



## Influence of Work Place Decision on Job Performance among NTA Staff in South-East Zone of Nigeria

Sunday Ahaiwe Chimezie<sup>1\*</sup>, Julius Okechukwu Onwuka<sup>2</sup>, and Evaristus Osita Oti<sup>2</sup>

<sup>1</sup>Department of Sociology, Abia State University, Uturu, Abia State, Nigeria.

<sup>2</sup>Department of Sociology, Abia State University, Uturu, Abia State, Nigeria.

Corresponding author: [c.ahaiwe1@gmail.com](mailto:c.ahaiwe1@gmail.com)

### ABSTRACT

This study is concerned with the Influence of work place decision on job performance among NTA staff in south-east zone of Nigeria. The two-factor theory of motivation propounded by Fredrick Herzberg was utilized to uncover how motivational attributes like collective participation in decision making and various benefits and incentives required by the workers, affect their job performance. The multi-stage sampling technique was used in selecting 280 personnel of NTA serving as the sample for the quantitative component, while 12 Management and Union (RATTAWU) staff serve as the sample for the qualitative study. Results of the tested hypothesis shows that there is a significant relationship between the influence of NTA staff exercise on organizational decisions and their job performance at  $p > .000$ . This means that carrying the NTA staff along in the organizational decisions determine how well they perform in the organization and this was also corroborated by responses from qualitative data. Among other things, it was recommended that staff of the NTA should be encouraged to participate in decision making and likewise resolve matters in their department, as this advances their job performance.

**Keywords:** Alienation, workplace decision, job performance, NTA

### Article information

Received 28 July 2024;

Accepted 17 August 2024;

Published 21 August 2024

DOI: <https://doi.org/10.26765/DRJMSS17375632>

Citation: Chimezie, S. A., Onwuka, J. O., and Oti, E. O. (2024). Influence of Work Place Decision on Job Performance among NTA Staff in South-East Zone of Nigeria. *Direct Research Journal of Management and Strategic Studies*. Vol. 5(2), Pp. 98-102.. This article is published under the terms of the Creative Commons Attribution License 4.0.

### INTRODUCTION

It is a truism that employees constitute the bedrock of any organization. When a workforce is given a sense of belonging to participate in the making of decisions, performance will naturally appreciate. The success or failure of any organization is therefore tied to its ability to maximize human resources which are relevant to its needs (Onwuka, 2006; Udeh, Okoli & Teidi, 2020). Hence, it is only wise and logical that management must put in efforts to keep workers in a fulfilling work environment by creating a conducive atmosphere. It also follows logically that, factors predisposing workers to dissonant feelings and

cynicism towards the organization should as much as possible be avoided or eliminated since this will ultimately lead to poor job performance. One of the numerous factors that have the capacity to mar the efforts of an organization toward attaining success and delivering on its goals as mentioned earlier is alienation occasioned by the inability of employees to partake in workplace decisions. Alienation is a state in which a worker, for some reasons, despairs into a feeling of loss of meaning, identity and belongingness in his work as a result of him not seeing the impact or presence of his personal contribution in the

product of his effort or contribution in the work. The term alienation was coined by Karl Marx (1818 – 1883) and other behavioral scientists to describe a condition in which man becomes alien (stranger) to himself and in his work condition. In all of it, however, if workers are alienated, it means they will be dissatisfied with work and will need to be compelled to discharge their normal responsibility at work. Being compelled to work would rather be counterproductive as the willingness and commitment to work will not be there and this may lead to poor performance. Job performance means how well or how badly something is done, the act or process of carrying out a task or an action. Udeh, *et al* (2020) note that performance represents the values derivable from employee’s input. Performance at work is the sum total of a worker’s execution of assigned task. Performance does not have to be directly observable actions of an individual. It consists of mental productions such as decisions. This means that performance needs to be under their individual’s control regardless of whether its interest is mental or behavioral.

Clearly, alienation and satisfactory job performance are mutually exclusive and organizations ought always to be guided by this reality for success. It follows that, for public organizations such as the Nigerian Television Authority (NTA) to achieve its objectives, it must forestall every tendency of staff alienation by considering the importance of staff influence in workplace decision making a strategy to boost workers morale.

**Theoretical framework**

This study adopts the two-factor theory of motivation propounded by (Herzberg, 1966). Also called motivation maintenance or satisfaction esteem theory, it maintains that there are motivation indicators like promotion, training, participation in decision making and various benefits and incentives required by the worker to achieve the level of performance needed. While they are not directly involved in motivating employees, the proper hygiene factors are necessary to satisfy lower-level needs thereby ensuring minimal employee performance. Arising from this is the concept of designing work so that both the hygiene and motivational factors are met. Herzberg’s contention is that the hygiene factors are met by the organization primarily from the actual job assigned the individual. The needs for recognition, achievement and growth can be attained by giving the worker a challenging and interesting task to do. Therefore, to function optimally, employees of agencies such as NTA must consider needs of employees, including the involvement of staff indecision making.

**METHODOLOGY**

This survey was conducted among staff of the Nigerian

Television Authority in the five south-east states of Abia, Anambra, Ebonyi, Enugu and Imo states. Each state has an NTA station. However, Abia State has two stations located in Aba and Umuahia. This brings to a total of six NTA stations in the South East. The population of this study is made up of all the 376 members of staff of NTA in the five states of the South East zone of Nigeria (Table 1). The sample size of this study was statistically determined, using the Yamane (1967) formula as follows:

**Table 1:** Population of the Study by Department and Location of Staff.

Division	Umuahia	Owerri	Enugu	Abakaliki	Awka	Aba	Total
Administration	5	15	16	16	11	6	69
Engineering	7	8	19	18	8	8	68
Finance	4	7	7	6	5	6	35
Marketing	6	9	9	8	6	6	44
News	6	17	17	12	13	6	71
Programmes	8	16	17	24	13	11	89
Total	36	72	85	84	56	43	376

Source: Field Survey, June 2024

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size.

N = Population of study

1 = Unity of constant (1)

e = Error margin (It could be 0.10 down to 0.01, but in this study, 0.03 will be used)

Applying the formula,

$$n = \frac{376}{1+376(0.03)^2}$$

$$n = \frac{376}{1+376(0.0009)}$$

$$n = \frac{376}{1+0.3384}$$

$$n = \frac{376}{1.3384}$$

$$n = 28093$$

$$n = 281$$

For the qualitative responses, in depth interviews were conducted using the 6 general managers of the stations, as well as the 6 union (Radio Television Theatre and Arts Workers Union, RATTAWU) leaders of the stations. Therefore, the total sample size for this study is 293 (Table 2).

**Test of Hypothesis**

Ho: There is no significant relationship between the amount of influence NTA staff exercise on organizational decisions and their job performance.

**Table 2:** Sample Size of the Study.

Station	No. of employees	Sample
Umuahia	36	27
Owerri	72	54
Enugu	85	63
Abakaliki	84	63
Awka	56	42
Aba	43	32
Total	376	281

Source: Field Survey, June 2024

H1: There is a significant relationship between the amount of influence NTA staff exercise on organizational decisions and their job performance. Chi square test was run to test the relationship between the amount of influence NTA staff exercise on organizational decisions and their job performance (Table 3). The result of the test shows that there is a significant relationship between the amount of influence NTA staff exercise on organizational decisions and their job performance at  $p > .000$ . This means that carrying the NTA staff along in the organization decision determines how well they perform in the organization. This implies that giving the staff notable opportunities in the decision-making of the NTA as an organization, could be a strategy in the enhancement of the staff job performance. Thus, H1 is accepted and  $H_0$  is rejected.

## RESULTS AND DISCUSSION

### Presentation of Quantitative Data

A total of 281 copies of the questionnaire was distributed. However, 280 (99.64%) was returned. The returned questionnaires comprise 118 (42.14%) males, and 162 (57.86%) females. Data also shows that 47(16.79%) of the respondents are junior staff, 22(7.86%) are intermediate level staff and 211(75.36%) senior staff, this points to the fact that majority of the respondents are senior staff. It was also revealed that majority of the respondents fall within the age brackets of 30-49 years, representing 86.43%. Forty-four (15.71%) respondents in the sample are single, majority 232 representing 82.86% are married, one (1) respondent (0.36%) is divorced while 3(1.07%) are widowed. This shows that majority (232) are married. Respondents with first degree/HND, representing 194 (69.29%) dominate the sample size, 34 (12.14%) has advanced level GCE/ordinary diploma or NCE, and those with WASC or GCE O' level are 26(9.29%). Master's Degree holders and above are 21(7.50%), and only 5 respondents (1.78%) are working with first school leaving certificate (FSLC). This shows that majority of the respondents have first degree and HND. As per the years in service, 37 (13.21%), data shows that majority of respondents have been in the employment of NTA for less than 10 years, 187 (66.79%) have served for between 10

and 19 years. Those who have been in employment for between 20 to 29 years, as well as 30 years and above are 52 (18.57%) and 4(1.43%) respectively. This means that majority of the respondents, 239 (85.36%), have worked in NTA for between 10-29 years.

Table 4 contains four questionnaire items that will enable the researcher determine whether staff of NTA feel powerless as a result of participation in workplace decision making. Item 1 shows the responses of the workers as to whether they are consulted before decisions are taken on matters concerning their work. The data show that 40 of the respondents strongly agree with the statement, 151 agree, 80 disagree, while 9 strongly disagree. The weighted responses are shown on the (table 4). This yields a total score of 782 and a mean score of 2.79, meaning that the respondents are usually consulted in decision making concerning their work.

Item 2 presents the data in respect of whether respondents are involved in resolving matters in their various departments to which 61 strongly agree that they are usually involved, those who agree are 178, while 41 disagree. None of them strongly disagrees. This yields a total weighted score of 860 and a mean score of 3.07, meaning that the respondents are usually involved in resolving matters in their departments.

In respect of whether the respondents are in charge of their job responsibilities, responses to item 3 on the table show that 27 persons strongly disagree, 132 agree, 113 disagree while 8 strongly disagree. The total weighted score of the responses is 738 with a mean score of 2.64.

This means that the respondents feel they are in charge of their job responsibilities.

Item 4 presents responses as to whether staff personal initiatives are respected, where required, in carrying out their duties. Those who strongly agree are 65 respondents, while 186 of them agree, 24 disagree and 5 people strongly disagree. This gives a total weighted score of 871 and a mean score of 3.11, meaning that the workers are allowed by their employers, when necessary, to exercise their personal initiatives in carrying out their job responsibilities.

Affirmatively, with a group mean of 2.90, we conclude that non-participation in decision making, as an indicator of alienation, is not experienced by NTA staff in the South-East zone.

### Presentation and Analysis of Qualitative Data (Key Persons Interview)

On staff participation in decision making, the interviewees were asked: "would you say that the staff of this station are granted the opportunity to influence decisions and their implementation concerning their work when necessary"? Majority of the interviewees responded that there are work schedules every staff who are expected to bring their initiatives to bear on their job. There is consensus among

**Table 3:** Cross tabulation between NTA staff participation in organizational decisions and job performance.

Job performance	Participation in Decision-making				Total	$\chi^2$
	SA	A	D	SD		
SA	0	70	0	0	70	$\chi^2 = 38.587$ (N = 280), df = 1, P = .000
A	41	80	60	5	186	
D	0	0	17	0	17	
SD	0	0	3	4	7	
	41	150	80	9	280	

Source: field work, June 2024

**Table 4:** Responses on whether NTA staff participate in workplace decision making

S/N	Item Caption	SA (4)	A (3)	D (2)	SD(1)	No of Resp.	Total Score	Mean Score
1	I am usually consulted before decisions on matters affecting my work are taken	40(160)	151(453)	80(160)	9(9)	280	782	2.79
2	I am usually involved in resolving matters in my department	61(244)	178(534)	41(82)	-	280	860	3.07
3	With respect to my job responsibilities in NTA, I am the one in-charge	27(108)	132(396)	113(226)	8(8)	280	738	2.64
4	My employer allows me to exercise personal initiative where required in carrying out some duties	65(260)	186(558)	24(48)	5(5)	280	871	3.11

Group Mean: 2.90 Source: Field Survey, June 2024

them in their responses that only management staff in a department can influence or change decisions especially on matters of weighty importance. Operations and other cadre of staff must respect the reporting lines of the organization at all levels and when necessary. According to a marketing manager (Male) who stood in for the general manager in Aba:

The issue of influencing decisions by a staff while on duty is not allowed. There is a structure and you must respect the structure. I am in marketing and must adhere strictly to the rules guiding my job description and if there is anything in the contrary requiring my action, I must seek advice and permission from my boss. That is how we are structured here.

The secretary of the union (RATTAWU) who stood in for the president of Aba station said that NTA nationwide has a hierarchy of authority, and that decisions flow from up to down. He said: "There is a hierarchy of decision flow in NTA nationwide. In all our stations, the general manager is the chief executive officer and is the one that takes ultimate decision on issues that require a change in decisions."

It is gathered from all the interviewees that the hierarchy of authority in NTA is strictly followed by staff in the discharge of their duties. The status of a staff, according to the secretary of the union, Aba station, determines how easier or quicker it is to reach the general manager for a concession to be made on a laid-down decision. In this regard, he added:

For instance, in marketing, we have the marketing officer, principal marketing officer, assistant manager. If a decision that has to do with the job needs to be taken, it will be easier to get the attention of the general manager (GM) of the station for such decision, if the staff involved is

the marketing manager rather than a mere officer. Asked what happens if, due to the red-tape bureaucracy, an opportunity is lost, he merely said, "that is the rule of the game, for it is better to err on the part of caution". Interestingly the findings of the qualitative study are not in consonance with the quantitative on powerlessness. Whereas the respondents in the quantitative study, with a group mean of 2.95, agree that they are given opportunity to take decisions in their work, the interviewees are saying a different thing.

The interviewees also emphasized that only management staff in a department, and the general manager in a station, can influence or change decisions especially on matters of weighty importance. Operations and other cadre of staff must respect the reporting lines of the organization at all levels. This corroborates the position of Saka and Haruna (2013) who say that job performance is the ability to carry out statutory functions which are based on the field of specialization or areas of development, as well as an organization objective. This further gives credence to the view of Henslin (2008) who talks about the alienated bureaucrat and says that the alienated worker does not take initiative, will not do anything for the organization beyond what is absolutely required, implying that decisions are not that flexible with members of staff in NTA.

### Recommendations

Based on the disparities arising from responses of the qualitative and quantitative data, this study recommends that:

- (a) Staff of the NTA should be encouraged to

participate in decision making as a motivation to boost their morale and hard work and improve on their performance.

(b) Staff should be encouraged to resolve matters in their departments, this will engender a sense of comradeship and commitment to work.

(c) Management should support employees by encouraging them to exercise personal initiatives when carrying out some duties.

## REFERENCES

- Henslin, J. (2008). *Sociology: A Down-to-Earth Approach*. Boston; Allyn & Bacon.
- Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland: World Pub. Coy.
- Marx, K. (1818 – 1883). *Capital: A Critique of Political Economy*. 1 (1). Random House.
- Onwuka, J. O. (2006). Human Resources Motivation in the National Electric Power Authority (NEPA) of Nigeria: A study of Port Harcourt zone in the *Nigerian Journal of Management Research*. 1(1).
- Saka, K. A. and Haruna, I. (2013). Staff development as a motivating factor in job performance of staff in selected branch libraries of Ramat library, university of Maiduguri. *Journal of Information Resource Management*. 1 (1); 32-42.
- Udeh, P.C., Okoli, U, and Teidi, E. (2020). The Effect of In-Service Training on the Performance of Categories of Selected Bank Staff in Imo State, Nigeria. *Direct Research Journal of Management and Strategic Studies*. 1(1), 1- 4, doi.org/10.26765/DRJMSS37854919.