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IMPACT OF QUALITY OF WORK LIFE ON
PERFORMANCE LEVEL OF ADULT AND NON
FORMAL EDUCATION EMPLOYEES IN OYO
AND LAGOS STATES

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Abstract

This study was carried-out to find out the impact of work life on performance level of adult and non-formal education employees in Oyo and Lagos states, Nigeria. The descriptive survey of the ex-post facto type was adopted as the design. The population comprised all the employees of Adult and Non formal Education Agency in Oyo (167) and Lagos State (189) respectively. The sample size consisted of 50 respondents from each state and was randomly selected through the simple random sampling technique. A set of questionnaire tagged "Impact of Quality of Work Life and Performance Level of Employees Scale" (0.79) was used to obtain data for the four hypotheses postulated for the study. Data obtained were analysed through simple percentages and Pearson Product Moment Correlation Coefficient. Findings showed that there was a significant relationship between

organizational policy and performance level ($r=0.51$ $P < 0.05$), organizational support and performance level ($r=0.69$ $P < 0.05$), personal/family life and performance level ($r=0.55$ $P < 0.05$), as well as personal health/wellbeing and performance level ($r=0.55$ $P < 0.05$) of Adult and Non-Formal Education employees. Based on the findings, the study recommended that Adult and Non Formal Education Agencies have to intensify efforts, particularly in organizational policy and management style, towards improving the employees' quality of work life

Key words: Quality of work life, Performance, Adult and non formal education, Employees

Introduction

Adult and Non-Formal Education Agency was established in 1974 in line with the Federal Government of Nigeria's directive that all states of the federation should establish the agency to address the problem of illiteracy in each state. To realize the objective of eradicating illiteracy in the states, workers, in all categories, were employed. Work performance of the employees remains, perhaps, one of the fundamental parameter for measuring the achievement of the agencies for adult and non-formal education in all the states. If the agencies are to succeed, the work life of the entire workforce must be given utmost attention by the management of the agencies. Existing Literature has established a relationship between quality of work life and performance level of employees. Though the concept of quality of work life was first introduced in 1973 by Davis; however, in recent time, some other scholars, for example, Lau and May (1998) have introduced new key factors to the concept in order to gain better understanding of the relationship between quality of work life and work performance. Similarly, there are recent developments in organizational studies measuring the indices of quality of work life. Azril (2010) defined indices as:

- Payment - which include wages, increases, of wages, benefits and subsidiaries, retire rights and medical benefits

- Interpersonal relationship – other aspect which follows pay which is perhaps one of the main factors in organizational performance. It includes respecting others, collaborating with others, and sharing information with affirmation of the organization which will have some benefits for managers and staff.
- Work environment- another determining factor in deciding on the performance is work environment which includes agronomy, harmonic, and safe environment.
- Job safety and satisfaction- the security and safety aspects such as retirement programme and the community of staff can increase the motivation, utilization, organizational commitment, physical, and mental health of staff. Job satisfaction factors such as JDI indices (the nature of job, supervisor, cohort, promotion and payments) are placed within Quality of work life.
- Organization's policies and management- according to Keiningham, Aksoy, and Hsu, (2006), the existence of fair policies and proper management styles are among the most important aspects of Quality of work life and performance of staff. For example, Eaton and Gordon, (1992) contended that the participation of staff in decision-making process, the facilitation of the relationships between the manager and staff and the working teams are effective for their performance.
- Organizational support- this index is one of the main tools in strong and powerful performance of staff. According to Ussahawanitichakit, (2008), Hutchinson and Garstika, (2006) “if staff work individually without any support from the manager, their performance will decreased”.
- Personal and family life of staffs- stable individual and family life, according to Mulvaney, Cleverland, and Crouter (2006), will produce higher work performance among employees. Unstable individual and family life were found to cause unstable emotions which lead to negative impact on work performance. Similarly, Ezra and Deckman (1996), Mulvaney (2006), and Mazerolle, Bruening, Casa, Burton (2008) found that balanced personal and family life of people lead to high

performance among staff while an unbalanced life leads to unstable morale and a negative performance.

- Personal health and well-being: the Oxford English Dictionary, (2007) defined well-being as the state of being or doing well in life, happy, healthy or prosperous condition, moral or physical welfare. Job Wellbeing, according to Warr (2002), can be classified as: opportunity for personal control, discussion, autonomy, absence of close supervision, opportunity for skill use and multi-skilling tasks, externally generated goals, job and task demands, workload skill and task variety, job content and location, physical security, availability of money, income level amount of pay, financial resources. In the same view, Piqueras (2006) recognized a significant relationship between these above mentioned factors and Quality of work life. He equally considered some factors such as: personal health, stress, personal problems, body fitness and personal desires as some of the important factors influencing quality of work life. Azril (2010) also found some relationships between performance and well-being.

Employees are regarded as the power house of every organization. According to Azril (2010), workers whose needs are not met or unsatisfied, work less than their true and actual power. In other words, employees whose needs are not satisfied perform below their actual ability.

Statement of Problem

This study is carried-out to determine if quality of work life of the workers of the adult and non-formal education agencies in Oyo and Lagos States has any impact on their performance level.

Objectives of the Study

Specifically, the objectives of the study are to:

- examine the relationship between organizational policy and management style and performance level of Adult and Non-Formal Education employees

- examine the impact of organizational support and performance level of Adult and Non-Formal Education employees
- ascertain the influence of personal and family life and performance level of Adult and Non-Formal Education employees
- determine the influence of personal health and wellbeing and performance level of Adult and Non-Formal Education employees

Research Hypotheses

The research hypotheses of this study are stated in a null form.

1. There is no significant relationship between organizational policy and performance level of Adult and Non-Formal Education employees.
2. There is no significant relationship between organizational support and performance level of Adult and Non-Formal Education employees.
3. There is no significant relationship between personal and family life and performance level of Adult and Non-Formal Education employees.
4. There is no significant relationship between personal health and wellbeing and performance level of Adult and Non-Formal Education employees.

Methodology

The descriptive survey research design of the ex-post facto type was adopted for this study since the variables being studied had already occurred and were, therefore, not manipulated. The population consisted of all employees of the agencies of adult and non-formal Education in Oyo (167) and Lagos (189) States. The sample size consisted of 50 respondents from each state and was randomly selected through the simple random sampling technique. A set of questionnaire tagged "Impact of Quality of Work Life and Performance Level of Employees Scale" was used to obtain data for the four hypotheses postulated for the study. The questionnaire was divided into two sections: Section A focused on the demographic characteristic of the respondents while section B

focused on the variables of quality of work life such as organizational policy and management style, organizational support, personal family life, and personal health and wellbeing. The validity of the instrument was established through a pilot-test conducted among 20 employees of Ogun State Agency for Adult and Non-Formal Education. The reliability coefficient value obtained was 0.79. Data collected were analysed through simple percentages and Pearson Product Moment Correlation Coefficient.

Result and Discussion of Findings

The findings of the study are presented below:

Hypothesis I sought to find out if there is no significant relationship between organizational policy and performance level of Adult and Non-Formal Education employees. The finding obtained is shown in table 1

Table I: Summary of Pearson Product Moment Correlation Table of Analysis on the relationship between organizational policy and performance level of Adult and Non-Formal Education employees

Variables	N	Mean	SD	r	df	P	RMK
Organisational policy and management style	100	10.73	3.03	0.51	99	0.05	Sig
Performance level of employee	100	13.05	3.60				

The table above shows that there is a significant relationship between organizational policy and performance level of adult and non-formal education employees ($r=0.51$ $P < 0.05$). The finding indicates that organizational policy, as one of the indices measuring quality of work life, has significantly influenced the performance level of the agencies employees. The implication of this result is that organizational policy and management style do influence performance level of employees.

Hypothesis II sought to find out if there is no significant relationship between organizational support and performance level

of Adult and Non-Formal Education employees. The finding obtained is shown in table II

Table II: Summary of Pearson Product Moment Correlation Table of Analysis on the relationship between organizational support and performance level of Adult and Non-Formal Education employees

Variables	N	Mean	SD	r	df	P	RMK
organizational support	100	6.73	3.17	0.69	99	0.05	Sig
Performance level of employee	100	15.55	3.89				

The table above shows that there is a significant relationship between organizational support and performance level of Adult and Non-Formal Education employees ($r=0.69$ $P < 0.05$). The finding indicates that organizational support, as one of the indices measuring quality of work life, has significantly influenced the performance level of the agencies employees. The implication of this result is that organizational support does influence performance level of employees.

Hypothesis III was designed to find out if there is no significant relationship between personal and family life and performance level of Adult and Non-Formal Education employees. The finding obtained is shown in table III

Table III: Summary of Pearson Product Moment Correlation Table of Analysis on the significant relationship between personal and family life and performance level of Adult and Non-Formal Education employees

Variables	N	Mean	SD	r	df	P	RMK
Personal and family life	100	17.35	4.31	0.55	99	0.05	Sig
Performance level of employee	100	16.79	3.71				

The table above shows that there is a significant relationship between personal and family life and performance level of Adult and Non-Formal Education employees ($r=0.55$ $P < 0.05$). The finding indicates that personal and family life, as one of the indices

measuring quality of work life, has significantly influenced the performance level of Adult and Non-Formal Education employees. The implication of this result is that personal and family life does influence performance level of employees.

Hypothesis IV was also designed to find out if there is no significant relationship between personal health/wellbeing and performance level of Adult and Non-Formal Education employees. The finding obtained is shown in table IV

Table IV: Summary of Pearson Product Moment Correlation Table of Analysis on the significant relationship between personal health and wellbeing and performance level of Adult and Non-Formal Education employees

Variables	N	Mean	SD	r	df	P	RMK
personal health and wellbeing	100	17.35	4.31				
Performance level of employee	100	16.79	3.71	0.55	99	0.05	Sig

The table above shows that there is a significant relationship between personal health/wellbeing and performance level of Adult and Non-Formal Education employees ($r=0.55$ $P < 0.05$). The finding indicates that personal health/wellbeing, as one of the indices measuring quality of work life, has significantly influenced the performance level of Adult and Non-Formal Education employees. The implication of this result is that personal health/wellbeing does influence performance level of employees.

Discussion of Findings

Hypothesis one reveals that there is a significant relationship between organizational policy and management style in relation to the performance level of Adult and Non-Formal Education Employees. This finding shows that organizational policy and management style does influence performance level of employees. This finding agrees with the submission of Keiningham, (2006) when he asserted that the existence of fair policies and proper management style are among the most important aspects in quality of work life and performance of staff. The finding equally agrees with the submission of Eaton and Godon, (1992) that participation

of staff in decision making process and the facilitation of the working relationship between the manager and the staff are effective for workers performance.

Hypothesis two shows that there is a significant relationship between organizational support and performance level of Adult and Non-Formal Education Employees. In other words, organizational support given to employees serves as a means of motivating them to perform better. Thus, organizational support remains an important tool to strengthen employees work performance. This finding is in line with the findings of Phattanathewapal and Ussahawanifchalit, (2008), Hutchinson and Garstika, (2006) that organizational support influences work performance of staff.

Hypothesis three shows that there is a significant relationship between personal and family life of Adult and Non-Formal Education Employees. In other words, individual and family life also influence employees work performance. This finding equally agrees with the findings of Mazerolle, Bruenning, Burton and Casa, 2008 and Mulvaney, (2008), in their studies, when they found out that stable individual and family life produce higher work performance among employees. Thus, unstable individual and family life lead to unstable emotions which have negative impact on work performance.

Finally, hypothesis four reveals that there is a significant relationship between personal health/ wellbeing of Adult and Non-Formal Education Employees. This finding finds support from the studies of Vanhala and Tuomi, (2006) and Piqueras, (2006) that a positive correlation exists between work performance and personal wellbeing, as well as work satisfaction. According to them, "it cannot be denied that aspects such as: personal health, personal problems, physical fitness, and personal happiness are important for employees".

Conclusion and Recommendations

The results obtained from this study have clearly shown that quality of work life is an important element and determinant of performance level of employees. Based on these results, it is recommended that:

- 1) Adult and non-formal education agencies have to conduct and encourage their employees to attend courses or seminars that are related to individual and family life.
- 2) Adult and Non Formal Education Agencies have to intensify efforts, particularly in organizational policy and management style, towards improving the employees' quality of work life.

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