

Workplace Behaviour and Personnel Job Performance in Ministries of Education in North- Central States, Nigeria

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Abstract

This research investigated the relationship between workplace behaviour and personnel job performance achievement in Ministries of Education in North-central States, Nigeria. Specifically, the research assessed: (i) the relationship between punctuality and personnel job performance; (ii) the relationship between teamwork and personnel job performance and (iii) the relationship between discipline and personnel job performance. The study was a descriptive research design of correlation type, random sampling technique was used to select three states (Kwara, Nasarawa and Niger) out of the six states in the Geo-political Zone while random sampling technique was used to select all the three State Ministries of Education in these states. Random sampling technique was used to select 503 staff out of the 878 in the selected states ministries of education, and 145 principal officers (Directors, Assistant and Deputy Directors) out of the 235 in the selected states which constitutes 60%. Questionnaire was used to collect data for the study, the instruments were validated by the experts and also tested for reliability. The reliability coefficients realised for WPQ and PJPQ were 0.75 and 0.86 respectively. Main and operational hypotheses were tested using Pearson product-moment correlation statistics respectively at 0.05 level of significance. The findings revealed that there was a significant relationship between workplace behaviour and personnel job performance ($p < 0.05$). The study concluded that workplace behavior plays significant role in enhancing personnel job performance which would consequently facilitate realisation of institutional goals in Ministry of Education in North-central States, Nigeria. Based on the findings and conclusion, it is therefore recommended that, state government needs to intensify efforts to ensure that staff maintain workplace behavior through strict implementation of staff code of conduct and ensure that appropriate sanctions are carried out on the defaulters.

Key Words: Workplace Behaviours, Personnel job Performance, Ministry of Education

Introduction

Workplace behaviour is defined as behaviour that organisation requires or demands of employees at all times which will encourage efficient running of the organization

and subsequently lead to the attainment of the goals (Robbins, 2005). It is believed that consciousness at work (which is a grouping of overall attendance, rule following, and break allotment) has a strong positive effect on organisation effectiveness. When the normal workplace attitude goes outside the ethic of the institution, its repercussions are far – reaching and affect all levels of the institution including its decision-making process, efficiency, and financial costs. Samson (2018) observed that workplace behaviour of some workers in some states in Nigeria was not high enough to facilitate their effective job performance. This is because some of these workers do not go to work at the right time, some might not go to work for days without any cogent reason, some are not ready to collaborate with their colleagues to achieve the stated goals and the level of indiscipline in some of these workers is very disgusting.

Moses (2016) lamented that Nigerian public schools are characterised with a significant number of staff who are not disciplined. The various indiscipline acts which are very rampant among these staff are lateness to work, poor attitude to carry out assigned tasks, absconding from work, absenteeism from work, etc. In essence, the behaviour is adjudged deviant when a personnel or group violates the institution's ethics, policies, or internal rules and threatens the prosperity of the institution or its components. However, most of the state owned-establishments especially state ministries of education are suffering from workplace behaviour deviant which may be one of the causes of the weak performance of the personnel and the whole system. Unless they change this bad attitude, the level of productivity in these organisations might not be appreciable.

Afshan, Sobia, Kamran & Nasir, (2012) defined performance as the accomplishment of specific tasks measured against predetermined or identified standards of accuracy. Wood & Stangster 2002 explained that the personnel's performance is measured against the performance standards set by the institution. There are some measures that can be taken into consideration when measuring performance, for instance, using productivity, efficiency, effectiveness, quality and profitability measures.

Samson (2018) opined that, job performance of the employees determines the success of any organisation. When the job performance is effective, the organisation stands at the good position to achieve the stated goals but reverse is the case when the job performance is unappealing. The pursuit of improvement in education quality in Nigeria is one of the critical issues facing the Education and Training sector. The Federal Ministry of Education is aware that expanding access without due consideration of quality is futile, economic and social gains associated with expanding access can only be achieved if quality is given adequate attention. The situation of education in Nigeria is such that current performance levels are exceedingly low and not responsive to the demand for skills required to sustain a knowledge-driven sector. Therefore, this research investigated workplace behaviour and personnel job performance in ministries of education in north-central states, Nigeria.

Purpose of the Study

The purpose of this research was to investigate the relationship between workplace behaviour and personnel job performance in ministries of education in north-central states, Nigeria.

Specifically, the study were to examine the relationship between:

- I. Punctuality and job performance in ministries of education in north-central States, Nigeria.
- ii. Teamwork and job performance in ministries of education in north-central States, Nigeria.
- iii. Discipline and job performance in ministries of education in north-central States, Nigeria.

Research Questions

The research questions below were raised to guide the study:

1. What is the level of punctuality of personnel in ministries of education in north-central states, Nigeria?
2. What is the level of teamwork of personnel in ministries of education in north-central States, Nigeria?
3. What is the level of personnel discipline in ministries of education in north-central States, Nigeria?

Hypotheses

The under listed hypotheses were formulated to guide the study:

Main Hypothesis

Ho: There is no significant relationship between workplace behaviour and personnel job performance in ministries of education in north-central states, Nigeria.

Operational Hypotheses

Ho₁: There is no significant relationship between punctuality and personnel job performance in ministries of education in north-central states, Nigeria.

Ho₂: There is no significant relationship between teamwork and personnel job performance in ministries of education in north-central states, Nigeria.

Ho₃: There is no significant relationship between discipline and personnel job performance in ministries of education in north-central states, Nigeria.

Review of Related Literature

Workplace Behaviour is considered as organisational value that deals with ethical issues which determined what is considered ethically correct for the operation within the organization. Organizational ethic is a rule, standard, code, or principle which

provides guidelines for moral behaviour and truthfulness in a specific situation (Bennett & Robinson, 2003). When work behaviour goes outside the ethics of the organization, its repercussions affect all levels of the organization including its decision-making processes, productivity, and financial costs.

Sapna (2012) believed that workplace behaviour is concerned with the characteristics and attitudes of employees in institution, the characteristics and processes that are part of the organisation itself; 'and the characteristics and behaviours directly resulting from people with their individual needs and motivations working within the structure of the organisation. **Monday (2017)** asserted that, many workers in the government enterprises see the work they do as nobody father's business. This is the reason why their workplace behavior has been poor. Thus, the key elements in the organisational behaviour are people, structure, technology and the environment in which the organisation operates. Each individual brings into organisation a unique set of beliefs, values, attitudes and other personal characteristics and these characteristics of all individuals must interact with each other to create organisational settings. Organisational behaviour is specifically concerned with work-related behaviour, which takes place in organization (Sapna, 2012).

According to James (2016), workplace behaviour of the employees determines how they perform their job in the organisation. An employee who is very committed, punctual, accommodating, trustworthy, supportive and loyal to the organization is likely to perform his job effectively and reverse is the case when an employee gives little or no regards for all these. Workplace behaviour helps in predicting human behaviour in the organisational setting by drawing a clear distinction between individual behaviour and group behaviour. The ethical climate of an organization refers to the shared perceptions of what is ethically correct and how ethical issues should be handled in the organization (Peterson, 2002), he concluded that factors influencing the ethical climate of an organization include personal self-interest, company profit, operating efficiency, team interests, friendships, social responsibility, personal morality, rules, and professional codes.

Samson (2018) believed that, punctuality to a great extent, determines the level of effectiveness and the job performance of employees in any organization. Employees who hold punctuality as their watchword resume work and close at the right time and likely to perform their official duties effectively. Vašková (2007) opined that, teamwork assists in improving individual performance of employees. Through teamwork individual employee is likely to be more creative, develop more problem-solving skills and higher degree of adaptability and operational management; hence, effectiveness in job performance.

Employee job performance shows the individual behaviours that contribute to achieving organizational objectives. In this context job performance shows effectiveness and efficiency that makes success to organizational goals. Saeed and Asghar (2012) opined that employee performance principally depends upon many

factors such as performance appraisals, employee motivation, employee satisfaction, compensation, job security, organizational structure, and others.

Without a doubt, state ministry of education from design has a statutory role that is expected to play. For the states ministry of education to effectively carry out its responsibilities, personnel dedication is very important. Dale Carnegie Training (2012) opined that the level of dedication of the workers is one of the factors which make one organisation more productive or effective than another. It is a significant benefit which makes an organisation to have sustainable competitive advantage over other organisations. Mart (2013) believed that dedicated teachers are the ones who believe that stimulating students towards active learning and exploring intellectual and moral development of students is a compulsory assignment which they must carry out with high enthusiasm. Teachers with dedication perform their job with great zeal and attach significant value to it. Dale Carnegie Training (2012) stated that a dedicated employee tends to create smooth interpersonal relationship with the employer and his/her colleagues within the organisation, foster positive working environment and always eager to take the risk which could facilitate success of the organisation.

Methodology

The research design adopted for this study was descriptive survey, the design was considered appropriate for this study because it allowed the researcher to systematically gather respondents' opinions on the relationship between workplace behaviour and personnel job performance in ministries of education in north-central states, Nigeria. The population of the study comprised all the 1461 staff, 30 Directors, 364 Deputy Directors of departments/units and six Permanent Secretaries from the six states ministries of education, (Kwara, Kogi, Niger, Nasarawa, Benue, Plateau and Federal Capital Territory, Abuja) that constitute the North-central, Nigeria. The target population of the study comprised 878 staff, 15 Directors, 243 Deputy Directors of departments/units and six Permanent Secretaries from the selected three states ministries of education, (Kwara, Nasarawa and Niger) as at August, 2019. Random sampling technique was used to select three states out of six states in the north-central zone while all the three ministries of Education in these states were purposively selected to ensure homogeneity. Purposive sampling technique was also used to select 145 principal officers from 243 principal officers also 60% comprising three Permanent Secretaries, fifteen Directors and 127 Deputy Directors of departments/units, from the selected three states ministries of education (Kwara, Nasarawa and Niger) as respondents for the study. The choice of the sample population was based on the submission of Olaitan and Nwoke (2014) who stated that if the population is a few thousand, a 60% or more sample will do. The instrument for gathering data for this study was questionnaires, designed by the researcher and entitled "Workplace Behaviour Questionnaire" (WBQ), was used to

elicit relevant information from the principal officers (Permanent Secretaries, Directors and Deputy Directors of departments/units) state ministries of education on the level of staff workplace behaviour. Personnel Job Performance Questionnaire (PJPQ) was used to collect vital information about the productivity of the staff in the three state ministries of education sampled (Kwara, Nasarawa and Niger). WPQ consisting 15 items attracted response using a 4-point likert scale structured questionnaire of Strongly Agree (SA) 1, Agree (A) 2, Disagree (D) 3 and Strongly Disagree (SD) 4. While statement on PJPQ consisting 15 items had Always options (A), Often (OF), Occasionally (OC) and Never (N). Respondents were asked to put a tick () against each of the items to make their choice. The questionnaire designed was validated by experts. Reliability of the instrument using Cronbach Alpha method of reliability. The reliability coefficient of 0.75 and 0.86 were obtained for WPB, and PJP respectively. Pearson Product- Moment Correlation statistics was used to test the hypotheses formulated at 0.05 level of significance.

Results

Research Questions: *What is the level of personnel punctuality, discipline and teamwork in the ministries of education in North-central States, Nigeria?*

Table 1

Mean and Standard Deviation of the Level of Workplace Behaviour in the Ministries of Education in North-central States, Nigeria

S/N	Variables	N	\bar{X}	SD	Decision
1.	Punctuality	503	2.25	0.63	Low
2.	Teamwork	503	2.09	0.52	Low
3.	Discipline	503	2.41	0.58	Low
	Grand mean			2.25	Low

Key

\bar{X}

1.00-2.54	Low
2.55-3.54	Average
3.55-4.54	High
4.55-5.00	Very High

Table1 shows the mean and standard deviation of the level of workplace behavior in the ministries of education, North-central States, Nigeria. It was discovered that punctuality, teamwork and discipline had mean scores of 2.25, 2.09 and 2.41 respectively as such is considered low. Therefore, the grand mean of 2.25 shows that the level of workplace behavior in the ministries of education, North-central States, Nigeria was low.

Ho: *There is no significant relationship between workplace behaviour and personnel job performance in ministries of education in north-central states, Nigeria.*

Table 2
Workplace behaviour and personnel job performance in ministries of education in north-central states, Nigeria.

Variable	N	\bar{X}	SD	Cal. r-value	p-value	Decision
<i>Workplace behaviour</i>	503	2.25	.58			
				.575	.024	Ho Rejected
Personnel Job Performance	503	1.92	.53			

p-value<.05

Table 2 shows the calculated r-value 0.575 while the p-value (.024) is less than the significance level 0.05. Therefore, the null hypothesis (Ho) is rejected. This means that there was a significant relationship between corporate workplace behaviour and personnel job performance in ministries of education in North-central States, Nigeria.

Ho₁: *There is no significant relationship between punctuality and personnel job performance in the ministries of education in North-central States, Nigeria*

Table 3
Punctuality and Personnel Job Performance in the Ministries of Education in North-central States, Nigeria

Variable	N	\bar{X}	SD	Cal. r-value	p-value	Decision
Punctuality	503	2.25	0.63			
				.659	.000	Ho ₁ Rejected
Personnel Job Performance	503	1.92	0.53			

p-value<0.05

Table3 shows the calculated r-value 0.659 while the p-value 0.000 is less than the significance level 0.05. Therefore, the null hypothesis (H_{01}) is rejected. This means that there was a significant relationship between punctuality and personnel job performance in the ministries of education in North-central States, Nigeria.

H_{02} : *There is no significant relationship between teamwork and personnel job performance in the ministries of education in North-central States, Nigeria*

Table 4
Teamwork and Personnel Job Performance in the State Ministries of Education in North-central States, Nigeria

Variable	N	\bar{X}	SD	Cal. r-value	p-value	Decision
Teamwork	503	2.09	0.52			
				.596	.000	H_{02} Rejected
Personnel Job Performance	503	1.92	0.53			
						p-value<0.05

Table4 shows the calculated r-value 0.596 while the p-value 0.000 is less than the significance level 0.05. Therefore, the null hypothesis (H_{02}) is rejected. This shows that there was a significant relationship between teamwork and personnel job performance in the ministries of education in North-central States, Nigeria.

H_{03} : *There is no significant relationship between discipline and personnel job performance in the ministries of education in North-central States, Nigeria*

Table 5
Discipline and Personnel Job Performance in the State Ministries of Education in North-central States, Nigeria

Variable	N	\bar{X}	SD	Cal. r-value	p-value	Decision
Discipline	503	2.41	0.58			
				.631	.001	H_{03} Rejected
Personnel Job Performance	503	1.92	0.53			
						p-value<0.05

Table 5 shows the calculated r-value 0.631 while the p-value 0.001 is less than the significance level 0.05. Therefore, the null hypothesis (H_0) is rejected. This depicts that there was a significant relationship between discipline and personnel job performance in the state ministries of education in North-central States, Nigeria.

Discussion of Findings

The findings of the hypothesis revealed that there was significant relationship between workplace behaviour and personnel job performance in ministries of education in North-central States, Nigeria. This means, the more the corporate work behaviour, the more the personnel performance and vice versa. The null hypothesis tested showed that p-value 0.24 is less than significance level 0.05. This ascertains that behaviour exhibited by the personnel in the ministries of education in North-central-states, Nigeria on the job could also determine their job performance. Samson (2018) believed that, one of the factors responsible ineffectiveness of some public enterprises in Nigeria is poor workplace behaviour of the workers. No matter how skilled and knowledgeable workers in an organisation are, unless they cultivate positive workplace behavior, their job performance might continue to be discouraging thereby resulting in poor productivity of the organisation.

When the personnel in these organisations make punctuality, teamwork and discipline their watchword, it could lead to effective performance of their job. According to James (2016), workplace behaviour of the employees determines how they perform their job in the organisation. An employee who is very committed, punctual, accommodating, trustworthy, supportive and loyal to the organisation is likely to perform his job effectively; and reverse is the case when an employee gives little or no regards for all these. In the same vein, This finding corroborates the view of Samson (2018) that, workplace behaviour of some workers in some states in Nigeria was not high enough to facilitate their effective job performance. This is because some of these workers do not go to work at the right time, some might not go to work for days without any cogent reason, some are not ready to collaborate with their colleagues to achieve the state goals and the level of indiscipline in some of these workers is very disgusting. Not only that, Monday (2017) asserted that, many workers in the government enterprises see the work they do as nobody's father's business. This is the reason why their corporate workplace behavior has been poor. Unless they change this bad attitude, the level of productivity in these organisations might not be appreciable.

The findings of the hypothesis one tested revealed that there was a significant relationship between punctuality and personnel job performance in the ministries of education in North-central States, Nigeria. The hypothesis tested showed that p-value 0.000 is less than significance level 0.05. This signifies that, punctuality is a sign of seriousness to the job which one does. When personnel in the ministries of education in the North-central States, Nigeria are always punctual in their respective offices, there is likelihood that their official duties would be done at the right time and this lead to effective job performance. It could also be stated that, job performance of

the personnel who are always punctual at work is likely to be more effective than that of their colleagues who are not punctual. This finding agrees with the view of Samson (2018) that, punctual employees are valuable assets to any organisation. The job performance of employees who do not respect punctuality could be poor; they tend to constitute mere burdens on the system and might not meaningfully contribute to the productivity of the organisation. Managers need to ensure that their employees reach office on time as a way of enhancing their effective job performance. In addition, Samson (2018) believed that, punctuality, to a great extent, could determine the level of effectiveness of the job performance of employees in any organization. Employees who hold punctuality as their watchword resume work and close at the right time and likely to perform their official duties effectively.

The findings of the hypothesis two tested revealed that there was a significant relationship between teamwork and personnel job performance in the ministries of education in North-central States, Nigeria. The hypothesis tested showed that p-value 0.000 is less than significance level 0.05. This signifies that, when personnel in the ministries of education in the North-central States, Nigeria engage in teamwork, there could be cross breeding and sharing of ideas, knowledge, experiences and techniques among them. The knowledge, ideas, experiences and techniques gained by the personnel who participated in the teamwork are likely to enhance their effective job performance. This finding supports the view of Vašková (2007) that, teamwork assists in improving individual performance of employees. Through teamwork individual employee is likely to be more creative, develop more problem-solving skills and higher degree of adaptability and operational management; hence, effectiveness in job performance. When teamwork is well adopted, the individual performance of each employee might be effective more than when each operates differently without sharing any ideas with one another. Sanyall and Hisam (2018) opined that, teamwork assists in developing the skills and perspectives of the employees through the automatic exchange of positive opinions, feedbacks, experiences and viewpoints between the members of the team, and this process could create a constant development in individual employee's job performance.

The findings of the hypothesis three tested revealed that there was a significant relationship between discipline and personnel job performance in the ministries of education in North-central States, Nigeria. The hypothesis tested showed that p-value 0.001 is less than significance level 0.05. This implies that, when personnel in the ministries of education in North-central, Nigeria fervently observe all the rules guiding their official duties, their attitudes to the job are likely to conform to the set standards and this could consequently facilitate effective job performance. This finding is in tandem with the view of Samson (2018) that, discipline is an important factor which affects job performance of employees. A disciplined employee would always want to distance himself from any act which would give him bad records in the organisation and this could consequently enhance his effective job performance. Not only that, Monday (2017) opined that, discipline

of the employees is one of the factors which could bring about differences in the level of productivity of the organisations. This is because, disciplined employees are likely to take work serious and perform their job excellently to achieve higher productivity than their counterparts in other organisation who are not disciplined.

Conclusion

A significant relationship existed between workplace behaviour and personnel job performance in the states ministries of education in north-central, Nigeria. The study revealed that, there is significant relationship between workplace behaviour and personnel job performance. Achieving effective personnel job performance in the state ministry of education can be traced to workplace behaviour, (punctuality, discipline and team work). This is based on the fact that workplace behaviour serves as predictor or determinant of staff productivity.

Based on the findings, the study concluded that, appropriate workplace behaviour plays significant role in enhancing personnel job performance which would consequently facilitate actualisation of institutional goals of Ministries of Education in North Central States, Nigeria.

Recommendations

In the light of findings and conclusion, the study recommended that:

- i. the authorities at the states ministries of education must strictly adhere to the policy and procedure that will foster appropriate workplace behaviour and to deal effectively with inappropriate workplace behaviour;
- ii. Regular orientation and sensitisation should be carried out for staff with adequate information about discipline that will promote appropriate behaviour at work; and
- iii. There should be a proactive approach in developing the interpersonal skills of personnel selected to supervise work in terms of their ability to relate appropriately to staff who report to them and their ability to build teamwork among the staff.

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