

# DEMOGRAPHIC CORRELATES OF EMPLOYEES' JOB PERFORMANCE BEHAVIOUR IN KOGI STATE.

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## **Abstract**

This investigation revealed the extent to which employees' job performance is affected by demographic factors e. g. age, sex and years of working experience in Kogi State. The study revolved around four business units in the state viz: National Iron Ore Mining Project, Itakpe; Ajaokuta Steel Company Ltd., Ajaokuta; Union Bank PLC, Lokoja; and Bank of the North PLC, Okene. The sample for this investigation was made up of 205 staff randomly drawn from these four companies. At the 5% significance level, one major hypothesis was tested. The findings clearly indicate that demographic attributes such as age, years of working experience and sex did not significantly affect employee's job performance.

## **Introduction**

In any organization or business unit, theories of motivation have impact on job performance. The latter is influenced by many variables. Differences in the level of performance reveal differences in abilities or skills of workers or employees. Perhaps differences in the level of individual performance in an organization, doing the same job indicate differences in the levels of motivation. This implies that people differ in the extent to which they are prepared to direct their energies towards the achievement of organizational goals or objectives. The fact remains that individuals differ from one another in the way they perceive what is going on around them. Each person is guided and restricted by the way he or she perceives his or her surrounding. With regard to needs individuals also differ from one person to another. Sometimes individuals may seem similar in various respects, yet the intensity of the desire or wanting will very much vary from one individual to another. Persons in organizations or business units have different kinds and levels of needs and the level to which such needs are recognized and achieved will ultimately determine the productive capacity of an employee (Sutemaster, 1976).

With reference to Vroom (1978) the performance of a worker on a job is perceived as being influenced by two distinct variables. Firstly: the ability or skill of the individual to perform the job. Secondly: there is the motivation to use his ability or skill in the actual performance of the job. Therefore, performance indicates the product of the two factors: namely: ability and motivation. This opinion is also buttressed by Galbraith and Cummings (1976) in their investigations on the relationship among performance, ability and motivation.

McGregor (1967) equally demonstrated that the performance of a person at work in a business unit or organization, is influenced by certain attributes of the individual, among which are his knowledge, motivation, skills, attributes, and certain aspects of the environment including the nature of his job; reward system and the leadership that is in place. Blumberg and Pringle (1982) also demonstrated that people will usually increase their performance when supervisors provide clearly defined, task-oriented goals, (or objectives) that are moderately difficult to achieve.

But Hackman and Odman (1980) believe that one way to improve performance is to provide workers enriched jobs (i.e. job enrichment) with more autonomy, challenges, and responsibilities.

In this backdrop, the writer wishes to demonstrate the extent to which sex, years of working experience and age influenced employees' job performance in Kogi State.

## **Statement Of The Problem:**

For quite sometime, writers have investigated employees' job performance on their jobs. However a good number of these studies have not been conclusive.

Many studies on job performance viz McGregor (1961), Vroom (1978), Hackman and Odman (1980), Blumberg and Pringle (1982) and Sutemaster (1976) clearly demonstrated that factors such as skill, knowledge, motivation, attitudes, autonomy, recognition, challenges, responsibility, supervision, environmental variables have impact on employees job performance.

This study therefore focuses on the extent to which age, sex and years of working and experience affect employees' job performance in randomly chosen companies in Kogi State.

Efforts will therefore be made to provide answers to this research question:

- (a) Do demographic variables such as years of working experience, sex and age affect employees' job performance?

### **Purpose Of The Study**

The purpose of the study or investigation was to demonstrate the degree to which years of working experience, age and sex affect employees' job performance in companies or business units in Kogi State. In any business unit, workers serve as tools or instruments for achieving its objectives or goals. Therefore, the workers must be properly motivated supervised and organized in order to derive the best results from them. The issue of age, years of experience and sex as yardsticks for employees' job performance should be discouraged.

Finally, it is hoped that the study would explain why demographic variables of experience, sex and age are not the major functions of determinants of employees' job performance particularly in administrative jobs.

### **Significance Of The Study**

This investigation demonstrates the extent to which age, sex and years of experience affect administrative job performance in companies or business units in Kogi State.

The findings of the study would serve as available and necessary information for management with regard to the use of human and material resources, criteria for allocating these resources, planning, recruitment, selection, induction, orientation, training, development, performance appraisal, transfer, promotion, demotion, and thus improve the level of overall job performance in companies or business units.

### **Methodology**

This investigation is a survey. It made use of the questionnaire data collection technique. The subjects for the study were randomly chosen from staff of four companies in Kogi State. The writer constructed "scale respond mode" type of questionnaire based on a 4 - point Likert scale which contained 18 items.

In order to know the extent to which demographic variables such as sex, age and years of experience affect employees' job performance, data were coded and then scored. The response rate was 90 per cent.

### **Presentation Of Results**

The results of the study are presented under the following captions which correspond to the hypothesis tested statistically.

#### **Hypothesis 1(a)**

Years of experience does not significantly affect employees' job performance.

**Table 1 Analysis Of Variance:**

Employees' job Performance as Affected by Years of Experience:

Source of Variation	Sum of Squares (SS)	df	Mean square (MS)	F	Critical F	Level of Significance
Between Groups	0.8719	2	0.4357	0.0146	19.488	NS
Within Groups	5728.1167	191	29.988			
TOTAL	5728.9886	193	29.684			

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P > 0.05

Table 1 reveals that the computed F - ratio of approximately (0.015) is less than the critical value approximately (19.49). This is significant.

It therefore means tht years of experience did not significantly affect employee's job performance: Thus he hypothesis is ACCEPTED .

**Table 2: Multiple Classification Of Employee's Job Performance By Years Of Experience:**

S/N	Variable + Category Age	N	Unadjusted Deviation	Adjusted Deviation
1	0-5	182	0.019	0.019
2	6 - 1 0	9	-0.257	-0.257
3	1 1 - 1 5 (Eta and Beta) = 0.0! Multiple R = 0.000 R <sup>2</sup> = 0.10	3	-0.257	-0.257

Table 2 shows that workers with 0 — 5 years of working experience performed best as far as employees' job performance is concerned ( with an Adjusted Mean of 0.02) while those with 6 - 1 0 years and 1 1 - 1 5 years of working experience put up the same type of performance (i.e. with same adjusted mean of approximately - 0.026). Work experience explained about 1 percent (i.e. 0.10 = R<sup>2</sup>) of the variation in employees' job performance.

**Hypothesis 1 (B):**

Age does not significantly affect employees' job performance.

**Analysis Of Variance: Employees' Job Performance As Affected By Age:**

**Table 3:**

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F	Critical F	Level of Significance
Between Groups	20.879	2	10.4388	0.3491	19.489	NS
Within Groups	5708.1118	191	29.8849			
Total	5708.9908	193	29.684			

P > 0.05

From table 3 it can be observed that the computed F - ratio is 0.349 which is less than the critical F - value (19.49 approx.) This is not significant.

It therefore means that age does not significantly affect employees' job performance. The hypothesis is therefore ACCEPTED.

**Table 4: Multiple Classification Analysis Of Employees' Job Performance By Age:**

**Grand Mean = 34.927**

S/N	Variable + Category Age	N	Unadjusted	Adjusted
			Deviation	Deviation
1	20-25	93	- 0.179	-0.179
2	26-30	96	0.069	0.069
3	31 -35	5	1.869	1.869
	(Eta and Beta) = 0.06 Multiple R =0.004 R <sup>2</sup> = 0.60			

Table 4 reveals that employees' aged between (31 - 35 ) years with an Adjusted Deviation of approximately 1.87 performed best on the job. Following this in the order of merit is the age group (26 - 30) years with an adjusted mean of approximately 0.07; while employees' aged between (20 - 25) years came last with an Adjusted Mean of approximately -0.18.

This analysis shows that age explain about 0:4 per cent of variation in employee's job performance.

**Hypothesis 1 ( c ) :**

Sex does not significantly affect employees’ job performance.

**Table 5: The Difference Between Male And Female Employees’ Job Performance:**

GROUPS	N	df	X	sd	t	CRITICAL T Value	Level of sign
MALE	(N <sub>1</sub> )						
	119	192	35.37	5.561	1.45	1.96	NS
FEMALE	(N <sub>2</sub> )	192	34.23	5.229	4.45	1.96	NS
	75						

$$T = X_1 - X_2$$

$$T = X_1 - X_2$$

$$\frac{Var(1)}{N1} + \frac{Var(2)}{N2}$$

The t - statistics used was the t — test. The result obtained is shown in table above. From the table, it is revealed that the t - value was 1.43., this is less than the critical ‘Y’ value of 1.96.

This scenario demonstrates that sex did not significantly affect employees' job performance. However male employees’ job performance was slightly better than that of the females.

This result is not significant. The hypothesis is therefore ACCEPTED. Thus sex does not significantly affect employees’ job performance.

Demographic variables such as age, years of experience on the job and sex did not significantly influence employees’ job performance. None of the demographic variables investigated was found significant. This therefore shows that demographic variables such as

**Discussion And Conclusion:**

Owing to the revelation of the findings: demographic variables such as age, sex and years of experience did not significantly affect employees' work performance. It implies that these variables have no perceptible impact on employees' job performance. The study did not contradict some of the studies on employees' job performance these findings notwithstanding.

Stainton and Lees (1974) for example opined that an individual's job performance depends among other factors on: a person's ability, the quality of his tools, the quality of his materials, the nature of the work environment and job also on morale. It also depends on motivation. There is also a general belief that an individual's job performance is a function of among other variables, one's ability, his morale, his motivation, his skill and knowledge, his working environment including the infrastructure provided by the employer for job performance, the reward system and the leadership and supervision provided the employees or workers.

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