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Conditions of Service and Employees' Job Performance Among Civil Servants in Bayelsa State, Nigeria

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ABSTRACT
Poor conditions of service constitute a major factor affecting employee motivation and performance in Nigerian public sector. Previous studies on motivation and performance had largely focused on financial and environmental factors with little attention on conditions of service within the work place, especially from the sociological perspective. This study examined the influence of conditions of service, measured using performance feedback, job promotion and training/development, on employee performance among civil servants in Bayelsa State, Nigeria. Theory of Planned Behaviour was used. A cross-sectional survey design was adopted. Krejcie and Morgan's (1970) formula was used to determine the sample size. A total of 393 respondents were enlisted, using the random sampling technique and questionnaire was administered. Data were analysed using percentages and Mean. 53% of the respondents were males and 42.5% had tertiary education. The study found that there is a significant relationship between employee performance and job promotion ($p<0.000$), performance feedback ($p<0.000$) and training/development ($p<0.000$) among employees of the civil service in Bayelsa State. Based on these findings, the study recommends the need for effective monitoring and re-evaluation of promotion, performance feedback and training and development of staff of the civil service to improve performance of employees in the State.
Keywords: Conditions of Service, Employees' Job Performance, Civil Servants

INTRODUCTION

Conditions of service is an essential instrument in civil service delivery because it has the potential to influence motivation and employee performance. Civil service as a system started as an important institution to interface between States and its citizens (Udoh, 2003). In recent times, many governments have noticed the essence of greater performance in civil service delivery. The governments in various parts of the world have undertaken reforms in new and better strategies on how to achieve greater performance in civil service system (Denhardt & Denhardt, 2011). This may have resulted from the general recognition that civil service plays crucial roles in the transformation of citizens and governments and nations/societies in both developed and developing countries (Coopersmith, 2017).

In Nigeria, civil service has become a significant tool for the nation's development, progress and upliftment. It has contributed to creation of employment, loyalty and efficiency among citizens (Federal Republic of Nigeria, 1997; Salau, Oludayo & Omoniyi, 2014). Beginning from the time of independence, the Nigerian civil service has been preoccupied with the formulation and implementation of policies. It is a body saddled with responsibilities of discharging governmental functions and programmes. The development programmes and government policies are also formulated and implemented by the civil service (Federal Republic of Nigeria, 2008). The successive and current civil administrations have embarked on several articulated reforms aimed at improving efficiency and effectiveness in the civil service system (Salisu, 2001).

Bayelsa State Civil Service, like its counterparts in the rest of the country, considers conditions of service, measured with employees' performance feedback, promotion, training and development, as an important component of civil service (Bayelsa State Government, 2021). The State has evolved in many ways as a motivating factor in the shaping employees' job performance occasioned, particularly, by changes in the social, economic and political environments, made possible by information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2005; Agbozo, Owusu, Hoedoafia & Atakorah, 2017; Adias & Raimi, 2018). This is because it is believed that attractive and supportive condition of service is paramount in making employees physically and emotionally fit as well as satisfying on their jobs. A conducive condition of service helps in reducing the number of absenteeism and wastage. It also helps to increase performance of employees (Boles et al, 2004; Agbozo et al, 2017).

While there are unfavorable conditions of service in civil service, a conducive conditions of service entails friendly contract of employment, timely promotion of staff, unbiased performance feedback, appropriate exposure of staff to training and development, and appropriate working environments (Murana, Salahu & Ibrahim, 2016). A favorable conditions of service is key to improving employees' motivation and performance. Many organizations have failed to achieve organizational goals due to the inherent weaknesses in conditions of service, thereby lagging in the capacity to increase productivity (Raziq & Maulabakhsh, 2015). Employees unfavorable conditions of service are likely not to stimulate the desire to work and increase performance. This is because only a friendly work environment where conditions of service are favorable, that can truly impact employees positively.

Ogunyemi, Akinlaja and Adesoye (2015) noted that a good number of employees spend more than 50 percent of their time in jobs that lack conducive conditions of service, and this affects their physical, social and mental wellbeing as well as performance. Recent research shows that negative conditions of service indicates dissatisfaction, unfriendly workplace environment, that further plays major role in the poor performance of employees (Clement-Croome & Kaluarachi, 2000; Bastida, Marimon, & Carreras, 2017; Housman, 2016). In order words, a motivated workforce creates and delivers organizational values and resources. In particular, a dynamic and progressive organization attracts and retains the right employees for the right jobs at the right time through creating and sustaining motivation in changing circumstances.

Unfortunately, Nigeria civil service and by extension Bayelsa State Civil Service has not sufficiently identified the role of a conducive conditions of service and how it can lead to an increased motivation and productivity among workers. There is therefore need to investigate the influence of conditions of service on employees' motivation and job performance in the state.

Statement of the Problem

The conditions of service are critical concerns in contemporary organizational studies. However most past studies have focused on how financial incentives influence employees' motivation and job performance, especially in Nigeria. For instance, researches conducted by Makinde (2014), Hamza (2015), Ukeka and Raimi (2016), Nwankwo (2016), and Abiodun (2018), all share common findings with regard to motivation and performance. The study by Makinde (2014), which was conducted using a group of manufacturing industries in Lagos State, Nigeria, revealed that financial incentives is a major driver of motivation and employee job performance. Similarly, Hamza's (2015), study also proved that increase in salaries provided the necessary incentives for workers' motivation as well as job performance in three local government areas located in Jos town. In addition, Nwankwo's (2016), examined the influence of additional monetary incentives on the motivation of staff in selected civil servants in Imo State. His study revealed that public servants are more motivated and/or perform at their optimal best performance when additional financial incentives are provided for them outside of their salaries. This shows that increase in the financial benefits of the staff also has proportionate increase on their level of motivation and job performance. Finally, Abiodun (2018) conducted a study on selected universities in Nigeria showing that lecturers are unmotivated largely due to poor remuneration. It is clear in the context of these studies and their findings that motivation and increased job performance is purely economic driven creating the impression that money is the major driver of motivation and by extension productivity in organizations.

Objectives of Study

i. Determine if promotion is related to staff job performance among civil servants in Bayelsa State.
ii. Examine whether staff development contributes to employees' job performance among civil servants in Bayelsa State.

Review of Related Literature

Okoye, Mbagwu, Moneke and Abanum (2018) defined conditions of service as overall working conditions, including the terms of contract that guide employer and employee. The definition above identified the physical and social working conditions that shape terms and conditions of job promotion, performance feedback, training and development of employees. Arum and Mirza (2008) defined conditions of service as a situation of employment that is established by law to be followed by employers and employees in the pursuit of organizational productivity and profits. Their definition included conditions of industrial relations, work harmony (Raimi & Adias, 2018) market structure and human relations. Neerputh, Leach and Hoskins (2006) described conditions of service as human centered, and added that it refers to a situation at work place that shapes job performance. They noted that conditions of service explain the factors that influence efficiency and effective service delivery.

Jain and Kaur (2014) defined conditions of service as work environment that determines the operations and performance of employees. Their definition also perceives conditions of service as a managerial tool that shapes the conduct of personnel, and further explains that condition of service plays essential role on job motivation and productivity. Abdel-Razek (2011) described conditions of service as a physical and human activity that surrounds contracted jobs. This definition indicated that conditions of service contains how employees are expected to perform their works, and the duties of employers towards employee satisfaction. Robbins and Coutler (2013) indicated that conditions of service refers to the activities that key towards the purpose of employment, goals and expected outcomes. They described conditions of service as an important tool that can be used to measure job performance and achievements.

Viswesvaran and Ones (2000) stated that conditions of service is the situation of work relations that itemized employers and employees expected conducts and requirements. They explained that conditions of service describe desirable features the job that illustrate development and career opportunity. Greenberg and Baron (2007) asserted that conditions of service explains the necessary steps that are needed to operate at workplace. The duo noted that without conditions of service the reason for job creation and employment may be difficult to define. Robbins and Coutler (2013) described that conditions of service is what determines how things are and what things are needed at employment. Their explanation was that conditions of service indicated employee's retention and exit. They also opined that employees are usually comfortable with good place of work that has friendly environment and working conditions.

Mosaybian and Jafari (2014) described conditions of service as job security and bond that predicts job feedback, promotion and staff development. They added that where the conditions of service are friendly, employees give their best. Ndunuju (2009) asserted that conditions of service defines accepted behaviors, discipline measures and productivity at work. His definition describes conditions of service as an essential element in orientation of staff of any organizations. Dizgah, Chegini and Bisokhan (2012) explained that conditions of service indicate the determinants of successes and profitability in organizations. They described conditions of service as influencer of development and job adjustment. Dizgah's et al. (2012) definition reveals that adjudication would be difficult to attain in places of work where conditions of service is lacking. Abdel-Razek (2011) defined conditions of service as the mouthpiece of development and productivity in organizations. His definition explained that conditions of service could be favorable or unfavorable and strongly influences employees' productivity because it also serves as a motivation to employees.

Akpan (2013) described conditions of service as an object of determination for employees' feelings and actions during employment. It explained the desirable features of job such as employment opportunities, promotion, performance feedback and security of jobs/contracts. Khan et al. (2012) described conditions

of service as an active net of employment that influences job performance and security. They explained that condition of service covers working environment and the situation of employment, including staff commitment and employer-employee relations. Kirnizi and Deniz (2009) stated that conditions of service guide the conduct of employment and indicates terms and conditions that surround employment or appointment of staff and the activities/responsibilities of management and employers. They maintained that conditions of service represent a tool for staff productivity and comfort. Kirnizi and Deniz's (2009) further described conditions of service as those things which makes staff comfortable at the workplace; appropriately disposed workforce are more likely to be motivated to perform better than others.

Geddes and Skickney (2011) described conditions of service as a machine that corrects inappropriate behaviour at work. It draws attention of employees and employers to agreement of contract and indicates the need to maintain conducive environment at service to promote services and productivity. King and Wilcox (2003) perceived conditions of service as rules and regulations that guide human conducts in employment. The authors explained that conditions of service contain the expectations of employers and employees and period of promotion, feedback, training and development to maintain the vision of the organization, keying towards achieving developmental progress at work.

Ferguson (2010) defined conditions of service as a tool that shapes attitudes and behaviour at work. It serves a purpose for both employers and employees and determine the nature of job and expectations from contracted members on aspect of job security, promotion, discipline, performance feedback and training/development strategies. Mallaia and Yadapadithya (2004) described conditions of service as impressive motivator that shapes employment and brings positive change and development to organizations when well managed. They explained that conditions of service include physical working condition, commitment, promotion and feedback strategies in their discussion. Ebura and Coker (2012) defined conditions of service as an influencer of actions at the workplace. Their definition maintains that condition of service provides a channel for self-discipline and direction at work. Ebura and Coker (2012) noted that conditions of service serves as a dependent tool for job productivity and performance, directing both employers and employees the steps towards achieving goals.

Geddes and Skickney (2011) defined conditions of service as a guide against diversion and distraction at work and indicated that it is the likely reason for an employer to continue keeping an employee as well as employee to continue staying at the place of work. Ferguson (2010) described conditions of service as an element that directs the expectation of contracted partners, their feelings and performance. It serves as a motivational technique towards achieving expected goals in employment contracts. Isrealstam (2011) described conditions of service as an element that can lead to acceptable and unacceptable behaviours as well as performance at the place of work because it states clearly the norms and directions of employment.

Theoretical Framework

Theory of Planned Behaviour

The Theory of Planned Behaviour is the second perspective adopted for this study. It covers the weaknesses of the first approach. The theory was developed by Adzen in 1991. It is a descendant of the theory of reason action after much debate that human behaviour is subjective, and cannot be 100% accurate for scientific prediction as holds by the theory of reason action due to human changing nature. This explains why the Theory of Planned Behaviour is tagged 'perceived behaviour'.

The Theory of Planned Behaviour opined that intentions are the major determinants of actions in people, including employees at work. The theory stated that intentions are shaped by three factors: (a) personal attitudes towards the behavior (b) subjective norms, and (c) perceived behavioural control (Adzen, 1991). The personal attitude towards behaviour refers to positive or negative values which an individual place on a particular behaviour that is required and the perceived consequences for carrying out such behaviour. In the case of this study, this refers to personal attitude towards job performance and the perceived consequences for an employee to increase or decrease job performance. The implication is that an employee with positive attitude towards job performance is more likely to increase his/her performance

because such an employee has personal perceived positive consequences for such action which may not be determined by immediate rewards but by future favorable feedback, promotion, training and development opportunities.

The subjective norms refer to the normative expectation of other people and society in general. It includes the pressure form cultural norms, rules and regulations and group influence. The pressure for societal norms and social groups encourage or discourage one from performing a given behaviour. The theory explains that some employees carryout actions because of the ethics and code of conducts that prompt them to do so. In other words, if they are not compelled by the ethical guidelines or rules and regulations of civil service commission, they will not be ready to carry out such actions. This means that civil service code of conducts and rules and regulations could prevent or make an employee to perform required responsibilities, even when it is against their personal wishes.

The perceived behavioral control refers to the belief that that an individual has the necessary resources and capacity to carry out an expected behaviour. The theory explains that when an employee believes that he or she has the needed capacity, resources and conducive environment to perform a given task, such an employee is more likely to execute the task than an employee whose capacity to perform such task is beyond his or her control.

The application of the theory to this study is that the combination of personal attitudes, subjective norms, and perceived behavioural control are factors that determine positive or negative employee performance. It demonstrates that an employee that has perceived positive attitude towards work, favourable normative factors and behavioural control towards desirable behaviour (job performance) is more likely to achieve higher job performance than others with negative attitudes, unfavourable norms and non-controllable behaviour towards desirable actions. By implication, the theory is of the opinion that appropriate condition of services which include timely performance feedback, promotion, training and development are needed to increase employee performance.

METHODOLOGY

The study adopted a correlational survey design because it measures relationship between two variables to establish a statistically corresponding relationship between them. The target population for the study was employees of Bayelsa state's civil service. The total population of employees of the 26 ministries in Bayelsa State was 28,000. This included both male and female workers, aged 18 years and above, out of which five (5) ministries were systematically sampled, beginning with the use of simple random sampling for the selection of the first element. A total of 395 copies of questionnaire were proportionally administered to respondents across the five ministries selected. However, 393 copies were returned and found valid for analysis, given a returned rate of 99.5%, and 8.3% sample size representation of the study population (393/4792*100 = 8.3%).

RESULTS

Table 1. Mean distribution of respondents by employee's feedback

Variables	Mean	Std. deviation	T-test	Research decision
Frequency of feedback from supervisor/employer	1.78	0.775	45.468	Reject
Status of performance feedback	1.73	0.741	46.273	Reject
Feedback effect on career progression	2.21	0.689	63.702	Reject
Superior's judgement of assessment of feedback	1.95	0.665	58.286	Reject
Ever gotten reward for positive feedback	1.98	0.749	52.405	Reject
Ever been denied promotion for negative feedback	2.10	0.733	56.898	Reject
Negative or positive feedbacks has an effect on employee's performance	1.40	0.675	41.135	Reject

Table 1 above shows the mean distribution of respondents' on employees' feedback. Looking at whether negative or positive feedback has an effect on employee performance, the mean is 1.41. This result reveals that the mean for feedback whether negative or positive on employee performance was rejected as it falls below the research decision. The mean of the frequency of feedback from the supervisor/employer is 1.78, while the mean on status of performance feedback is 1.73. This result suggests that the frequency of feedback from supervisor and status of performance feedback do not fall within the acceptable scale of research decision. In other words, there is a poor frequency of performance feedback as well as status of performance on employee.

On the feedback effects on career progression the mean is 2.21, whereas that of supervisor judgment of assessment of feedback is 1.95. This result shows that the effect of feedback on career progression and supervisors judgment of assessment of feedback has a mean less than 2.50 which falls below the research decision. This therefore means that career feedback has poor effect on employee progression and supervisor's judgment of assessment of employee is not good. Furthermore, in analysing whether employee have been rewarded for feedback the mean is 1.8, and whether employee has been denied promotion for negative feedback the mean is 2.10. This shows that the mean for employee reward for feedback whether positive was rejected because it falls below the research decision. Also that of employee promotion being denied as a result of negative feedback was also rejected because it is below the research decision. This therefore implies that whether or not employee has been rewarded for positive feedback has little or no effect on their productivity and been denied promotion for negative feedback has a weak effect on employee performance.

Influence of promotion on employee job performance

While it is evident that promotion has a positive effect on employee job performance, Table 2 shows respondent's view on promotion in the civil service. From the table the mean for the effects of promotion on employee job performance is 1.78 which falls below the research decision. This therefore means that the effect of promotion on employee job performance is weak. Also looking at whether or not delayed promotion can demoralize employees, the mean shows to be 1.73 which is below the research objectives, thereby implying that delayed promotion can cause little demoralization on employee. As well, it was further revealed that promotion with higher pay and more responsibility because no enhancement of employee job performance as it has a mean of 2.21 which is lower than the accepted research decision.

Tale 2. Mean distribution of respondents' promotion by employee performance

Variables	Mean	Std. deviation	t-test	Research decision
Promotion has an effect on employee job performance	1.78	0.775	45.468	Reject
Delayed promotion demoralises employee	1.73	0.741	46.273	Reject
Promotion with higher pay and more responsibility enhance job performance	2.21	0.689	63.702	Reject
Irregular and discriminatory promotion dampens employee morale	1.95	0.665	58.286	Reject
Do you think that promotion done at first appointment was on merit	1.98	0.749	52.405	Reject
Denied promotion and denied monetary implementation can be highly demotivative	2.10	0.733	56.898	Reject

Analyzing further, the result showed irregular and discriminatory promotion does not dampen employee morale. The mean for that analysis is 1.95 which is below the required research decision. When respondents were asked if they think promotion done on first appointment was on merit, it was expected that most of their answers would have been positive; but this was not the case as upon analysis, the mean shows to be 1.98, which is not in alignment with the stipulated research decision. On whether delayed promotion and monetary implementation can be highly demotivating; the result shows a mean of 2.10 which is less than the stipulated research decision. This therefore implies that delayed promotion and denied monetary implementation is not highly demotivative.

Examination of training/staff development programs on employee job performance

Staff training and development programs are expected routines in the civil service. This study explores the impact of staff training/development programs on employee job performance. In analyzing respondents' opinion on whether employee training is at the core of performance enhancement the mean gotten is 1.03 and that staff training and seminars should be done as regular as possible the mean arrived at is 1.03. Both means are below the research decision. This means that respondents do not fully agree that employee training is at the core of performance enhancement. Also, respondents do not concur to the fact that staff training and development should be done as often as possible.

Also, when asked if experienced employee should be encouraged to mentor inexperienced employees, the mean derived is 1.01 which is below the research decision and therefore implies that there is a weak agreement of the respondents to the fact that experienced employee should mentor their inexperienced counter-part. Not all respondents fully agreed to the fact that employee study leave on their area of specialization with higher pay should be encouraged. The mean was 1.02 which is lower than the accepted research decision.

The analysis for study leave qualification obtained by employee should be implemented without delay is 1.03 and was rejected by the researcher. This means that most respondents disagreed with that fact. The mean for the analysis of the fact that study leave denial and record update can be very frustrating is 1.03. This means that respondents who agreed study leave denial can be frustrating was far less than those who believe that it is not.

Table 3. Mean distribution of staff development by employee's performance

Variables	Mean	Std. deviation	t-test	Research decision
Employee training is at the core of performance enhancement	1.03	0.186	109.546	Reject
Staff training and seminar should be done as regular as possible	1.03	0.194	105.265	Reject
Experienced employee should be encouraged to mentor inexperienced employee	1.01	0.072	277.543	Reject
Employee study leave on area relating to their specialization with pay should be encouraged	1.02	0.159	125.963	Reject
Study leave qualification obtained by employee should be implemented without delay	1.03	0.187	108.560	Reject
Denial of record update or study leave can be frustrating	1.02	0.159	125.963	Reject
Employee development programs should be open to all	1.01	0.101	197.500	Reject
Employee development programs should be done as often as possible and at all grade level	1.02	0.194	104.383	Reject
Employees on regular self-development programs are more motivated than those who are not	1.03	0.229	89.404	Reject

Drawing from the information in Table 3 concerning respondents' view on the statement that staff development programs should be open to all, the mean arrived at is 1.01. This mean is not up to the required research decision. This means that respondent's agreement to the fact that development programs should be open to all is weak. Not all respondents agree that employee development programs should be done as often as possible and at all grade levels. The mean for that assertion is 1.02 and is not accepted by the researcher. Looking further at respondents' view on employees on regular programs are more motivated than those who are not. The mean for the above analysis is 1.03 and is not up to the stipulated research decision. This implies that respondents who do not agree that employees on regular self-development programs are more motivated than those who are not are greater than those who are therefore proving the statement not completely true.

CONCLUSION AND RECOMMENDATIONS

Findings from the study revealed that performance feedback has an effect on employee productivity and that those who always get feedback from their supervisor/employer (26.0%) have a tendency of producing an average level of their job obligation. Also, results from the study shows that promotion would cause an increase in employee job performance as the study revealed that employees who get regular promotions (34.9%) say that their level of productivity is average. Regarding staff training and development, about 57.0% of respondents agree that staff training and development programs would enhance employee productivity and those who have been trained (55.0%) all produce an average level of their job expectation.

The study also reveals that workers who benefit from annual promotions and step increments on paper without a commensurate monetary value in line with their status are disgruntled and are largely unhappy

in the performance of their duties. The study recommends therefore that step increments and promotions are implemented with commensurate monetary values without delay

Lastly, and has been revealed from the study, engaging staff on development programs would enhance their level of productivity, it is recommended that staff training be done three or more times in a year for all staff categories.

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