

**INFLUENCE OF DEMOGRAPHICS ON ON-THE-JOB-SUCCESS OF FEMALE
CIVIL SERVANTS AFTER IN-SERVICE-TRAINING IN OYO AND OGUN
STATES, NIGERIA**

Omole, Olutayo Toyin & Adegoke, Benson Adesina
Institute of Education, University of Ibadan, Ibadan
E-mail: vicayoade@gmail.com & doctoradegoke@yahoo.com

Abstract

The need for workers' training has increased because of technological advancement. In-service training enhances the performance of workers and engenders workers on-the-job-success. Skill acquisition and on-the-job-success remain at very low level for females. Also, there is little literature on in-service training and on-the-job-success. This study examined the extent to which the demographics (Age, Marital Status, Educational Qualification, Cadre and Socio-economic Status) influenced on-the-job-success of female civil servants after in-service training programme. The population for the study was all female civil servants on Ogun and Oyo states. Survey design was adopted and purposive sampling procedure was used to select 1,033 female civil servants that participated in in-service training. Data were analyzed using Pearson's correlation and multiple regression at $p \leq 0.05$ significance level. Educational qualification ($\beta = -0.116$, $t(1026) = -3.10$, $p < 0.05$), Socio-economic Status ($\beta = 0.20$, $t(1026) = 4.95$, $p < 0.05$) and Marital Status ($\beta = -0.073$, $t(1026) = 0.035$, $p < 0.05$) correlated significantly with on-the-job-success of the female civil servants, while Age ($\beta = -0.026$, $t(1026) = 0.069$, $p > 0.05$), and Cadre ($\beta = -0.035$, $t(1026) = 0.365$, $p > 0.05$) did not. Single women with low socio-economic status and low educational qualification performed better on their job. The study recommended that government should endeavour to sustain policies that can encourage younger and married women in civil service to participate in in-service training and engender increase their on-the-job success.

Keywords: *On-the-job-success, In-Service Training, Female Civil Servants*

Introduction

Training is required at every stage of work and for every person at work. Van der Camp (1990) noted that technological development and its impact on labour markets have made the permanent training and retraining of labour force essential. Yoloje (2004) highlighted the urgent need for continuous training and retraining of workers, in order to keep them constantly abreast of the times. Yoloje (2004) stated that the introduction of new technology into the workplace environment requires workers to adapt continuously to new equipment systems and ways of working as the dynamics of computer and information technology pose a threat to workers who cannot keep abreast with technology.

Any organization with complacent workers (that is, workers who depend on their initial education for the long stretch of their career life) will forever remain in the doldrums. Moreover, the society in which such organization is situated stands the threat of perpetual under-development. Knowledge is not static, as technological development is constantly introducing new skills and knowledge.

Females have come a long way in their workplace but still, there are some challenges that they face as they embark on career change and look for new career training. Some of these challenges are: older women may have difficulty pursuing new career because of certain tangible and intangible barriers. For instance, some females may have to remain in a particular location due to family constraints. Others may not be able to afford education or feel it may take too long. Others may feel they are perceived as 'matured women' who do not have the transferable skills for a new career. However, there are new career training options available for older women who are looking forward to make a career or lifestyle change. Older women seeking new career training can take the advantage of some career training options such as, seminars, workshops and short courses, online classes, and career coaching.

Age and gender are said to be the two most consistent demographic correlates of training activities in adults. In studies that included men and women and that had sufficient age diversity to examine age-related trends, In-service training participation was consistently higher in males than in females and was inversely associated with age. Socio-economic status, occupational status, and

educational attainment were also consistent determinants of participation in In-service training and on-the-job-success after in-service training (Booth, (1991).

According to Owence, Symphorosa and Newman (2009), family attachment was found to be one of the reasons why women do not attain leadership positions. Female were found not to be prepared to take up positions that will drive them away from their husbands and children. Given the choice between career advancement in places away from the family and staying with ones' family, most females preferred the latter. In other words, the fact that females believe that it is "natural" for men and women to occupy different gender roles make it difficult for them to decide to enter into roles associated with men, such as taken leadership of institutions. As a result, the paucity of women in leadership positions and other sectors of society are perpetuated. This trend must change if Nigeria wishes to harness a lot of potentials in women. Females are important managers of society and the fact that they are in the civil service demands that they also participate fully in In-service training. The benefits to the society at large, the civil service and even to women are many.

Once a training programme is completed, worker productivity is expected to increase. The benefit will be to the institution, that is increase in workers output and productivity, and to the worker, as the increase in output would translate into higher wages and opportunities for career advancement. Employee training enhances the human capital of the institution and so directly leads to performance improvement and on-the-job-success. Training has a direct relationship with the employees' on-the-job-success (Fakhar and Anwar, 2005). In their study on the relationship between training and employee's performance in hospitality related organizations, Fakhar and Anwar (2005), found that training has significant relationship with the success and performance of the employees on their job.

Female workers' problems responsible for their low number in senior management team which have been observed as emanating from societal factors; gender issues, problems imposed by organizations and employers; problems from government and problems emanating from personal barriers created by women themselves. Bown and Brady (1993) observed that females receive less encouragement to manage their careers. It is believed that if female

workers in Nigeria's civil service are encouraged to participate in In-service training, there is the likelihood for them to make success out of the In-service training programme. This will improve their skills, like their male counterparts and thereby make them qualified and give them the opportunity to rise up to senior management positions. Ultimately, they will be able to complement men in making the civil service produce efficiently. As Oyekanmi (1985) stated, it is only when women excel in whatever sphere of life they find themselves that people will truly recognize their contributions to national growth.

On-the-job-success has been described as an accomplishment of assigned duties in accordance with organizational guidelines, subject to the normal constraints of reasonable utilization of available resources (Jamal, 1984). Effective on-the-job-success has positive effects on both an organization and its employees. For the organization, it is a means by which it ensures production, economic growth and survival. Similarly, effective on-the-job-success provides the employees with economic gains, security, social status, family and social prerogatives, medical benefits and recreational and educational opportunities (Adana, 1986).

Newly employed are more committed and productive than the older employees (Stewart, Neville, James, Adrian and Wendy, 2002). The older women may not be as productive as the younger ones due to the problem of ill-health that are usually associated with old age. Also, diminishing of on-the-job-success is likely to affect the older women as a result of working in an establishment for a very long period. However, the younger women would be willing to use their youthful strength to work and to learn new techniques so as to meet the demand of their workplace especially if the environment is conducive and encouraging. Moreover, young women are likely to be freed from the commitment of family, which on most occasions may affect the on-the-job-success of older women. A study by Yearata (1995) shows that age does not affect on-the-job success, thus, it contradicted what have been revealed by Smedley and Whitten (2006), who suggested that difference of age could also be a potential factor for on-the-job success. This is in tandem with a study by Shultz and Adam (2007) which indicated that there were significant differences between age groups concerning success on-the-job. Kujala et al.(2005) emphasized that younger people are

poor on work performance but this is opposed by a study by Birren and Schaie (2001).

Few single women on most occasions are committed to family attachment, while the married on the other hand are more committed to their family. The attachment of women to the family always make them to have a re-think on taking important and sensitive decisions like quitting a job. Females would want to exercise serious restraint before leaving a job for sure or uncertain job promises. They would like to think on how the relocation will affect them, their family members and close associates. Therefore, women are likely to remain stable and consistent in a particular place of work than men. Such stability and consistency on the job could positively enhance productivity and on-the-job-success of women than men.

Income is indeed an important motivator for work performance. A study done by Dieleman, Cuong, Anh and Martineau (2003) showed that work performance is influenced by both financial and non-financial incentives. The main motivating factors for workers were appreciation by managers, colleagues and the community, a stable job and income and training. The main discouraging factors were related to low salaries and difficult working conditions. Study done by Dieleman et al. (2003) was then supported by a study completed by Azman et al. (2009) where money acted as a moderating variable in the relationship between income distribution and pay satisfaction in the studied organization. Thus, it will drive to better work performance.

The variables stated above has influence on on-the-job-success of women civil servants. Oyekanmi (1985) stated that it is only when women excel in whatever sphere of life they find themselves that people will truly recognize their contributions to national growth. Researchers such as Bown and Brady (1993) hypothesized that for women's contributions to be actually and truly recognized, there was the need for women to participate in In-service training programme, also perform better on their job after participating in such in-service programme. This will lead to their on-the-job-success.

Statement of the Problem

Importance of training to employees' and organizational performance cannot be overemphasized. Training provides performance feedback and allows employees to be appraised of changes to both their work

goals and the overall objectives of the organization. Research has therefore shown that In-service training improves the professional and academic qualifications as well as productivity of workers. Some demographic factors that may be preventing women from performing better after participating in in-service training programme have not been fully isolated. Indeed, few studies had explored the extent to which demographic factors predicted on-the-job-success of female civil servants. Therefore, it is against this background that the study examined the extent to which women demographic factors (such as age, educational qualification, marital status, cadre, and socio-economic status) predict on-the-job-success among female civil servants.

Research Questions

- 1) What is the number of women civil servants with on-the-job-success in (a) Ogun and (b) Osun state civil service?
- 2) Is there any significant difference in the level of on-the-job-success of the women civil servants in Ogun and Osun States?
- 3) (a) Which of these predictor variables: educational qualification, marital status, cadre and socio-economic status are most influential in predicting on-the-job-success of the women civil servants? (b) Are there any predictor variables that do not contribute significantly to the prediction model?

Methodology

The Design

The study adopted survey design. This design was used for the study because the data were collected through questionnaires from women civil servants that have participated in In-service training programme between 2008 and 2010. In other words, no variable was manipulated in the study.

Population and Sample

The population for the study comprised all the female civil servants in Ogun and Osun States who had participated in In-service training. Purposive sampling procedure was used to select 1,033 female civil servants who had underwent In-service training programme in Ogun and Osun states.

Instrumentation

Two validated instruments were used for this study, these are, Demographic Information Questionnaire (DIQ) and On-the-job-success Questionnaire (OSQ). Cronbach Alpha was used to determine the internal consistency of the items in the questionnaire. The reliability coefficient was 0.97.

Data Collection Procedure

Data were collected using self-developed questionnaire that were distributed to the respondents with the help of two trained research assistants. After the administration of the instruments, the instruments were collected for analysis.

Method of Data Analysis

Research question one was analysed with the use of Mean, Standard Deviation, while research question two was analysed with t-test and research question three was analysed with the use of Multiple Regression at 0.05 level of significance.

Results and Discussion

Research Question One: What is the number of women civil servants with on-the-job-success in (a) Ogun and (b) Osun state civil service?

Table 1: Mean Scores of Number of On-the-job-success of Women in Osun and Ogun States

State	Number	Mean	Standard Deviation
Osun	266	41.83	26.87
Ogun	769	54.57	9.52

The table shows that the number of women civil servants in Ogun state with on-the-job success was considerably higher than number of women civil servants in Osun State. This is because more women participated in in-service training programme in Ogun state than Osun state, this contributed to the on-the-job-success of women civil servants in Ogun higher than women civil servant in Osun state.

Research Question Two: Is there any significant difference in the level of on-the-job-success of the Women in Ogun and Osun State?

To answer this research question, a test of significance of mean difference was conducted using t-test. Table 2 shows the result.

Table 2: t-test of the Mean Difference of On-the-job-success of Civil Servant Women in Osun and Ogun States

State	Number	Mean	Standard Deviation	Mean Difference	Degree of Freedom	t	p-Value
Osun	266	41.83	26.87	12.75	1033	11.27	0.001
Ogun	769	54.57	9.52				

From table 2, there was statistically significant difference in the mean score of on-the-job-success of women civil servants in Osun and their colleagues in Ogun State, $t(1033) = 11.271$, $p < 0.05$. This shows that there was significant difference between women civil servants in Ogun and Osun states in terms of their on-the-job-success. This is because the participation in in-service training programme of women civil servant in Ogun state is higher than women civil servants in Osun state. This accounted for the difference.

Research Question Three: Which of these predictor variables, age, marital status, qualification, cadre, and socio-economic status are most influential in predicting on-the-job-success of the women? (b) Are there any predictor variables that do not contribute significantly to the prediction model?

Table 3 presents the regression coefficients and it shows the contribution of each of the predictors to the prediction and explanation of the women's civil servants on-the-job-success.

Table 3: Regression Coefficients (Criterion: On-the-job-success)

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	62.820	4.477		14.033	0.000
Age	-0.296	0.431	-0.026	-0.687	0.492
Marital Status	-1.884	0.891	-0.073	-2.114	0.035*
Qualification	-1.393	0.449	-0.116	-3.100	0.002*
Cadre	-0.975	1.075	-0.035	-0.907	0.365
Socio Economic Status	1.645	0.332	0.119	4.950	0.000*

*= Significant at the alpha level of 0.05

From the table, marital status ($\beta = -0.073$, $t(1026) = -2.11$, $p < 0.05$); qualification ($\beta = -0.116$, $t(1026) = -3.10$, $p < 0.05$); Socio economic status ($\beta = 0.20$, $t(1026) = 4.95$, $p < 0.05$) contributed significantly to the model. The table also shows that cadre ($\beta = 0.035$, $t(1026) = 0.91$, $p > 0.05$) and age ($\beta = -0.026$, $t(1026) = 0.069$, $p > 0.05$) did not significantly contributed to the model.

Discussion

From the above, socio-economic factor is significant to on-the-job-success of women after in-service training programme. This means that income is important for women to perform better at their workplaces. This is supported by Dieleman et al. (2003), which says work performance is influenced by both financial and non-financial incentives.

Educational qualification of women is also significant for women on-the-job-success after in-service training. This implies that educational opportunities for women could serve as the basis for the full promotion and improvement of the status of women. It is the basic tool that should be given to women in order to fulfill their roles as members of the society. Investment in training the civil servants especially women is necessary and should be encouraged.

Marital status is also a variable that predicts on-the-job-success of female civil servants. Research has shown that both male and female workers are equally committed to their job and that the single workers

are more committed to their jobs than the married workers. Married female civil servants will be committed to their family. Women would want to exercise serious restraint before leaving a job for sure or uncertain job promises. They would like to think on how the relocation will affect them, their family members and close associates. Therefore, women are likely to remain stable and consistent in a particular place of work than men. Such stability and consistency on the job could positively enhance productivity and on-the-job-success of women.

In terms of age and cadre, the results of this study showed that they did not significantly contributed to on-the-job-success, and it is in agreement with Skirbekk (2003) who found out that older women would be more productive than younger women and vice versa depending on the types of assignments given. If older workers are given assignments where interactive skills as opposed to mathematical aptitude are required, they are most likely to be productive over time. Whereas, Lee, Geon and Benedict (2009) found that there is difference between top managers and middle managers in work performance. This indicates that job position cadre has significant impact on work performance and on-the-job-success of women in civil service.

Conclusion

In conclusion, marital status, educational qualification and socio-economic status contributed significantly to on-the-job-success of women in civil service while age and cadre did not contribute significantly to on-the-job-success of women in civil service after In-service training programme.

Recommendations

- 1) There is the need for government to encourage women to participate in In-service training. This will enable them to discover more about the recent developments in their careers.
- 2) Older women should be encouraged to participate in In-service training programmes.
- 3) Female union workers should be encouraged to go for In-service training, because the organization will make use of their skills for a very long time.

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