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PERSONNEL MANAGEMENT AND JOB PERFORMANCE IN NIGERIAN UNIVERSITY: THE ERA OF GLOBAL VILLAGE

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ABSTRACT

The paper examines the nexus between personnel management and job performance in the Nigerian university system, especially in this era of the global village where Information Communication Technologies (ICTs) have been the essential tools in carrying out organizational tasks. University institutions demand excellent customer service and high productivity levels, and employees are expected to take more responsibilities for their careers seeking appropriate training and development opportunities to perform maximally.The study adopted both primary and secondary sources of data. The primary data were sourced through the Interview method, while secondary data were utilized through a descriptive method of content analysis. The paper revealed that ICTs play a significant role in increasing the job performance of personnel in Nigeria's university system, and this has not been optimally utilized. It is almost impossible to increase the job performance of personnel without adequately adopting ICTs in carrying out university business and services. It recommends that adequate investment in the information technology (IT) infrastructures by governments, non-governmental organizations, and university management is what can make Nigerian universities a “universal city” indeed especially in this era of the global village. The paper concluded that the increase in job performance of personnel in the Nigerian university would still be a mirage until it adequately unlocks the potentiality of ICTs which is the key to new trends in the global village.

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Keywords: Personnel Management; Job Performance; University; Information Communication Technology

1.0 INTRODUCTION

One of the most important areas of management is personnel management or human resource management. Though the availability of all other resources is also essential in achieving the organizational goal, the most important is the management of personnel efficiently and effectively, either in the private or public sectors. (Odewale, Adeyemi&Adepoju, 2020). In all organizations, be it in the private or public sector, noting is more important than effectively managing the personnel who work in the establishment (Dibie 2014). The personnel of every organization constitute the framework through which organizational goals are achieved (Odewale, Lamidi&Oladokun, 2023). The essential task of a personnel manager is to attract and identify competent staff, and invariably provide settings that encourage employees to work energetically, creatively, and ethically. More so, the organization should provide an enabling environment for workers to discharge their duties efficiently in terms of the provision of necessary tools to work with adequate and modern machinery through proper training and development. However, the failure to provide and use these modern tools efficiently and effectively risks low production or performance of workers.

For personnel manager to effectively carry out their job, they must showcase the ability to strategically consider the current and future goals of the organization and have personnel planning to confront the situations. Cascio&Aguinis (2011) observe that personnel managers should have the ability to analyze turnover, retention, productivity and customer service problems to recommend potential personnel solutions. Also, the personnel manager should display the capacity to partner with other directors in the organization's functional sections, units and departments for appropriate coordination of the workers for effective productivity. Personnel manager/ supervisor should also be able to overcome resistance to new personnel policies and procedures, technology and work design.

In a large organization like a university, a personnel manager is often required to design and deliver effective personnel management systems and understand how technology can enhance self-service and give employees control of human resources transactions. This allows employees to take greater challenges and responsibility for their careers. The ability of an organization to survive and succeed in a dynamic competitive environment means that all employees must embrace a philosophy of learning. A learning organization embrace a culture of lifelong learning, enabling all employees to continually acquire and share knowledge through training and education (Dibie, 2014).

The demand for specific skills from the employee is being replaced by a need for cognitive skills and interpersonal skills that would enhance employee teamwork and help in interaction with customers responsibly and efficiently. (Dibie, 2014). University institutions demand excellent customer service and high productivity levels, and employees are expected to take more responsibilities for their careers seeking appropriate training and development opportunities to perform maximally. Training and development involve teaching employees the

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skills necessary to perform present and future tasks, especially in this era of the global village where ICT is the order of the day. The paper intends to examine the essence of personnel management to increase job performance in the Nigerian university system, especially in this era of the global village where Information Communication Technologies (ICTs) have been the essential tools in carrying out organizational tasks, hence this study. The paper is divided into six parts. The first part is the introduction; followed by conceptual clarifications, while the third part discusses the theoretical framework and methodology for the fourth part. The fifth part discusses findings and contributions to knowledge, while the last part analyses the recommendation and conclusion.

2.0 CONCEPTUAL CLARIFICATION

2.1 Personnel Management

Rao (2010) defines Personnel management as a process of bringing people and organization together so that the organizational goals are met. Personnel management tries to secure and procure the best people and develop and maintain a competent workforce to achieve the goals of an organization effectively and efficiently. In the words of French (2007) Personnel management refers to the philosophy, policies procedures and practices that are related to the management of people within an organization. Personnel management encompasses a dynamic operation that is action-oriented and strategically planned in line with organizational goals. The cardinal objective of Personnel Management should be how to increase the performance of personnel effectively to achieve organizational goals.

Ilesanmi et al (2015) also assert that personnel management must exhibit certain features, which involve: action, individual, people, and future-oriented. They believed that personnel management should focus on the necessary actions needed, rather than the written procedures or rules. It also believes that personnel management should try to fully develop the potentialof their staff individually to give their best to the organization. It further states that personnel management should be people-oriented by focusing on the people at work, both as individuals and groups to attain organizational objectives. Furthermore, personnel management should be future-oriented by providing competent and well-motivated staff that can meet future challenges.

2.2 Job performance

Job performance is seen as a construct which can be defined in different ways (June & Mahmood, 2011). In today's modern world, job performance is a constant and recurring challenge for any organization. It acts as a measure to determine employee efficiency and effectiveness regarding how they carry out their roles. Davouidi&Allahyari (2013), affirm that job performance is the extent to which an organizational employee contributes to realizing their organizational goals and objectives. Motowidlo&Kell (2012); and Sonnentag&Frese (2012) postulate it to be a general term to describe and analyze the property of the behavior of an employee. Moreover, (Sonnentag&Frese, 2012) see job performance as a construct that concerns both the behaviour and outcome of an employee. "This means that an employee's behaviour may

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be distinguished as helping or hindering an organization (university), but the outcomes of employee behaviours are rarely measured so their value is merely expected" (Allison, 2021).

Many factors determine the job performance of a worker which include; abilities, knowledge, skills, experience, environment, technology or equipment available and willingness. Campbell (1990) describes job performance as an "individual-level variable which differentiates employee performance from organizational performance". When conceptualizing employee performance, one has to differentiate between an action behavioural aspect and an outcome aspect of performance. The behavioural aspect refers to what an individual does in the work situation and is relevant to the organizational goals (Campbell et al., 1993), while the outcome aspect refers to the consequence and results of the individual's behaviour and can be influenced by environmental factors.

Okorie (2015) observes that job performance could be viewed in three dimensions which include; a function of outcomes, behaviour and personal traits. The parameters for measuring the job performance of any personnel include the quality, quantity, creativity, speed, accuracy, skills and innovations exhibited by the personnel in the discharge of his or her duties to enhance productivity. Allison (2021) also affirms some indicators used to measure job performance like quality of work, quantity, timeliness, cost-effectiveness, creativity, innovativeness, adherence topolicy, personal appearance, and management by objectives are the keys that guard staff in their official duty. Ajayi, Ahmed, Olakunle, &Ojelade, (2018) also assert that the success of any organization depends largely on the productivity of the employees or personnel. More so, the "performance of employees is vital, not only for the organization's growth but also for the growth of individual employees" (Eze, 2009).

2.3 Information Communication Technology (ICT)

ICT stands for Information and communication technology. It refers to technologies that provide access to information through telecommunication. UNESCO sees ICT as a "scientific, technological and engineering discipline and management technique used in handling information, its application and association with social, economic and cultural matters".

European Commission (EC) state the importance of ICTs in any nation of the world. What makes the world the global village is not the map or geography, but ICT, which has made it possible for individuals, and groups of individuals to access the world in the comfort of their zone, through internet connectivity. Many countries around the world have established organizations for the promotion of ICTs because it is feared that unless less technologically advanced areas have a chance to catch up, the increasing technological advances in developed nations will only serve to exacerbate the already-existing economic gap between technological "have" and "have not" areas. Internationally, the United Nations actively promotes ICTs for Development (ICT4D) as a means of bridging the digital divide. Ekwelem (2019) describes ICT as the "technologies that allow human society to manipulate them to create, collect, process, store, and disseminate information and data for different purposes". Osuchukwu,

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Obuezie&Ogwuche (2017) affirm that ICT is a popular technological tool used by people in many fields including the educational sector all over the world.

2.4 The Use of ICTs for Job Performance in Nigeria University

The goals of university education among other levels of education in Nigeria remain the same, despite its classification into private or public universities. This is not farfetched from the fact that they are being regulated by one national body called the National University Commission (NUC). Even though one of the goals of FRN's (2004) National Policy on Education explicitly states that university education should "intensify and diversify its programme for the development of a high level of manpower within the context of national needs. Though, this goal of producing a high level of manpower for the development and sustainability of the nation, requires competent personnel with the use of modern tools in carrying out their duties.

University is seen as a universal city where societies thrive through innovative teaching, research and community service, especially in this era of ICT where the whole world has become a global village through internet and online transactions (Odewale, Etebom& Edema, 2022). The staff and personnel in the university setting must be well equipped to achieve this goal of producing high-level manpower, through the appropriate and adequate training, education, and development in discharging their duties. The use and application of ICT in the day-to-day activities of an individual, organization and institution is devising tasks and work to be easier and more efficient than what it used to be because the adoption of ICTs in performing organizational tasks is becoming more widely acceptable globally. The study of Olayemi, Umar, Yemi-Peters, Sakari&Haliru (2017) on the application of ICT for service delivery in the university setting reveals that demand for service delivery in Nigeria universities cannot be met with current traditional/manual methods or structures of delivering services in this era of globalization.

The evolution of adopting the new skills of computer-based digital technology in cooperate governance has substantially modified the administrative activities of the university education towards adopting technology tools for efficient service delivery. ICT have transposed the methods and procedures of doing office work by the secretariat staff. (Margaret MoronkeDosunmu*et.a. l,* 2018; Kayode, 2016**).**ICT has the potential of bringing about dramatic changes that would revamp or transform the office work environment which would engender a positive impact on individual staff performance and increase organizational output at large.

Personnel management in Nigeria Universities is a system or set of procedures designed to manage the university system in a predictable way to achieve organizational goals, this system includes planning, leadership, job and organization design, staffing, performance, appraisal, training and development, compensation and reward, collective bargaining and organization development. These processes and systems become more efficient with the appropriate application of IT in various units or segments of the university. Ilesanmi et al (2015) describe that the most vital process is the planning process where an organization's human needs are assessed in the light of organizational goals and plans to ensure that a competent workforce is employed. The main purpose of having a personnel management plan in the university is to have

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an accurate estimate of the number of employees required, with matching skill requirements to meet organizational objectives. Ilesanmi et al (2015) further assert that personnel management planning is highly important in the process of recruiting sufficient and suitable staff, retaining such staff, ensuring optimal utilization of the staff, improving the capacity and performance of the staff, and even disengaging the staff when due.

ICTs play a significant role in achieving the stated above function of Personnel Management, the recruitment exercise in the university system can be enhanced with the use of ICTs, in terms of movement from the traditional way of recruiting to the digital means which is more efficient. Moreover, the management of the recruited staff can be more efficient and effective by adopting appropriate ICTs. The optimum utilization and improving capacity and performance of staff in Nigerian universities can also be achieved expediently with the proper adoption of ICTs. the relationship between the staff and the student can also be cordial and more effective with the adoption of tech-savvy adequately.

In line with thought, Das (2019) affirms that ICT "has revolutionized the educational sector with an emphasis on improved methods and efficiency in the management of the educational sector", while Bradi et al (2008) believe in the same vein that "obtaining high efficiency and effectiveness in organizations like higher institutions requires investment in major technology components such as computers, internet, etc". ICTs are expedient for most of the office duties, the use of files, shelves, pigeonholes etc, The world is undergoing technical changes towards technological equipment that is more efficient and effective in discharging duties. Kayode (2016) opines that the use of technology like computer tools or digital equipment in the educational environment like the university has brought about prompt information, and communication among the stakeholders. Also, Odewale, Adepoju& Edema, (2022) assert that Setting up appropriate and adequate devices for ICT and technical know-how for the personnel in the university setting is the way to go in this era of global village. The study of Kayode, Irele, Agunbiade, & George (2019) on the effectiveness of ICT on the job performance of staff in Nigeria University shows that there is a need to adopt the tech-savvy system in Nigeria universities system due to the increasing nature of the population of students seeking for admission in Nigeria universities, every academic session. The study also reveals that despite the provision of computers in some faculties and departments of most Nigerian Universities, adequate and stable connectivity to the internet is still lagging. Another revelation from the study is that a lack of proper personnel training towards ICT utilization was evident, which also hurt the performance of staff.

Another challenge that is confronting the core area of the university system, which is teaching and research is the inadequate and incompetent use of ICTs for teaching and research by the tutors or lecturers. Daniel (2002); Yusuf (2005); Olulube (2006); &Akpan (2008) affirmed this in their studies that lecturers at Nigeria University perform below expectations in the ICT competency in various campuses of higher institutions in Nigeria. Meanwhile, a similar study by Akpan (2014) reveals some positive change progression in this direction, and the changes have not been adequate. For university staff to maintain their job with good outcomes and results in

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this era of globalization, the use of ICT becomes essential. Some other challenges confronting the use of ICTs for service delivery in Nigerian universities include inadequate ICT facilities, poor funding, low level of ICT compliance, poor maintenance, erratic power supply and inadequate technical/skilled staff among others.

3.0 CAMPBELL'S THEORY OF PERFORMANCE

This theory was postulated by John P. Campbell in 1990, and later in 1993, other scholars like S.H., Oppler, J.P, McCloy and C.E Sager joined him to evaluate the theory. This theory states that employee job satisfaction, intrinsic work motivation, and productivity are a function of the characteristics of a job. The theory identified task identity, task significance, skill variety, autonomy and feedback as the central characteristics of job performance. Campbell et al. (1993) also argue that three major direct determinants affect the performance of an employee in real-time: role-specific knowledge, skill, and choice behaviour regarding the direction, intensity, and duration of effort. Similarly, Campbell suggests determinant factors for the effective performance of the employee to include: declarative knowledge, procedural knowledge and skill and motivation.

Declarative knowledge is the ability to know the requirements of a given task, i.e., the facts, ideas, and principles required for a specific task. Procedural knowledge and skill know how to do it. Declarative is knowing what to do, procedural knowledge and skill is knowing how i.e., cognitive skill, interpersonal skill perceptual skill etc. The use of ICT plays a significant role in making use of these determinant factors. Meanwhile, motivation is "a combined effect from three choice behaviours—choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990). It reflects the direction, intensity, and persistence of volitional behaviours. Dalal& Hulin (2008) emphasized that the only way to discuss motivation as a direct determinant of behaviour is as one or more of these choices.Rotundo (2002) observes that the most common way of measuring the performance of workers is through supervisor or manager rating, i.e., supervisor or manager as the rater. However, there are some additional or number of corporations using 360–degree performance measurement where the performance appraisal of the employee is provided by subordinates, peers, and/or the rate him/herself. Farah. &Seo (2012) differentiates performance from effectiveness and Campbell, & Campbell (1988) also showcases the relationship between performance and productivity.

4.0 METHODOLOGY

The study adopted both primary and secondary sources of data. The primary data were sourced through the Interview method. 65 university workers were sampled for the interview from selected universities in Nigeria which cut across both public and private universities. Academic staff (25) and Non- non-academic staff (40). The non-academic staff were further divided into Senior Staff (25) and Junior Staff (15) considering all strata of hierarchy in the university. The descriptive method, through the use of secondary sources of data from content analysis of

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journals, books, and government publications on the subjects under discourse. The theoretical explanation method was also adopted as the basis of an argument for the nexus between personnel management and job performance in Nigerian universities, especially in this era of ICTs.

Characteristics	Frequency	Percentage
SEX		
Male	42	64.6
Female	23	35.4
Total	**65**	**100**
AGE		
20-30	2	3.1
31-40	7	10.8
41-50	26	40
51-60	21	32.3
61-70	9	13.8
TOTAL	**65**	**100**
CATEGORY OF RESPONDENT		
ACADEMIC STAFF	25	38.5
NON-ACADEMIC STAFF:		
SENIOR	25	38.5
JUNIOR	15	23
TOTAL	**65**	**100**
ACADEMIC QUALIFICATIONS		
PRIMARY SCHOOL CERTIFICATE	3	4.6
SECONDARY SCHOOL CERTIFICATE	6	9.2
TERTIARY EDUCATION	56	86.2
TOTAL	**65**	**100**

5.0 FINDINGS AND CONTRIBUTION TO KNOWLEDGE

Questions to interrogate the nexus between personnel management, and job performance with the use of ICT in the Nigerian university system were asked the respondents. The first interview question aimsto establish the knowledge of respondents on who is in charge of managing personnel in the university and their responsibilities. Most of the respondents 22 out of 25 Academic staff, and 32 out of 40 Non- academic staff showcase their knowledge about the

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function and responsibility of a personnel manager. This could be deduced from their assertion that:

The work of a personnel manager in the university can be seen in two different forms. The first form of personnel managers are those that manage and supervise the personnel under their units or sections from the nature of their function as the head of the units or department. They are not personnel specialist e.g. the Dean of Facultysupervises all the personnel in their various faculties, and the head of the department coordinates and assigns duties to the personnel in the department. The unit head also coordinates their various staffto achieve the goals of their unit, which cuts across all sections of the university. The second dimension is those that are employed to manage all personnel in the university. The Registry, The Directorate of Personnel, the Academic Staff Establishment (ACSE) e.t.c are directly in charge of recruitment, promotion, transfer, and other related matters concerning the administration of personnel or human resources, they are personnel specialist. It is the responsibility of this section to provide assistance and support to the rest of the university, in developing a cohesive and productive workforce, taking intocognizance the potential of ICT to increase the job performance of staff. This is in tandem with the observation of Cascio&Aguinis (2011) that personnel managers should be able to display the capacity to partner with other directors and heads of units for appropriate coordination of workers for effective productivity.

The second question seeks to establish the nexus between personnel management and job performance in Nigerianuniversities. The majority of the respondents responded to the fact that: There is a correlation between personnel management and job performance in Nigeria University because the essence of managing the personnel is to achieve the goal and this cannot be achieved without increasing the job performance of the staff. Some non-academic staff (Senior) affirm that:

The main reason for a hierarchical structure where there is an appointment or selection of the head of a faculty, department, unit or section is to coordinate and achieve the goals of where he/she is heading. Therefore, in performing that function, the ultimate aim is to increase the job performance of the workforce by providing a conducive environment for individuals and groups of individuals to thrive. This is also in agreement with the positions of Odewale et al (2020), and Allison (2021) that the cardinal objective of personnel management is to increase job performance and achieve organization goals in due time.

The third questions also seek to examine the influence of ICT on job performance in the Nigerian university. Most of the respondentsassert that the influence of ICTs on job performance is enormous. While some of the respondents also confirm that:

It is becoming out rightly impossible for most of the staff in the Nigerian university to perform their duties effectively without using one form of ICT or the other in discharging their duties. The academic staff depends largely on ICT to discharge their duties effectively, the non-academic staff cannot do much without adopting a form of ICT as well, Even the gardener or cleaner also imbibe a form of machinery tools to make their work easier.

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In the same vein, some of the respondents also affirm that; It is very difficult for most Nigerian university workers to discharge optimally without the adoption of ICT especially in a university setting where learning and research are at their peak. Any university should have a global interaction and networking and in achieving this ICT must be adequately adopted. The studies of Osuchukwu, et al (2017), Kayode, (2016), Odewale, et al (2022) and Kayode, et al attest to the fact that it is difficult for most of Nigeria university workers to discharge optimally without the adoption of ICT.

The fourth question was to investigate the adequacy of the use use of ICT in increasing job performance. The majority of the respondents opined that:

The use of ICT in the delivery of service is evolving. It's evolving in the sense that the technology of yesterday might not be fully relevant in today's scenario. Therefore, it is going to be a ruse to assert that ICT is adequately adopted in Nigerian universities. More so, most of the universities in Nigeria are thriving toward moving away from traditional means of delivering services to the adoption of new technologies to increase their job performance. Due to the changing nature of ICT, it is somehow difficult for most Nigerian university workers to discharge effectively and efficiently without having a ground idea or orientation of the latest or recent ICT.

Furthermore, some of the respondents believed that: ICT advancement has been an advantage to optimal service delivery in the Nigerian universities setting. However, due to the versatility of ICT, it poses some challenges that brought about poor job performance among Nigerian universities e.g. inadequate skills and competencies, inadequate integration, and inadequate access to latest information. Therefore, in the absence of adequate information, adequate access to network and integration, workers will find it difficult to perform their duties adequately which may lead to poor performance in the university rating.

The fifth question was to examine the effect of ICT on the promptness of communication among the stakeholders in the Nigerian university. Most of the interviewees assert that:

It is no more a fallacy that lack of information leads to deformation. There is no doubt that ICT has brought promptness to the sphere of information and communication among the university stakeholders in Nigeria. The use of ICT among stakeholders enhances effectiveness and promptness in the dissimilation of information and communication. Also, some of the respondents affirm that: ICT has brought timely access to information and communication throughout the globe, it aids in getting to know about happenings within and outside organizations, states and federations, with the use of ICT, stakeholders are not denied access to prompt information and communication because of the versatility of technology, its a platform that brought about prompt news or recent incidence concerning a particular issue to individual and stakeholders, through which information and communication can be gotten and exchanged without passing through traditional bureaucratic process.

However, most of the respondents also confirm that: as prompt as ICT enhances timely information and communication it is not effectively and efficiently put into use in Nigeria universities and this affects worker's timely response to some critical issues that need urgent

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attention because most of the Nigeria universities are not adequately equipped with ICT and personnel that are competent technologically, but rather prefer cases to pass through a normal bureaucratic routine which slow down the job performance among stakeholders. Moreover, some of the respondents also state that: Nigeria University may be lagging in the use of ICT compared to the Western world like America Asia and Europe, but they are the leading force in the use of ICT in African universities.

6.0 RECOMMENDATIONS AND CONCLUSION

There is an urgent need for all the stakeholders in the Nigerian education sector, especially the university setting to sit up for a worthy competition in ICTs with the global village for Nigerian university rating or ranking to be among committees of the nation. No doubt, that ICTs have come to stay, and the sooner the Nigerian nation adopts the potential of ICTs in a university setting, the better for the nation. Though the nation has invested much into the adoption of ICTs in a Nigerian university, much more is still expected to be done in that regard. Also, there is a need for staff and students in the Nigerian university to acquire more ICT skills to maximize the existing ICT Infrastructures. It is also essential for the staff and students to go for adequate training and retraining for the proper and up-to-date mastery of the application packages for service delivery.

The paper concluded that the increase in job performance of personnel in the Nigerian university would still be a mirage until it adequately unlocks the potentiality of ICTs.

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