may appear to be antithetical to innovation, but in reality it serves only as a constraint on the latter. When employees consistently break company protocol, it's a red flag that their own performance objectives aren't matched with those of the business. Managers conduct performance reviews and provide employees with feedback on their work. By its very nature, manager evaluation

discourages employee participation because it is conducted from above. Because the worker has no vested interest in its growth, they are reluctant to embrace it.

In a similar vein, previous research has rated performance as either great, good, average, or poor depending on how closely it matched or deviated from projections. In this context, performance refers to how well an individual carries out their assigned tasks, and is thus a behavior-oriented measure of how they feel about their work. Consequently, all actions taken by a person while at work are considered to be examples of work behavior. That's why, down on the micro level, productive outcomes necessitate communication between employers and workers. Poor performance might occur from a lack of guidance regarding the behavioral aspect of the job (as determined by a thorough job content analysis). When it's solid, it encourages top-notch work output, but when it's weak, it leads to subpar results.²⁵

The complex set of interacting variables that make up job performance today includes elements of the job, the employee, and the environment. Scientists generally agree that performance is multi-dimensional. There are two main facets to performance: the process (or behavioral) and the outcome. Therefore, research has pointed to the following as important factors that might affect the job performance of employees in an organization:

Leadership Style: Leadership is a crucial aspect in influencing the actions of an individual or a group in order to achieve desired results. Proper leadership can motivate workers to conform to the proper course of action in order to achieve the organization's goals, with a good leader serving as a signpost to guide or identify the desired course of action for employees to follow. With the right leadership, businesses can boost morale and motivate workers to confidently achieve their goals. How leaders interact with their

subordinates has a major impact on employees' levels of engagement and productivity on the workplace. Furthermore, transformational leaders are those that exude charisma and inspire their followers with knowledge and care. A transformational leader is one who, through enforcing, communicating, and directing others who are willing to carry out organizational objectives, is able to motivate their followers to perform above and beyond their initial expectations.

Commitment to one's organization is a belief system that links an individual's beliefs and goals with those of the company. An individual's commitment to their organization is a public demonstration of their allegiance to them. What constitutes "organizational commitment" is "the relative strength of an individual's identification with and involvement in a particular organization and on behalf of a high level of affection, loyalty, and concentration on a job role in the organization" (from the definition given by the Harvard Business Review). Staff performance is boosted when they feel their aims align with those of the company. Therefore, if members of an organization believe and accept the organization's value, they will be more committed to the organization and its mission. Employees that strongly identify with the company they work for exhibit high levels of organizational commitment, which is good for business. Academics and researchers alike have defined motivation as "the force that causes an individual to act in a given way"²⁸. The human learning process is greatly aided by the presence of intrinsic motivation. Many people think of motivation as a driving force that causes them to act in a certain way. The term "motivation" refers to the inner drive that propels individuals to exert greater effort in pursuit of a desired outcome. Employees' motivation, then, leans more toward the idea of fairness. According to the work of another scholar, inspiration is an

intrinsic process resulting from the interplay of three factors. An individual's wants, the freedom to choose among available options for satisfying those needs, and the constraints imposed by the workplace all play a role in shaping an individual's behavior.

The absence of a job can be detrimental to mental health, despite the fact that the rewards of having a job are what ultimately push people to do their work. Researchers have linked motivation to the mechanisms that maintain and alter the direction, quality, and intensity of behavior²⁹, and he added that having a job makes it easier to achieve social establishment, which helps ward off depression. Researchers have also discovered that employees are more likely to be engaged in their work if they are motivated in the form of recognition and reward. Furthermore, the motivational factor of Growth requirements is correlated favorably with the effectiveness of workers in their daily tasks. Nonetheless, they found no such correlation between the other factors they investigated (such as salary, perks, and the approval of coworkers and superiors).

Employee morale drops when performance drops, and that goes double for workers who are putting forth extra effort to help the company reach its objectives. Employees are seen to be performing poorly when they consistently fall short of expectations. As a result, poor performance hinders productivity in the workplace and, in extreme circumstances, might cause an increase in job unhappiness. Thus, being unable to perform one's job duties adequately constitutes incapacity. There is a growing problem of employees either performing poorly or failing to reach and maintain the employer's criteria for work performance in terms of quantity and quality of output. If a worker fails to carry out a responsibility after promising to do so, we say the worker is unable. Employee failure to

accomplish his or her work, or to do it to an acceptable degree, is defined as bad performance.

Incompetence and incompatibility: this pertains to miscommunication or an employee not understanding the expectations of the job due to a lack of understanding of what is expected of them. Poor performance is pervasive across all industries, but the causes are many. This is because poor performance rarely results in disciplinary action and because poor performance is rarely the employee's responsibility; an employee cannot be reprimanded for something that is not his or her fault. Further, many different factors might either be the root of the problem or contribute to poor performance³⁰. Causes include, but are not limited to, incompatibility, lack of training, credentials, and experience, external influences, job-related stress, illness, or injury, and incompatible personalities. Management's poor decision making can seriously dampen employee spirits, leading to subpar output. Poor performance is mostly attributable to the way they interact with their staff, specifically how they communicate with staff and make choices without taking individual circumstances into account. A significant issue is that managers often charge employees with misconduct without conducting the requisite interviews to determine the reasons for the shift in behavior. Managers' inability to effectively lead can be harmful to their staff members since it can lead to a failure to consistently enforce organizational policies and procedures. Employee favoritism that leads to the inappropriate placement of members or the promotion of unskilled people to important posts can have a significant negative impact on morale³¹.

Negative feelings toward management may develop, and the performance of employees who are delivering satisfactory work may suffer as a result if bad performers are not

handled. As a result, when people do their best, the team as a whole is better able to achieve its goals. Therefore, management gives a clear message to employees that they do not need to meet performance objectives and that there will be no punishment for their bad behavior if they do not address poor performance. In any case, disciplinary action taken against one employee does not have a negative impact on the morale of the remaining workforce. When people actually do something, it usually improves the atmosphere at work for the better. In a similar vein, a company's performance can be the engine that propels it to success, or it can be the brake that prevents it from expanding³².

Supporting management, including CEOs, through a range of project management, communication, or organizational methods is the job of a secretary or personal assistant. But this position is distinct from that of an executive secretary, who acts more as a business partner than a helper. A position of executive secretary is a somewhat senior one in several nations. In fact, federal secretaries in Pakistan are often considered the most powerful individuals in the country. A personal assistant's duties may be performed solely for the benefit of one colleague, or they may be shared among a team. A secretary may also be an officer of a group that handles things like membership applications, correspondence, and planning formal gatherings and events³³.

There are several clerical tasks that fall under the purview of a secretary, PA, or administrative assistant. Modern secretaries are expected to have far greater technical expertise, including proficiency in Microsoft Office products like Word, PowerPoint, and Excel, than their predecessors of decades past. Budgeting, bookkeeping, fielding phone calls, greeting guests, updating websites, planning itineraries, and compiling expenditure reports are just a few examples of the tasks that may be required, depending on the

company's size and type. Secretaries may also be in charge of planning the lunch for an important meeting or conference, in addition to handling all of the behind-the-scenes administrative tasks associated with running the event. It's not uncommon for executives to delegate meeting minute-taking and document prep to an assistant³⁴.

The secretary of a corporation or organization may be responsible for keeping all of the firm's or organization's official records, not just the minutes. Secretaries are often referred to as office managers as well. One who handled sensitive matters, typically on behalf of an influential person, was known as a secretary (a king, pope, etc.). Since a modern secretary's responsibilities frequently still entail protecting the privacy of their employer's sensitive information, the job title still accurately describes their primary function. There is a standard set of administrative tasks that each office secretary in a typical work environment will handle. However, secretaries may have a specialized role and additional tasks in some sorts of offices. Executive secretaries and secretaries in the legal, medical, and financial sectors are just a few examples of professionals whose jobs need expertise beyond that of a general administrative assistant. Modern businesses also frequently employ virtual assistants, a type of secretary who typically works from home or a different office³⁵.

The traditional role of an office secretary is to manage the day-to-day operations of an institution (such as a government office, business, or school). An office manager's responsibilities can include handling all forms of internal and external communication, planning meetings and appointments, keeping records in order, and ensuring the seamless operation of the office as a whole. Secretaries typically have a solid grasp of the ins and outs of office technology including phones, fax machines, and computers. An executive

secretary's primary role is to provide support to the head of a company's division or other organizational unit. A director of a nonprofit organization, for instance, may employ an executive secretary to oversee the work of lower-level secretaries responsible for more menial tasks. Common duties of this person include overseeing the smooth operation of the office and assigning clerical tasks to other workers.

Administrative tasks connected to legal procedures are the primary focus of a legal secretary's work, which is normally overseen by an attorney or paralegal. Depending on the position, they may spend more time conducting research than other secretaries. Meeting with clients and other lawyers, as well as the preparation of legal papers, could round out an attorney's typical day. A medical secretary's expertise is typically in either medicine or health care insurance. Whether at a private practice, a clinic, or a large hospital, this person is usually in charge of making appointments and keeping track of patients' information. In order to perform billing duties, an understanding of basic finance is normally required. A medical secretary, like a legal secretary, would be expected to conduct research. In addition, he or she may be tasked with aiding a particular doctor in a variety of ways, including but not limited to the creation of reports, papers for professional journals, and materials for conferences³⁷.

Most commonly found in religious institutions, financial secretaries are responsible for keeping tabs on the comings and goings of money for their respective organizations. The financial secretary's duty is sometimes filled by an unpaid volunteer who serves on a board or other relevant group of persons. He or she is often in charge of keeping tabs on finances and may even be entrusted with their care and distribution. Typically, virtual assistants are independent contractors that provide their services remotely. Most of their

job is completed via electronic means such as computer, fax machine, and telephone, demonstrating their utter dependence on modern technology. The specifics of their knowledge can differ widely. Some people in this role serve as executive assistants to their superiors, arranging meetings and taking care of other administrative tasks on their behalf. Some people choose to focus in a specific field, such as accounting, bookkeeping, legal or medical transcription³⁸.

2.1.2 Concept of Human Relations

Human Relations are the study of the ways in which people relate to each other in group situations, especially work, and how communication skills and sensitivity to other people's feelings can be improved³⁹. Human relations deal with motivating people in organizations to develop teamwork which effectively fulfills their objectives and achieves organizational objectives'. Human relations are a process of an effective motivation of individuals in a given situation in order to achieve a balance of objectives which will yield greater human satisfaction and help accomplish company goals'. Supporters of the human relations movement believe that workers want to feel a part of the team with socially supportive relationships and to grow and develop. Human relations can be defined as the cordial atmosphere in an organization in which people practice the art of living in such a way that they communicate, act, interact and transact in a cordial manner, recognizing each other's needs, views, values and temperaments so that every interaction and transaction taking place in an organization would have concern for each other's interests and feelings, leading to better motivation and morale of people at all levels in the organization.

Managing an organization's human resources and making sure they are put to good use to achieve its goals are examples of human relation management methods. Human connections and motivation are the key techniques by which a secretary can influence and change the abilities, attitudes, and behaviors of individuals to perform their task and achieve the goals of the organization⁴⁰. Employee recruitment and selection procedures; incentive compensation and performance management policies; and extensive secretary training, participation, and involvement in decision making are all examples of human relation practices that aim to improve secretaries' knowledge, skills, and abilities, as well as their motivation, productivity, and retention of valuable employees. The selection and training of secretaries, as well as the motivation and incentive pay offered to employees, are two examples of how human resource management practices can affect an organization's productivity. By attracting, recognizing, and maintaining employees with knowledge, skills, and capacities and encouraging them to behave in a manner that will support the mission and objectives of the organization, human relations improves secretaries' efficacy and performance. Therefore, the success of human interaction skills relies not only on their use, but also on their ability to foster the development of the necessary mindsets and habits in the secretary.

In economics, a person's "human capital" is equivalent to the sum total of his or her accumulated skills and knowledge. Recruiting practices that yield a sizable pool of suitable applicants will have a major impact on the level and variety of abilities possessed by newly hired secretaries. Secretaries can benefit from both official and informal training opportunities include classroom instruction, on-the-job instruction, coaching, mentorship, and management development. Secretaries of government-owned

polytechnics in Ogun State can be influenced by human relations by employing proper selection procedures to appoint appropriately trained secretaries and by providing secretaries with extensive training. Work practices that include a lot of human interaction and result in good outcomes are called "high involvement" or "high performance" methods or systems⁴¹.

High performance work techniques have not been widely defined or even identified. Some have referred to them as high performance workplaces, while others have referred to them as flexible workplaces or alternative workplace practices. The high-performance work system is the link between human resource management and organizational effectiveness. Despite their different names, many of these programs have similar components, such as thorough screening and interviewing processes, performance-based pay, and in-depth, business-focused training. An organizational structure that encourages and facilitates participation in substantive decision making by employees below the administrative level is fundamental to a system that produces good job performance. Human resource methods that boost secretarial work and incentivize secretaries to make use of their talents and input are essential components of a high-performance work system. Human resources require extensive time and money inputs in the form of training, initiative coordination, and managerial and secretarial input to be effective at their jobs. Human resources are expensive, but they're not worth it if they don't lead to a return in productivity and effectiveness⁴².

Human resource management, according to a number of studies, can boost a company's bottom line by as much as 43 percent. The literature reveals that academics have used three distinct avenues in order to probe the connection between human relations and

productivity on the job. Included in this category are the Contingency, Configurationalist, and Universalist perspectives. According to the Contingency theory, human relations have an effect on an organization only if they are consistent with or fit with other activities (such as strategic choice, employee attitudes, industry type, and country characteristics). The contingency approach takes a behavioral stance, arguing that a specific group of employee attitudes and actions are needed to put an organization's strategies into action. The configurational approach suggests that for maximum efficiency, human relations should be packaged or constructed to achieve both horizontal and vertical fit. Vertical fit is the congruence of job performance with other aspects of a company, whereas horizontal fit refers to the adoption of bundled human resource management methods that are consistent within themselves. That's why you can't just utilize one secretary on your team; they all need to work together for maximum efficiency. The universalist perspective states that all organizations facing similar conditions should adopt the same mix of job performance, and that there is a fixed set of optimum work performance that can produce value in various situational environments (such as cultural and economic ones) ⁴⁴.

One of the HRTM's tenets, this principle captures the importance of involving subordinates and other interested parties in organizational decision-making. Hawthorne research's final remark that employers should foster employees' feelings of inclusion and appreciation provides evidence. In addition to the physical environment, factors such as a sense of community and safety are more important to employee morale and output⁴⁵. Management policies include making subordinates feel useful and important, keeping subordinates informed and listening to their objections, and allowing subordinates some

degree of self-direction and self-control; expectations are seen as a part of the dimensions, and it is argued that these are more important than money in motivating people.

A common tactic for dealing with emergencies is decision-making, which entails weighing potential solutions and settling on one. Thus, managers or administrators need to know and comprehend not only the different alternative possibilities that exist but also how the decision would be made, i.e. whether it should be participatory or otherwise, in order to decide what is suitable action on any management concerns. Secretary participation in decision-making is not a new phenomenon, but it appears to be ignored by university administration. Since its inception in the 1960s and 1970s as a result of staff movement agitation, the idea of granting employees the right to participate in the decision making process has evolved in "labor union voice" efforts in schools⁷⁸. The right to involve young people in choices that impact their life was also endorsed by the United Nations convention on the rights of the child in 1989.

Participation of faculty and staff in a collective decision-making process, as well as open communication between faculty and other relevant university administrators, are other examples of staff involvement in decision-making at schools⁴⁷. University administrators and other decision-makers often consider this as problematic because they believe that students lack the maturity and experience to effectively manage the day-to-day operations of a school. The negative results of not include students in decisions that impact them have been the source of dispute. This led one academic to the conclusion that management should involve and carry along with the workers who would be most affected by any significant decisions in order to minimize potential for conflict. Secretarial staff related problems have been on the rise, and this trend has been linked to

a lack of student participation in university decision making. Students at the then-University of Ado Ekiti in 2011 demonstrated this when they embarked on a killing spree to protest the school's 'No School Fees, No Exam' policy. Severe damage was done to the school, and as a result, the pupils were also impacted. Many students were imprisoned, expelled, and ordered to pay for the damages once the university was closed. Students at Ekiti State University and others in the South West have recently taken to the streets to protest what they see as an unreasonable increase in tuition. Universities like University of Lagos, Lagos State University, Olabisi Onabanjo University, and Ago Iwoye have seen an uptick in vandalism due to a number of factors, including rising tuition, deteriorating campus facilities, and increased safety and security patrols, all of which are the result of seemingly annoying government decisions and policies⁴⁹.

Group dynamics in the workplace, such as cooperation, conformity, and loyalty, are fostered through human interactions, and these dynamics in turn impact how people behave in terms of their productivity. Individual and group behavior in an organization are determined to a greater extent by team spirit and sociological elements in the workplace. That is to say, committee teamwork, social interrelationships aid social conformity and loyalty from the subordinate, and minimize conflict between group(s). Hawthorne's research provides evidence for this theory, showing that human interrelationships are significant contributors to worker productivity and that production and pleasure rose despite manipulation.

The discovery and emphasis of informal organizations and the facilitation of teamwork and partnerships are the most important contributions of Human Relations Theory to the development of administrative philosophy. Human Relations Theory, on the other hand,

not only shook up the world of organizational analysis, but also made a significant mark on the annals of administrative theory by delving into the links between supervisory practices and employee morale, ultimately concluding that such links increase morale and productivity on the part of the workforce. The strength of social relations in organizations was also highlighted, and managers are now being redirected to focus more on the interpersonal facets of organizing as a result of this assumption.

Committees are subsets of a larger organization that are convened formally to advise upper management on the proper course of action for a certain topic. The importance of a well-organized committee system for establishing coordination of operations and sharing information among the many departments of a university can't be overstated, as it's a prerequisite for implementing successful and efficient management techniques. Therefore, it is essential for universities and all levels of education to acknowledge the committee system for efficient allocation of administrative responsibilities and for the purpose of fulfilling school goals. There are many important committees at Nigerian universities, such as the finance and general-purpose committee, the security committee, the development and promotion committee, the admissions committee, the student affairs committee, the research grants committee, and the ceremony committee. As can be seen from the preceding analysis, instituting a committee structure within universities would reduce the frequency of crises that occur within them.

When it comes to institutional governance, committees typically work to accelerate the system's physical and intellectual development in order to better compete in the global marketplace. As such, it is clear that the various university committees are intended to serve as an advisory body; the think-tank provides pertinent and useful advice on any

issues or insurgences in schools, as well as suggestions to the Governing Councils on how to manage every threat from every quarter that could lead to crises in the system. Because of the apparent lack of an efficient committee structure, there has been an increase in incidents of violence against students by nameless individuals as well as the persistent kidnapping and abduction of both staff and students.⁵³

Most people experience anger as an emotion, but it's actually a construct. Feelings of rage are caused by the realization that one has been unjustly and deliberately wronged by another person. One definition of anger is a condition or temporary social role that is shaped by social interaction⁵⁴. Therefore, anger is founded upon a value assessment. In addition, rage arises from the intricate interaction of environmental, psychological, and physiological elements, just like other emotions. Words referring to anger connote a strong, destructive feeling. Anger is the most aggressive and destructive negative emotion, in contrast to grief, which is passive and helpless, and fear, which is active but paralyzing.

Therefore, the negative aspect of the idea of anger was used as the basis for this investigation because anger is a strong, powerful, active emotion. Emotions consist of four main ideas: an interpretation of a given stimulus, a shift in bodily experience, the release of expressive actions, and a cultural label for a given pattern of these elements. Emotions, then, are discussed as the result of "social effects." It has been argued that anger can be a "state" or a "trait," and that both "personality variables" and "transient states" contribute to it⁹¹.

Anger is a discrete emotion having generally recognizable displays with defined sorts of physiological reactions⁵⁵. The belief was that anger is a social emotion that is frequently

formed in reaction to the actions of others and is hence frequently directed at those same actors. In addition, it was found that rage acts as a transaction between the individual and his or her surroundings by conveying to the person that a personal violation has happened. Further, it was noted that the key causes of anger include things like one's view of the hotel's atmosphere, their sense of fairness and justice, one's interpersonal state, and one's inherent personality qualities, and that rage episodes typically begin with incidents that occur at work.

Any company's success hinges on its employees' ability to see the big picture and feel invested in its realization. Although it would be naive to assume that a happy worker is always a productive worker, research in several fields has shown that job happiness has a significant impact on productivity. For instance, there is sometimes an inverse correlation between contentment in one's job and both absenteeism and employee turnover. As a result, the employees' drive to put in extra effort would depend on their belief that doing so will improve their work behavior and output. That which enables one to sense, comprehend, and value the emotions and mental states of another human being is what we mean when we talk about empathy. "Tuning in" (being sensitive) to what, how, and why other people feel and think the way they do is at the heart of empathy. To be empathetic is to be able to "read" other people's emotions. People that are empathetic do what they can to help others and genuinely care about what happens to them. There are three common misunderstandings about empathy that keep many individuals from fully realizing its potential. People often conflate empathy with simply being kind, which is a far cry from the true meaning of empathy. Secondly, many individuals confuse empathy with pity, and, thirdly, some people assume that by making an empathic response, they

would appear to be agreeing with or accepting of the other person's stance, when in fact they may be utterly opposed to it.

Employees are more likely to show reciprocal interest and effort when their feelings are asked about and acknowledged⁵⁸. An organization as a whole benefits when management shows compassion for its employees. Consequently, there are less fights and better teamwork as people are more empathetic and helpful to one another. Another researcher claims that empathy is the most critical ability that should be part of corporate culture, so it's clear that it's crucial for employees and supervisors to have it⁵⁹.

To keep one's cool and human relations skills sharp on the job is regarded as the most important professional poise in the hotel industry. Because of the importance they have on maintaining a professional demeanor at work, most people strive to keep their feelings to themselves. However, many opportunities are missed because employees do not feel safe bringing their whole self to work. Leaders and managers at all levels, from HR directors and executives to team leads, can better serve the people they oversee by incorporating empathy into their conversations with those they oversee. Organizational culture can be enhanced first by working to strengthen connections between staff and clients. People are what organizations are about, so they should have the opportunity to do meaningful work and feel appreciated at the same time. Trust and loyalty can be built when a team member is acknowledged by their peers. Workers' need for a sense of community and friendship at work depends on their coworkers treating them with empathy.

The ability to empathize with another person is called "empathy." Having empathy can help you see things from other people's points of view, improve your social skills, and broaden your worldview. Knowing the effects of your actions on others can help you have more fruitful dialogues, especially with customers who may have different worldviews than your own.

The goal of employee relationship management is to foster a positive working environment in which all employees feel valued and respected by the company's leadership. The term "employee relationship management" refers to a wide range of initiatives done by upper-level management in order to foster positive working relationships among staff members and bring out each person's full potential in the workplace. This is just one example: For effective management of relationships with employees, honesty in communication is crucial. The team needs to designate one person as the go-to person for any and all questions, with authority to escalate as needed. If everyone went to their managers with their issues, chaos would ensue. If employees get to vote on who will head their team, they'll have a clear point of contact in the event of questions or concerns when their bosses aren't around. There shouldn't be too many layers of management, and everyone should be able to reach their boss easily. The best way to disseminate crucial data is in an open forum where everyone may voice their ideas freely. The notice boards provide a central location for disseminating critical information and fostering a shared understanding amongst staff and visitors. Put that person's name up on the board if he's done anything noteworthy. Everyone should read it so they can be motivated to do better the next time around. Organize morning get-togethers so people can get to know one another better. Email communication is a vital tool for fostering

better working relationships within a company, as it allows all employees to be in on the same conversation at all times.

Motivate employees to work together in teams, since this will boost their sense of comfort in the workplace. They learn more about one another as they converse. Provide them with a goal and a time limit, and encourage them to collaborate to accomplish it. It's likely that they'd get closer and learn to trust one other more if they did this. Since most people's waking hours are spent at work, coworkers should be treated like family. To the same extent that we do so at home, it is essential that we celebrate holidays at work. Do ask for treats on your birthday, and be sure to celebrate with your friends. These kinds of casual get-togethers do a lot to boost morale and morale among workers. People socialize, have fun, and learn a great deal about one other, all while gaining insights into topics they wouldn't otherwise investigate throughout the course of their workdays. Better family bonding can be achieved by inviting family members. Team leaders should schedule team lunches to encourage off-topic conversations amongst members.⁶³.

Assign challenging work to your team members so that they feel motivated to deliver their level best: Do not assign something which they do not find interesting. The responsibilities must be divided equally among the team members and no employee should be overburdened. Every employee should be aware of his key responsibility areas to avoid confusions. No way should the work get monotonous. The concept of workstations and cubicles must be promoted rather than closed cabins: People sitting in closed cabins tend to get cut off from rest of the employees in the organization and are generally lost in their own sweet world. They would enter their cabins in the morning and

come out in the evening and thus sometimes even don't get the opportunity to exchange greetings with their fellow workers. People sitting in workstations tend to talk to each other more often even in between work and thus relationship improves. One can even walk up to the other's desk to have a brief chit chat in order to take a small break and feel relaxed. Employees sitting together discuss many things and even share their secrets, thus the trust increases. It is commonly observed that if any of your colleagues sitting next to you is on leave for some days, you start missing him⁶⁴.

The employees must be motivated to avoid politics and blame games at work: Such activities are considered highly unproductive and spoil the relationship among the employees. Backbiting is a strict no at the workplace. Avoid getting into unnecessary controversies and useless criticism at work. Respect your team members as well as your superiors. It is important that one trusts his management rather than unnecessarily cribbing and finding faults. Avoid conflicts and try to adjust with each other. It is okay to be friends with your colleagues but don't have unrealistic expectations from anyone⁵⁵.

Belonging is critical for understanding individuals and the processes of inhabiting and contributing to the workplace. Belonging to the workplace, and belonging at work, is linked to the possibility of sharing practices in community, creating meanings, participating in common goals, learning through participation, grasping new shapes of identity through relationships with others and changing personal investments, representations and growth. Workplace learning thus requires an understanding of the practices and places as the core spaces in which belonging materializes and community forms and develops. Workplaces act as mediators in people's experiences, transforming

places into spaces (i.e. the “practiced place”) filled with practices and meanings⁶⁶. Regarding current organizational contexts, these spaces and places for employees to practice are expanding. Globalization and digitalization create possibilities of being in different sites at the same time, and smart working reduces the need for physical offices and boundaries and enhances the capacity to work from anywhere at any time. Investigating belonging to, or belonging at, the workplace in the changing nature of space and place is central to understanding workplace learning.

Belonging is a cloud of connected concepts ranging from fundamental human needs social, identity, identification and meaning-making and situated learning to experiences as negotiated in communities of practice. Practitioners from different sites and geographical locations practicing around the same epistemic objects might develop a shared sense of belonging, and this dynamic interdependency is even stronger when considering the physical places in which objects materialise. Therefore, we find it to be particularly relevant to study such boundaries (and the involved materiality’s) applied to the sense of belonging, from which new processes of learning begin and are articulated.

2.1.3 Concept of Motivation

The concept of motivation has been around since the time of the ancient Greek philosophers, whose writings have survived to the present day. Hedonism was proposed as an explanation of human motivation over 23 centuries ago. When someone is hedonistic, they prioritize ease and enjoyment over safety and restraint. Psychologists in the 1800s and early 1900s, motivated by hedonism, believed that people actively seek

hedonistic pleasure and avoid unpleasant experiences. From a psychological point of view, motivation is seen as a "energizer of behavior," or it can be seen as the inclination for an individual to increase their level of effort while working. Both definitions are taken into account in this article. An academic who established the Model of Intrinsic Motivation proposes a connection between the four intrinsic reward (s) an individual receives while working and the impact of intrinsic motivation on the individual's experiences. What motivates someone to take specific, purposeful action is a personal need or drive. The degree of motivation stems from an individual's estimation of the pleasure that would be gained from succeeding at the objective.

What drives people to take action toward a certain goal is known as motivation. One definition of motivation is "a person's outlook that expresses the strength of that person's tendency to exert effort toward some certain behavior"⁶⁸. The ability to be motivated is a goal-regulated drive. Motivation is a mental state that inspires an individual to take action and keeps them going even when the going gets tough. Workers that are inspired to work hard will do so, but only within constraints of time and objectives. Employee motivation is a key factor in the success of any business or other institution. In addition, a company's strategic plan will be more likely to succeed if it is overseen by a management team that uses employees' wants and requirements as a starting point. So, HR needs to put in place effective compensation systems to encourage and inspire workers to use their expertise. Intrinsic motivation, on the other hand, is powered by things like personal delight, interest, or job fulfillment, making it crucial for successful businesses to foster an environment conducive to its pursuit. The psychological process by which we are inspired to do action is called motivation. There's an inclination to get things done with a

plan and a goal in mind. That being said, it drew the inference that the root cause of subpar productivity and performance in the workplace was a lack of intrinsic motivation.

Furthermore, many academics have divided it into two types of incentive: first, material incentives, which represent the monetary benefits that are offered to employees for great work and are commonly referred to as "the money thing." Second, moral motivations are defined as a set of incentives targeted at satisfying the emotional, psychological, and humanitarian requirements of employees, such as showing appreciation for their work and fostering a more positive work environment. As a result, the ability gap between what is expected of employees and what they are actually willing to do should be closed by those two types of incentives. Therefore, businesses need to incentivize their staff to do their best work and perform better. Maslow originally suggested that a person should fulfill each need, working their way up the pyramid from the base. In addition, Maslow stated that tension and imbalance are produced by unmet needs, and that securing each need would motivate the satisfaction of the latter. Achieve, estimate, esteem, and promotion are what Herzberg identifies as motivating factors. This motivates people to put up extra effort and give their best performance, both of which contribute to the success of the organization as a whole.

It's an incentive to supply what people have demonstrated they need based on their natural surroundings. Employees are motivated when they are willing to put in extra effort to attain organizational goals if they believe those goals will allow them to fulfill their own personal needs. What motivates people to work toward their goals is typically defined as their desire to meet some sort of internalized need or externalized expectation⁷⁰. A person's motivation can be thought of as a need or force within them

that compels them to take specific activities in pursuit of a goal. This term denotes the process by which an individual is propelled in the direction of an organization's purpose via the medium of motivation. One definition of motivation is the process of using incentives to influence an individual's behavior towards a desired goal. As a result, people's actions vary depending on whether or not their wants and needs are met. Workers' actions are affected in a predictable manner by such provisions.

However, it is important to note that motivation encompasses more than what the aforementioned academics tried to show. According to his definition, motivation can either drive or restrain an individual's actions. As is evident, the concept of behavior inhibition has been left out of the prior scholarly clarifications. That is to say, not a single academic mentioned that an individual's motivation can also serve to prevent the expression of unpleasant behavior at work, even as it drives the individual to regularly display positive, result-oriented behavior. By stressing that motivation is interested in why people do or don't do things, we were able to find a middle ground between optimistic and pessimistic perspectives. Needs vary from person to person. To this end, they each set their sights on various objectives, choosing divergent paths to fulfillment. That's why he says it's a mistake to think that a cookie-cutter method of inspiring people will work for everyone. Still, it's evident from any angle that motivation relies on a web of interconnected factors to work. In fact, they have lively exchanges with one another. These components include desires, motivations, and rewards. These elements also make up the foundation of what we mean by "motivation."

Because of this, needs-based incentives campaigns are established. The first step is the emergence of needs, which occurs whenever there is a discrepancy in one's physiology or

psychology. Even if people have a lot of them, motivation may be found in everything that people need and that falls under two categories. There are two types of needs, primary and secondary, with the former referring to the individual's most fundamental physiological and instinctual requirements. Essentials like food, drink, and a safe place to sleep are examples. In and of itself, the psychologically-oriented factors that give rise to secondary demands are grounded in the external context. Motivations like achievement and power are more common in the workplace.

As a rule, requirements shift over time. As a result, for employees to be happy with the psychological contracts they have with their employers, businesses must make sure the incentives they provide are suitable to each employee's specific situation. Clearly, a package that meets a requirement at one moment may not do so at another. The process of inspiration revolves around drives. They are the means of easing suffering and the impetus to achieve a goal. The need to satisfy wants is prompted by motivations. Ultimately, incentives are the answer to the urge, along with meeting needs. Receiving rewards helps bring about a state of equilibrium in the body and mind. They represent the first stage's true return to normalcy. However, it has been noted that managers' ideas about human nature heavily influence their perceptions of what motivates their employees. This influences how they feel about inspiration. Given this finding, the next critical task will be to lay out the theoretical foundation upon which the investigation is based.

Motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enables an individual to act in the direction of a particular objective. Motivation forced such result as productivity, performance and persistence⁷². Motivation employees are

more oriented toward autonomy and freedom and are more self-driven as compared to less motivated employees which lead to availing developmental opportunities more correctly. Similarly employee commitment with their work and jobs is more, if they are motivated compared to less motivated employees. Topic of motivation is more discussed in the subject of organizational behaviour which contains a variety of models and theories relevant to motivation. Development and growth of employees is significantly focused. The growth is a most influential motivator for individuals that exploit the potential of employees. It is found that an undeniable link exists among employee motivation and their satisfaction with the jobs and also to organizational commitment. Employee motivation is a most important element for all organizations to attain achievement whether these are public or private. According to the outcomes of the study accompanied on the association between motivation and job satisfaction of employees having 135,000 respondents from different groupings and countries, organizations implementing various motivation programs involving three constructs as camaraderie, equity and achievement were considered to be more effective than organizations that had no or twice as many 'enthusiastic' employee (of total 45%).

A study was done to find the effect of employee motivation on employee performance in which it was concluded that if employees are more motivated then their performance will increase⁷³. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work,

so it is essential for organizations to persuade motivation of their employees. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made through motivating them.

Intrinsic motivation can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual⁷⁴. Employee would be devoted to his job for as long as he believes the job is able to satisfy his wants. Intrinsically driven work conducts, are behaviors performed for one's own sake, that is, the inspiration to work emanates from within the individual. Here the worker is motivated because he derives happiness in doing the job. Intrinsic motivation is a very personal form of motivation and revolves around completing a task for the sake of the task. In this case, an employee completes a task early because it is rewarding to him or her, not because of a reward that might be earned. For example, a worker who is employed as a cook in a hotel, and such worker is been paid low salary compare to other people who work in the hotel, the worker is not motivated by the salary, but by the pleasure he or she derived in cooking. He or she did not see cooking as a job but as fun. Hence, such employee is motivated as a result of the pleasure she derived in cooking rather than the salary. The pleasure the worker derived in working is the intrinsic factor that motivate the employee. Therefore when an individual engages in activities without any apparent inducements with the exception of the activity itself such an individual is said to be motivated intrinsically. Intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism, and a desire to feel appreciated. Intrinsically motivated behaviours are seen when there is no other apparent reward except the activity itself.

Extrinsic motivation is most often associated with the engagement in activities because they lead to desirable consequences separate from the activity such as tangible rewards. Hence, the behavior is a means to an end and not involved in for its own sake⁷⁵. Extrinsic motivated behaviors as those where the controlling mechanism is easily seen and extrinsically motivated behaviors are generally done as a consequence of pressure and result in low self-esteem and anxiety. Extrinsic motivated work behavior stems from such tangible rewards such as pay, bonuses, and promotion among others. Extrinsic motivation is derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity.

About 80% of performance concerns are as a result of the nature of a worker's environment in most organizations. A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher performance⁷⁶. Working environment is an 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. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. That is it has to do with the totality of the work place environment such as social amenities, working facilities, working condition and even the climate condition. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform.

Working environment as a composite of three major sub-environments: the technical environment, the human environment and work without thinking of the stress to get home and the factory will also save the time in which the production of shoe start daily because almost all the employee will resume at the same time which will make the production effective and efficient.

Remuneration is pay or reward given to individuals for work done. Indicators of remuneration which include: basic salary, wages, health schemes, pension schemes, transport allowances, overtime allowances and responsibility allowances. Remuneration refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization⁷⁷. This practically satisfies material, social and psychological needs of the individual. Remuneration or pay is linked with general satisfaction and more closely linked with pay satisfaction. The cost of remunerating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance. Remunerating is an important factor that influences the level of productivity of an employee. At times, employee see increase in remuneration as a means of appreciating their level of productivity and also that there is need for them to increase their level of performance or at least maintain their current level of performance.

Although compensating workers may have an effect on performance, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the

workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. Employee receive their remuneration inform of basic salary, wages, overtime, pension schemes, fringe benefits and allowances such as medical allowance, transport allowance, wardrobe allowance among others.

In most cases, non-manual workers receive a fixed monthly income that is annualized and does not include bonuses or other incentives based on their performance. Wage is the term for the money paid to people who do physical labor, and it is almost generally determined by an hourly or piece rate⁷⁸. Employees receive salary, which is a set sum paid at set intervals, in exchange for their performance and production; workers receive wages, which are dependent on the number of hours worked. He went on to argue that the term "blue collar labor job" implies that one is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis, while the term "white collar office job" is used to describe someone who is highly educated, skilled, and employed by a company and has a high social status. Wages and other forms of compensation are one reason why people choose jobs with companies. Salary money can be used to pay for things like food, clothing, and a roof over one's head. The minimum wage that a company pays its workers should be set at a level that allows its workers to cover their basic living expenses.

Considering the importance of salaries and wages in Nigeria, wages should not only be adequate but they must also show some element of equity, this is particularly true from the point of the employees⁷⁹. Anything short of a fair and equitable wage or reward can

quickly attract the wrath of employees in an economy such as Nigeria. For many Nigerian employees, wages or salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, wages and salaries are the most emphasized by the employees, thus they sort of take a Centre stage in the scheme of things as far as rewards for work is concerned.

The difference between a bonus and an incentive lies in the fact that the latter is a one-time payment made at the end of the performance period (typically a year) to reward extraordinary effort or achievement, while the former can take the form of either a material or immaterial perk. He went on to say that incentives are distinct from bonuses because they spell out both what is expected of the employee and what will be given to them if they succeed. That's why incentives have such a big effect on people's actions and motivation. Bonuses are additional payments made to an employee on top of their regular salary or hourly wage. The basic amount of compensation is specified in the employee offer letter, in the employee personnel file, or in a contract. Employers can distribute bonus pay randomly as the company can afford to pay a bonus, or the amount of the bonus pay can be specified by contract. A bonus is a payment which is backward-looking and usually discretionary or at least not expected from the employee(s).

Management decides who, if anyone, will receive it, and how much, based on the company's performance in the past and the goals that were set for the company as a whole. Bonuses are awarded based on the attainment of predetermined goals that have been made known to participating personnel. A bonus is meant to incentivize workers to meet their employer's goals. Incentives and bonuses can be paid in the form of cash or in

the form of nonmonetary award, such as presents, awards, and promotions within the company. Payment or prize under the incentive plan is automatic if the predetermined goals are met.

Fringe benefits which focuses on enhancing the quality in terms of lifestyle of the employee; fringe benefits include a certain level of safety and financial security taking into consideration their family relations. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization⁸². Examples of fringe benefits are; retirement or pension plans, medical insurance, use of company car, employee discount, sick pay, vacation pay education reimbursement and time off. Fringe benefits are benefits that are made available for member of staff of an organization. Fringe benefit can also be extended to the relatives or family of the employee depending on the type of benefit. For example, an employee that is going for vacation in Belarus, if such employee is married, the company might decide incur the cost of the vacation of the employee and his or her family who are going with him or her for the vacation.

2.2. Theoretical Review and Framework

2.2.1. John Campbell Theory

Job performance assesses whether a person performs a job well, job performance academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual –

level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. There are several key features which are task specific, non-task specific, communication task and personnel discipline to Campbell's conceptualization of job performance which help clarify what job performance means⁸³.

To start, performance is something an employee does, according to Campbell's definition. This idea disentangles output from input. Individual performance plays a role in outcomes, but those outcomes are also the product of a variety of other factors. So, to speak. Campbell's definition of performance as behaviour leaves room for qualification. To give just one example, he makes it clear that performance need not include the direct observation of an individual's behaviours. Answers and choices are two examples of the kinds of mental creations that can fall under this category. Yet, given the great variety of occupations, each of which has its own expectations for performance, it stands to reason that successful work execution requires a multifaceted set of skills and attitudes. Based on factor analytic research, a proposed eight-component model of performance was developed in an effort to identify commonalities in how tasks are completed across occupations. The first element is an individual's behaviour as it relates to a given job or set of tasks. They are what set one job from another in terms of the actual work that needs to be done. The second factor consists of non-task-specific actions that an employee must conduct regardless of the exact job they have. The act of demonstrating a product to a prospective buyer is a good example of a task-specific salesperson activity. Non-sales related activities may include mentoring junior colleagues. Activities involving written and spoken communication in which the incumbent is evaluated not on the content of a

message per se, but on their proficiency in conveying that message. Many jobs need employees to give presentations, both formally and informally, to groups of people.

The level of effort exerted by a person can be considered while evaluating their performance, both on an everyday basis and in the face of exceptional challenges. How dedicated an individual is to their work is shown by this variable. Personal discipline could be a component of the performance domain. People would have to be sober, not have a criminal record, etc. In jobs that require close or heavy teamwork, an individual's effectiveness may be measured in part by how much they pitch in to assist out their coworkers. Some examples of this type of contribution include serving as a positive example, coaching others, providing sound counsel, and keeping the group on track. A large proportion of occupations also require some degree of managerial or executive function. The person will be accountable for taking on the roles of the people or things described in the preceding factor and will also be in charge of doling out incentives and penalties. These facets of a performance are carried out in person.

Tasks performed by managers and secretaries that benefit an organisation but do not require close supervision are included in this definition. Tasks like this are typical for managers, who are responsible for the success of any firm. A manager's duties can also include keeping tabs on the organization's assets and making sure everyone is doing their part to reach the team's objectives. The United States Navy was offered and proposed a new taxonomy of job performance. Performance is broken down into only four dimensions in this model, despite its expansive nature. Behaviors that are task-oriented are analogous to those that are task-specific in Campbell's paradigm. Major responsibilities related to one's job are included below. The main worker's interactions

with other workers are representative of his or her interpersonally oriented behaviours. These may or may not be linked to the tasks at hand. In contrast to Campbell's taxonomy, this factor encompasses activities (such as small tasks, socialising, etc.) that are not directly related to achieving the organization's goals. Workplace downtime behaviours include anything done by employees in their free time. Work performance only includes off-duty actions that have an impact on productivity in the workplace (for example, outside behaviours that cause absenteeism)⁸⁴.

In addition to these models dividing performance into dimensions, others have identified different types of behaviours making up performance. Another way to divide up performance is in terms of task and contextual (citizenship and counterproductive) behaviours. Whereas task performance describes obligatory behaviours, contextual behaviours are behaviours that do not fulfill specific aspects of the job's required role. Citizenship behaviours are defined as behaviours which contribute to the goals of the organization through their effect on the social and psychological conditions. Counterproductive behaviours, on the other hand, are intentional actions by employees which circumvent the aims of the organization. Another study with similar results suggested factors that could affect several aspects of performance. Declarative knowledge, procedural knowledge and competence, and motivation are the key factors of individual differences in performance. Knowing what must be done to do a task successfully is an example of declarative knowledge. Knowledge of principles, facts, and concepts are all examples of declarative knowledge.

2.2.2 Human Relation Theory of Management by Elton Mayo

In the 1920s and 1930s, Elton Mayo and his colleagues Roethlisberger, Dixon, and Follett conducted an experiment at the Western Electric Hawthorne Plant in the Chicago suburbs to establish what would become known as the Human Relations Theory of Management. The purpose of this study was to empirically examine the impact of lighting levels on productivity, as well as the role of interpersonal dynamics in shaping employee actions and decisions on the job. The perceived cruel holistic orientation of traditional systems, such as scientific and administrative management theory, prompted this battle in pursuit of an appropriate approach to management. Therefore, the human relations approach in an organisation, which emerged as an alternative to the classical approach in the 1930s, can be seen as a direct result of the failure of classical theories in the context of organisational analysis. This is because the humanistic and sociopsychological aspects of individual behaviour as a cure to organisational success seem to have been overlooked and under-emphasized by the classical thinkers.

From the scientific and classical perspective, man was seen as an economic animal who responds primarily to financial stimuli; the human relation school of thought appears to be a progressive divergence from this paradigm. When applied to the workplace, classicist concepts can make matters worse rather than better, as they fail to take into account the importance of humans in the company's input, process, and final product. Popularly known as "the Hawthorne studies," this collection of experiments tested the hypothesis that an organization's success depends on factors such as its members' attitudes, relationships, feelings of belonging, interpersonal skills, participatory decision making, and effective communication.

Workers' behaviour, morale, and productivity are strongly impacted by non-economic rewards and sanctions, as briefly discussed in the Hawthorne investigations. This is because social and psychological elements at work, as well as physical conditions, drive employees' motivation and performance. The research also found that employees are not static or unrelated individuals but rather social creatures who naturally cluster into informal organisations within the workplace. Leadership, supervision, communication, and employee participation were found to significantly affect worker behaviour, job satisfaction, and output in the Hawthorne trials. In addition to Mayo and his colleagues, many others, including Kurt Lewin, Jacob Moreno, and Douglas McGregor, have made significant contributions to the advancement of the human relations approach and the subsequent human relations movement. Group dynamics is a field that was conceptualised by Kurt Lewin. The researchers hypothesised that group members would be more invested in the group's success if they were able to actively contribute to its decision-making and feel like they belonged to the group.

Using a sociometric approach, Jacob Moreno also made a significant impact on the growth of the field of human relations theory by studying dynamics inside groups. From his first long-range sociometric investigation, conducted between 1932 and 1938 at the Girls Training School Hudson, New York, Jacob Levy Moreno coined the term "sociometry." Moreno employed sociometric methods to place people in their designated cottages⁸⁸ in the study. He observed that a significant decrease in facility escapes occurred when residents were assigned rooms using sociometric criteria. He came to the conclusion that groups made up of people who got along well with one another would be more productive than those made up of people who didn't get along well. Specifically, it

demonstrates the interdependence and cooperation of individuals working together to achieve a common goal. This is what a scholar interprets to mean when they say that allowing people to freely choose the things they engage in and the people they associate with can have a positive impact on their own effectiveness. Therefore, one of the crucial factors in all dynamic human relationships is the freedom to select one's own associates and environment.

Therefore, Human Relation Theory has stated that institutions will flourish if they enable the secretarial staff flourish, rather than seeing the stakeholders as merely another cog in the wheel. Thus, the foundational assumptions of HRTM originated from the work of the Hawthorne researchers, namely the work of its principal popularizer, who recognised the significance of the human dimension in business.

2.2.3 Frederick Herzberg's Two Factor Theory

Frederick Herzberg's well known Two-Factor Theory was designed in year 1959. Herzberg developed two sets of elements, motivation and hygiene factors⁸⁹, in determining employees' working attitudes and level of performance based on feedback from two hundred engineers and accountants in the United States regarding their personal feelings towards their working settings. Employees' job happiness can be boosted by Intrinsic Factors like a company's culture and benefits, and it can be maintained by Extrinsic Factors like a safe and clean workplace. Herzberg elaborated by arguing that even if all the Hygiene Factors were met, it would not guarantee that workers would be happy in their jobs. Motivating workers to do better is essential if we want to see an uptick in their output. The Two-Factor Theory expanded upon Maslow's hierarchy of

requirements by including additional dimensions on which to base assessments of employee motivation. According to this notion, satiating people's basic desires (what psychologists call their "extrinsic" or "hygiene" needs) won't inspire them to work more; at best, it will keep them from being unhappy. Higher-level needs (intrinsic or motivation elements) must be met in order to motivate employees.

Meeting employees' extrinsic or hygienic considerations will merely prevent them from being actively dissatisfied, but it will not drive them to make more effort toward greater performance, according to this theory's meaning for firms that adopt it. Management should prioritise providing intrinsic or motivation factors, such as recognition, the work itself, remuneration, and a basic salary, to secretarial staff in state-owned polytechnics in Ogun State. Theoretically speaking, the role of Extrinsic Factors in meeting the motivational requirements of workers is minimal. The sole purpose of these elements was to ensure that no workplace discontentment would develop. The term "extrinsic factors," which also refers to the job's environment, refers to the gratifications that a person receives from their position that do not come from within themselves. Employers can use them as guidelines for developing a workplace in which their staff can thrive. When all three extrinsic conditions are met, employees are neither satisfied nor motivated by their jobs, but they are also not dissatisfied. Dissatisfaction arises when companies fail to meet employees' needs for extrinsic conditions.

Recognition and the actual act of working are examples of intrinsic variables that boost employee motivation and so contribute to job satisfaction. Workers need jobs where they can find personal fulfilment in the tasks they perform, the challenges they face, and the successes they reap; this concept is commonly referred to as "job content elements."

Because they are essential to the healthy development of every human being, intrinsic variables have a profound and long-lasting impact on workers' attitudes and behaviours in the workplace. Individuals' motivation to go above and beyond the call of duty will be stoked by elements within the workplace. Increased output and efficiency can be expected when workers' intrinsic motivating demands are met. This theory also posits a mutual reliance between Intrinsic and Extrinsic variables. The presence of extrinsic factors (such as pay and benefits) will reduce employee dissatisfaction with their jobs but will not increase their enjoyment of their employment. On the other hand, if employees have access to a enough amount of Intrinsic Factor, they will be able to promote their own personal growth and development, which will in turn increase their productivity and performance.

While extrinsic factors might influence how willing an employee is to work, intrinsic factors are what ultimately determine output quality. In the same way as the opposite of satisfaction is not unhappiness but rather no satisfaction, there is no necessary opposition between the two sets of Extrinsic and Intrinsic Factors. Not being satisfied, but also not being dissatisfied, is the reverse of being dissatisfied. Among 124 workers at Malaysian electronics firms, for instance, disparities in the importance of intrinsic vs extrinsic elements in driving one's work ethic were found in a study. Therefore, businesses should adjust their methods to appeal to employees' intrinsic and extrinsic drives.

Employee job satisfaction elements form the theoretical foundation of the Two-Factors Theory. The degree to which an individual enjoys (satisfied) or despises (dissatisfied) his or her employment is the definition of job satisfaction. It has been established that it has a beneficial effect on organisational performance and employee commitment, but has the

opposite effect on absenteeism and employee turnover intentions. If we use the aforementioned definitions as guides, we might conclude that Extrinsic Factors like Working Environment and Supervision contribute positively to job satisfaction if employees place a high value on them, rather than simply preventing dissatisfaction and maintaining a status quo. Multiple pieces of evidence from studies have been presented to back up this notion. One researcher reported results that ran counter to those of Herzberg. The Two-Factor Theory was employed by the researcher to examine the bearing of personal characteristics on professional fulfilment. The research results showed that people's degrees of intrinsic and extrinsic motivation differed across occupations and that there was a correlation between age and job satisfaction. Also supporting the premise of criticism was a case study that looked at two universities in Kuala Lumpur, Malaysia to see what factors contributed to employee happiness on the job. The authors used Herzberg's Two-Factor Model to analyse the relationship between job satisfaction and ten key factors reported by Malaysian academics.

Interestingly, while the presence of extrinsic motivation factors has contributed positively to respondents' job satisfactions, the absence of intrinsic motivation factors has not only de-motivated them but also negatively affected their job performance. A study conducted in China by a researcher discovered that all Extrinsic Motivation Factors might encourage workers to put in 90 percent effort. According to the data, the top two motivators for workers in China are no longer intrinsic factors but rather extrinsic factors (such as pay and benefits). Finally, a recent empirical study has demonstrated that employees' generational preferences for intrinsic and extrinsic motivation variables have a significant impact in shaping workplace outcomes. It's interesting to note that the younger generation

of employees' Citizenship Performance was influenced more by Extrinsic Motivation elements and less by Intrinsic Motivation factors. Citizenship performance was found to be boosted by Intrinsic Motivation variables and dampened by Extrinsic Motivation elements among workers of the older generation.

A study was presented that looked at how a pay-for-performance system would affect the intrinsic and extrinsic motivation variables, as well as job satisfaction, of front-line workers at an Australasian retailer. Their research found that monetary compensation and fringe benefits have the biggest correlation with employee happiness on the job. In the Malaysian setting, one study similarly found that financial rewards play a substantial role in employees' happiness on the work. Another study with a large sample size (approximately 500 employees from 96 different Malaysian companies) indicated that financial incentives were an important motivator. Employee dedication and its correlation with contentment in the workplace were also the focus of a research project conducted by an academic. In a case study of 236 workers at SMEs in Kuala Terengganu, they discovered that workers' loyalty to their organisations was significantly correlated with their estimations of their compensation. They demonstrated the robust significant association between organisational justice and organisational commitments in a survey with 172 respondents from a range of career levels and industries. Their answers have consistently demonstrated a strong correlation between their views on procedural and distributive justice at work and their dedication to the company. It was also found that commitment to the organisation is influenced more by procedural fairness than by distributive justice.

Herzberg's Two-Factor Theory of Motivation has been widely applied to many studies of what motivates people of different ages, backgrounds, and professions. An advantage of Herzberg's Two-Factor Theory is that it can comprehensively encompass other theories of motivation by providing an integration of individuals' internal and extrinsic incentive factors. Other motivation theories classified under content theories have identified similarities to Herzberg's motivation and hygiene elements since they all deal with the motivational needs of different types of workers in comparable ways. Herzberg's components of motivation—Responsibility, Acknowledgement, and the Nature of the Work Itself—share commonalities with Maslow's Need for Self-Actualization and Self-Esteem, Alderfer's Need for Personal Development, and McClelland's Need for Accomplishment. As a result, the Two-Factor Theory gives more all-encompassing sets of criteria that include basic individual internal and external demands to exert greater effort into tasks than any of the other Motivational Theories. However, modern research on employee motivation has shown that Two-Factor theory has fewer applicable applications than it once did. The majority of studies conducted in a wide range of nations and industries have reached the same conclusion as those presented above regarding the impact of Extrinsic Factors on the job satisfaction of their respondents. There is a need to rethink and update the theoretical framework because the findings contradict the prediction that Extrinsic Factors will be associated with negative or apathetic attitudes toward one's job. Based on these findings, it is suggested that the Extrinsic Factors category be recognised as including components that have a direct impact on workers' levels of job satisfaction. By merging Intrinsic and Extrinsic Factors as a group determinant and studying their effects on target respondents, the conventional

setting of Two-Factors Theory can be further broadened in its scope of applicability beyond simply identifying respondents' satisfactions and dissatisfactions issues.

2.3 Review of Empirical Studies

2.3.1 Human Relations and Job Performance

Research into the impact of HRMS on business results has typically zeroed in on a single HRMS or highlighted how one HRMS's impact on business results might be amplified when combined with corporate strategies. According to one scholar's research, a high-performance system is one that guarantees the best human resource managerial practises. Such a high-performing system always boosts a company's financial performance, they noted⁹², regardless of the company's strategic goal(s). Human resource management systems (HRMS) and business strategies (if any) that are up to par are important components of any successful HRM/performance relationship. It was highlighted that there is a statistically significant positive correlation between HRMS and organisational success. The innovative performance of a corporation is substantially impacted by a unified management system that incorporates all human resource management activities. Human resource managerial initiatives that determine remunerations by the performance achieved and human resource managerial initiatives for in-company training would be the only two factors positively correlated with a company's innovation performance, if we look at the influence of each individual initiative. Initiatives taken by managers in the field of human resources often work together to improve an organization's performance in the area of innovation. It was claimed that a business with excellent human resource

management would achieve gains in productivity. The same holds true for businesses: superior strategic planning leads to improved efficiency across the board.

Academics will do well if they are given meaningful work to do and are able to complete it successfully. As a bonus, it will strengthen the job security of the faculty. It has been hypothesised that academic staff productivity will increase as a result of increased job stability. The topic of job stability inside the company was broached. In light of Dressler's research, it has been hypothesised that job stability is crucial for employees who intend to remain with their current employer for the duration of their careers. The academic staff's output may suffer if they are concerned about job insecurity due to factors like layoffs and termination. When faculty members are confident in their job security, they tend to work more and more efficiently. In addition, they'll do a better job overall and gain expertise in whatever it is they're working on, which is the year⁹³.

The academic staff's high level of performance may be influenced by the in-house training they receive. It's possible that the training will help them become better teachers and will provide them more opportunities to develop their administrative abilities, both of which could have a positive impact on their overall effectiveness. Therefore, there is a link between the academic staff's training and their effectiveness. It can be backed up by research showing that educating faculty members improves both their competence and their outlook⁹⁴. In addition, the training provided to the academic staff may have practical applications in the workplace and boost their efficiency and productivity. An organization's investment in its academic staff's training pays dividends in the shape of a more committed, enthusiastic, and productive workforce. Academic staff members' productivity on the job is said to be directly related to the benefits they receive from their

employer. Employee performance is highly correlated with the amount of money they make.

A scholar's research suggests that a well-designed compensation plan can inspire workers to put forth their full potential and demonstrate their expertise in service of the company's strategic goals. As the monetary and non-monetary reward scheme, compensation has been cited as a crucial factor that could effect academic staff promotion. A study's findings showing pay is strongly connected with performance on the job lend credibility to this theory. It is a priority for universities to hire faculty members who are both well-qualified and have expertise teaching at the university level. In particular, it would reduce the financial burden of providing them with training. University performance can be enhanced and increased with the help of the most trained and experienced academic staff. As one expert pointed out, there is a connection between careful hiring and productive faculty. One's success as a member of the academic staff may be strongly influenced by the organization's care in selecting and employing the most qualified candidates and providing them with a competitive salary and benefits package. As a result, they hypothesised that if colleges implemented a more selective hiring method, it could improve the quality of education provided. A researcher also indicated that improved academic performance can be attained when colleges employ careful selection procedures when employing faculty.

There have been numerous efforts to outline general models of job performance and the causes of job performance. Scholarly proposals wherein performance is constructed as a multidimensional phenomenon made up of multiple latent factors stand out⁹⁷. Factors like declarative knowledge, procedural knowledge, skill, and motivation all fall into this

category. In a nutshell, there are two ways to analyse someone's performance: on a specific task and in a certain environment. Workers' task performance refers to their skill at carrying out the tasks and responsibilities associated with their assigned jobs and roles, while their contextual performance refers to the extent to which they contribute to the organisational, social, and psychological environment in order to achieve those goals. Employees' effectiveness on the job was found to correlate with promotions in this study. It is a known fact that most professionals depart a company due to a lack of opportunities for professional development and advancement. The best way for a company to keep its most talented employees is to offer them challenging and rewarding career paths to follow. When a company succeeds in keeping its workers interested, fulfilled, and contented, it provides a powerful source of inspiration. Employees' output is positively affected by opportunities for professional growth.

Human resource development programmes that help workers advance their careers are a staple at most companies. An employee's career, the ambiguous and unambiguous issues they must solve, and the goals they must reach are all written out for them in a career development programme. Their unwavering determination has served them well in all aspects of their business, from mundane tasks to long-term goals. The effects of career growth include the introduction of a productivity marker, the analysis of employee engagement, and the decrease in turnover. While advancement in one's career is seen as a means to more independence by employees, managers tend to view it as a means of continuity and reward. Management considers it a useful resource when plotting future promotions. High-potential candidates who can be prepared for a larger task in the future are the focus of career development efforts. When a company shows it is serious about

helping workers advance their careers through new opportunities and programmes, it may boost workers' morale and output. The term "investment in employee development" refers to the process of providing workers with the education and training they need to perform their jobs more effectively and efficiently, as well as to better prepare them for future demands in the workplace.

Human resource development, which includes such activities, is the umbrella term for the provision of structured learning experiences by an employer for the purpose of improving employee performance and fostering individual development. Investing in staff training and education gives a company a leg up on the competition by helping workers improve their existing abilities and acquire marketable new ones. Human resource management (HRM) is a set of strategies for selecting, training, and compensating employees so that they are more committed to doing well in their jobs. Human resource management methods that focus on recruiting and training new workers are crucial expenditures that yield high returns by improving the quality of a company's most precious resource: its people. Business outcomes, employee output, job satisfaction, and bottom-line results are all improved when HRM strategies with a high degree of employee involvement are put into place. Organizational performance improved because to careful hiring, generous pay and benefits, and thorough training.

Even while training and enhancing employees' competency may enable them to find better positions elsewhere, investing in their growth may raise an organization's chances of retaining its people by increasing the perceived cost of leaving the firm. Those workers may still be vulnerable to the next wave of skill obsolescence at a company that isn't as invested in providing value to its workers. According to the results of a large CIPD study,

only a few favourable relationships can be discerned between certain HR practises and performance. However, the HRD practitioner, in collaboration with line managers and other stakeholders, may be responsible for some of these tasks, including as training, career development, communications, and job design. Effective human resource development interventions, for instance, can aid in boosting an organization's standing in the market.

The effect of HR policies and procedures in Eritrea was examined by a group of researchers in that country¹⁰¹. Successful application of these procedures was proven to improve efficiency on both an individual and a corporate level. HRM practises were found to have a statistically significant beneficial link with organisational performance in a study conducted in Taiwan. Furthermore, the research discovered that workforce planning correlates negatively with employee turnover. It is stated that HRM strategies centred on quality hiring, development, and retention raises enterprises' capabilities by increasing the competence and enthusiasm of their employees, which in turn improves the organization's performance. The financial components of success (increased sales, increased return on assets, and increased stock prices) are related to the effectiveness of recruitment, competitive compensation, and efficient training and development. By using a holistic approach to HR processes, we were able to cultivate a team of dedicated, enthusiastic workers that consistently exceeded expectations in all areas of performance.

The effect of non-monetary incentives on employees' job performance has empirically been proven. Praise and recognition are effective ways of motivating employee behavior in the organization as they are considered the most important rewards. Non-monetary incentives which are represented by recognition, learning opportunities, challenging work

and career advancement, have been found to be an effective tool in motivating workers and consequently increase their performance¹⁰². This incentive is highly appreciated probably due the opportunity it offers in terms of skill development of the workers which in the long run could be translated to higher monetary reward. Similarly, the impact of financial and non-financial incentives for food sectors in the central Anatolian region in Turkey and found that both financial and non-financial rewards are important elements of job performance. Nonetheless, monetary rewards are considered more important in terms of motivating workers to increase their performance compared to non-monetary rewards. The impact of the fair reward system on employees' job performance among employees of an oil company in Nigeria and conclude that fair implementation of rewards significantly influenced employee job performance.

Individuals, who experience burnout in their work, typically do not feel fulfilled¹⁰³. They also tend to have negative outlooks, and they also approach the tasks at hand with less vigor and dedication. Poor remuneration is related to profits made by organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. There is a statistically significant relationship between reward and recognition respectively, also motivation and satisfaction. The study revealed that if rewards or recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction. In an empirical research, which is based on data from 34 stores of a major retailer over 77 months, supports the theoretical prediction that stores that implement an incentive plan will experience a positive impact on sales, profit and customer satisfaction¹⁰⁴. The use of profit sharing was positively associated with higher productivity in an analysis of 841 manufacturing

establishments. Motivation among Nigerian workers using a sample of workers of high and low occupational levels. The hypothesis that low-income workers will be intrinsically motivated was not confirmed, and the expectation that higher income worker will place a greater value on intrinsic job-factors than low-income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors.

2.3.2 Motivation and Job Performance

One study compared the effects of intrinsic and extrinsic incentives on worker output¹⁰⁵. Statistically, the association between extrinsic factors (such as pay and recognition) and worker productivity was stronger than that of intrinsic elements (such as pride in one's work and personal growth), but both were associated with higher production overall. In the workplace, worker output can be affected by a number of factors. To begin, workers' output is directly proportional to the financial and non-financial benefits they actually receive, rather than the benefits they believe they are entitled to. The worker's contentment with both intrinsic and extrinsic rewards earned affects performance and productivity, as does the worker's evaluation of the benefits received by other workers in comparison to their own.

In a study on motivation and workplace productivity amongst workers which basically assumed the similar methods as Herzberg¹⁰⁶. The study shows some supports for the impact of motivation on productivity. However, more value was placed on extrinsic factors than intrinsic. In another research also based on inquiry on Herzberg's two factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They utilized a population of 692 participants to test the rationality of the

theory on worker effectiveness and efficiency levels. It was revealed that at higher professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated¹⁰⁶. As a result, they concluded that an organization that fulfills both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them. In an investigation on the effect of financial incentives and its removal on worker's performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. In an examination on the role of extrinsic and intrinsic motivation on productivity among Nigerian workers; it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated and highly productive was not validated, and the assumption that higher incomes employees will place great values on intrinsic motivational elements than low income employees was also not validated.

It was perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity¹⁰⁷. Also, a scholar attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the wellbeing of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity.

Researchers from Indonesia also conducted a study to learn how employees' levels of job satisfaction and motivation affected their productivity. The focus of the study was a shipping company located in south Jakarta, Seventy persons worked in the marketing, customer service, logistics, documentation, cashiers, financial, and port agency services departments, which were all represented in the study's sample. information gathered by use of a Likert-scale questionnaire. The findings of this study show a favourable and statistically significant relationship between employee motivation and productivity in the workplace. Therefore, if job satisfaction and motivation are high, productivity is high, and if they are low, productivity is low¹⁰⁸.

Similarly, a researcher in Nigerian higher education analysed the results of a study on the effects of moral and material incentives on worker productivity. The purpose of this study is to gain an understanding of Nigerian universities' contributions to meeting the needs of and enhancing the performance of their country's labour force. The study includes 218 staff members from academic institutions in Nigeria. The study found that salaries and benefits at Nigerian universities are acceptable.

Furthermore, moral and monetary incentives significantly correlate negatively with organisation performance. An investigation into the relationship between employee motivation and productivity in Ghana's gold mining industry found that, mining industry workers have strong incentives to reduce the rate¹¹⁰. Consequently, workers are expected to observe all safety regulations, as the sector makes a sizable contribution to Ghana's GDP. Studying the effects of both intrinsic and extrinsic motivation on productivity in Jordan's academic libraries. Ten Jordanian institutions served as the study's sample, and a total of 420 people employed by academic libraries in Jordan were given questionnaires

to fill out. In university libraries in Jordan, monetary and moral incentives were found to have a considerable effect on worker productivity. Employee motivation in Pakistan's beverage industry and its effect on productivity. One hundred fifty beverage industry employees were given the structured questionnaire to fill up (Pepsi, Coca, and Grommet). According to the findings, employee performance in Pakistan is significantly boosted when people feel motivated to do their best.

Worker motivation at Jordan's Greater Amman Municipality was studied in depth in study. Of the total study population of 449 employees, a random class sample of 150 managers, department heads, and administrative staff members was chosen. The study used a descriptive analytic strategy using regressions to deduce its results. The findings showed that both material and moral motivation are low, but learning to be motivated by and successful in social situations is intermediate. However, there is a robust correlation between employee motivation and output at the national level. Thus, the study has fostered cooperative ties in the workplace and directed workers toward the aims of a trustworthy work ethos, providing the moral motivation needed to achieve the targeted level of performance. Motivation and productivity in the commercial and public sectors of Nigeria were studied. They came to the conclusion that individual contributions are crucial to organisational success. Furthermore, it was found that personnel in both the private and public sectors benefit from motivational factors¹¹².

Employees in the Ministry of Education in Oman were studied to see how monetary and non-monetary incentives affected their productivity. The study employed a systematic questionnaire and descriptive analysis to get their information. A total of 290 department heads and other high-level personnel from across several divisions were included in the

study. No significant variations in perceptions of the relative effectiveness of monetary and moral incentives for improving worker performance were found among survey participants working in the Ministry of Education in Sultanate Oman. Academic research into the effect of bonuses on workers' happiness at Palestine's Nablus Specialist Hospital was published. Furthermore, the need of revamping the incentives structure to boost employee performance was emphasised. To determine how incentives affect hospital staff's motivation, this study employed a descriptive technique and regression analysis. A total of 75 hospital employees were given a questionnaire to fill out. A lack of material and ethical motivations was found. Since there is no statistically significant relationship between employee motivation and output at Nablus Specialist Hospital.

Researcher in Syria looked into how incentive systems affected organisational loyalty in government agencies. The population of the study included 324 workers from 4 government agencies in the country. Descriptive statistics and multiple regressions were employed to analyse the data. According to the data gathered, there appears to be a lack of agreement between workers when it comes to their thoughts on incentive strategies and loyalty to the company. However, it showed that a favourable correlation existed between incentive, organisational loyalty, and performance on the job. It also found no statistically significant differences between groups based on factors like level of education, years of experience, or occupation¹¹⁴.

To keep employees interested in staying with the company, the study suggested focusing more on training and continuous development. In the industrial city of Makkah Al Mukarramah, researchers looked at the many kinds of material and moral incentives given to workers. A total of 134 workers from Makkah's industrial sector were included

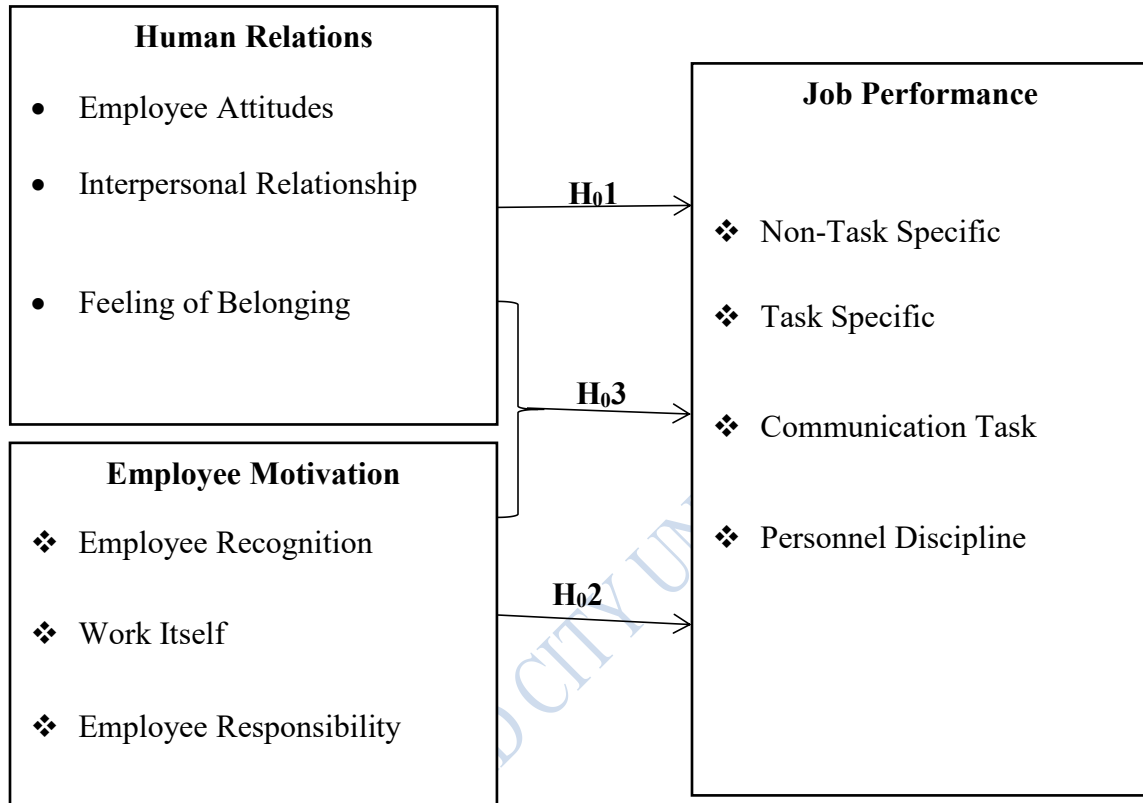
in the study. More specifically, a questionnaire was used as part of a descriptive analytical approach to cover the study's foci. We discovered a statistically significant positive association between the application of material and moral incentives and both performance and job satisfaction, as well as a low degree of moral incentive and a lack of material incentive. This study suggests that we should pay special attention to the forms of incentives that were rated poorly, such as advances, loans, and bonuses, and to monetary and moral motivation in general¹¹⁵.

The idea that "high performance work practises" are linked to better outcomes for businesses across the board is gaining traction in the literature. Examples of such "high performance work practises" include elaborate systems for finding and hiring new workers, providing competitive pay and benefits, rewarding and recognising outstanding performance, and facilitating broad opportunities for employee input and development. Human resource management and practises have been shown to have a favourable effect on a variety of indicators of business success, according to a number of studies. Human resource staffing strategies, for instance, were found to have a substantial correlation with both an organization's annual profit and its profit growth rate across a wide range of industry types. Similarly, using a survey instrument for conventional HRM activities (recruitment, selection, performance management, training, compensation, and secretaries' relations) and independently collected organisational performance data centred on HRM practises, a connection has been shown between systems of high performance work practises and job performance, as well as between recruitment training and job performance.¹¹⁶.

2.4 Conceptual Framework

Independent Variables

Dependent Variable



Source: Researcher's Field works, 2022

Model on Human Relationship, Motivation and Job Performance

Figure 2.1: Researcher's Conceptual Framework 2022

The conceptual model of this study was developed based on John Campbell Theory of Job Performance, Human Relations Theory and Herzberg Two Factor Theory of Motivation. The theories explained the interactions between human relations, motivation and job performance. Where John Campbell Theory of Job Performance provided measures such as non-task specific behaviour, task specific behaviour, communication

task and personnel discipline which were used to measure secretarial job performance in relation to human relations (anger management and empathy) and motivation of secretarial staff (recognition, work itself and responsibility)

Dependent variable which is job performance of secretarial staff is backed by John Campbell Theory from where the measures are taken from. The measures adapted are non-task specific, task specific, communication task and personnel discipline. Independent variables are human relations which is backed up by human relation theory of management by Elton Mayo. The measures adapted are relationship with boss, relationship with colleagues and feelings of belonging. While the second independent variable is motivation is backed up by Frederick Herzberg's Two Factor Theory. The measures adapted are recognition, work itself and responsibility.

The conceptual model suggests that there is a link between human relations and job performance of secretarial staff. This will be tested in hypothesis one. In hypothesis two, the conceptual model suggests that there is a link between motivation and job performance of secretarial staff. Also in hypothesis three, the conceptual model suggests that there is a link between human relations and motivation together with job performance of secretarial staff of government polytechnics in Ogun State, Nigeria. The three hypotheses shall all be tested using inferential statistics at 0.05 level of significance.

2.5 Summary of Literature Reviewed

This chapter highlights scholars' opinions about the topic of this research which is the influence of human relations and motivation on secretarial staff job performance in state-owned polytechnics, Ogun State, Nigeria. The review shows the importance of human

relations and motivation on job performance of secretarial staff in organizations especially public sectors. The review on the conceptual framework has clarified the concepts (human relations, motivation and job performance). It shows the relationship between the dependent variable (job performance) and the independent variables (human relations, motivation).

Over the past decade, several businesses have shifted their organisational structure to prioritise "High Job Performance." These are characterised by the replacement of vertical with horizontal communication channels, the adoption of job rotation, self-responsible teams, multitasking, a greater involvement of lower-level employees in decision making, and complementary human resource management practises that give employees the appropriate incentives to participate in decision making by employing alternative payment schemes and increased employer provided training. The underlying idea behind job performance is that by putting more decision-making power in the hands of individuals who have access to the most relevant information, organisations may increase their agility, product quality, and performance while maintaining cost competitiveness. Furthermore, it has been theorised that "winwin" systems where both the company and the employee gain from strong job performance are more likely to exist. However, studies in the fields of ergonomics, sociology, psychology, and occupational medicine, as well as general common sense, suggest that certain aspects of high performance may have negative effects on workers by, for example, raising the prevalence of health issues directly related to work or the likelihood of exposure to hazardous working conditions. This study aimed to contribute to our understanding of the effects of HPWOs on worker's overall utility from working by examining the effects of participation in innovative

workplace systems on job satisfaction using individual data from the European Survey on Working Conditions (ESWC) covering all EU member states. Increasing participation in HPWOs is linked to greater job satisfaction, suggesting that such organisational innovations boost workers' well-being. Moreover, the findings indicate that workers' participation in flexible work systems is largely responsible for this positive effect, implying that employees place a high value on the opportunities afforded by such systems, such as greater control over how they complete their work, greater input into organisational decisions, and more frequent opportunities to interact with and learn from their coworkers.

Endnotes

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Chapter Three

Methodology

This chapter presents the methodology used in this study. It includes the research design strategies employed, population, sample, data collection and operation of variables.

3.1 Research Design

This study adopted the descriptive survey research design. 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 will enable 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 enabled the researcher to collect data from a sample population that is representative of the total population. The data collected and analyzed will give a better understanding of the extent of the influence of organisational and employee demographic characteristics on job performance of secretarial staff in government owned polytechnics in Ogun State, Nigeria. Quantitative approach will be applied to analyse responses of selected sample from the government-owned polytechnics in the study area.

3.2 Population of the Study

The population of this study comprises all the secretarial staff in state-owned polytechnics in Ogun State, Nigeria. This will include 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 secretarial staff in these state -owned Polytechnics.

Table 3.1: Population of the Study

S/N	School	Population
1	Abraham Adesanya Polytechnic	40
2	Moshood Abiola Polytechnic	61

3	Gateway ICT Polytechnic	39
	Total	140

Source: Field Work, 2022.

3.3 Sample and Sampling Technique

The sample size of this study is one hundred and forty-six (140) secretarial staff of state-owned polytechnics in Ogun State which include Abraham Adesanya Polytechnic, Moshood Abiola Polytechnic and Gateway ICT Polytechnic. Total enumeration is used for the sample size since the population is not much.

3.4 Description of Research Instrument (s)

The instrument used in this study is a structured questionnaire which will be used to gather data from the respondents because it analyzed the structured questions and responses easily to achieve the study's objective. This study adapted the Likert scale design which allowed the researcher in listing options where respondents choose from. The instrument of this study is made up of four sections.

Section A: This section was developed by the researcher to collect demographic information of respondents and these contains Bio-data of Respondents measured through five factors; Gender, Age, Educational Qualification, Year of Experience and Position in department. The research

instrument was adapted from literature^{1,2,3}.

Section B: Job Performance scale which indicates the level of performance of each secretarial staff with 25 items and non-task specific behaviour, task specific behaviour, communication task and personnel discipline as it measures, the scale is of four point which are: Very high = 4, High = 3, Low = 2, Very low = 1. The research instrument will be divided into various sections which will be designed to elicit responses on the topic under review. Example of question is “Displaying skills in all areas of job, handling tasks with proficiency”. Cronbach Alpha for the instrument are 0.725, 0.760 and 0.700.

Section C: Human Relations scale which will indicate how often the staff are allowed to be involved in the organizational activities. This scale will use a four-point response which are: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1 with 7 questions. Example of question is I keep track of points my superior makes. Cronbach Alpha for the instrument are 0.725, 0.760 and 0.700.

Section D: Motivation scale which indicate how motivated the secretarial staff are. The scale is also of four-point which are: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1 with 19 questions. Example of question is; “My job gives me appreciation and respect for others in society”. Cronbach Alpha for the instrument are 0.725, 0.760 and 0.700

3.5 Validity of Research Instrument

The items for the instrument was gathered through related literature review and adaptation from questionnaires that have been used by other researchers. Both face and content product validity was done with the input of the supervisor and other experts in the field of information management. Corrections made were incorporated in constructing the final questionnaire and was given out to the respondents for the study.

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to a reliability test to check internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using 30 copies of the questionnaire which was administered to secretarial staff of The Polytechnic, Ibadan which is not part of the study and it is also a state-owned polytechnic. Cronbach Alpha analysis will be used to determine the reliability coefficient. The result of the reliability test is as follows: Employee relations – 0.70, Human relations – 0.75 and Job performance – 0.85

3.7 Administration of Instrument and Method of Collection of Research Instrument

A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literatures. This instrument works well with a descriptive survey research mainly because it supports the collection of data regarding opinion and perception of respondents at a point in time on current issues.

A letter of introduction and project attestation form was obtained from the Department of Information Management, Lead City University which was used to gain permission to conduct the survey from the management of the state-owned Polytechnics in Ogun State (Abraham Adesanya Polytechnic, Moshood Abiola Polytechnic and Gateway ICT

Polytechnic). A two (2) day training was conducted for five (5) research assistance to ease the administration, retrieval and initial sorting of copies of the questionnaires. The researcher and research assistants work with the HR of the institution to ensure confidentiality of their responses while briefing them on the need for adequacy of responses and advantages embedded in the findings of the study. In all 140 copies of the questionnaires was administered according to the population in each institution.

3.8 Methods of Data Analysis

The researcher analyzed the data collected using the descriptive and inferential statistics. Descriptive statistics (mean, frequency distribution, standard deviation and percentage) will be used to analyze research question one to three. Analysis of linear regression was used to analyze null hypotheses one and two while multiple regression analysis was used to analyze the third hypothesis. All hypotheses in the study was tested at 0.05 level of significance. The data collected for the study was analyzed using Statistical Package for Social Sciences (SPSS), Version 24.

Endnotes

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Chapter Four

Results and Discussions of Findings

4.1 Data Presentation and Analysis

Demographic Characteristics of Respondents

The demographic data of the participants were collected and examined using descriptive statistics such as frequencies and percentages and presented in tables.

4.1.1 Distribution of Respondents by Gender

Table 4.1: Gender of Respondents

	Gender			
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	62	44.3	44.3	44.3
Female	78	55.7	55.7	100
Total	140	100.0	100	

Source: Field Survey, 2022

The above data shows the gender distribution of the respondents for this study. With a total number of 140 respondents, there happens to be more female secretarial Staff in state-owned Polytechnics in Ogun state than their male counterparts. The data above shows that there about 78 female secretarial staff as against 62 male secretarial staff. The female secretarial staff accounts for about 55.7% of the total number of staff as to 44.3% of the male staff. This confirms a general perception that the secretarial profession is mostly dominated by the female gender.

Table 4.2: Age of Respondents

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 25 years of age	30	21.4	21.4	21.4
26 to 30 years of age	36	25.7	25.7	47.1
31 to 35 years of age	37	26.4	26.4	73.6
36 to 40 years of age	14	10.0	10.0	83.6
41 to 45 years of age	8	5.7	5.7	89.3
46 years and above	15	10.7	10.7	100
Total	140	100	100	

Source: Field Survey, 2022

The age distribution of respondents of this study is next to being discussed demographically. 37 out of the total respondents for this study indicated that they are

within the age range of 31 to 35 years of age. This accounts for about 26.4% of the total number of respondents for this study. 36 of the respondents also indicated that their age range falls within that of 26 to 30 years of age. This is about 25.7% of the total number of respondents for this study. 30 respondents indicated that are of the age range of 20 to 25 years of age. This is about 21.4% of the total number of respondents for this study. 15 of the respondents also indicated that they are within the age range of 46 years and above. This is about 10.7% of the total number of respondents for this study. 8 respondents attested to the fact that they are within the age range of 41 to 45 years of age. This accounts for about 5.7% of the total number of respondents for this study. All in all, the implication of this study is that secretarial staff state-owned Polytechnics in Ogun State are still in their prime and could always do well in their jobs.

Table 4.3: Education Level of Respondents

Educational level				
	Frequency	Percent	Valid Percent	Cumulative Percent
NCE	26	18.6	18.6	18.6
Bachelor's Degree	66	47.1	47.1	65.7
Master's Degree	48	34.3	34.3	100
Total	140	100	100	

Source: Field Survey, 2022

From the table above, the educational level of the respondents of this study is discussed. 48 of the total respondents indicated that they possess a master's degree while 66 of the

total respondents indicated that they possess the bachelor's degree. 26 expressed the fact that they possess the National Certificate of Education certification (NCE). This implies that majority of the respondents for this study are well educated and well informed.

Table 4.4: Years of Experience of Respondents

Years of experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 to 10 years	35	25.0	25.0	25.0
	11 to 15 years	43	30.7	30.7	55.7
	16 to 20 years	22	15.7	15.7	71.4
	21 to 25 years	10	7.1	7.1	78.6
	26 to 30 years	30	21.4	21.4	100.0

Total	140	100.0	100.0
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4.2 Research Questions

The last demographic data in this study has to do with the years of experience of the respondents of this study. 43 of the total number of respondents affirmed that they have had secretarial experience for about 11 to 15 years. 35 of the respondents said they have had working experience of 5 to 10 years while 30 respondents said they have had work experience for about 26 to 30 years. 22 respondents indicated that they have had work experience of about 16 to 20 years. This means that these respondents have had vast years of work experience over the years.

4.2.1 Research Question One:

What is the level of Job Performance of Secretarial Staff of State-owned Polytechnics in Ogun State, Nigeria.

	SA	A	D	SD	Mean	Std. Deviation
Task Specific						
I fulfill all the requirements of my job	43 30.7%	32 22.9%	41 29.3%	24 17.1%	2.67	1.089

I achieve the objectives of my job	44 31.4%	36 25.7%	42 30.0%	18 12.9%	2.76	1.038
I adequately complete assigned duties	44 31.4%	36 25.7%	40 28.6%	19 13.6%	2.76	1.048
I fulfil responsibilities specified in my job description	48 34.3%	31 22.1%	38 27.1%	23 16.4%	2.74	1.102
I meet criteria for performance	53 37.9%	33 23.6%	36 25.7%	18 12.9%	2.86	1.068
I carry out tasks according to job prescription	32 22.9%	44 31.4%	38 27.1%	26 18.6%	2.59	1.039
I plan to meet deadlines	42 30.0%	35 25.0%	45 32.1%	18 12.9%	2.72	1.032

Average Mean:

2.72

Non-Task Specific

I display skill in all areas of the job, handling tasks with proficiency	45 32.1%	38 27.1%	40 28.6%	17 12.1%	2.79	1.028
I demonstrate expertise in all job-related role	12 8.6%	8 5.7%	73 52.1%	47 33.6%	1.89	.854
I appear suitable for a higher-level role	31 22.1%	44 31.4%	28 20.0%	37 26.4%	2.49	1.109

Organizing to speed up task delivery	50 35.7%	35 25.0%	36 25.7%	19 13.6%	2.83	1.066
I manage more responsibility than typically assigned	57 40.7%	34 24.3%	30 21.4%	19 13.6%	2.92	1.080

Average Mean:

2.58

Communication Task

I answer and transfer calls in the office	49 35.0%	35 25.0%	43 30.7%	13 9.3%	2.86	1.008
I take phone messages	49 35.0%	45 32.1%	34 24.3%	12 8.6%	2.94	.969
I send emails to communicate with all stakeholders	49 35.0%	34 24.3%	44 31.4%	13 9.3%	2.85	1.010
I forward emails to appropriate recipients	29 20.7%	38 27.1%	46 32.9%	27 19.3%	2.49	1.028
I handle concerns and complaints	31 22.1%	23 16.4%	60 42.9%	26 18.6%	2.42	1.032
I communicate with upper management	26 18.6%	27 19.3%	51 36.4%	36 25.7%	2.31	1.052
I communicate with other staff	29 20.7%	40 28.6%	42 30.0%	29 20.7%	2.49	1.042

Average Mean:

2.62

**Personnel
Discipline**

I go to work on time	33 23.6%	34 24.3%	41 29.3%	32 22.9%	2.49	1.089
I have a long term plan for my institution		80 57.1%	44 31.4%	16 11.4%	2.46	.693
I monitor my institutional progress	34 24.3%	40 28.6%	37 26.4%	29 20.7%	2.56	1.074
I like to identify obstacle to achieving my institutional goals	36 25.7%	22 15.7%	60 42.9%	22 15.7%	2.51	1.042
I have intrinsic motivation to achieve my institution's goals	36 25.7%	31 22.1%	47 33.6%	26 18.6%	2.55	1.068
I work to beat deadline for goals achievements in my institution.	23 16.4%	53 37.9%	34 24.3%	30 21.4%	2.49	1.007

Ave. Mean: 2.62

Grand Mean: 2.61



Key: **Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1**

Decision Rule: 1.00 – 1.49 (Very low), 1.50 – 2.49 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)

Field Survey, 2022

The first research question in this study is based on examining the level of job performance of secretarial staff of state-owned polytechnics in Ogun State, Nigeria. To determine this level, 4 indicators were used. They are: Task specific, non-task specific, communication task and personal discipline. Each of this indicator attracted an average mean score of 2.72, 2.58, 2.62 and 2.62 respectively. Out of the indicators, non-task specific attracted the least average mean score. The indicator attracted a mean score of 2.58 on a scale of 4. This implies that secretarial staff of state-owned polytechnics in Ogun state do not in most times bother to carry out tasks outside the mode of their job. The next indicator that is a little bit higher than non-task specific behavior is that of communication task and personal discipline. Both of these indicators attracted a mean score of 2.62 each on a scale of 4. The implication of this is that secretarial staff in Ogun are okay in terms of communication among themselves and also to a large extent, they are quite disciplined. The indicator that has the highest mean score is task specific. This indicator attracted a mean score of 2.72 on a scale of 4. What this implies is that to a large extent, these category of respondents are very much inclined to carrying out specific tasks assigned to them. All in all, the job performance level was at 2.61 on scale of 4. This means that to a certain extent the job performance level of secretarial staff in state-owned public polytechnics in Ogun state are doing quite well.

**4.2.2 Research Question Two:
What is the Human Relations of Secretarial Staff in State-owned Polytechnics in Ogun State, Nigeria?**

SA	A	D	SD	Mean	Std. Deviation
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Interpersonal

relationship

I work later than the regular hours in order to make a good impression	27 19.3%	32 22.9%	39 27.9%	42 30.0%	2.31	1.100
I offer to do something for the school to seek personal favor from my boss	41 29.3%	56 40.0%	28 20.0%	15 10.7%	2.88	.956
I take responsibility for positive events even when I am not solely responsible for it	33 23.6%	49 35.0%	48 34.3%	10 7.1%	2.75	.899
I relate well with my colleagues	25 17.9%	20 14.3%	68 48.6%	27 19.3%	2.31	.981
Average Mean:		2.56				

Feeling of Belongings

I am involved in decision that affect my work	28 20.0%	19 13.6%	65 46.4%	28 20.0%	2.34	1.015
I understand how my job impacts the vision of my organization	29 20.7%	40 28.6%	33 23.6%	38 27.1%	2.43	1.100
My boss involves staff in solving the problems we	52 37.1%	25 17.9%	33 23.6%	30 21.4%	2.71	1.178

face as a unit

Average Mean: 2.49

Employee Attitude

I have a positive mental attitude towards others	18 12.9%	30 21.4%	54 38.6%	38 27.1%	2.20	.983
I'm willing to change my attitudes in response to constructive feedback	35 25.0%	34 24.3%	33 23.6%	38 27.1%	2.47	1.141
I have an open mind and listen to the view of others	41 29.3%	39 27.9%	27 19.3%	33 23.6%	2.63	1.140

Average Mean: 2.43

Grand Mean: 2.49

The second research question of this study is centered on the level of the human relations existing among secretarial staff in state-owned Polytechnics in Ogun State, Nigeria. 3 indicators was used to determine the level of human relations existing among secretaries in state-owned Polytechnics in Ogun State. The 3 indicators are: interpersonal relationship, feeling of belongingness and employee attitude. Each of these indicator attracted a mean score of 2.56, 2.49 and 2.43 respectively. Employee attitude had the least mean score. The mean score was 2.43 on a scale of 4. This means that employee attitude of secretaries to work in state-owned public institutions in Ogun state is nothing to write home about. Another indicator that had a low mean score was feeling of belongings. This indicator attracted a mean score of 2.49 on a scale of 4. This is exactly

on the average margin of the mean score. The implication of this again is that when it comes to having a sense of belonging in the workplace, it is just at an average level among secretaries in state-owned institutions in Ogun state. Interpersonal relationship as another indicator used in measuring human relations in this study was just at an average level. The mean score attracted a mean score of 2.56 on a scale of 4. This means that when it comes to how employee are interacting among themselves in the context of secretaries in Ogun state. It is just of an average level. In summary the grand mean to determine the level of human relations existing among secretaries in state-owned public institutions in Ogun state attracted a grand mean score of 2.49, almost exactly at an average level if approximated. What this implies is that as regards human relations among secretaries in higher institutions of learning in Ogun state, it is not too cordial.

4.2.3 Research Question Three:

What is the level of Employee Motivation of Secretarial staff of state-owned Polytechnics in Ogun State, Nigeria.

	SA	A	D	SD	Mean	Std. Deviation
Recognition						
Employees are valued at my workplace, I am remembered on special occasions (birthdays, etc.)	23 16.4%	18 12.9%	66 47.1%	33 23.6%	2.22	.990
Being praised and appreciated gives me the desire to work harder.	34 24.3%	26 18.6%	49 35.0%	31 22.1%	2.45	1.088

I'm proud to be working in this business and I feel like I belong.	31 22.1%	38 27.1%	40 28.6%	31 22.1%	2.49	1.070
Promotion opportunities in my institution are sufficient and fair.	39 27.9%	31 22.1%	42 30.0%	28 20.0%	2.58	1.100
I can easily communicate with my superiors at work.	38 27.1%	43 30.7%	39 27.9%	20 14.3%	2.71	1.021
I am satisfied with the physical working conditions of my workplace.	34 24.3%	36 25.7%	49 35.0%	21 15.0%	2.59	1.017
Decision-makers resort to consultations before making decisions to determine their results and effects	45 32.1%	32 22.9%	40 28.6%	23 16.4%	2.71	1.089
Average Mean: 2.53						
Work Itself						
Getting along well with my colleagues increases my motivation	31 22.1%	34 24.3%	43 30.7%	32 22.9%	2.46	1.075
The work I do suits my skills and abilities.	39 27.9%	29 20.7%	45 32.1%	27 19.3%	2.57	1.094
Working with people I don't agree with lowers my	25 17.9%	28 20.0%	60 42.9%	27 19.3%	2.36	.991

motivation.

The level of cooperation between colleagues is appropriate	29 20.7%	44 31.4%	37 26.4%	30 21.4%	2.51	1.049
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My job provides stability and job security	34 24.3%	46 32.9%	35 25.0%	25 17.9%	2.64	1.040
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I participate in social activities organized after working hours with my colleagues	42 30.0%	30 21.4%	44 31.4%	24 17.1%	2.64	1.087
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Average Mean:2.53

Responsibility

The work I do allows me to use my skills.	32 22.9%	33 23.6%	47 33.6%	28 20.0%	2.49	1.056
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I use my own methods when I do my job	31 22.1%	40 28.6%	41 29.3%	28 20.0%	2.53	1.049
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My work gives me many opportunities for innovation	41 29.3%	30 21.4%	48 34.3%	21 15.0%	2.65	1.059
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The size of the work is consistent with my personal abilities and my scientific qualifications	38 27.1%	35 25.0%	32 22.9%	35 25.0%	2.54	1.140
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My job gives me appreciation and respect for others in society	25 17.9%	45 32.1%	45 32.1%	25 17.9%	2.50	.986
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Average Mean: 2.54

Grand Mean: 2.53

Field Survey, 2022

The last research question in this study is based on examining level of employee motivation of secretarial staff of state-owned Polytechnics in Ogun State, Nigeria. There were 3 indicators used in measuring the level of motivation derived among secretaries in Ogun state. These indicators are: Recognition, work itself and responsibility. Each of this indicator attracted a weighted mean score of 2.53, 2.53 and 2.54 respectively on a scale of 4. Recognition and work itself both attracted a mean score of 2.53 on a scale of 4. This implies that the way and manner secretaries are recognized in their various places of work is just averagely tolerable. As regards the work itself, it also means that, secretaries are just trying to also tolerate the nature of their work. When it comes to being responsible for work done by secretaries in the workplace, it attracted a mean score of 2.54 also on a scale of 4. This implies that responsibility level of secretaries in Ogun state polytechnics is just at an average level. The grand mean score in determining the level of job motivation is 2.54. What this implies is that secretaries in the Ogun state's polytechnics are just being motivated at an average level.

4.3 Test of Hypotheses

H₀1: There is no significant influence of Job performance on Human Relations of Secretaries in Ogun state Polytechnics.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.134 ^a	.018	.011	.35226

a. Predictors: (Constant), Human relations

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.314	1	.314	2.529	.114 ^b

Residual	17.124	138	.124
Total	17.438	139	

- a. Dependent Variable: Job performance
b. Predictors: (Constant), Human relations

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	2.858	.154		18.587	.000
	Human relations	-.096	.060	-.134	-1.590	.114

- a. Dependent Variable: job performance

The first null hypothesis of this study says “There is no significant influence of Human relations on Job performance of secretaries in Ogun state Polytechnics”. The outcome of this null hypothesis has it that human relations did not significantly influence job performance going by the probability value in the above coefficient table. The probability value in the coefficient table above shows a value of .114 which is way higher than the level of significance (0.05) used in this study to determine the level of significance of an independent variable on a dependent variable. The r value in the model summary table is .134. This implies that there is a 13.4% percent level of relationship between human relations and job performance. With this level of relationship, it can be said that the relationship is positive but weak. The adjusted R^2 value in the model summary table is .011. this means that human relations only brought about 11% variance in job performance of secretaries in state-owned polytechnics in Ogun state, the remaining 89% will be brought about by other factors . In summary the null hypothesis was

therefore accepted because the outcome of the null hypothesis shows that human relations did not significantly influence job performance.

H₀2: There is no significant influence of Employee motivation on job performance of secretaries in state-owned polytechnics in Ogun state.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.156 ^a	.024	.017	.35112

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.424	1	.424	3.438	.066 ^b
	Residual	17.014	138	.123		
	Total	17.438	139			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.186	.234		9.326	.000
	Employee motivation	.170	.092	.156	1.854	.066

Source: Field Survey, 2022.

The second null hypothesis of this study says that “there is no significant influence of employee motivation on job performance of secretaries in state-owned polytechnics in Ogun state. The null hypothesis was rejected because the outcome of the null hypothesis shows that the independent variable – employee motivation did not significantly influence the dependent variable - job performance. Reason being that the significant value of employee motivation in the coefficient table above which is .066 is higher than the level of significance used in this study to determine the level of significance of an independent variable to a dependent variable. As far as this study is concerned. The level of relationship between employee motivation and job performance is .156. This is indicated in the model summary table. As shown above. The implication of this relationship is that the relationship between employee motivation and job performance is

at 15.6% level, which means that it is positive but weak. The adjusted r square as indicated in the model summary table as well is .017. This means that there is a 17% variance as determined by employee motivation than can bring about job performance. The remaining 83% that can bring about job performance will be based on other factors.

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H₀₃: There is no combined significant influence of Human Relations and Job Motivation on Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.205 ^a	.042	.028	.34919

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.732	2	.366	3.003	.053 ^b
	Residual	16.705	137	.122		
	Total	17.438	139			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Employee motivation, Human relations

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.427	.278		8.734	.000
	Human relations	-.095	.060	-.133	-1.591	.114
	Employee motivation	.169	.091	.155	1.853	.066

Source: Field Survey, 2022

The last hypothesis for this study shows a combined form of null hypothesis being tested.

The hypothesis says “there is no combined significant influence of human relations and job motivation on job performance”. The outcome of the null hypothesis as being shown

above has it that the two independent variables - human relations and employee motivation did not significantly influence job performance. Reason being that human

relations had a probability value of .114 and employee motivation also has a probability value of .066. The *r* value has shown in the table above has a value of .205. This implies

that both human relations and employee motivation both have a value of 20.5% level of relationship with job performance. This is an indication of a positive but weak relationship. The adjusted R^2 value has a value of .028. This means that human relations and employee motivation will contribute 28% level of variance to job performance. The remaining 72% will be brought about by other factors.

4.4 Discussion of Findings

This study has three research questions and three null hypotheses. The first research question is about determining the level of job performance of secretarial staff of state-owned polytechnics in Ogun state. The level of job performance in this study is at 2.61 on a scale of 4. This means that the performance level is just at an average level. Five indicators were used to actually determine the level of job performance in this study. They are: Task specific, non-task-specific, communication task and personnel discipline. Out of all these indicators, non-task specific was found to be the one that has the least mean score. Studies have actually revealed that non-task specific behavior of employee can to a large extent contribute significantly to job performance ^{1,2,3}. Other indicators such as task specific, communication task and personal discipline have also been found to actually to a large extent determine job performance positively ^{4,5,6,7}. The second research question has to do with the level of human relations between existing among secretaries in state-owned polytechnics in Ogun state. The study found that human relations among these secretaries was really low. However, two out of three indicators used to determine this variable – human relations were found to be low. They are: feeling of belongings and employee attitude. Both had a mean score of 2.49 and 2.43 respectively on a scale of 4. Studies have actually found that feeling of belongings and employee attitude to a large

extent can actually bring about human relations ^{8, 9, 10}. Interpersonal relationship as another indicator used in this study to measure human relations was just at an average level of 2.56 mean score on a scale of 4. Studies have shown that to a large extent interpersonal relationship can actually bring about human relations ^{11, 12, 13}. The third research question in this study is based on employee motivation. Employee motivation recorded a weighted mean score of 2.53 on a scale of 4. This means that the employee motivation is just minimal among secretaries in state-owned polytechnics in Ogun state. Three indicators was used to determine employee motivation. They are: Recognition, work itself and responsibility. Each of this indicator recorded a mean score of 2.53, 2.53 and 2.54 on a scale of 4. Studies have actually revealed that each of this indicator can actually bring about employee motivation ^{14, 15, 16}. On the side of hypotheses in this study, the first and second null hypotheses was accepted. This is because each of the first two null hypothesis ended up being negative. For instance, the first null hypothesis says that “ there is no significant influence of human relations on job performance”. It was found that truly, human relations will not truly bring about job performance. Meanwhile, studies have actually debunked this kind of findings. Studies reviewed in this study showed that human relations will bring about job performance ^{17, 18, 19}. Also, the second null hypothesis which says that “ employee motivation will not significantly influence job performance”. The result of this study also showed that it will not be as stated in the hypothesis. This made the researcher to also reject the second null hypothesis. On the contrary, studies have found that employee motivation will to a large extent contribute to job performance ^{20, 21, 22}. The last hypothesis which was to actually test whether the two independent variables – human relations and employee motivation will bring about job

performance – the dependent variable – job performance. It was found in this study that both independent variables did not in any way bring about job performance.

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Chapter Five

Conclusion

5.1 Summary of Findings

This study examined the influence of employee motivation and human relations on job performance of secretarial staff in state-owned polytechnics in Ogun state. The study made use of about 140 secretaries across public polytechnics in the state. The following were the findings of this study. The following were the specific findings of this study:

1. The job performance level of secretarial staff in state-owned polytechnics in Ogun state is just a little bit average. That implies that they are not too performing.

2. Human relations existing among secretaries in state-owned polytechnics in Ogun state is low.
3. The level of employee motivation existing state-owned polytechnics in Ogun state for secretaries is also low.
4. Human relations has no significant influence on job performance of secretaries in state-owned polytechnics in Ogun state.
5. Employee motivation has no significant influence on job performance of secretaries in state-owned polytechnics in Ogun state.
6. Employee motivation and human relations was both found not to significantly influence job performance of secretaries in Ogun state.

5.2 Conclusion

This study has revealed that a situation whereby employee motivation is low and human relations is poor, there is every tendency hypothetically that both human relations and employee motivation will not influence job performance. It is also concluded that some of the factors that must have contributed to poor human relations among secretaries in Ogun state are factors such as: employee attitude and feeling of belongings. Whereby this is the case, human relations will always be scored low.

5.3 Recommendations

Going by the findings of this study, the following recommendations are hereby made:

1. Management personnel of state-owned polytechnics in Ogun state should set up a compensation scheme that will actually compensate secretaries in the state for tasks performed that is not part of the nature of the job they are to do.

2. There should be some form of orientation for secretaries in state-owned polytechnics on having a right attitude to work.
3. A training on having a high self-esteem in the workplace should be organized from time to time for secretaries in state-owned polytechnics in the state as well.
4. Management personnel of state-owned polytechnics in Ogun state should always reward and recognize hard working secretaries in their institutions. This will make them to perform better in their jobs.
5. Mechanisms should be put in place by management of state-owned polytechnics in Ogun state in making the nature of work of secretaries in the state more interesting and encouraging to work at.

5.4. Contribution to Knowledge

This study has actually shown that to a large extent human relations and employee motivation when low will not bring about job performance. Factors such as feeling of belongings and employee attitude, when low will bring about low or average performance level. Interpersonal relationship is key also when talking about job performance. Finally, a high level employee relations and high level employee motivation will bring about high job performance.

5.5 Suggestions for Further Research

The scope of this work can be expanded by other researchers in the context of considering some of the suggested research topics listed below:

1. A study on Job satisfaction of secretaries in state-owned polytechnics in south west, Nigeria due to work environment and organizational culture will be enriching.
2. Communication skills and personal factors as correlates of Job satisfaction and job performance of secretaries in state-owned polytechnics in South West, Nigeria.
3. Gender differences as a major determinant of Job satisfaction of secretaries in state-owned polytechnics in South West, Nigeria.

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Appendix I
Lead City University
Faculty of Communication and Information Sciences (FCIS)
Department of Information Management

Dear Respondent,

I am a Master's student of the above named institution gathering data for the purpose of academic research on the topic "Human Relations, Employee Motivation and Job Performance of Secretarial Staff in State-owned Polytechnics in Ogun State, Nigeria. To achieve this, your optimum cooperation is needed, there are no right or wrong answers. All your responses will be kept confidential and used for research purpose only.

Thank you.

Section A: Demographic Information

Instruction: Please tick as appropriate

1. Gender: Male(), Female ()
2. Age: (a) 20 – 25 (), (b) 26 – 30 (), (c) 31 – 35 (), (d) 36 – 40 (), (e) 41-45 (), (f) 46 and above ()
3. Educational Level: (a) NCE () (b) Bachelor's degree () (c) Master's degree () (d) Ph.D ()

4. Years of experience: (a) 5 – 10 (), (b) 11 – 15 (), (c) 16 – 20 (), (d) 21 – 25 (), (e) 26 - 30 ()

Section B: Level of Job Performance of Secretarial Staff of State-owned Polytechnics in Ogun State, Nigeria.

Instruction: The statement in this section concerns job performance as observed by the state-owned polytechnics in Ogun State, Nigeria. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of performance in your institution.

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

S/N	In what way will you rate yourself in the following?	VH 4	H 3	L 2	VL 1
	Task Specific				
1	I fulfill all the requirements of my job				
2	I achieve the objectives of my job				
3	I adequately complete assigned duties				
4	I fulfil responsibilities specified in my job description				
5	I meet criteria for performance				
6	I carry out tasks according to job prescription				
7	I plan to meet deadlines				
	Non-Task Specific				
8	I display skill in all areas of the job, handling tasks with proficiency				
9	I demonstrate expertise in all job-related role				
10	I appear suitable for a higher-level role				
11	Organizing to speed up task delivery				
12	I manage more responsibility than typically assigned				
	Communication Task				
13	I answer and transfer calls in the office				

14	I take phone messages				
15	I send emails to communicate with all stakeholders				
16	I forward emails to appropriate recipients				
17	I handle concerns and complaints				
18	I communicate with upper management				
19	I communicate with other staff				
	Personnel Discipline				
20	I go to work on time				
21	I have a long term plan for my institution				
22	I monitor my institutional progress				
23	I like to identify obstacle to achieving my institutional goals				
24	I have intrinsic motivation to achieve my institution's goals				
25	I work to beat deadline for goals achievements in my institution				

Section C: Human Relations of Secretarial Staff in State-owned Polytechnics in Ogun State, Nigeria

Instruction: The statement in this section is concerned with human relations as observed in state-owned polytechnics in Ogun State, Nigeria. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on reward system orientation of your Polytechnic.

Note: Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Very Disagree (VD) = 1

	Interpersonal Relationship	SA	A	D	SD
1	I work later than the regular hours in order to make a good impression				
2	I offer to do something for the school to seek personal favour from my boss				
3	I take responsibility for positive events even when I am not solely responsible for it				
4	I relate well with my colleagues				
	Feeling of Belongings				
5	I am involved in decision that affect my work				
6	I understand how my job impacts the vision of my organization				
7	My boss involves staff in solving the problems we face as a unit				
	Employee Attitude				

8	I have a positive mental attitude towards others				
9	I'm willing to change my attitudes in response to constructive feedback				
10	I have an open mind and listen to the view of others				

Section D: Employee Motivation of Secretarial staff of state-owned Polytechnics in Ogun State, Nigeria.

The statement in this section concerns employee motivation of secretarial staff as observed by state-owned polytechnics in Ogun State, Nigeria. Using the four-point Likert Scale provided below. Please tick the appropriate choice.

Note: Strongly Agree (SA) – 4. Agree (A) – 3. Disagree (D) – 2. Strongly Disagree (SD) – 1.

S/N		SA 4	A 3	D 2	SD 1
Recognition					
1	Employees are valued at my workplace, I am remembered on special occasions (birthdays, etc.)				
2	Being praised and appreciated gives me the desire to work harder.				
3	I'm proud to be working in this business and I feel like I belong.				
4	Promotion opportunities in my institution are sufficient and fair.				
5	I can easily communicate with my superiors at work.				
6	I am satisfied with the physical working conditions of my workplace.				
7	Decision-makers resort to consultations before making decisions to determine their results and effects				
Work Itself					
8	Getting along well with my colleagues increases my motivation				
9	The work I do suits my skills and abilities.				
10	Working with people I don't agree with lowers my motivation.				
11	The level of cooperation between colleagues is appropriate				
12	My job provides stability and job security				
13	. I participate in social activities organized after working hours with my colleagues				

Responsibility					
14	The work I do allows me to use my skills.				
15	I use my own methods when I do my job				
16	My work gives me many opportunities for innovation				
17	The size of the work is consistent with my personal abilities and my scientific qualifications				
18	My job gives me appreciation and respect for others in society				
19	I am satisfied with the duties and tasks at work				

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