

# Workplace Humanization and Job Effectiveness of Business Education Graduates in Tertiary Institutions in Rivers State

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## Abstract

This study examined workplace humanization and job effectiveness of business education graduates in tertiary institutions in Rivers State. Two (2) objectives, research questions and null hypotheses were stated, answered, formulated and tested to guide this study. Descriptive survey design was adopted in this study and the population consists of one thousand two hundred and eighty-three business education graduates in public tertiary institutions in Rivers State and the sample size of this study was two hundred and ninety-seven respondents drawn from the population with the use of Taro Yamen formula, hence simple random sampling techniques was adopted in this study. A self-developed questionnaire titled “Workplace Humanization and Job Effectiveness of Business Education Graduates Questionnaire (WoHuJEBEGQu) was used to obtain data for this study. In addition, the said instrument employed face and content validity, which was validated by experts in the study area and a reliability index coefficient of 0.81 was obtained using test-retest method of Pearson Product Moment Correlation Coefficient (PPMC). Mean and standard deviation was used to answer and analyzed the research questions while independent t-test statistical tool was used to test the null hypotheses at 0.05 level of significance. Findings of this study revealed that job security and equity in remuneration are the variables of workplace humanization that enhances job effectiveness of business education graduates in tertiary institutions in Rivers State to a high extent. In addition, there is no significant difference in the mean responses of male and female business education graduates on extent job security and equity in remuneration enhances job effectiveness in the aforementioned institutions in Rivers State. It was therefore recommended among others that management of institutions should display equal fairness in the areas of employees’ remuneration so that there will not be room for any marginalization.

**Keywords:** Workplace Humanization, Job Effectiveness, Business Education Graduates, Tertiary Institutions in Rivers State.

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## INTRODUCTION

Workplace humanization deals with the issue of treating workers as human being with their own physical, mental and emotional consideration. It is a concept of rethinking over work schedules, procedures and culture to make them work better for the staff and organization. Humanization makes workers feel valued, and improves relationship. It focus on the importance of person, centred processes and not machine centred processes. It improves on finding ways to enhance people’s sense of being active in their organization.

Onyeukwu (2021) averred that workplace humanization is a perspective of quality of work life, it have been the concern of researchers in the African

economy. The core of the concept of humanization is the value of treating the workers as human beings and emphasizing their development and involvement in decision making in the work place. The concern of African researchers has been aroused because in Africa and particularly Nigeria, there has been no serious designed and executed study on work humanization. This is parallel to what is obtain in the developed economies like Europe, Japan, Canada, America and Australia where conferences are organized and study groups are commissioned to study how humanized the work force is and the quality of work like in these advance countries. Growing evidence shows that the organization and nature of work are key elements in determining a worker’s physical and mental health and his behavior as a citizen. Certainly, the employee should have the right

to expect a work environment that is not detrimental to his/her health and that encourages the practice of responsible citizenship. The central goal of our society, therefore should be the development of institutions of work that stimulate the creative abilities of workers: activeness, cooperativeness, interest in learning and self-development all of which will encourage positive attitudes of citizenship and spark the hope necessary to build a more just and humane society (Meyer, 2021).

Business Education programme as defined by Nwosu and Ojo (2014) is a programme of instruction that prepares the recipients with the necessary manpower skills and competencies that can enable the graduates meet the needs of societal development. The objectives of Business Education as stated by Koko (2010) are to equip the individual with relevant skills required in their occupation through training for success in teaching relevant vocation in higher institutions in Nigeria and also develop the individual for self-employment in relevant industries. For these objectives of Business Education Programme and other inherently benefits of education to be realized, there is need to ensure sustainable standards in the education system.

Education is nowhere without teachers playing a pivotal role in ensuring achievement in an educational institution (Nurharani *et al.*, 2013). The University is a place where human minds are trained and knowledge developments are facilitated. It is a community of scholars and researchers, who are keen on improving the quality of existing knowledge or recreating as well as reinterpreting existing social, cultural, economic, scientific or technological findings. The university, like any other organization relies on its employees who work to stir up the activities/affairs of the organization in order to achieve its objectives and improve organizational performance. These employees are regarded as most important and tangible assets in the organization (Onyeizugbe & Orogbu, 2015). It is a popular knowledge that no university will grow beyond the quality of human resources that constitute the teaching and nonteaching staff. This is because productivity lies within the employees' ability and commitment as well as initiatives to improve the sustainability of the organization, which are often ratified by management (Markos & Sandhya, 2010). Job effectiveness is the measurement of actual output or result against set goals. The line managers and leaders play vital roles by accommodating employees concerns so as to maintain organization performance (Kazimoto, 2016). According to Sutarto and Muhsin (2016), job effectiveness is a state in which human physical and spiritual actions are conducted in achieving results or consequences as they wish. According to Siagian (2018), finalizing the appointed timely work is the effectiveness of the work. The performance of universities in Nigeria is regulated by National Universities Commission (NUC), and this agency is saddled with the responsibilities of ensuring quality assurance of academic programs and providing

framework for ranking the performance of universities against set criteria. According to the framework for measuring the lecturers' performance, a lecturer's job effectiveness is measured based on his/her research output, supervision, quality of teaching, evaluation, community services among others.

Hale (2018) simply defined job effectiveness as "Doing meaningful work in effective and efficient ways, while Wesley (2015) sees job effectiveness as worker's outcomes in achieving the organizational objectives in which they work. Also, Nurharani *et al.*, (2013) viewed teachers' job effectiveness as how a teacher behaves in the teaching process, and it is known to be related to teachers' efficiency. Teachers' job effectiveness determines their qualities in enhancing and developing National Education growth. (Onwuachu, 2007) viewed job effectiveness as the dedicated conducts of lecturers in carrying out the official duties diligently. A highly effective business educator may be a researcher, a receiver, a creator and a distributor of knowledge (Modebelu & Kalu-Uche, 2013). Such a lecturer is a supervisor, a counselor, a facilitator, a guide, a technocrat, a motivator, a leader, a model as well as a manager. He/she ought to be pragmatic in sourcing lecture materials, updating ideas and issues, employing mutual learning techniques, encouraging participation in team work and contributing to knowledge creation.

Job security is the assurance in employee's job continuity due to the general economic conditions in the country, thus concept of job security began to gain more popularity in the recent past as a result of economic pressures on organizations. Researchers emphasized that job security has become indispensable in employee and organization preference list, particularly due to economic reasons. It is therefore, one of the most crucial and important factors among the employee preference list as well as the organization (Banjoko, 2020).

Onyeoma (2018) contended that about 75% of employees prefer to keep their jobs compared to other factors in their preference list, hence, job security has dramatically reduced due to the global economic downturn and financial crisis. In a recent survey, employees ranked job security as the greatest contributing factor to job effectiveness. When employees, do not feel secure in their job, it leads to increased stress and negative emotions, this impact their job performance negatively. Employees in organizations with high level of organizational justice are associated with high level of performance and effectiveness. Organizational justice has to do with the policies and procedures put in place to make employees feel as though they are treated fairly. Organizations demand greater dedication, energy and engagement from employees these demand can only be met when there is guaranteed security (Olike, 2010). Effort to increase perceptions of fairness may facilitate greater work engagement and effectiveness. However, Gudi and

Omeda (2022) advocated that job security involves a feeling of freedom from fear and anxiety regarding present and future employment and protection from harm in the work environment. The Quality of work life practitioners, who adopted this perspective seriously advocate for the security of the worker's health and safety at work, through improved physical conditions of the workplace. They argued that pursuing policies and adopting programmes that guarantee workers security of health, safety, income, both present and future employment enables the worker to develop his abilities, skill, and ideas in the workplace, hence, connotes a guarantee of performance to the work.

Appleby (2018) asserts that job security for the workers implies the worker's need to be free from fear and anxiety concerning his/her health and safety, income and future employment. One cannot regard work as humanized when physical conditions are dangerous or the air is polluted and when insecurity and economic want provoke fear and danger. Therefore, employees in fear of losing his/her income lacks the security necessary to develop his/her present skills and ideas. He also needs to be secure about his/her long range future. Besides social security, his/her needs protection of his retirement benefits, that is immediate vesting and/or portability so these benefits are not lost if he/she wants to change his/her job.

Omeke, Okoye and Nwala (2019) established the impact of job security on employees commitment and job satisfaction. The authors posit that there exists a significant difference between hired/contractual employees job satisfaction and buttressed that to improve business education graduate job effective performance there should be security in the employees job. Omeke *et al.*, (2019) averred that Job security is rooted in the position employees occupy in an organization, it is the assurance in employee's job continuity, hence, employees are convinced of their continuity in an organization, they become more committed, loyal to the organization and are easily motivated to put in their best. Organizations demand greater dedication, energy and engagement from employees, these demands can only be met when there is guaranteed security, hence, job security in a workplace is an important working tools.

Vinazor, Chukwu and Martins (2021) in their study of effects of job security on performance found that job security can encourage innovativeness in an organization and their study also recommended that an employee should be properly protected until his/her retirement.

In addition, Otike (2010) advocates that for a worker to develop his/her present skills and potentials, their employment need to be secured, this is because people with secured and perceived security about their job, experience fewer distressing emotions and are better able to organize the complex cognitive skills to cope with

demanding environment. Furtherance of the above, self-secured individuals hold stronger beliefs in their ability to successfully perform task in all situations, set more challenging goals for themselves, invest, more persist longer and are better in dealing with failing experiences than persons with low security (Spencer, 2022). Highly secured individuals are expected to make better use of and generate resources in their work environment to deal with demanding tasks in all given situations because they have positive mood, and improve concentration on a task, thereby reducing errors and fatigue. Job security help employee to be more productive in their roles and less secure jobs can cause employees to feel more distracted or anxious, this job security might enable greater focus and determination. Also, feeling secured in an organization can provide motivation as they would want to good in their roles or career with the organization. It is worthy of note that job security is rooted in employees' perception of the future and present employment in an organization. It can be seen to encourage employees to become more committed, versatile and resourceful thereby improving service quality delivery.

Robbins, George and Singer (2021) advocate the principle that workers should be compensated commensurately with their contribution to the value of a service or product, it is pertinent to know that lack of equity causes resentment and hostility. In practice, equity requires evaluating individual contributions considered just by all involved. The worker should be assured contractually of a specified percentage of the profits divided among work groups, taking into account the contribution of each group toward increased productivity. It is pertinent to note that equity in remuneration in an organization gives employees a sense of belonging in an organization, and also a sense of worth. It has to do with how commensurate the remuneration received by a worker, is to the effort he/she puts in at work (Rogers, 2019).

An element of equity is the concept of paying a worker not for a particular task, but on the basis for skills and knowledge developed with respect to other jobs in the establishment paying him/her for what he/she knows and can do rather than for his/her specific job (in contrast to payment according to credentials) thus, equity in the remuneration of employees' results in greater productivity. Scholars observed that equity principle also plays a dominant part when a worker is appraising the value of the remuneration or material benefits outcome of his work activities, and its contributions to the quality of work life. Hence, Walton (2018) stated that the typical impetus to work is to earn a living in the same vein Appleby (2021) described equity as existing when a person perceives his/her own outcome/input ratio to be equal to a referent's outcome/income ratio. Furthermore, Joontz and Weihrich (2017) position that are important factor in motivation is whether individuals perceive the reward structure as being fair. Hence, has been credited

greatly for the formulation of equity (or inequity) theory shown as follows:

<u>Outcome by a person</u>	<u>Outcome by another person</u>
Inputs by a person	Inputs by another person

There should be a balance of the outcomes-inputs relationship for one person in comparison with that of another person. It is fundamental therefore, that the quality of working life is affected by how well this aim is achieved. The proponents of the work humanization perspective adopt the principle of equity to advocate for profits sharing as they argue that workers should contractually be entitled to a specified percentage of the profits accruing to the organization, which should be divided among work groups, on the basis of the contribution of each group toward increased productivity. Inyang (2019) maintained that equity theory is a social comparison. It assumes that people are motivated by the desire to be fairly or equitably treated in their work relationships with others and will attempt to reduce any unfairness or inequity in such work environment in employment.

Singer and Isaac (2021) argued that equity in remuneration is a systematic way of encouraging employees to be committed by creating for them an opportunity to be compensated commensurably with their contributions to the value of a service or product. Also, Benard and Onuwor (2022) opined that equity in remuneration spurs job satisfaction in employees by increasing the level of accountability and engendering the sense of partnership and loyalty. Similarly Walton (2018) posited that equity in workers; remuneration is giving the workers the impetus to work thereby increasing innovativeness in an organization.

Bagshaw and Amadi, (2019) asserted that the business environment has become increasingly competitive and dynamic and therefore, for organizations to closely monitor performance, there must be equity in workers' remuneration to encourage employees to be ready to take on higher responsibilities in the organization. For any organization to realize its set goals, which it must be productive. Bagshaw and Amadi (2019) recognizes and identified multiple aspects of innovativeness and establish that for organization to meet with this target its work force must be properly motivated through implementing equity in their remuneration.

This study was anchored on the motivation theory propounded by Abraham Maslow in (1954). The theory posits that the hierarchy of needs follow in an ascending order of:

a) **Physiological Needs:** In an organizational context, physiological needs are the employees' concern for salary and basic working conditions. It is only when the basic needs are met in the organization that the employee can be motivated to progress to higher level needs.

b) **Safety or Security Needs:** These are needs for safety and security and emotional injuries, threat from danger and deprivations. In the organizational context, the safety needs are job security, salary increase, safe working environment etc. To satisfy safety needs of employees the manager should provide safe working conditions, pension schemes, gratuity, and grievance procedures.

c) **Social Needs (belongingness and love needs):** This is the need for meaningful interaction - love acceptance by others, affection relationship. These needs equated for peer acceptance, need for compatible work group, professional friendship and team spirit.

d) **Esteem Needs:** They are twofold in nature.

i) Self-esteem needs which include the needs for self-confidence, achievement, competence, self-respect, and knowledge and for independence and freedom.

ii) Esteem of others – these are related to one's reputation needs for status, for recognition, for appreciation and respect from one's associates. The esteem needs are egoistic in nature.

e) **Self-Actualization Needs:** This represents the highest level of need in the need hierarchy. It is the need to realize one's potentials, or the desire to become what one wants to become, accomplishing things in life and reaching the peak of one's potentials. This need is seldom met by human beings.

In the organization it can be equated to one's desire to excel in one's job promoting innovative ideas and achieving highest performance in managing a unit in the organization.

The theory offers that the organization or the manager should create the right work environment to enhance employee motivation (Obong, 2019). The theory posits that each person has a hierarchy of five sets of needs that must be satisfied ranging from basic psychological needs, safety needs, social belonging, esteem needs, and finally self-actualization.

The basic assumption of the theory is as follows:

i) Human beings have needs that are never completely satisfied.

ii) Human action is targeted at fulfilling the needs that are unsatisfied, at a given point in time.

This theory was concisely adopted as the theoretical support for this study because it is related to the variables (work humanization and business education graduates effectiveness. Again, this theory predicts that as employees' personal needs are met, it influences their performance to getting higher needs satisfied hence,

person with an unfulfilled need could be persuaded to work to satisfy that need.

### Statement of the Problem

The inadequacy of work humanization can account for poor performance in the organizations in Rivers State. One of the most fearsome challenges faced by workers currently appears to be job security. The crux of the matter is that workers are not given equity in their wages/packages and as a result of this workers in the sector are perceived or viewed as second class citizens and are therefore, not given the privilege of job individuation i.e they do not control what they do and how they do it. This scenario has resulted in lack of job security, no job satisfaction, boredom, job alienation, and loss of performance in many organizations/institutions in Nigeria. The researcher observed that business education graduates staff both male and female performance has remained a serious challenge in many organizations in Rivers State. Some of these graduates exhibit negative, indifferent, casual, nonchalant attitude to the timely discharge of duties across the organizations. In addition, business education graduates who promise the heavens and do not deliver to employers will not be trusted but those who clearly and unambiguously deliver will be trusted and valued, and the organization will attain its vision. Hence, the problem of this study put in question form is, to what extent do job security and equity in remuneration enhances job effectiveness of business education graduates in tertiary institutions in Rivers State?

### Aim and Objectives of the Study

This study examine the extent workplace humanization enhances job effectiveness of business education graduates in tertiary institutions in Rivers State. Specially, this study sought to:

1. Examine the extent to which job security enhances job effectiveness of male and female business education graduates in tertiary institutions in Rivers State.
2. Investigate the extent to which equity in remuneration enhances job effectiveness of male and female business education graduates in tertiary institutions in Rivers State.

### Research Questions

The following research questions were raised to guide this study:

1. To what extent does job security enhances job effectiveness of male and female business education graduates in tertiary institutions in Rivers State?
2. To what extent does equity in remuneration enhances job effectiveness of male and female business education graduates in tertiary institutions in Rivers State?

### Hypotheses

The following null hypotheses were formulated to give direction to this study:

**Ho<sub>1</sub>:** There is no significant difference in the mean responses of male and female business education graduates on extent job security enhances their job effectiveness in tertiary institutions in Rivers State.

**Ho<sub>2</sub>:** There is no significant difference in the mean responses of male and female business education graduates on extent equity in remuneration enhances their job effectiveness in tertiary institutions in Rivers State.

### METHODOLOGY

The descriptive survey design was adopted for this study. The population of this study consisted of 1,283 business graduates working in public tertiary institutions in Rivers State which comprises of 403 males and 880 females saddled with academic and administrative responsibilities in all the aforementioned tertiary institutions in Rivers State. The sample size for this study consisted of 297 business education graduates, which comprised of 113 males and 184 females in the aforementioned tertiary institutions in Rivers State using Taro Yamane Formula. An instrument titled “Workplace Humanization and Job Effectiveness of Business Education Graduate Questionnaire” (WoHJEBEGQu) with a five (5) point Likert scale of Very High Extent (VHE-5), High Extent (HE-4), Moderate Extent (ME-3), Low Extent (LE-2) and Very Low Extent (VLE-1) was adopted for this study. The validity of the instrument, the researcher employed face and content validity methods. Thus, a test-retest method of reliability was adopted in this study. The research instrument was administered to 25 employees who are not business education graduates in tertiary institutions in Rivers State. The same instrument was re-administered to the same group after two weeks interval. Specifically, the instrument computed with Pearson Product Moment Co-efficient indicated a reliability co-efficient of 0.81 which was deemed reliably for this study. In all, two hundred and ninety-seven (297) copies of the questionnaire were administered. The researcher used mean and standard deviation to analyze and answer the research questions while independent t-test statistical tool was used to test the hypotheses at 0.05 level of significance. However, to determine the decision rule base on the questionnaire, item with mean ratings between 4.50 – 5.00 is regarded as Very High Extent (VHE-5), item with mean ratings of 3.50 – 4.49 is High Extent (HE-4), item with 2.50 – 3.49 is moderate Extent (ME-3), item with 1.50 – 2.49 is Low-Extent (LE-2) and item with 0.50 – 1.49 is Very Low Extent (VLE-1). In addition, to determine the hypotheses decision rule, any value of the calculated t-test that is greater than or equal to the critical table value at a given degree of freedom was regarded as significant and the associated hypothesis rejected, but if otherwise, the associated hypothesis was accepted.

## RESULTS

**Research Question 1:** To what extent does job security enhances job effectiveness of business education graduates in tertiary institutions in Rivers State?

**Table 1: Mean and Standard Deviation of the Responses of Male and Female Business Education Graduates on Extent Job Security enhances their Job Effectiveness**

S/N	Statements	Male = 68			Female = 152		
		M	SD	RMK	M	SD	RMK
<b>Extent Job Security:</b>							
1.	Improves business education graduates productivity	3.76	0.54	HE	4.10	0.72	HE
2.	Enables greater focus and determination	3.25	0.47	ME	3.33	0.57	ME
3.	Provides employees with the right metal stability to keep their job	4.26	0.76	HE	4.35	0.78	HE
4.	Makes employees feel more valued	4.40	0.80	HE	4.27	0.77	HE
5.	Reduces employees stress and anxiety	4.18	0.74	HE	4.42	0.82	HE
6.	Increases employees engagement	4.12	0.65	HE	4.15	0.73	HE
7.	Reduces turnover rate	4.68	0.87	VHE	4.55	0.82	VHE
8.	Fosters employees sense of belonging	4.64	0.84	VHE	4.60	0.85	VHE
<b>Grand Total</b>		<b>4.16</b>	<b>0.73</b>	<b>HE</b>	<b>4.21</b>	<b>0.79</b>	<b>HE</b>

Source: Researcher's Fieldwork (2023)

Table 1 showed the grand mean responses of 4.16 and 4.21 for male and female business education graduates respectively. They rated that job security enhances business education graduates job effectiveness to a high extent. The item by item statement analysis shows that item 1, 3, 4, 5 and 6 with mean ratings ranging from 3.76 to 4.40 for both male and female respondents were rated to a high extent, item 2 with mean rating of 3.25 and 3.35 for male and female respondents respectively was rated to a moderate extent, while item 7 and 8 with mean ratings ranging from 4.55 to 4.68 for

both male and female respondents were rated to a very high extent. In addition, the standard deviation ratings ranging from 0.54 to 0.87, with a grand rating of 0.73 and 0.79 for male and female business education graduates respectively shows that there was homogeneity amongst the responses, indicating a consensus of opinion.

**Research Question 2:** To what extent does equity in remuneration enhances job effectiveness of business education graduates in tertiary institutions in Rivers State?

**Table 2: Mean and Standard Deviation of Responses of Male and Female Business Education Graduates on extent Equity in Remuneration enhances their Job Effectiveness**

S/N	Statements	Male = 68			Female = 152		
		M	SD	RMK	M	SD	RMK
<b>Extent Equity in Remuneration:</b>							
9.	Creates more competitive workforce	4.10	0.70	HE	3.92	0.75	HE
10.	Reduces employees turnover	3.78	0.62	HE	4.00	0.71	HE
11.	Improves employees mental health	3.82	0.82	HE	4.30	0.79	HE
12.	Reduces workplace bias	3.77	0.52	HE	3.85	0.67	HE
13.	Fosters a comfortable work environment	4.16	0.71	HE	4.22	0.75	HE
14.	Facilitates employees teamwork	4.20	0.75	HE	3.95	0.71	HE
15.	Increases efficiency and motivation	3.57	0.48	HE	3.54	0.59	HE
16.	Facilitates freedom of choice of service	3.55	0.40	HE	3.68	0.59	HE
<b>Grand Mean</b>		<b>3.87</b>	<b>0.61</b>	<b>HE</b>	<b>3.83</b>	<b>0.65</b>	<b>HE</b>

Source: Researcher's Fieldwork (2023)

Table 2 revealed the grand mean responses of 3.87 for male and 3.83 for female business education graduates respectively. They rated that equity in remuneration enhances business education graduates job effectiveness to a high extent. The item by item statement analysis reveals that item 9, 10, 11, 12, 13, 14, 15 and 16 with mean ratings ranging from 3.54 to 4.22 for both male and female respondents were rated to a high extent. In addition, the standard deviation ratings ranging from

0.40 to 0.82 with grand rating of 0.61 and 0.65 for male and female business education graduates respectively shows that there is homogeneity amongst the responses, indicating a consensus of opinion.

**Hypothesis 1:** There is no significant difference in the mean responses of male and female business education graduates on extent job security enhances their job effectiveness in Rivers State.

**Table 3: T-test of Mean Difference on the Responses of Male and Female Business Education Graduates on the Extent Job Security enhances their Job Effectiveness at 0.05 Level of Significance**

Gender	No of Respondents	$\bar{X}$	SD	Df	LS	t-cal	t-crit.	Decision
Male	68	4.16	0.73	218	0.05	1.10	1.96	Not Sig. /Accepted
Female	152	4.21	0.79					

Source: Researcher's Fieldwork (2023)

Table 3 shows that the calculated t-value of 1.10 is less than t-critical value of 1.96. Therefore, since the computed t-value is less than the t-critical value, the hypothesis which states that there is no significant difference in the mean responses of male and female business education graduates on extents job security enhances their job effectiveness in tertiary institutions in

Rivers State is hereby accepted. This implies that the stated hypothesis is not significant, hence accepted.

**Hypothesis 2:** There is no significant difference in the mean responses of male and female business education graduates on extent equity in remuneration enhances their job effectiveness in tertiary institutions in Rivers State.

**Table 4: T-test of Mean Difference on the Responses of Male and Female Business Studies on the Extent Equity in Remuneration enhances their Job Effectiveness at 0.05 Level of Significance**

Gender	No of Respondents	$\bar{X}$	SD	Df	LS	t-cal	t-crit.	Decision
Male	68	3.87	0.61	218	0.05	1.54	1.96	Not Sig. /Accepted
Female	152	3.83	0.65					

Source: Researcher's Fieldwork (2023).

Table 4 reveals that the calculated t-value of 1.54 is less than t-critical value of 1.96. Therefore, since the computed t-value is less than the t-critical value, the hypothesis which states that there is no significant difference in the mean responses of male and female business education graduates on extent equity in remuneration enhances their job effectiveness in tertiary institutions in Rivers State is hereby accepted. This implies that the stated hypothesis is not significant, hence accepted.

is no significant difference in the mean responses of male and female business education graduates on the extent equity in remuneration enhances their job effectiveness. This finding is in line with Singer and Isaac (2021), who argued that equity in remuneration is a systematic way of encouraging employees to be committed by creating for them an opportunity to be compensated commensurably with their contributions to the value of a service or product.

## DISCUSSION OF FINDINGS

### The extent to which Job Security and Job Effectiveness of Business Education Graduates

The result analysis in table 2 shows that job security enhances job effectiveness of business education graduates in tertiary institutions in Rivers State to a high extent. Also, the result of the associated hypothesis shown in table 4 indicates that there is no significant difference in the mean responses of male and female business education graduates on the extent job security enhances their job effectiveness. This finding is in consonance with Onyeoma (2018) that in a recent survey, employees ranked job security as the greatest contributing factor to job effectiveness. When employees, do not feel secure in their job, it leads to increased stress and negative emotions, this impact their job performance negatively.

### The extent to which Equity in Remuneration and Job Effectiveness of Business Education Graduates

The result analysis in table 4 indicates that equity in remuneration enhances job effectiveness of business education graduates in tertiary institutions in Rivers State to a high extent. Also, the result of the associated hypothesis shown in table 4 reveals that there

## CONCLUSION

Based on the findings, the study concluded that job security and equity in remuneration enhance job effectiveness of job effectiveness of business education graduates in tertiary institutions in Rivers State. Also, there is no significant difference in the mean responses of male and female business education graduates on the extent job security and equity in remuneration enhance their job effectiveness in Rivers State.

## RECOMMENDATIONS

Based on the findings of this study, the following recommendations were proffered:

1. Management of tertiary institutions should endeavor to protect the jobs of their employees who deserves it in order to be productive and effectiveness.
2. Management of institutions should display equal fairness in the area of employees' remuneration so that there will not be room for any marginalization.

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