

# Organisational Factors as Predictors of Female Professionals' Job Performance in Electronic Media in South-West Nigeria

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## Abstract

Female Media Professionals' (FMPs) employment and involvement level in Electronic Media Houses (EMHs) have increased over the years. Despite this significant increase, the FMPs are still concentrated at the lower and middle employment stratum. This study, therefore, examined the influence of organisational and demographic factors on the employment status and job performance of female media professionals in electronic media houses in South West Nigeria. The descriptive survey research design was adopted. Total enumeration sampling technique was used to select 1,231 FMPs from 42 EMHs across the six states of south-west. The instruments used were FMPs Job Performance Scale ( $r=0.89$ ), and Organisational Factor Scale ( $r=0.88$ ). Two research hypotheses were tested at 0.05 level of significance. Data were analysed using Pearson's product moment correlation, and multiple regression and content analysis. Organisational and demographic factors jointly predicted job performance ( $F_{(2|1228)} = 65.28$ ); accounting for 96% in the variance of job performance. The components of organisational factors positively correlated with job performance: supervisory support ( $r= 0.86$ ), organisational culture ( $r=0.74$ ), work environment ( $r=0.36$ ), networking ( $r= 0.34$ ), mentoring ( $r=0.11$ ), training ( $r=0.67$ ), and condition of service ( $r=0.65$ ). In order to improve the female job performance, it was recommended among other things that Management should always ensure reward for hard work and sacrifices made, especially for female workers in electronic media in order to encourage them to do more. This will positively impact on their job performance and also improve their employment status.

**Keywords:** Female media professionals, Job performance, Electronic media houses

## Introduction

Ever since Nigeria's Independence in 1960, there has been a significant increase in the participation of women in social, economic and political life of the country, especially as a result of the incorporation of human rights principles in the national constitution, the overall level of women's engagements in all aspects of Nigerian national life has been very marginal until very recently. This may not necessarily be limited to the fault of the men and the societal value but may be attributable to the perception of the women themselves which has been induced by the traditional roles which they have imbibed over the years.

Nonetheless, greater recognition of women in Nigeria was experienced in the 1980's when the National Commission for Women decree number 30 of 1989 was promulgated. This was with the aim of promoting the general welfare, deployment, and full integration of female potentialities into national development, as well as engendering a political atmosphere and culture which are expected to eliminate all social and cultural practices that discriminate against and dehumanize womanhood in Nigeria (Awe, 1996; Oloyede, 2004; Oyekan, 2004). This period also witnessed the positive engagement and emancipation of women in the social policies by the establishment of certain government institutions such as; the Ministry of Women Affairs, Better Life for Rural Women, Family Support Programme, and Family Economy Advancement Programme, which were consequently introduced by the wives of military Heads of States in collaboration with the successive military governments between 1986 and 1999. The resultant effect of all these efforts was an upsurge in the enrolment of girls in schools (Dada, 2004). Given all these, the Nigerian female folks since the 1980s have therefore experienced an improvement in acquiring higher levels of enlightenment, with and consequently, involvement in various fields of life, particularly the electronic media which has been seen as a male domain (Moghandam, 1999; Awe, 1991).

In the present-day Nigeria, women have become a force to reckon with in all the fields of human endeavour (Ofuani, 2010). Thus, media jobs like other ones known as preserves of men are also not excluded. The performance of female media employees has therefore become germane to the realization of the goals of the media houses in Nigeria. In fact, in view of the challenge of timely delivery of products, news and entertainments that media houses face today, women's contribution assumes an inevitable element in the electronic media and the society at large.

However, Yonlonfoun (2002) describes job performance as the main issue, 'The focal point of employee morale at work'. He further states that, the ultimate goal of management effort at boosting workers' morale is high job performance. Individual performance is a multi-dimensional concept which can be differentiated in terms of process and outcome. Process refers to behaviour while outcome refers to the result of the individual's behaviour (Sonntag, Volmer and Sychala 2008). According to Onuoha (2013), performance can be described as work outcomes that relates closely to task performance, such as the quality and quantity of work done and job relevant behaviours that are useful in achieving task performance. Madukoma (2012) on the

other hand defines performance as the level of an individual's work achievement after having exerted effort. Employee performance refers to ability of the employee to achieve organizational goals more effectively and efficiently. Goal clarity, feedback, motivation, environment and technology were considered as factors affecting performance (Mandong 2013). Campbell (1990) proposes eight factor model of performance.

Contemporary literature on the media and employee performance therein have shown that employee performance, including that of women in the media houses is paramount to the continued existence and relevance of the media. Due to family-work balancing female media professionals find it very difficult to actually manage their time accurately (Phalen 2000, Utari and Nilan 2004). Also, they often have the problem of communicating and relating with their co-workers, particularly the males. This arises from the problem of gender relations (Nickie and Charlotte, 2000, UWICS 2005). Furthermore, organization employment pattern, as identified by Phalen (2000) may cause hierarchical wrong placement of women on the job, thus leading to their dissatisfaction with the job and consequently resulting in their sub optimal performance on the job. Hence, the rekindled interest among scholars on the employment status and job performance of women in the media houses particularly in electronic media houses.

However, if their job status or positions are not relevant to their qualification in terms of education, experience and training, there is likelihood that, they will not be motivated to perform optimally by putting in their best in doing the job. There has been vast literature on factors generally influencing job performance. For instance, Jayan (2006) asserts that certain personality variables (like extroversion, agreeableness, conscientiousness, emotional stabilities and openness to experience) are associated with job performance. Certain organisational and demographic factors have been identified among the ones influencing job performance. These factors include age, marital status, education, experience, training, organisational culture and supervisor support (Richard, Mile and Danny 2002; Shafri and Uli 2010).

In addition, condition of work, feedback, marital status, department, position, peer groups task characteristics, individual differences, leadership and administrative style have all been observed as general factors associated with performance (Hsiel 2004, Asekun- Olarinmoye 2006). Tolentino (2001) also revealed that media women demonstrate adequate capability but certain factors still impede their progression on the job which equally affects their performance.

The situation therefore raises certain salient questions like; what are the factors responsible for the occurrence? Can the situation be corrected by thorough understanding of the organisational and demographical factors (mentoring, networking, training, supervisory support, work environment, condition of service, age, experience, education and marital status) that predispose the female media professionals' job performance in south-western Nigeria? This study, therefore examined the extent to which organisational and demographic factors predict female job performance in electronic media houses.

### Research Hypotheses

1. There is no significant prediction of organizational and demographic factors on female's professional workers employment status.
2. There is no significant correlation between the organizational factors (age, marital status, educational qualification, mentoring, networking, experience and training, organisational culture and supervisor support) and female' employment status.

### Methodology

**Research Design:** Descriptive survey research design of the ex-post facto type was used. This was because the research was cause effect in which the researcher did not manipulate the independent variable (Organisational Factor) as predictors of employment status of female professional in electronic media houses.

**Population of the Study:** The population consisted of all female media professionals in South-West, Nigeria. These were estimated to be one thousand, four hundred and seventeen (1,417). The States included; Lagos, Ogun, Osun, Ondo, Ekiti and Oyo.

**Sample Size and Sampling Technique:** For the purpose of this study, respondents were selected using total enumeration technique. This is because the estimated population of one thousand four hundred and seventeen (1,417) was considered not too large to be handled. The contact persons in the media houses were the Directors of Human Resources, general managers and female media professionals. One thousand four hundred and seventeen copies of the questionnaires (1,417) were administered on the female staff of the three core media departments (News, Programmes and Marketing) and out of these, one thousand, two hundred and thirty one (1,231) were returned. These one thousand, two hundred and thirty one (1,231) copies returned, therefore formed the sample size. These translated to eighty seven percent (87%) of the estimated population.

**Instrumentation:** Three questionnaires were used in this study namely:

- i. **Job Performance Scale:** This was an adapted scale from Shaffri and Uli (2010) with a reliability of 83.9. It contains 22 items. It was designed on a 4 Likert Scale of Strongly Agreed (SA), Agreed (A),

Disagreed (D), Strongly Disagreed (SD). The instrument was revalidated and has an Alpha Coefficient of 0.89.

ii. **Employment Status Inventory (ESI):** This was a questionnaire designed by the researcher on a four Likert Scale of Strongly Agreed (A), Agreed, (A), Disagreed (D) and Strongly Disagreed (SD). It contained 12 items on employment status of female media workers. The content and construct validity of the questionnaire was ensured. ESI yielded an Alpha Coefficient of 0.82.

iii. **Organisational Factor Scale:** This was a questionnaire designed by the researcher on a four Likert Scale of Strongly Agreed (SA), Agreed, (A), Disagreed (D) and Strongly Disagreed (SD). It contained 48 items on Organizational Factors of female media workers. The content and construct validity of the questionnaire was ensured. ESI yielded an Alpha Coefficient of 0.82.

**The Procedure for Questionnaire Administration:** The questionnaires were administered by the researcher with the assistance of five Proctors. This facilitated the explanation and interpretation of some aspects of the questionnaire in order to prevent misinterpretation and false responses. However, the assistance of personnel officer in each media outfit was sought.

**Method of Data Analysis:** The demographic data collected on the respondents were analysed using descriptive statistics while the data on core variables covered by the study was analyzed using Multiple Regression Analysis and Pearson's Product Moment Correlation.

## Results

**Table 1: Regression of Independent Variables (Organizational and Demographic Factors) on Job Performance of Female Workers in Electronic Media Houses**

Model	Sum of Square (SS)	DF	Mean Square (MS)	F-Ratio	Sig.	R <sup>2</sup>	Adjusted R <sup>2</sup>
Regression	25672.379	2	12836.190	65.278	0.000	0.96	0.95
Residual	2414772.8	1228	196.639				
Total	267145.14	1230					

Table 1 shows that the combine effect of organisational and demographic factors on the Job Performance of female workers in electronic media houses was significant at F-ratio = 65.278, P = 0.000. The R<sup>2</sup> was 0.96, while the adjusted R<sup>2</sup> = 0.95. The value of R<sup>2</sup> shows the combine rate at which the organizational and the Demographic factors (Independent Variables) predict or affect the Job Performance (Dependent Variable) because it determines the degree of variability in the outcome (Job Performance) that is accounted for by the predictors (organisational and demographic factors). Thus the regression analysis above shows that Organisational and Demographic factors were responsible for 0.96 variations in the Job performance of female media workers. This result implies that organisational and demographic factors predict the job performance of female workers in electronic media houses by at least 96%. The result further answers the research question one in this study.

**Table 2: Relative Effect of Organizational and Demographic Factors on Female Electronic Media workers Job Performance**

	Unstandardized coefficient		Standardized coefficient	T	Sig
Variables	B	SE (B)	Beta contributions		
Constant	53.322	0.928		57.476	.000
organisational factor	0.132	0.016	0.327	8.240	0.000
Demographic	-0.017	0.029	-0.024	-0596	.551

Table 2 shows the relative contributions of the individual predictors (organisational and demographic factors) to the job performance of female workers in electronic media houses. From the table, the relative contributions of organisational factor was  $\beta = 0.327$ , P = 0.00, while that of demographic factors was  $\beta = -0.024$ , P > 0.05. The demographic factors considered in this study include age, marital status experience and education. The result presented above conforms with the previous empirical work on organisational and demographic factors which also confirmed that demographic factors affected job performance.

From the table of relative contribution we also observed that the demographic factors made a negative contribution, though not significant to job performance. The implication of the negative contribution is that as the demographic factors increase, the performance may likely drop. This could be true for age and marital status of female media workers. The reasons for this negative contribution could be alluded to the fact that majority of female in the media are within the age bracket of 25 and 35 years of age. At this age, they are still a lot fresh from school; they are just beginning to acquire experience that could help them on the job. However, as they also grow older and get married, most of them tend to quit the profession because of the challenges of combining the profession with raising children.

Ogbogo (2010) in his study confirmed that child rearing and domestic responsibilities which resulted

from marriage were the major gender variables that affect the job performance of women in universities. He further explained that females spend double their time carrying out the demands of domestic chores and nurturing children. The findings of Donover (1985), and Olubor (2006) both concluded that women have to share their time and commitment between their home or marriage and work. In fact, Olubor (2006) clearly stated in his findings that marriage, the biologically induced responsibility of childbearing and domestic responsibilities were major gender related factors which affect women labour input in the workplace. The research of International Women Media Fund (IWMF) also supports the findings of this study by confirming that balancing work and family has been a big challenge to media women. Eleni (2006), Tolentino (2001), and Blau et al (1998) all shared this view. The results also buttressed the fact that marital status as a demographic factors affects job performance of female media workers.

**Table 3: Correlation summary of organisational factors and job performance of female professional electronic media workers**

	Networking	Mentoring	Training	Supervisory Support	Organization Culture	Work Environment	Condition of Service	Job Performance
Networking	1							
Mentoring	0.823** 0.000	1						
Training	0.706** 0.000	0.821** 0.000	1					
Supervisory Support	0.323** 0.000	0.082** 0.002	0.71* 0.013	1				
Organization Culture	0.590** 0.000	0.354** 0.000	0.324** 0.000	0.710** 0.000	1			
Work Environment	0.866** 0.000	0.792** 0.000	0.663** 0.000	0.345** 0.000	0.572** 0.000	1		
Condition of Service	0.673** 0.000	0.787** 0.000	0.959** 0.000	0.058* 0.043	0.326** 0.000	0.627** 0.000	1	
Job Performance	0.343** 0.000	0.109** 0.000	0.067* 0.018	0.855** 0.000	0.744** 0.000	0.356** 0.000	0.65* 0.022	1

\*\* Correlation is significant at the 0.01 level (2 tailed)

\* Correlation is significant at the 0.05 level (2 tailed)

Table 3 on organisational factors show significant relationship for networking at  $r=0.343$ ,  $p=0.00$ , mentoring at  $r=0.109$ ,  $p=0.00$ , training at  $(r) =0.67$ ,  $p=0.018$ . Supervisory support was significant at  $(r)=0.855$ ,  $p=0.000$ , organisational culture at  $(r)=0.744$ ,  $p =0.000$ , work environment at  $(r)=0.356$ ,  $p=0.000$  and for condition of service  $(r)=0.65$ ,  $p=0.022$ . Since all these factors present significant values with job performance; we rejected the null hypothesis and accepted the alternative. This is consistent with the findings of Burton et al (2010) who opined that networking substantially influences performance of workers because it serves as a valuable source of information and knowledge for them.

The significant positive relationship presented between training and job performance revealed that the training given to them impacts positively on their performance as well as their status. This position is supported by Bartel (1994) who discovered that high motivation and high level of skill derived from training, aids employee task performance. Also Richard et al (2002) supported this fact by concluding in his study that no matter what kind of training programmes is implemented, employee training makes positive effects upon employees morale and general enterprise effectiveness. The studies of Endang et al., (2009), Hertenstein and Chaplan (2005), Nafukho and Hinton (2003), all confirmed that employee training positively enhances their performance on the job. The result of the IDI Session on pages 89 and 94 further explain the relationship between training and job performance.

On the effect of work environment Leblebici(2012), Akinyele(2012), Ajala(2012), and Kahya (2007) supported the findings of this study. According to Leblebici (2012) who investigated dimensions of workplace environment in terms of physical as well as behavioural components, both physical and behavioural factors affected employee performance but that of behavioural have greater effects. Akinyele (2012) corroborates the findings by stating in the conclusion of his research that all efforts targeted toward elevating employee productivity problems should be directed at the work environment. He believes that if working environment is conducive, employee creativity will be stimulated and this will lead to enhanced productivity. Kahya (2007) showed that environmental conditions out of all the variables he used had a second important effect on job performance.

## Conclusion

This study examined the predictive power of organisational factors on the female professionals' job performance in the electronic media in South-West Nigeria. Based on the data analysis and the research findings, this study concluded that organizational and demographic factors jointly have significant effect on the job performance of female media professionals in electronic media houses. However, networking, mentoring, organisational culture,

and supervisory support, had more impact.

### Recommendations

This study recommends that:

1. Owners and management of public and private electronic media organisations should adopt policies that will impact positively on organizational and demographic factors in order to enhance the job performance of female workers in electronic media houses.
2. Management of Public and private media houses should continue to ensure and maintain conducive work place environment for women in electronic media houses in terms of non-gender biased environment, provision of necessary equipments and enhanced condition of service. This may enhance their job performance as well as their employment status.
3. Public and private owners of media organisations should design policies that could effectively reduce married women professional media workers' high labour turnover, to enable them stay longer on the media job and contribute their own quota to media development. Improved welfare package that would take the interest of the family into consideration could be provided. For instance, provision of family-friendly facilities like crèche. This could help reduce and control truancy and unnecessary absenteeism and thus may improve workers performance.
4. Management should provide opportunities for further education, manpower development and improved mentor-mentee activities.
5. Management should always ensure reward for hard work and sacrifices made, especially for female workers in electronic media in order to encourage them to do more. This will positively impact on their job performance and also improve their employment status.
6. Since the study was limited to organizational and demographic factors predicting job performance of female workers in south-western Nigeria. Future researchers could research into, other factors predicting employee job performance, comparative study on male and female media professional employment status and job performance. Such studies if possible should be done on any other type of media different from electronic media and a different locale should also be considered.

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