THE QUALITY OF WORK LIFE OF THE SENIOR STAFF IN AHMADU BELLO UNIVERSITY, ZARIA

BY

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Being a Project submitted to the Post-Graduate School, Ahmadu Bello University, Zaria, in partial fulfilment of the requirements for the award of the degree of Masters in Business Administration (M.B.A.)

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D E C L A R A T I O N

I hereby declare that this project is original and a product of my research findings under the guidance of my supervisor. To the best of my knowledge, this has never been previously presented in any submission for a Higher Degree. All materials used have been duly acknowledged.

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C E R T I F I C A T I O N

This project titled "The Quality of Work Life Of The Senior Staff in Ahmadu Bello University, Zaria" meets the regulation governing the award of the degree of Masters of Business Administration of Ahmadu Bello University, Zaria and it is approved for contribution to knowledge and literary presentation.

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D E D I C A T I O N

This research work is specially dedicated to:

The glory of the Almight God who set my two feet on the path of progress.

My parents who financed my education from primary through the testiary levels.

My wife, for her sacrifice, encouragement, inspiration and understanding during the course of this study. She is a woman in a million.

My little daughter, Patience, for consistently keeping my company while writing this report.

A C K N O W L E D G E M E N T

I wish to express my appreciation to some people for their support and contribution towards the successful completion of this research work.

My profound gratitude goes to my able supervisor, Dr. P.D. Bagobiri, under whose close guidance, this work was made of a meaningful standard.

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A B S T R A C T

The activities of the Nigerian Universities in the recent times have become epleptic as a result of intermittent industrial strikes which the staff often embark upon as a means of pressing home their demands for better conditions of service.

This study was designed to examine the work situations of the Senior Staff in Ahmadu Bello University, Zaria, so as to know the impact of this on the staff feelings towards their jobs.

The main instruments of data collection were through questionnaire and personal interviews administered on a sample of 150 Senior Staff, divided equally into academic and non-academic groups. The results obtained through these instruments were supported with what the researcher observed in the course of the fact finding mission.

At the end of the study, it was revealed that the work climate of the senior staff in Ahmadu Bello University is good and that the senior staff have positive feelings towards their jobs.

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CHAPTER I

THE STUDY AND ITS METHODOLOGY

1.1. INTRODUCTION:

The wind of industrial dispute has blown through nearly all the present day organisations both in the private and public sectors. The disputes which in the past have been due to causes like wage claims and better conditions of service now appear in the shape of insulting and threatening the employees or top managers.

The press has provided the public with numerous examples of such industrial disputes. From January to November, this year, nearly all organisations in Nigeria witnessed industrial disharmony. In April, the bank workers through their union complained about their conditions of service, this later culminated into strikes that dragged on uptil October. In May, members of the proscribed Academic Staff Union of Universities (ASUU) embarked on a nationwide strike. This lasted for nearly a week before it was suspended. They resumed their academic activities and shortly, they embarked on another which lasted for about seven weeks. In October, civil servants in Kogi, Lagos, Niger, Oyo and

Plateau States downed tools demanding for improved conditions of service.

All these are pointers to the problems on the ground which should be identified and solved or else the present day organisations have no place to go but down.

1.2. STATEMENT OF THE PROBLEM:

The climate under which people work has become the focus of many organisations, especially in the Western industrialised society. The launching of the "Quality of Work Program" in 1972 by the United States Department of Commerce's National Commission on Productivity testifies to the concern of the Western Nations in this regard.

In the developing nations, little attention is given to the subject of quality of work life in organisations. This is inspite of the expanding body of literature and the growing number of strikes caused by the discontent of the conditions of service of workers. This lukeworm attitude of organisations in this direction shows that they are yet to know the enormous gains that they can achieve through the improvement in the work life of their employees.

Therefore, the study is to find out the state of the work climate of the Senior Staff in Ahmadu Bello University viz-a-viz its impact on the staff feelings towards their jobs.

1.3. THE OBJECTIVE OF THE STUDY:

The objective of the study is to find out:-

(a) If there is a quality of work life problem in Ahmadu Bello University, Zaria.

(b) The causes of industrial strikes in Ahmadu Bello University and some counter productive behaviours now becoming the order of the day in the University.

(c) The extent of staff involvement in the running of the University.

(d) Ways by which the situation in which the senior staff work environment could be improved in order to elicit from them higher productivity level.

1.4. THE SIGNIFICANCE OF THE STUDY:

The significance of the study is considered in the following ways:-

(a) The study will bring to the lime-light the factors militating against

the effective utilisation of human resources in the University.

(b) It will inform the University of the strategies to use in order to improve the conditions of service of her staff.

(c) It will also make the University realise that she stands to gain more from her staff if she improves their work environment.

(d) Other organisations, especially in the public sector will borrow a leave from the University experience in the area of improving the working conditions of staff.

(e) It will assist the University in recognising and attending to those problems the staff face in order to forestall future industrial strike.

1.5. THE RATIONALE OF THE STUDY:

Considering the importance of the human asset of any organisation, it is imperative to find the type of condition they can put in their best in terms of productivity.

To do this involves an examination of their work environment with a view to identifying the problems facing them so that they can be solved

before they generate to an unmanagable level.

The identification of the problems facing the workers is a fore-warning to the management, as this will fore-arm the management in forestalling industrial disharmony.

1.6. DELIMITATION OF THE STUDY:

The researcher is fully aware that there are many organisations in the public sector especially the University system that may be studied, the choice of the topic "The Quality of Work Life of the Senior Staff in Ahmadu Bello University, Zaria" is an attempt to set the bounds of the study.

In the course of the study, it was not posible to sense the pulse of every senior staff in the University, however, efforts were made to have a good representation of the entire senior staff population. This was by a way of sampling the opinion of some staff in each department in the Main Campus and Kongo Campus.

1.7. THE RESEARCH HYPOTHESIS:

This is an attempt to reduce the research problem into a testable form. This provides a framework for interpreting the research findings in a sharp and meaningful way.

The relevant hypothesis to this study are stated as follows:-

ALTERNATE: The work climate of senior staff in Ahmadu Bello University has negative impact on their feelings towards their jobs.

NULL: The work climate of senior staff in Ahmadu Bello University has no negative impact on their feelings towards their jobs.

1.8. ASSUMPTION OF THE STUDY:

In conducting the study, the following assumptions were made:-

(a) That all the senior staff in the University understand English Language which was used in constracting the questionnaire used.

(b) The responses received from the respondents reflect exactly their feeling and the sample chosen reflect the true population of the entire senior staff in the University.

1.9. LIMITATION OF THE STUDY:

The fact finding mission was hampered by the following events. They are:-

(a) The researcher could not interview the principal officers of the University as they were busy preparing for the

meeting of the members of the University Governing Council.

(b) Most of the lecturers could not be located for personal interview as they were busy conducting the end of second semester examinations.

1.10. RESEARCH METHODOLOGY:

A research methodology is simply the experimental process, technique, strategy, system or procedure used in a research effort through which data are gathered on the field. This process includes the method used in data collection, analysis and interpretation.

The fact data gathered for this study were obtained mainly from primary sources. Data collected were through questionnaire and personal interview. These were augumented through observations made while visiting the respondents.

1.11. THE PRIMARY SOURCES:

The use of questionnaire was the major means through which data were gathered. The personal interview through which additional data were collected almost proved unsuccessful if not that informal ways were used to lure the respondents to express freely their opinions on questions asked. In some cases, respondents would simply say "I don't know." This is in spite of the fact that the

researcher took time to explain to them the purpose of the study;

1.12. SAMPLE PLAN:

The totality of the senior staff population in Ahmadu Bello University which was the Universal set was of the researcher's observation was what the researcher was concerned with.

However, it was not possible to carry out a study on every individual senior staff. The researcher therefore, used a sample survey method to gather the needed data. In the course of the study only the faculties, departments and units in the Main and Kongo Campuses were used as representative of the entire senior staff population. In these places questionnaires were distributed through a member of staff who went round to collect the ones answered from the respondents.

The choice of Main and Kongo Campuses were made based on the following considerations.

(a) POPULATION:

The researcher was fully aware that the Main and Kongo Campuses are where the larger percentage of the senior staff work, more also many of them

have had the opportunity of working in other campuses, it was therefore envisaged that their responses will reflect their experiences in many campuses.

(b) CONENIENCE:

As a result of the time and financial constraints of the researcher, the selection of the Main and Kcngo Campuses were made based on how convenient it was for the researcher in terms of accessibility to the respondents.

1.13. PROBLEM:

The collection of data was made problematic by the attention given to the questions asked in the questionnaire and during the personal interview.

In some cases, answers were not given to all the questions asked. In many cases the researcher had to pay series of visits to the respondents before answers were given to the questions. Similarly, the researcher had to re-circulate the questionnaires as some respondents would simply say that they had misplaced the ones previously given to them.

These problems indeed delayed the process of data gathering, analysis and interpretation.

1.14. CONCLUSION:

The data collected for this study were entirely from primary sources this was through the use of questionnaire, personal interview and observations by the researcher. The personal interview was conducted in an informal manner as the respondents were unwilling to give answers asked in a formal atmosphere.

The data gathering process was made problematic and tiresome as the researcher had to impress on many respondents that the study was for no any other purpose than academic.

CHAPTER II

LITERATURE REVIEW

2.1. HISTORICAL BACKGROUND:

Over the years, there has been a growing concern about the quality of work life especially in the Western industrialised society. The focus of the western press, management of organisations, scholarly journals, the growing number of conferences, union leaders, government officials and the efforts of behavioural scientists towards analysing and improving the conditions of workers are all demonstrations of this concern.

In the western world, efforts towards improving the working conditions of workers have been stimulated by a variety of the activities of some organisations and movements in the mid - 1970s especially in the United States of America (U.S.A.)

The period was preceded by a string of reform movements that were directed at protecting the rights and interests of the workers. These reforms started with the child labour laws, workers compensation laws, Fair Labour Standards Acts and other legislations passed in the United States of

America in the early parts of 1970s.

The current industrial disharmony in the third world countries and the concern demonstrated by the governments of the industrialised nations are therefore impetus for organisations in the third world countries to recognise that these are benefits they stand to gain through improving the quality of work life of their workers.

2.2. THE CONCEPT OF QUALITY OF WORK LIFE:

The concept of quality of work life, cannotes different things to different people.

To those at the management level, this means a variety of efforts toward improving productivity through improving the life of its workers.

To some workers, an improved quality of work life represent an equitable sharing of the income generated to their organisation through their sweat.

An opposing view is held by some workers, because according to them any management effort at improving the quality of work life is an attempt to elicit higher productivity from them without paying higher wages.

Some people see the concept in terms of individual worker's physical, social and economc environments on the job.

Some people see the quality of work life as been related to such concepts as job satisfaction, humanising work or individualising the work organisation.

The most comprehensive and widely-quoted definition of quality of work life is that developed by Richard Walton who proposed eight major conceptual categories as a framework for analysing and assessing the phenomenon. The conceptual categories proposed by him are:-

(a) ADEQUATE AND FAIR COMPENSATION:

The focus here is on the wages paid to workers, the extent to which it meets his subjective standard and whether such pay received by him bears appropriate relationship with pay received for other jobs.

(b) STAFE AND HEALTHY ENVIRONMENT:

In an organisation which has improved quality of work life, workers are not exposed to physical conditions or work arrangements that are unduly hazardous or unhealthy.

(c) DEVELOPMENT OF HUMAN CAPACITIES:

The work arrangement should be such that enable the worker to use and develop his skill and knowledge instead of it being fractionated, deskilled and tightly controlled.

(d) GROWTH AND SECURITY:

The assignment given to the worker should be such that contribute towards maintaining and expanding his capabilities, rather than leading to his obsolescence. The assignment should enable him to use his expanded or newly acquired knowledge and skills in future work assignments. Also there should exist opportunities for him to advance his career.

(e) SOCIAL INTEGRATION:

That the climate of work place should enable him to achieve his personal identity and self-esteem and not otherwise. He should have internal freedom to socialise with people.

(f) CONSTITUTIONALISM:

This centres on the rights of workers and how they are protected, the extent to which organisational culture respects personal privacy, tolerates dissent, adheres to high standards of equity in distributing rewards and provides for due process in all work-related matters.

(g) THE TOTAL LIFE SPACE:

A person's work should have a balanced role in his life. This role embodies schedules, career demands and travel requirements that take a limited portion of the person's leisure and family time.

(h) SOCIAL RELEVANCE:

The organisation should be such that is seen as being socially responsible in the manner it operates. The impact of its operations on the external environment should be given serious attention.

The eight criteria which are characteristics of the worker's work experience or environment are used to measure the quality of work life in organisations.

Quality of work life could be seen as an organisational culture whereby there are appropriate and open channels of communication through which the worker can have some say in matters which affect his job in particular and the work climate in general, thereby resulting into greater work satisfaction and reduced level of work stress.

2.3. QUALITY OF WORK LIFE PROBLEM:

There are diverse views on the quality of work life problem. There is yet to be certainty and agreement about the existence, seriousness and how widespread the problem is.

Some argue that the problem is real and serious, others see it as a non-existent phenomenon. Many other people view it as a problem largely created by the news media and politicians as a way of drawing sympathy from workers.

There are few vital data that speak directly to the existence and the seriousness of the problem. Those who argue that the problem is important contend that:-

(a) Worker alienation and job dissatisfaction are on the increase, primarily as a result of meaningless job and authoritarian managers.

(b) The productivity of worker is declining while counter productive behaviours are on the increase.

(c) The confidence of the public in large organisations (both private and public) is rapidly eroding.

To these who hold this view, the poor and deteriorating quality of work life in the contemporary work organisations is identified as a major cause of these sysmptons.

In support of this assertion, they site the 1972 strike at the General Motors Plant in Lordstown, U.S.A. as an instance.

In support of this arguement, Studs Terkel in 1974[1] wrote to described the plight of the work as follows:

> "To write about work is, by the very nature of the subject, to write about violence - to the spirit as well as to the body. It is about ulcers as well as accidents about nervous breakdowns as well as kicking the dog around."

A survey review by Quinn, Staires, and McCullough's in U.S.A. 1974[2] on job satisfaction concludes that:-

> "There has been no substantial change in overall levels of job satisfaction over the last decade."

More specifically, the survey review discovered a multiplicity of trends in job satisfaction, moving in different directions for different segments of the workforce, rather than a single general trend.

Another school of thought is of the view that job satisfaction, productivity, turnover, and absenteeism can, by their nature provide only partial assessment of the quality of work life of the worker as these attitudes could be influenced by other factors. For instance, satisfaction depends on the individual worker's expectations and values as well as what happens at work, productivity is influenced by technology and skills as well by motivation, turnover and absenteeism may be affected more by the general state of a country's economy.

Despite the cloudy nature about the quality of work life problem, the current state of workers of the world and organisations where they work suggests that a good number of workers are unhappy with their jobs and are demanding for meaningful work. For instance, the Quinn review sited above found that in U.S.A. job dissatisfaction was higher than normal among blacks and other minorities, young workers, blue collar workers, women with small children and workers without a college education. It also found that a growing number of workers are beginning to demand improvements in both economic and non-economic out come of their jobs.

Despite the conflicting views of these schools of though the researcher does not loose sight of the fact that there are significant gains to be obtained both by

the workers and the organisation that marshal its resources towards improving the quality of work life.

2.4. GAINS FROM IMPROVED QUALITY OF WORK LIFE:

The work climate of an individual worker to some extent affect his responses to his job. For instance, improvements in quality of work life might stimulate the workers positive feeling towards himself, his job and the organisation where he works. An improved quality of work life might lead to:-

(a) JOB SATISFACTION:

An improved quality of work life can provoke the workers positive feeling towards his job. This is especially true when the worker's actual rewards and experiences on the job match his desired or expected rewards and experiences.

(b) INDIVIDUAL PRODUCTIVITY:

An individual worker who considers his work climate as being good might be more productive than another worker whose work climate is poor. This is because he will strive to meet the standard set for him by himself. To achieve this, he will keep at bay such counter productive behaviours like absenteeism, grievances, strike,

theft, deviance of rules and authority, Also, quality of work life has impact on the worker's attitude and behaviours such as creativity, the willing to innovate or to accept change, the ability to adapt to change in his work or environment, all these are central to the worker's productivity.

(c) ORGANISATIONAL EFFECTIVENESS:

An organisational efforts to undertake an improved quality of work life definately entail some costs, both economic and political. This is where these have to be compared with anticipated benefit before a decision in this direction is taken.

An organisational effectiveness might be achieved through the sum total of the individual worker's contribution, the ability of interdependent individuals and group to work together towards organisational goals.

Also an improved quality of work life could stimulate individual and group, both separately or collectively, to innovate, grow, and to adapt to each other and respond to changes in their environment.

(d) BENEFIT TO THE SOCIETY:

Improvement in the quality of work life may not be beneficial to the workers and the organisation but could still be worthwhile when viewed from a broader societal perspective, that is, considering the impact on people and institutions outside the organisation who are affected by it, for instance the organisations customers or clients, government and those affected by the organisation's impact on the environment.

Quality of work life improvement might help to achieve some social, economic and political goals. An effort in this regard have a variety of benefits to individual worker, the organisation and even the society.

2.5. STRATEGIES FOR IMPROVING THE QUALITY OF WORK LIFE:

The contemporary organisations could be made more productive and more humane by improving the quality of work life through the following ways. They are:-

.5.1. CAREER DEVELOPMENT:

To some people, career connotes upward occupational mobility for instance the route taken by an individual to get to the top most position in his orbanisation. To many others, it implies

occupational stability, for instance the life time occupation of a person who is a career soldier.

By implication, the term career, represents an organised path taken by individual across time and space.

Since the quality of work life relates to the interaction between individual employees and their employing organisation, the wants of an individual worker for material reward, job satisfaction, opportunities to use talents and make contributions, chances to learn and grow must somehow be meshed with the wants and needs of the employing organisation for productivity, creativity, reliability, loyalty and high performance.

A psychological contract must be worked out that permits the worker and his organisation each to give and receive enough so that the long - run important needs of both are satisfied.

2.5.2. WORK REDESIGN:

Any deliberate organisation effort directed at changing specific job (or independent system of job) with the intent of improving both the quality of the workers' work experience and their on - the - job productivity is what is referred to as work redesign.

Work redesign subsumes such terms as job rotation, job enrichment and socio-technical system design, each of which refers to specific approach or technique for redesigning work.

Practically, work redesign involves changes that provide workers with additional responsibilities for planning, setting up and checking their own work for making decisions about methods and procedures, for establishing their own work pace within broad limits, and sometimes for relating directly with client who receives the result of the work.

The unique results of work redesign include:-

(a) The alteration of basic relationship between a worker and what he does on the job.

(b) Work redesign directly changes the behaviour of workers and this tend to stay changed.

(c) It offers and sometimes forces into one's hand numerous opportunities for initiating other organisational changes and,

(d) Work redesign, in the long term, can result in organisations that rehumanize rather dehumanize the people who work in them.

2.5.3. REWARD SYSTEM:

Today, organisations distribute to their workers number of such rewards ranging from pay, promotions, fringe benefits and status symbols. Considering the importance of these rewards on the effectiveness of organisation, for a reward system to enhance quality of work life, it must have the following properties:-

(a) The system must make enough rewards available so that individual basic needs are satisfied.

(b) The reward levels in the organisation must compare favourably with those in other organisations.

(c) The reward that are available must be distributed in a way that is seen as equitable by the people in the organisation.

(d) The reward system must deal with organisation members as individuals. That is, recognising their individuality by given them the kind of reward they desire.

2.5.4. MANAGERIAL PRACTICES:

Apart from the fact that management can improve the quality of work life by developing career ladders, redesigning job and reward system, it can influence the quality of work life directly through its daily interactions with individual worker through the supervisor who is the management's representative at the work place, beacuse of this

the supervisor can affect quality of work life in the following ways:-

(a) CONSIDERATION:

The supervisor can provide a satisfactory work environment, through the way he treats employees on a day-to-day basis, his personal relations with them, his approach to the disciplinary process and the like can make a boring job more tolerable.

(b) FACILITATION:

The supervisor serves as a facilitator, provides direction, supplies adequate information concerning what each worker is to do so that work effort is not wasted.

(c) PARTICIPATION:

A supervisor can organise the workers into teams and encourage high degree of participation in making important work force decision.

The management plays a very vital role in influencing the quality of work life through the day-to-day contacts with members of the workforce, establishing policies and promoting an atmosphere that facilitates a high quality of work life and redesign of jobs, administration of career and reward systems and promotion of cohesive work groups.

2.6. CONCLUSION:

To get a true picture of the work climate of an individual worker, many questions must be asked about different facets of the employee's work. These range from pay, supervision, co-workers, job (challenges and opportunities) to the physical environment in which the individual worker works.

Unfortunately, despite many legislations by governments to ensure industrial peace in many countries, the attempt to make the work place tolerable for the worker is yet to see the light of the day, that is, in practical terms.

One is then tempted to ask where the problem really lies, could it be the political and the economic costs associated with the improvement of the quality of work life program that makes the venture unattractive or could be that the contemporary organisations are yet to recognise the enourmous benefit they could derive therefrom the efforts.

Wherever, the problem lies, one thing is clear, it is that a time has come for many organisations to re-examine their workers climate of work so that they could establish the causes of their workers' discontent, or else if they feel unconcerned or see it as being too minimal that deserves the attention

of the managements, they will have to content with strings of industrial disputes.

FOOTNOTES:

1. Terkel, S., Working: People Talk About What They Do All Day And How They Feel About What They Do (New York: Pantheon, 1974).

2. Quinn, R.P; Stains, G.L; and McCullough, M.R. Job Satisfaction: Is there a Trend? Washington, D.C.; U.S. Government Printing Office, Document 29000-00195, 1974.

CHAPTER III

DATA ANALYSIS

3.1. INTRODUCTION:

This research which was conducted among the Senior Staff in Ahmadu Bello University has at its purpose, the examination of the work climate in order to find out whether or not the University has a quality of work life problem and how this affects the feelings of staff towards their jobs.

For the purpose of comparative analysis, the senior staff population was divided into the academic and non-academic groups.

As it was not possible to sense the pulse of every senior staff, a sample of 75 members was taken from each group.

In order to obtain the relevant data needed for this study, the researcher drew out some questions for the people sampled to answer. This was done by means of questionnaire and personal interview. Out of the 150 questionnaires given to the two groups (that is, 75 for each group), 39 and 54 were returned as completely filled by the academic and non-academic groups, respectively.

In the course of the fact finding mission, the researcher found that the views expressed during the personal interviews were very similar to those given in the questionnaire.

Finally, the data gathered were analysed and this was the basis of the researcher's general conclucion which was matched with the research hypothesis.

3.2. ANALYSIS AND INTERPRETATIONS:

3.2.1. RESPONSE RATE:

	Academic	%	Non-academic	%
Number of responses	39	52	54	72
Number of non-responses	36	48	21	28
Total	75	100	75	100

3.2.2. MARITAL STATUS:

	Academic	%	Non-academic	%
Married	30	77	48	89
Single	9	23	4	7
Divorced/ Widowed	0	0	2	4
Total	39	100	54	100

3.2.3. SEX:

	Academic	%	Non-academic	%
Male	37	95	48	89
Female	2	5	6	11
Total	39	100	54	100

3.2.4. UNDER EMPLOYMENT:

	Academic	%	Non-academic	%
Yes	32	82	35	65
No	7	18	17	31
Total	39	100	54	100

It could be reduced from the above table that 72% or 65 of the respondents feel that they are under employed, particularly the academic staff.

3.2.5. JOB SITUATION:

	Academic	%	Non-academic	%
Challenging and interesting	36	92	48	89
Not challenging and not interesting	3	8	6	11
Total	39	100	54	100

3.2.6. OFFICE SITUATION:

	Academic	%	Non-academic	%
Comfortable	14	36	28	52
Not-Comfort-able	24	62	24	44
Non-response	1	2	2	4
Total	39	100	54	100

The above analysis shows that the office condition of the staff, particularly, the academic staff is not comfortable.

3.2.7. USE OF MACHINES:

	Academic	%	Non-academic	%
Yes	16	41	38	70
No	23	59	16	30
Total	39	100	54	100

The above table shows that the number of non-academic staff whose jobs involve the use of machines are more than those of academic staff.

3.2.8. THOSE WHOSE MACHINES CONSTITUTE PROBLEMS:

	Academic	%	Non-academc	%
Yes	12	75	32	84
No	4	25	5	13
Non-response	0	0	1	3
Total	16	100	38	100

From the above table a reduction could be made that out of 54 respondents whose jobs involve the use of machines about 81% or 44 have problems with their machines.

3.2.9. FEELING ABOUT JOB:

	Academic	%	Non-academic	%
Happy and proud	29	74	43	80
Not happy and not proud	7	18	8	15
Non-response	3	8	3	7
Total	39	100	54	100

The above results could be interpreted that 77% or 72 of the respondents are happy and proud about their jobs.

When the respondents were asked to indicate whether or not their jobs allow them time for their private assignments, the following results were obtained.

3.2.10. TOTAL LIFE SPACE:

	Academic	%	Non-academic	%
Yes	29	74	37	67
No	7	18	15	28
Non-response	3	8	2	4
Total	39	100	54	100

The above table shows that the respondents' jobs have a balanced role in their lives,that is, their jobs take only a small portion of their time so that they could engage in some non-job related activities.

When the researcher wanted to know whether the respondents get enough and clear information to enable them perform their duties, the following results were obtained.

3.2.11. INFORMATION RELATING TO DUTIES TO BE PERFORMED:

	Academic	%	Non-academic	%
Yes	22	56	42	78
No	15	39	12	22
Non-response	2	5	0	0
Total	39	100	100	100

From the above table an inference could be made that 69% or 64 of the respondents get enough

and clear information relating to their assignments.

On whether the respondents are free to use their initiatives in carrying out their duties, they responded as follows:-

3.2.12. ALLOWANCE FOR THE USE OF INITIATIVES:

	Academic	%	Non-academic	%
Yes	35	90	40	74
No	3	8	13	24
Non-response	1	2	1	2
Total	39	100	54	100

The table above shows that 81% or 75 of the respondents have freedom to use their initiatives in the discharge of their duties.

On whether responsibilities assigned to the respondents go with enough authority, the respondended as follows.

3.2.13. AUTHORITY AND RESPONSIBILITY:

	Academic	%	Non-academc	%
Yes	31	80	37	69
No	7	18	17	31
Non-response	1	2	0	0
Total	39	100	54	100

The above analysis shows that a large propotion (73% or 68) of the respondents get enough authority to enable them discharge responsibilities assigned to them.

3.2.14. RELATIONSHIP AMONG WORKERS:

	Academic	%	Non-academic	%
Friendly	38	97	53	98
Unfriendly	1	3	1	2
Total	39	100	54	100

The above analysis shows that a cordial relationship exist among workers in the University.

3.2.15. THE BOSS IN THE EYES OF HIS WORKERS:

	Academic	%	Non-academic	%
Friendly and Inspiring	28	72	43	79
Friendly but Inspiring	8	21	9	17
Non-response	3	7	2	4
Total	39	100	100	100

The above results shows that 76% of the respondents see their boss as friendly and inspiring.

On whether the respondents have official break time the responded as follows.

3.2.16. OFFICIAL BREAK TIME:

	Academic	%	Non-academic	%
Yes	7	18	1	2
No	29	74	52	96
Not necessary	2	5	0	0
Non-response	1	3	1	2
Total	39	100	54	100

The above finding indicates that the respondents have no official break time.

When the respondents were asked to indicate whether they desire official break time the responded as follows.

3.2.17. THE DESIRABILITY OF OFFICIAL BREAK TIME:

	Academic	%	Non-academc	%
Yes	11	28	40	74
No	2	5	5	9
Not necessary	16	41	0	0
Non-response	10	26	9	17
Total	39	100	54	100

The above results shows that 55% or 51 of the respondents want official break time, particularly, the non-academic staff.

On inquiry among the academic staff, it was discovered that because of their lecture time table, an individual lecturer can go for his break at any time, therefore many of them do not consider an official break time necessary. Similarly, it was discovered among the non-academic staff who do not want official break time that staff are likely to abuse such a privilage. Those who hold this view constitute about 8%.

On how the respondents see their pay packages in view of their jobs and qualifications, the following results were obtained.

3.2.18. PERCEPTION OF PAY PACKAGES IN RELATION JOB AND QUALIFICATION:

	Academic	%	Non-academic	%
Fair	23	59	37	67
Not fair	15	38	16	30
Non-response	1	3	1	3
Total	39	100	54	100

The above results shows that 65% or 60 of the respondents see their pay package as fair.

When the respondents were asked to assess the University man-power development (training)policy, the following results here obtained.

3.2.19. THE UNIVERSITY MAN-POWER TRAINING POLICY:

	Academic	%	Non-academic	%
Objective	20	51	10	18
Bias	14	36	42	78
Non-response	5	13	2	4
Total	39	100	54	100

The analysis above shows a conflicting views expressed by the academic and the non-academic staff respondents. While 42 or 78% of the non-acadmic respondents see the policy as bias, 51% of the academic respondents see it as objective.

When the researcher probed further those who see the development (training) policy as bias to indicate what category of staff is not favoured by the policy, the following findings were made.

3.2.19.2 THOSE NOT FAVOURED BY THE UNIVERSITY MAN-POWER TRAINING POLICY:

	Academic	Non-Acad.	Non-specific	Total
Academic group	10	2	2	14
Non-academic group	3	32	7	42
Total	13	34	9	56

The table above shows that out of 56 or 61% of the respondents (both academic and non-academic group) who see the policy as bias, 43 or 61% of them see the policy as bias against the non-academic staff.

On those who have had training since they join the services of the University, the respondents indicated as follows:

3.2.20. THOSE WHO HAVE HAD TRAINING WHILE IN SERVICE:

	Academic	%	Non-academic	%
Undergone training	24	61	25	46
Did not undergo training	14	36	21	39
Non-response	1	3	8	15
Total	39	100	54	100

The above table shows that 61% of the academic group members have undergone training while 46% of the non-academic group have undergone training.

On further investigation to find out the sponsors of those who have had training since they started work, the following revelations were made.

3.2.21. SPONSORS OF TRAINING PROGRAMS:

	Academic	%	Non-academic	%
A.B.U.	18	75.0	19	76.0
Private	2	8.3	2	8.0
Others	2	8.3	0	0.0
Not specific	2	8.3	4	16.00
Total	24	100.0	25	100.0

A deduction could be made from the table above that the University has sponsored almost an equal number of both academic and non-academic on training.

On whether the respondents consider the training of staff on job desirable, the following results came to the lime-light.

3.2.22. THE DESIRABILITY ON THE JOB TRAINING:

	Academic	%	Non-academic	%
Yes	31	79	46	85
No	3	8	1	2
Non-response	5	13	7	13
Total	39	100	54	100

The above table shows that 83% or 77 of the respondents consider the training of staff on the job as desirable.

On whether or not the University administration is democratic in terms of staff involvement in decision making processes, the following results were obtained.

3.2.23. STAFF INVOLVEMENT IN THE UNIVERSITY ADMINISTRATION:

	Academic	%	Non-academic	%
Yes	14	36	40	74
No	21	54	8	15
Non-response/ I don't know	4	10	6	11
Total	39	100	54	100

The table above shows a conflicting views expressed by the two groups, this indeed is interesting to the researcher, because while 36% or 14 of the academic respondents see the

administration as not democractic 74% or 40 of the non-academic respondents see it as democractic. On the whole 58% or 54 of the respondents see the administration as democratic while 31% or 29 respondents see it as not democratic.

On the fairness or otherwise of the acquisition of paper qualification as pre-requisite for promotion, the following views were expressed, by the respondents.

3.2.24. THE USE OF PAPER QUALIFICATION AS A PRE-REQUISITE FOR PROMOTION:

	Academic	%	Non-academic	%
Fair	20	51	21	39
Non fair	19	49	32	59
Non-response	0	0	1	2
Total	39	100	54	100

The above shows that while of 51% or 20 of the academic respondents see the paper qualification as a fair yard-stick to determine who should be promoted, 59% or 32 of the non-academic respondents see it as unfair. However, 55% or 51 of the respondents see the yard-stick as unfair. To support this view, some respondents interviewed indicated that while paper qualification could be

used as a yard-stick for promotion, work experience and skill should be considered. To these people, this measure will take care of both the certificated and non-certificated members of staff. Similarly, these people maintained that, this could encourage highly dedicated staff to work harder towards career development instead of filling vacancies with "mediocre."

On how the respondents see the University public image, they responded as follows.

3.2.25. UNIVERSITY PUBLIC IMAGE:

	Academic	%	Non-academic	%
Good	26	67	39	72
Bad	8	20	10	19
I don't know	5	13	5	9
Total	39	100	54	100

The table shows that 70% or 65 of the respondents feel that the University has a good public image.

A respondent stated that the image is good because "the image radiates round the figure of the Chief Executive, he is good, so the image is good."

Among those respondents who see the University as bad attribute this to the "excessive internal frictions" and the "religious intolerance" which has engulfed the University in the recent times.

When the respondents were asked to indicate whether they will accept an offer of contract appointments after their retirements, they responded as follows.

3.2.26. CONTRACT APPOINTMENT AFTER RETIREMENT:

	Academic	%	Non-academic	%
Yes	20	51	27	50
No	16	41	24	44
Non-response	3	8	3	6
Total	39	100	54	100

This shows that 51% or 47 of the respondents will accept contract appointment offers after their retirements.

Among the 43% or 40 respondents who will not accept such an offer reasoned that they should go into private practices instead. Some just wanted a change of environment and some feel that the University is not well secured, so they will thank their God if they attain retirement age unhurt.

In order to be able to drew a general conclusion from the findings, the research results are summarised. For the understanding of the table below, it is important to point out that the positive feelings expressed by the respondents are taken to be in favour of the University, while the negative feelings are taken as against the University.

The feelings are summed up and matched to determine whether the work climate of the workers has a negative or positive impact on their feelings towards their jobs.

For the purpose of comparative analysis between the academic and non-academic the respondents'views are divided into those expressed by the academic and non-academic respondents.

It is note-worthy to state that only results that are relevant to determining the work environment of workers and their feelings about their job are considered.

3.2.27. SUMMARY OF RESEARCH RESULTS:

TABLE	POSITIVE				NEGATIVE			
	Academic		Non-acad.		Academic		Non-Acad.	
	No.	%	No.	%	No.	%	No.	%
3.2.4.	7	18	17	31	32	82	35	65
3.2.5.	36	92	48	89	3	8	6	11
3.2.6.	14	36	28	52	24	62	24	44
3.2.8.	4	25	5	13	12	75	32	84
3.2.9.	29	74	43	80	7	18	8	15
3.2.10.	29	74	37	68	7	18	15	28
3.2.11.	22	56	42	78	15	39	12	22
3.2.12.	35	90	40	74	3	8	13	24
3.2.13.	31	80	37	69	7	18	17	31
3.2.14.	38	97	53	98	1	3	1	2
3.2.15.	28	72	43	79	8	21	9	17
3.2.18.	23	59	37	67	15	38	16	30
3.2.19.	20	51	10	18	14	36	42	78
3.2.23.	14	36	40	74	21	54	8	15
3.2.24.	20	51	21	39	19	49	32	59
3.2.25.	26	67	39	72	8	20	10	19
Total		978		1001		549		544

From the above table, since the respondents' positive feelings far outweight their negative feelings, a deduction can be made that they have positive feelings towards their jobs and this indeed is as a result of their work climate.

3.3. TEST OF HYPOTHESIS:

The following hypothesis are the basis of the research.

ALTERNATE: The work environment of Senior Staff in Ahmadu Bello University has a negative impact on their feelings towards their jobs.

NULL: The work environment of Senior Staff in Ahmadu Bello University has no negative impact on their feelings towards their jobs.

From the collated results in Table 3.2.27 it becomes obvious that the work environment of Senior Staff in Ahmadu Bello University has no negative impact on their feelings towards their jobs, therefore the null hypothesis is accepted while the alternate is rejected.

CHAPTER IV

4.1. SUMMARY:

In the recent times, nearly every organisation's existence in Nigeria has been threatened by labour unrests.

The Nigerian press has been doing alot on the coverage of these sad events which seem to be un-ending. Many organisations have paid dearly for this in terms of man/hour loss and the general disruptions of organisational activities.

For the fact that these sad events have almost become a daily occurence, one wonders what the managements of the present day organisations are doing to put a full-stop to these urgly situations.

This year alone the activities of the Nigerian Universities have on many occassions been disrupted because of strikes embarked upon by the University workers.

These counter productive activities of the workers is what provoked the researchers interest to find out the peculiar situation of Ahmadu Bello University more especially now that the labour unions and the University Management are at each other's neck.

The research efforts were carried out through the use of questionnaire and personal interviews and observations of a sample chosen from the Senior Staff population (both academic and non-academic).

It was indeed to the dismay of the researcher that the majority of those who responded to the questions asked expressed positive feelings towards their jobs while they are still complaining of poor conditions of service.

4.2. CONCLUSION:

From the results of the facts finding mission, the following conclusions could be made:-

(1) Through the various activities of the University, a good quality of work life program has been put in place. This explains why the senior staff of the University have positive feelings towards their jobs.

(2) The majority of the senior staff whose jobs involve the use of machines find their jobs un-interesting because of the problems their machines constitute.

(3) The work schedule of the majority of staff is such that do not deny them time to engage in some activities other than those of their offices.

(4) That the senior staff are given enough authority and clear information relating to their assignments and they are given the freedom to use their initiatives in carrying out responsibilities assigned to them.

(5) The relationships among workers and between their departmental heads is cordial.

(6) The use of paper qualifications as pre-requisites for promotion is a fair yard-stick, however, this need to be used along with some other measures like work experience, skill and productivity.

(7) The University is perceived by the workers as a good organisation, however, if nothing is done about the ethnic, religious industrial and administrative frictions which have engulfed the University in the recent times, its image will be dragged into the mud.

4.3. SUGGESTION FOR FURTHER RESEARCH:

In view of the fact that this study did not cover every aspect of the work situations in Ahmadu Bello University, further research work in the following areas are suggested.

(1) The senior staff productivity trend in the recent years.

(2) There could also be a study on the remote causes of counter-productive behaviours being exhibited by the senior staff in the past few years.

(3) The examination of the roles played by the local branches of the Nigerian University Unions and associations in the planning and execution of nation-wide industrial strikes.

(4) A study could also be undertaken to determine the circumstances surrounding the exodus of senior staff in Ahmadu Bello University.

(5) The re-appraisal of the University internal security system with a view to making it more effective and efficient.

4.4. RECOMMENDATION:

The desire to make some inputs towards the progress of the University, the researcher's my alma mater and employer is what proked his interest in this study. Therefore, the following recommendations are made based on the results of the study.

(1) As it is often said that health is wealth, the University health care system should be improved through proper, adequate funding and staffing of the Sick-Bay.

(2) The University's communication and transportation systems should be re-activated to ensure effective communication within and without the Campuses. The transportation system should be made beneficial to the staff and the students.

(3) The administrative procedures should be debureaucratised to avoid red-tapism which often frustrate many people having one or two things to do in the administrative departments.

(4) More people should be involved in the decision making should be through a committee system. Similarly, it is recommended that appointments into some key management positions should be by

election and not by selection on considerations other than merit.

(5) The University should consider as a matter of priority the training of her staff and sponsorship for local and international conferences.

(6) The University should endeavour to provide all departments the necessary materials they need to positively engage their staff.

(7) The staff should be motivated through regular promotion, institution of long service award and the recognition and reward of distinctive achievements.

(8) It is recommended that on occassional basis, the University should have a social functions where the junior and senior staff can interact freely and closely, in an environment other than the office.

(9) There should be some incentives like housing loan, vehicle loan, furniture loan which every member of staff irrespective of his position should enjoy.

(10) The University libraries should be stocked with latest books and journals which are of international standard on various disciplines.

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A P P E N D I X

EXAMINATION OF THE WORK ENVIRONMENT OF SENIOR STAFF IN AHMADU BELLO UNIVERSITY, ZARIA

This study which is being conducted by a Post-graduate student is intended to examine the work environment of Senior Staff in Ahmadu Bello University, Zaria, particularly, as it affects their productivity, psychological well - being and how this can be improved to benefit the staff and the University.

You are therefore, requested to be as honest as possible in responding to the questions asked as they will be treated in confidence.

1. Nature of Work:
   (a) Administrative (State Rank)
   (b) Academic (state rank)
2. How long have you worked in the University?
   (a) 1 to 20 years,
   (b) 21 years and above.
3. What is your qualification state certificate(s) obtained:_____
   _____
   _____
   _____
4. Considering your qualification, will you say that you are under employed?
   (a) Yes
   (b) No
5. How do you see your job?
   (a) Challenging and interesting
   (b) Not challenging and un-interesting.

6. What is the state of your office?
   (a) Comfortable,
   (b) Comfortable.
7. Does your job involve the use of machines?
   (a) Yes
   (b) No
8. If yes in question 7, do they constitute any problem that makes your job difficult and un-interesting?
   (a) Yes
   (b) No
9. How do you feel about your job?
   (a) Happy and proud
   (b) Not happy and not proud
10. Does your work allow you time for other things like leisure, family activities and other social engagement?
   (a) Yes
   (b) No
11. Do you get enough and clear information to enable you perform your duties?
   (a) Yes
   (b) No
12. Do you have enough freedom to use your initiative in the discharge of your duties?
   (a) Yes
   (b) No
13. Do you get enough authority to carryout your responsibilities?
   (a) Yes
   (b) No

14. How do you see your co-workers?
    (a) Friendly
    (b) Unfriendly
15. How do you see your boss?
    (a) Friendly and inspiring
    (b) Friendly but not inspiring
16. Do you have official break time?
    (a) Yes (state when)
    (b) No
17. If no in question 16, do you consider a break time desirable?
18. How do you see your annual pay package, considering the nature of your job and qualification?
    (a) Fair
    (b) Not fair
19. How do you see the man-power development (training) policy of the University?
    (a) Objective
    (b) Bias against academic/administrative staff (tick as appropriate)
20. Have you undergone any training since you joined the University?
    (a) Yes (state sponsor)
    (b) No (state why)
21. Do you consider the traing of staff on the job desirable?
    (a) Yes (suggest sponsor)
    (b) No (state why).

22. Considering the involvement of staff in the running of the University will you say that the administration is democratic?

(a) Yes

(b) No (state why):_____

23. How do you see the promotion policy of the University particularly the emphasis laid on paper qualification?

(a) Fair

(b) Unfair (state why)._____

24. Does the promotion committee discriminate against any group of people?

(a) No

(b) Yes (state the group) and ground of discrimination.

25. How do you see the Public image of the University?

(a) Good

(b) Bad (state why):_____

26. If after your retirement you are offered a contract appointment will you accept?

(a) Yes

(b) No (state why):_____

27. Suggest possible ways by which the work life of the senior staff can be improved (intemise):_____

_____

28. Sex:

(a) Male

(b) Female.

29. Marital Status:

(a) Married

(b) Single.

Thank you very much.