

# Work Conditions and Staff Job Commitment: An Empirical Survey of Government-Owned Universities in Ogun State, Nigeria

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## Abstract

Universities all over the world are recognized as centres of excellence where knowledge is not just acquired but also disseminated to society through teaching and research. These centres of excellence cannot be without the inputs of a dedicated university workforce. Unfortunately, a dedicated workforce cannot be ensured in poor work conditions. Hence, staff welfare cannot be overlooked if excellent outputs are to be ensured in the university. Because of this, this study investigated if staff work conditions is a correlate with job commitment in Ogun-Owned Universities, Nigeria. The descriptive survey research design was adopted in the study, and the sample was made up of 300 purposively drawn staff from two universities in Ogun State. A validated instrument titled “Work Conditions and Staff Job Commitment Questionnaire (IWSJCQ)” with a reliability coefficient of .85 was used for data collection. Mean, standard deviation and Pearson Product Moment Correlation (PPMC) were used to analyze the data collected. Findings revealed the sampled workers have a high level of job commitment ( $X = 3.14$ ), work in an adequate environment ( $X = 2.93$ ), and that work conditions is a correlate of job commitment ( $r = .270, p = 0.000 < 0.05$ ) among university staff. The findings imply that job commitment among a university staff is a function of adequate work conditions and a conducive work environment.

**Keywords:** Work conditions, government-owned universities, job commitment.

## INTRODUCTION

Tertiary institutions comprise various academic, interpersonal, socio-economic, political, and more importantly employment relationships. It is a special workplace where the academic and non-academic staff of varied socio-cultural, ethnic academic backgrounds come together to pursue different objectives but a common goal (Akinsanya & Oludeyi, 2013). These diverse backgrounds make the staff react in different ways to workplace stimuli. Producing an inclusive environment requires that all staff members show a high level of commitment to work. This is because without comfortable and equitable work conditions for staff, academic and non-academic, commitment, to achieve the aims and objectives of the tertiary institutions

would be very hard. The work environment can be influenced by both internal and external factors which include but are not limited to climate-related factors such as lighting, humidity and temperature; smoke, noise, dust; duration of the work shift, work schedule, working time, work pace, excessive strain and the likes (Danica & Tomislav, 2013; Bektaş, 2017; Al-Asadi *et al.* 2019; Rani *et al.* 2018).

Previous studies reveal that work conditions separately or simultaneously nurture staff's job commitment, the absence of which might lead to reduced job commitment. Adio and Popoola (2010) stated that good working facilities and comfortable work surroundings would improve job satisfaction resulting in enhanced career commitment of staff. Work condition is an important determinant of the job commitment of employees. These show that comfortable work conditions will impact employees' job commitment. Work conditions have also been assessed concerning staff job commitment. Amin (2015) posited that working conditions located around the employees can affect the employees in carrying out their daily work activities. Hence, a motivating work environment might boost the morale of employees and ensure that their interest to improve on their jobs is sustained. Given this, ensuring that employees work in a spacious environment devoid of danger, relevant lighting and stress-free work-stations all add to befitting work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently also contributes to job commitment (Brian, 2013). This leads to another variable of importance known as job commitment.

Job commitment, according to Atak (2011), involves employees' loyalty to their workplace. It also involves employees' willingness and readiness to contribute to achieving the objectives of the organization they work with. It, therefore, becomes necessary to explore the dynamic relationship between work conditions and staff job commitment. Ensuring that staff are committed to their jobs is very important because highly motivated and committed staff do their jobs very well and are also less likely to exhibit negative workplace characters such as absenteeism, sabotage, ineptitude and so on (Oludeyi, 2015). Job commitment could be viewed from two important dimensions, which are internal satisfaction (intrinsic), which is the satisfaction staff obtain from internal factors such as recognition from their workplace, and career advancement, among others, while external satisfaction (extrinsic), is the satisfaction staff obtain from external factors such as relationships with co-workers, salary received, and work environment, among others factors (Bektaş, 2017; Al-Asadi *et al.* 2019; Rani *et al.* 2018).

There has been an increased creation and existence of tertiary institutions without attention to staff work conditions is alarming because various factors contribute to the commitment and eventual performance of the staff, and this has been confirmed by studies (Anitha, 2014). The negligible attention paid to staff welfare has led to several unrests on campus between the academic, non-academic and school administrators. Another fall out of this menace is that it might affect and reduce staff job commitment since the way staff perform their duties in the organisation is an important factor in the smooth running or administration of an organization (Donohoe, 2019). This in turn could affect the smooth-running of tertiary institutions.

## LITERATURE REVIEW

Empirical reports, like those of Hassan (2002) cited in Ponnu and Chuah (2010), stated that employees stay on the job and are committed to their jobs because they want to, or if they feel they should. This shows that the level of employees' commitment to their jobs is evident in their intention to stay or leave the organization they work with. According to Nelson, Creagh and Clarke (2009), job commitment has a significant influence on employees' and is also correlated with their intention to search for other opportunities once they are determined to leave their present organizations should they find better opportunities. Also, Butt, Khan, Rasli and Iqbal (2012) reported that work conditions have a significant influence on employees' commitment to their works. Ali, Abdiaziz and Abdiqani (2013), also reported that work conditions are importantly correlated with employees' job commitment. Also, Junaida (2010) reported a significant effect of work environment on staff job commitment just as Demet (2012) reported a positive correlation between workplace quality and job commitment. Other empirical researchers, for instance, Tio

(2014) reported that work conditions determine employees' job commitment and this finding aligns with result previous researches that investigated the connection between variables in the workplace environment and workforce or work process (Nakpodia, 2011; Vikas & Ravis, 2011; Akinyele, 2010).

Job commitment and job satisfaction, according to authors such as Dilig-Ruiz *et al.*, (2018), Stankovska *et al.*, (2017), and Lim *et al.*, (2017), from the angle of organizational behaviour, are staff's positive emotions and attitudes toward an organization, concerning their work environment assessment. Hence, staff who are committed to their jobs will be usually better motivated to contribute effectively to increased productivity in their workplace (Sari *et al.* 2019; Tannady *et al.* 2019; Lorestani & Domicián, 2019). As reported by Roelofsen (2002), the workplace environment, and how it is designed has an impact on employee productivity and could be used as a productivity-enhancing strategy. Therefore, staff productivity or commitment could be improved by making the work environment safer for staff optimal performance. In their study, Faridah, Rahmatul & Razidah (2012) deviate a little from the trend in research on the workplace environment and studied organizational environment-behaviour and its influence on safety culture in organizations. They reported that as organizations behave, so does the working environment, and this behaviour determines the level of safety consciousness among staff. Given the foregoing reports, it could be deduced that there seems to be a general census among the researchers that workplace factors influence staff commitments to their jobs (Tio, 2014; Saddat, Zarqa, Sajida, Farheen & Malik, 2013).

Oludeyi (2015) observed that what seems unsatisfying is that many of these researches were carried out in other developed countries and are foreign to the African context. Few studies which have attempted studying African workplace environmental factors on staff-related variables were done in workplaces other than campuses and those studies conducted in universities fail to show the empirical link between workplace environmental factors and either teaching and non-teaching staff of higher institutions of learning (Ajayi, Awosusi, Arogundade, Ekundayo & Haastrup, 2011; Zainudin & Junaidah, 2010).

In an ideal work environment, it is expected that good furniture (comfortable office tables, chairs, shelves, cupboard and file cabinets etc.), beautiful and serene environments, neat and aesthetic office buildings among others are provided for workers (Amin, 2015). Unfortunately, the reverse is the case. It is not uncommon to see lecturers and other non-academic staff in the university sharing offices and some other office equipment through partitioning (Ajie & Omotunde, 2015). To achieve the aims and objectives of creating tertiary institutions, it becomes imperative to ensure that sustainable work environments are provided for the staff. The need, therefore, arose to investigate work conditions and staff job commitment in Ogun-owned Universities. Based on this, the objectives of the study were to determine the level of job commitment among university staff in Ogun State; find out if adequate work conditions are provided for the staff of Ogun State tertiary institutions, and determine if there will be any significant relationship between work conditions and staff job commitment in Ogun-owned Universities.

## Research Questions

1. What is the level of job commitment among tertiary institutions staff in Ogun State?
2. How adequate are the work conditions of the staff of Ogun State tertiary institutions?

## Hypothesis

**H<sub>01</sub>:** There is no significant relationship between work conditions and staff job commitment in Ogun-owned Universities.

**H<sub>0</sub>:** There is a significant relationship between work conditions and staff job commitment in Ogun-owned Universities.

## MATERIALS AND METHODS

The study adopted the descriptive survey research design. According to Hua (2016), a research design is a method adopted in carrying out a study. This descriptive survey research design was adopted because the study did not randomize any participant into the study, but data were collected to describe the relationships that exist between the variables under study (Fraenkel *et al.*, 2015).

The study was carried out in universities. These were selected due to the researchers' interests in finding out the situation of work conditions in government-owned universities. It is the belief of the general public that government-owned universities do not provide good and comfortable work conditions for their staff. The population of the study comprised all staff of two government-owned universities – the Olabisi Onabanjo University, Ago-Iwoye and the Tai Solarin University of Education, Ijebu-Ode, both in Ogun State.

The purposive sampling technique was used to select a sample of 300 staff for the study. The sample was made up of 150 respondents from the Olabisi Onabanjo University, Ago-Iwoye and 150 from the Tai Solarin University of Education, Ijebu-Ode, Ogun State. Seventy-five staff were selected from the academic section while the remaining seventy twenty-five were drawn from the non-academic staff to get 150 samples from each selected institution. The purposive sampling technique was used due to the challenges of the availability of the respondents. Hence, only the available staff were selected based on availability during the study.

A self-designed questionnaire titled “Work Conditions and Staff Job Commitment Questionnaire (WCSJCQ)” ( $r = .85$ ) was used for data collection. The options given included ‘SA’ - ‘Strongly Agreed’, ‘A’ - ‘Agreed’, ‘D’ - ‘Disagreed’, and ‘SD’ - ‘Strongly Disagreed’, and “To an extent”, “To a large extent”, “To a very large extent” and “Not at all”, respectively. The instrument was validated through the constructive criticisms of experts in Educational Management of a university that was not part of the main universities selected in the study. The final draft which incorporated salient suggested corrections was used for data collection in the study. The reliability of the instrument was done using the test-retest reliability method in which twenty (20) questionnaires were randomly administered twice with two weeks intervals, to tertiary institution staff who were not part of the main study. The analysis of the data collected, using the Cronbach Alpha reliability method, revealed a reliability coefficient of .85. The instrument was administered to the selected respondents in their respective offices in the designated institutions after obtaining relevant permission.

The stated research questions were answered using Mean (benchmark of 2.5) and standard deviation. The benchmark Mean of 2.5 was calculated by assigning values to each response thus ‘Strongly Agreed (4)’, ‘Agreed (3)’, ‘Disagreed (2)’, and ‘Strongly Disagreed’, and “Not at all (1)”, “To an extent” (2), “To a large extent” (3), “To a very large extent (4)”, respectively. The summation was then divided by four, being the total number of responses. The hypothesis was tested using inferential statistics of Pearson Product Moment Correlation (PPMC) at a 0.05 level of significance. This was done on SPSS version 23.

## RESULTS

**Research Question One:** What is the level of job commitment among university staff in Ogun State?

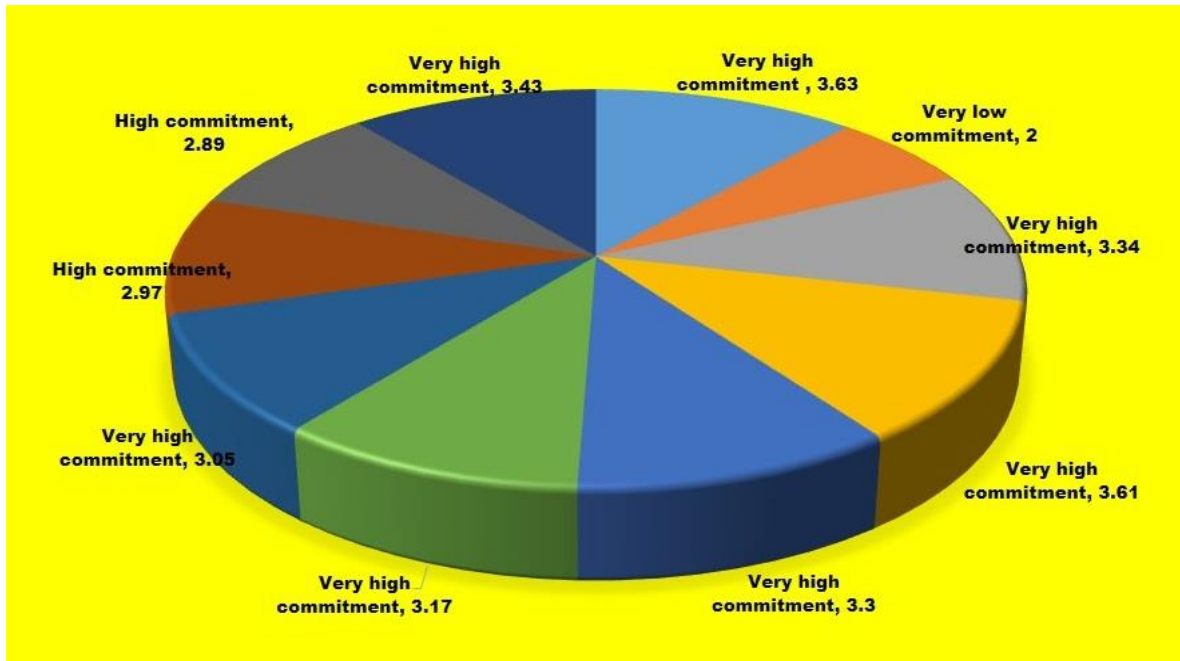
**Table 1.1** –Mean and standard deviations on the level of job commitment among university institution staff in Ogun State.

| S/N | Items  | $\bar{X}$ | STD   | Remark               |
|-----|--|-----------|-------|----------------------|
| 1.  | I am committed to my job because I have the necessary skills to do the job.  | 3.63      | .700  | Very high commitment |
| 2.  | I am staying on this job as a matter of necessity but not commitment.  | 2.00      | 1.039 | Very low commitment  |
| 3.  | I am emotionally attached to my job and therefore committed to it.   | 3.34      | .744  | Very high commitment |
| 4.  | My job is interesting and therefore demands for being committed to it.   | 3.61      | .512  | Very high commitment |
| 5.  | I am committed to my work in every way because I just love the job.  | 3.30      | .903  | Very high commitment |
| 6.  | I am satisfied with the social status of my job and this enhances my commitment to the job.                                    | 3.17      | .724  | Very high commitment |
| 7.  | I am committed to my job because all the work and effort I have made sometimes receive proper recognition.                     | 3.05      | .827  | Very high commitment |
| 8.  | I would be happy to spend the rest of my career on my present job.   | 2.97      | .884  | High commitment      |
| 9.  | I will continue on my present job because leaving would require considerable personal sacrifices which I am not ready to make. | 2.89      | .840  | High commitment      |
| 10. | I am committed to my present job because I feel proud and professionally fulfilled on the job.                                 | 3.43      | .698  | Very high commitment |

Average Mean = 3.14

Decision rule: A mean score of less than 2.5 indicates low job commitment while a mean of 2.5 and above indicates high job commitment.

Looking at the results (Average Mean = 3.14) in table 1.1, the result shows a high level of job commitment by the sampled respondents. The result shows that most respondents are committed to their jobs as a result of possessing the necessary skills to do the job ( $x = 3.63$ ). Also, the result shows that most sampled respondents are not staying ( $x = 2.00$ ) on their job as a matter of necessity but as a result of commitment. In addition, most respondents are emotionally attached ( $x = 3.34$ ) to their jobs and therefore committed to them. The result also shows that the respondents find their jobs interesting ( $x = 3.61$ ) and therefore demands being committed to. Also, respondents are committed to their work in every way because they just love their job ( $x = 3.30$ ). In addition, respondents are satisfied with the social status of their job ( $x = 3.17$ ) and this enhances their job just as they are also committed to their job because all the work and effort they have made sometimes receive proper recognition ( $x = 3.05$ ). Also, respondents will continue on their present job because leaving would require considerable personal sacrifices which they are not ready to make ( $x = 2.89$ ) just as they are also committed to their present job because they are proud and professionally fulfilled on the job ( $x = 3.43$ ). The results show that the respondents have a high-level commitment to their jobs.



**Figure 1:** Pie chart showing mean distribution based on level of job commitment among university institution staff in Ogun State.

**Parameters** (Benchmark mean = 2.50)

\*High above average: 3.05 – 3.63 (Very high commitment)

\*Above average: 2.89 - 2.97 (High commitment)

\*Below average: Nil

\*Very low below average: 2.00 (Very low commitment)

**Research Question Two:** How adequate are the working conditions of the staff of Ogun State universities?

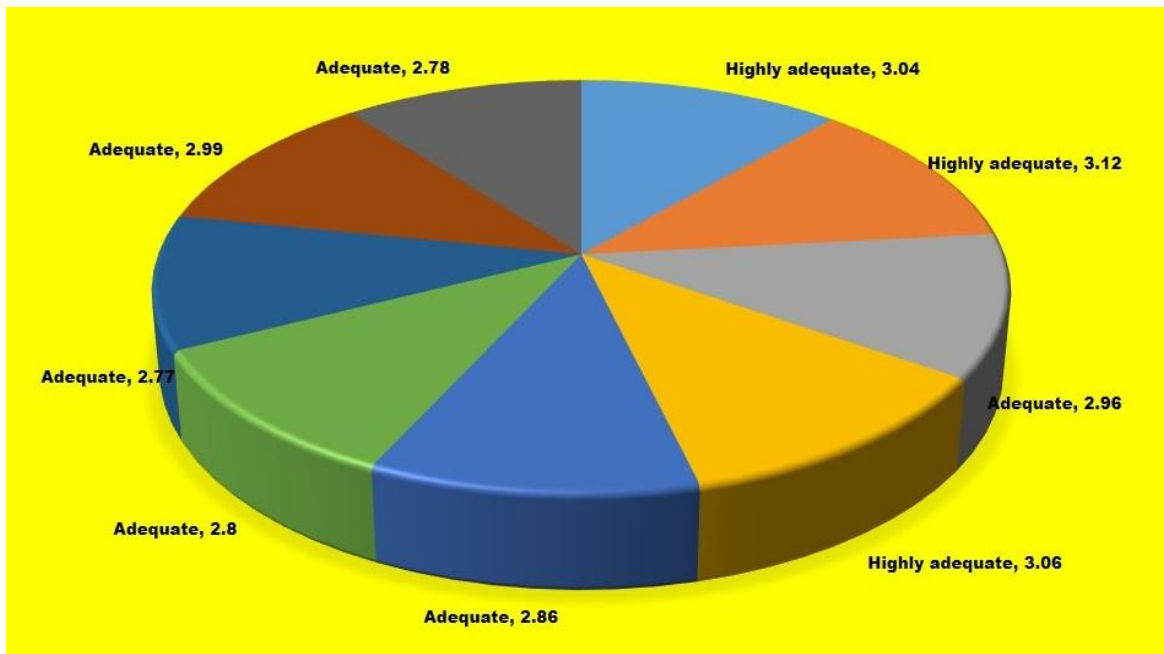
**Table 1.2a** – Showing mean and standard deviations on adequacy of the working conditions of staff of Ogun State universities.

| S/N | Items  | $\bar{X}$   | STD  | Remark          |
|-----|--|-------------|------|-----------------|
| 1.  | My work environment assists in completing my daily tasks easily.   | 3.04        | .901 | Highly adequate |
| 2.  | My working environment encourages cordial relationship with colleagues and superiors.  | 3.12        | .719 | Highly adequate |
| 3.  | There is considerable level of feedback from my superior always.   | <b>2.96</b> | .745 | Adequate        |
| 4.  | My working environment permits cordial relationship with co-workers.   | 3.06        | .829 | Highly adequate |
| 5.  | There is provision for job aid and necessary fringe benefits in my place of work for all employees in order to support their commitment. | 2.86        | .821 | Adequate        |
| 6.  | The office building and space influence me to stay in the office and work comfortably.   | 2.80        | .974 | Adequate        |
| 7.  | In an ergonomic workplace saves employees from physical/bodily injury.   | 2.77        | .746 | Adequate        |

|    |   |      |      |          |
|----|---|------|------|----------|
| 8. | My job's condition encourages employees to be part of a community.                  | 2.99 | .809 | Adequate |
| 9  | My working environment is stress-free and thus comfortable for carrying out my job. | 2.78 | .776 | Adequate |

Average Mean = 2.93

The Average Mean (2.93) in table 1.2a above shows that the work conditions of staff of Ogun State tertiary institutions are adequate. The result shows that staff work environment assists them in completing their daily tasks easily (x = 3.04); the working environment encourages a cordial relationship with colleagues and superiors (x = 3.12); there is a considerable level of feedback from their superior always (x = 2.96); the working environment permits cordial relationship with co-workers (x = 3.06); there is provision for job aid and necessary fringe benefits in the place of work for all employees in order to support their commitment (x = 2.86) and the office building and space influence staff to stay in the office and work comfortably (x = 2.80). Also, the result shows in an ergonomic workplace saves employees from physical/bodily injury (x = 2.77); staff job's condition encourages them to be part of a community (x = 2.99) and finally, staff working environment is stress-free and thus comfortable for carrying out their job (x = 2.78). Based on the results, staff work conditions are adequate.



**Figure 2:** Pie chart showing mean distribution based on adequacy of the working conditions of staff of Ogun State universities.

**Parameters** (Benchmark mean = 2.50)

\*High above average: 3.04 – 3.12 (Highly adequate)

\*Above average: 2.77 – 2.99 (Adequate)

\*Below average: Nil

\*Very low below average: Nil

**Table 1.2b** – Showing work conditions environment of the sampled respondents.

| S/N | Items  | Available, adequate | Available, not-adequate | Not Available |
|-----|--|---------------------|-------------------------|---------------|
| 1.  | Office furniture for all staff.  | 170 (61.6)          | 106 (38.4)              | 0 (0.0)       |
| 2.  | Furniture/office equipment secure from tipping; appropriate for work being done. | 194 (70.3)          | 82 (29.7)               | 0 (0.0)       |
| 3.  | Office partitioning and arrangements.  | 162 (58.7)          | 114 (41.3)              | 0 (0.0)       |
| 4.  | Clean office floors, free trip hazards.  | 127 (46.0)          | 148 (53.6)              | 1 (0.4)       |
| 5.  | Painted, non-slippery walls.   | 117 (42.4)          | 159 (57.6)              | 0 (0.0)       |
| 6.  | Office lightings, work areas free from glare.                                    | 145 (52.5)          | 131 (47.5)              | 0 (0.0)       |
| 7.  | Stairwells adequately lit and in good condition.                                 | 153 (55.4)          | 123 (44.6)              | 0 (0.0)       |
| 8.  | Relevant ICT gadgets provided in each office.                                    | 1 (0.4)             | 120 (43.5)              | 15 (56.2)     |
| 9.  | Monitored office temperature and humidity.                                       | 1 (0.4)             | 117 (42.4)              | 158 (57.2)    |
| 10. | Emergency lighting are provided in each office.                                  | 0 (0.0)             | 147 (53.3)              | 129 (46.7)    |
| 11. | Portable fire extinguishers provided in each office.                             | 0 (0.0)             | 158 (57.2)              | 118 (42.8)    |
| 12. | Office fire exit doors available in each office.                                 | 0 (0.0)             | 142 (51.4)              | 134 (48.6)    |
| 13. | Fire/emergency alarm systems in each office.                                     | 0 (0.0)             | 149 (54.0)              | 127 (46.0)    |
| 14. | First aid kits and first aid training manual provided in each office.            | 0 (0.0)             | 133 (48.2)              | 143 (51.8)    |
| 15. | Storage shelves provided in relevant offices.                                    | 108 (39.1)          | 168 (60.9)              | 0 (0.0)       |
| 16. | Electrical wirings/cords are secured (no exposed wires).                         | 123 (44.6)          | 153 (55.4)              | 0 (0.0)       |
| 17. | Safety measures manuals provided in each office.                                 | 1 (0.4)             | 139 (50.4)              | 136 (49.3)    |

Table 1.2b above shows that work condition environments for staff are available and adequate while some are available but not adequate for staff use just as some respondents reported that some are not available at all for their usage.

**Ho1:** There is no significant relationship between work conditions and staff job commitment in Ogun-owned Universities.

**Table 1.3** – Results of the test of hypothesis

| Variable                    | N   | Mean  | STD   | r      | df  | p-value | Remark      |
|-----------------------------|-----|-------|-------|--------|-----|---------|-------------|
| <b>Work Conditions</b>      | 276 | 21.49 | 4.424 | .270** | 275 | 0.000   | Significant |
| <b>Staff Job Commitment</b> |     | 31.39 | 3.906 |        |     |         |             |

\*\* . Correlation is significant at the 0.05 level (2-tailed).

As shown in the results of analysis in Table 1.3, the correlation coefficient ( $r = 270, p=0.000 < 0.05$ ) shows a positive correlation between work conditions and staff job commitment. Given this, the stated null hypothesis that there is no significant relationship between work conditions and staff job commitment in Ogun-owned Universities is rejected while an alternative hypothesis is accepted that there is a significant relationship between work conditions and staff job commitment in Ogun State-owned universities. The result shows that the work conditions of staff contribute to job commitment.



## DISCUSSION

Research question one of the study asked what is the level of job commitment among tertiary institution staff in Ogun State. The result, based on the decision rule that a mean score of less than 2.5 indicates low job commitment while a mean of 2.5 and above indicates high job commitment, showed that the level of job commitment among staff is high based on the Average Mean of 3.14. This showed that most respondents sampled in the study are committed to their jobs as a result of many positive reasons which included possessing necessary skills to do the job, staying on the job as a matter of commitment but not of necessity, being emotionally attached to their jobs and some other reasons. According to Hassan (2002) cited in Ponnun and Chuah (2010), stated that employees stay on the job and are committed to their jobs because they want to or if they feel they should. This shows that the level of employees' commitment to their jobs is evident in their intention to stay or leave the organization they work with. Also, Nelson, Creagh and Clarke (2009) reported that job commitment has significant influence on employees' and is also correlated with their intention to search for other opportunities once they are determined to leave their present organizations should they find better opportunities. Research question two of the study asked how adequate the working conditions of the staff of Ogun State universities are. The result shows that work conditions of staff of Ogun State tertiary institutions are adequate. Butt, Khan, Rasli and Iqbal (2012) reported that work conditions has significant influence on employees' commitment to their works.

Finally, the hypothesis stated in the study was that there is no significant relationship ( $r = 270$ ,  $p=0.000 < 0.05$ ) between work conditions and staff job commitment in Ogun State-owned universities. This was rejected and an alternative hypothesis was accepted that there is a significant influence of work conditions on staff job commitment in Ogun State-owned universities. Based on this, it was concluded that work conditions of staff contribute to or influence their job commitment. This finding corroborates Ali, Abdiaziz and Abdiqani (2013), also reported that work conditions are importantly correlated with employees' job commitment. Also, Junaida (2010) reported significant effect of work environment on staff job commitment just as Demet (2012) reported a positive correlation between workplace quality and job commitment. Other empirical researchers, for instance, Tio (2014) reported that work conditions determines employees' job commitment and this finding aligns with result corroborates findings of previous research who investigated the connection between variables in workplace environment and workforce or work process (Nakpodia, 2011; Vikas & Ravis, 2011; Akinyele, 2010). There seem to be a general census among these researchers that workplace factors influence employee commitments to their jobs (Tio, 2014; Saddat, Zarqa, Sajida, Farheen & Malik, 2013).

## CONCLUSION AND RECOMMENDATIONS

The study has been able to show that work conditions are correlated with staff job commitment in tertiary institutions in Ogun State. It was therefore concluded that work conditions determine job commitment. The findings from the study have further shown that work conditions are correlated with job commitment among university workers. In order words, to strengthen staff commitment to their jobs, which in turn is expected to boost productivity in the universities, administrators need to ensure that staff have adequate work conditions and a comfortable environment which would boost their morale on the job. While the findings of the present study are valid and reliable, there is the need to ensure that other studies are carried out to further strengthen the results. This is because the present study used a sample of three hundred which may not afford the results to be largely generalizable. Hence, there is the need for future researchers to expand the study to cover a more elaborate sample size. In addition to these, other variables that directly or indirectly affect staff job commitment should be incorporated into future studies. Based on the findings of the study, the following are suggested:

1. Sequel to the above, it is recommended that the high morale of staff of tertiary institutions in the form of job commitment should be continuously sustained by continuously improving their work conditions, among other factors. This, school administrators should see to as at when due.
2. Also, school administrators should ensure that the work conditions of workers are catered for immediately the need arises so as to boost their motivation and job commitment.

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