

## Problems Affecting Managers Job Performance In Government Parastatals: Cross River State Water Board

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### Abstract

The study focused on problems affecting manager's job performance in government parastatals: Cross River State Water Board. The study aimed at determining relationship between manager's job performance and job stress. Secondly, to access the significant relationship between manager's job performance and training. Also, to ascertain the relationship between manager's job performance and Job security. To evaluate the relationship between manager's job performance and work environment and to significant relationship between manager's job performance and organizational cultural. The study adopted exploratory research design (cross-sectional) and descriptive research design (in-depth interview). Data were analysed using the Ordinary Least Square (OLS) method. The study revealed that Job stress had effect on manager's job performance. Training had impact on manager's job performance. There is significant relationship between manager's job performance and Job security. There is significant relationship between manager's job performance and Work environment. Organizational cultural had effect on manager's job performance. The paper concluded that Job stress does have effect on manager's job performance in Cross River State Water board. Training has effect on manager's job performance in Cross River State Water Board.

**Key words:** Job performance, job stress, training, job security, Work environment, organizational culture

### 1.0 Introduction

The universal nature of management is not in doubt as it is not confined to factories, offices, homes, churches, clubs, families and one's personal affairs – all need to be managed to achieve the desired end state. As organization varies in size, complexity, goals, structural patterns and other characteristics so will there be differences in management styles, leadership, effectiveness, employee's morale, organizational health and ability to innovate. All these variables complicate the study of organization and management provides the veritable opportunity to handle, such complications, to achieve results with the available human and material resources. Management focuses on objectives of an organization which is achieved through cooperative efforts and actions of people utilizing resources. The ultimate goal of management is to work for the welfare of man. The individual saddled with the responsibility of management is regarded as a manager (Inyang, 2004). The manager makes efforts to achieve the common goals of an organization by directing human activities with the help of other available resources. Managers are people who are primarily responsible for the achievement of organizational goals. Manager is a person who develops budgets and plants, organize personnel by reporting structures, and execute by monitoring results against the plan. Manager is anyone involved in the administration of an organization with the authority to used organization resources, whether money, labour or equipment is furtherance of the organization's objectives. Managers are individuals who get things done through others (Nwachukwu, 2006; Inyang, 2008; Hartzell, 2006 and Ihunda, 2006).

A manager's job performance is an activity in which a unit of work is accomplished by a manager in an organization through execution of managerial task or function. In an organization, a manager must perform certain task or those activities that characterized the manager's job which include planning, organizing, directing, coordinating and controlling.

The importance of manager's job performance cannot be overemphasized because there are vehicles through which work and organizational objectives are accomplished. Manager's job performance is a yardstick for measuring performance appraisal in an organization in terms of output. Through critical observation it has been noticed that job performance can be affected by many things – job stress, lack of training, poor work environment, job security and organizational culture.

It is based on these developments of management phenomenon that the government is also interested in setting up enterprises that falls outside the civil services structure. Government also acts as entrepreneurs in running the affairs of government parastatal or enterprises through its boards of directors as in the case of Cross River State Water Board Limited. It is assumed that managers appointed are faced with some problems affecting their job performance in the parastatal. Therefore, this research work is designed to find out problems faced by managers in performing their job in the Cross River State Water Board, the study will proffer solutions to these problems

considering the vital role managers play in organizational goal attainment. Managers working in government parastatal generally in Nigeria and Cross River State Water Board in particular tend to have lukewarm attitude towards performing their managerial functions or tasks and any other engagements involving them compare to managers in the private organization which are highly competitive. This negative work attitude affects the effectiveness and efficiency of the organizations in terms of achieving higher productivity.

Managers at times are often faced with lack of effective and good working environment, also the lack of the necessary infrastructure and other necessary arrangement by the management can bring about poor job performance. Lack of job performance can be affected by many things – job stress; lack of training to meet up with the current trend of events on how to provide quality pipe-borne water for the publics/consumers; poor work environment; job security and organizational culture. It is pertinent to note that the role of managers in organizational goal attainment should not be underestimated. Through critical observation it has been noticed that government parastatals – Cross River State Water Board still have little or no regard to the welfare and development of their managers. It is the backdrop that has led to this research work on problems affecting manager's job performance in government parastatals: a study of Cross River State Water Board.

### 1.1 Research objectives

- To determine the effect of job stress on manager's job performance.
- To ascertain the impact of training on manager's job performance.
- To evaluate the relationship between manager's job performance and job security.
- To access the relationship between manager's job performance and working environment.
- To determine the effect of organizational culture on manager's job performance.

### 1.2 Research hypotheses

Ho: Job stress does not have effect on manager's job performance.

Ho: Training does not have impact on manager's job performance

Ho: There is no significant relationship between manager's job performance and Job security

Ho: There is no significant relationship between manager's job performance and Work environment

Ho: Organizational cultural have no effect on manager's job performance

## 2.0 Literature review

### Profile

The Cross River State Water Board was incorporated in 1998. However, as Water Board, it was established by Edict No. 13, of 1975. The Board was constituted mainly;

- a) To establish, control, manage and develop new water works and to extend and develop existing ones for the purpose of providing water to meet the individual and domestic needs of the State.
- b) To ensure that adequate and potable water is supplied to the consumers at economic changes, and
- c) To conduct such researches as are necessary for the fulfillment of the functions.

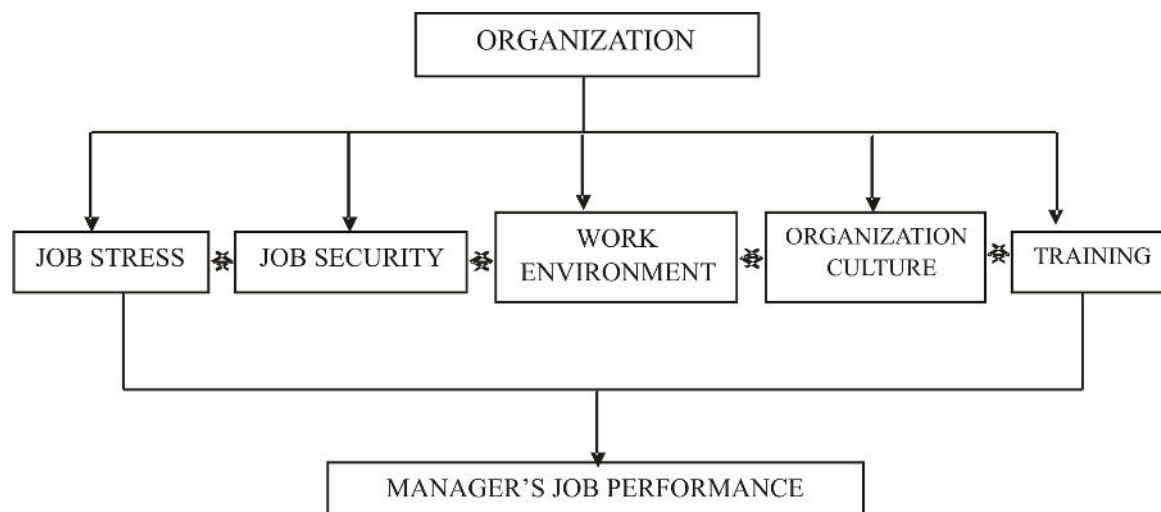
The Cross River State Water Board Ltd, produces 166,000 m<sup>3</sup>/day and serves the areas of Calabar, Akamkpa, and Ugep/Ediba with a total urban population of 563,000. Total water demand in the State is estimated to be 179,000 m<sup>3</sup>/day. Cross River State Water Board Ltd, is currently only utilizing about 40% of its production capacity due to its inadequate distribution system. Cross River State Water Board Ltd, has entered into a Managerial Contract with a Private Firm to undertake its day to day operations. The contract was originally for three (3) years and has been extended while negotiations are on-going for a new contract. Water Board before 1975 existed as a water division in the Ministry of Works by Edict No. 13 of 1975 the Cross River State Water Board was established. It was further amended by another Edict No. 8 of 1978 and operated as Water Supply Agency of Cross River State up till now. When population of Calabar increased, there was need for the water capacity supply to increase so as to meet the demand of the teeming population of Cross Riverians.

Consequently, the government of Cross River State under the leadership of Clement Ebrri as Governor, the governor sought for and collected a loan of \$160m (Dollars) from African Development Bank (ADB) to improve on the water capacity supply to Calabar Metropolis and so there was the need for a corporate existence of the Water Board Company of Cross River State Government. By 1998, the Water Board was incorporated as a limited liability company to be run on commercial basis. The African Development Bank Water Supply project covers the following areas:

- Calabar Capital City and it environment
- Akamkpa and adjoining villages of Mbarakom
- Ugep-Ebita and adjoining villages of Usumutong, Ekori, Mkpani, Nko, Idomi and Adim.

### 2.1 Conceptual framework for the study

The underpinning conceptual framework is drawn from the author's research: Factors affecting manager's job performance model



Author's research: Factors affecting manager's job performance model

The above model shows that manager's job performance are been affected by the following - job stress, job security, poor work environment, poor organizational culture and lack of training. This research work adopted theories of Jamel (1985) and Vroom (1964) of negative linear relationship. This theory argues that stress at any level reduces task performance by draining an individual's energy, concentration and time. Also, that physiological response caused by stressors impair performance. The above theory tends to be the underpinning theory for this research work which seeks to reveal a significant relationship between job stress and manager's job performance in Cross River State Water Board.

This study adopted Herzberg's two factor theory (1959) which emphasis on factors that affect work performance. The first factor is known as the intrinsic factors which include achievement, recognition, work itself, responsibility, growth and advancement. Another is known as the extrinsic factors which include company policy and administration, supervision, working condition/environment, salary, status, security, and interpersonal relationship. The extrinsic factors lead to job dissatisfaction which in town affect manager's job performance. The Herzberg theory is also an underpinning theory for this research work that seeks to portray the factors (job security, working environment) that affect manager's job performance in Cross River Water Board.

## 2.2 Empirical evidence on factors affecting manager's job performance

Organizations whose intention is to enhance manager's job performance must critically analyze the forces /factors that ameliorate manager's job performance – job stress, job security, unconducive environment, organizational culture and training.

### 1. Job stress and manager's job performance

Generally speaking, most workers fuel some sense of purpose and accomplishment about their jobs, which can be very rewarding and self-satisfying. However, work can also be a tremendous burden, with deadlines to meet, work overload and difficult bosses placing considerable pressure and strain on workers. Therefore, jobs and the work environment commonly produce stress, which if not properly handled, can result in negative and dysfunctional behaviour at work (Riggio, 2003). Job stress is a physiological reaction to certain threatening environmental events (Selye, 1976). Yerkes and Dodson (1908) were the first to stumble upon the inverted – U relationship between stress and performance. Their work focused on the effects of stress on the learning response of rats. Using three trials with low, moderate, and high levels of stimulus, the authors found a weak but curvilinear relationship, with performance on the task improving as the stressor reached a moderate level and decreasing as stimulus strength increased beyond this point.

Selye (1975) and McGrath (1976) also suggest an inverted – U relationship between stress and performance. Research on arousal theory supports the inverted – U hypothesis, assuming that external stressors produce a stress response that is similar physiologically to arouse. Sanders (1983) and Gaillard & Steyvers (1989) find that performance is optimal when arousal is at moderate level. When arousal is either too high or too low, performance declines. There are many critics of the inverted – U hypothesis who argue that the relationship between stress and performance does not have a U – sharp. One alternative mode is a negative linear relationship. Jamal (1985) argues that stress at any level reduces task performance by draining an individual's energy, concentration, and time. Vroom (1964) offers a similar explanation, suggesting that physiological response caused by stressors impair performance.

A research work conducted by Salami, Ojokuku & Ilesanmi (2010) on the impact of job stress on Nigerian Managers' performance. In carrying out the study, random sampling technique was adopted to select 135

managers who have worked at least five (5) years in an managerial position relevant data were collected using structured questionnaire. The Z-score was used to test the study hypothesis. The findings showed that job stress brings about subjective effects such as fear, anger and anxiety among Nigerian managers resulting in poor job performance, poor concentration, mental block and poor decision making skills.

## 2. Training and manager's job performance

Training is an area of personnel management concerned with making the best use of the human resources in an organization by providing them with the appropriate to acquire the necessary skills for jobs (Hartzell, 2006). Employees (managers) training and development are at the heart of employees utilization, performance, productivity, commitment, motivation and growth. Training is organizational effort aimed at assisting an employee (managers) to acquire skills needed for the efficient execution of the activities functions for which he is hired. It is pertinent for organizations (Water Board, Calabar) to notice the following as conditions for training of its managers:

- i. Lack of interest in one's job
- ii. Negative attitude to work
- iii. Poor performance
- iv. Low productivity
- v. Tardiness
- vi. Excessive absenteeism rate
- vii. Excessive complaints
- viii. High rejects or low quality output
- ix. High incidence of accidents
- x. Insubordination

When an organization starts experiencing some of these warning signs, it should consider training, Nwachukwu (2007) identifies the following as objectives of training;

**Increased productivity:** From the company's point of view, productivity is at the apex of all training programmes. A well trained employee is capable of producing more than an untrained employee of equal physical ability. The success or failure of an organization depends on employees' productivity. A well trained salesman produces more than his counterparts of lesser training (other things being equal).

**Lower turnover rate:** An employee who is incapable of producing is frustrated by failure and is more likely to abandon his work than those who are capable of producing. An untrained employee is like a dull school pupil; he hates school and likes to absent himself and is likely to be a school drop-out unlike other pupils who enjoy school because they are doing very well. The same situation applies to an unproductive employee. He hates his work and abandons it at the smallest provocation from any source.

**Higher morale:** A man who is trained has confidence in his ability to perform. He believes that he has control of his environment and is equipped to tolerate occasional disappointments, frustrations and inconveniences. He learns to rationalize and to accept blame for his own failure instead of blaming the organization. A trained employee derives intrinsic satisfaction from his work which promotes his morale. Organizations that have regular training programmes give employees the feeling of being wanted and something to look up to.

**Better coordination:** Training helps in the coordination of men and material. During the training programme, employees are taught company expectations and objectives. They are shown the ladder through which they can attain their own objectives. This gives rise to goal congruency and, consequently, everyone pulls in the same direction. Coordination becomes easy.

On the whole, training reduces cost as it increases productivity, reduces employee turnover and promotes goal congruency. Lack of training increase absenteeism rate, low output, poor quality and rejects and results in high unit cost.

The following are different methods and techniques of training employed by organizations to enhance job performance:

- **On the job training:** This is the most popular and in some cases, the only form of training programme used by some organizations. Of the 210 employers responding to the question on training, 90% use on the job training and believe that it is the most effective for their organizations. One of the advantages of on the job training is that it minimizes the problem of transfer for learning associated with other methods of training. On the training could be an ongoing process that does not excessively disrupt normal company operation. The major disadvantage is that the trainer could pick up bad habits.
- **Job rotation:** This is a training device that makes it necessary to move the trainee from one department or unit to another to master what goes on in that section. The essence of this programme is to broaden his experience in different jobs.
- **Vestibule training:** This is a training device that trains the employee off his regular work area but in an environment closely resembling his work place. He practices his skill with identical equipment that he uses at his regular work place. One of the advantages is that costly mistakes are avoided and the

problem of transfer of training is enhanced as the trainee practices with identical equipment and tools.

### 3. Job security and managers job performance

It has been unraveled that the human resource remains the most vital organizational resources, due to its unique nature particularly regarding, the manipulation of other resources (materials, money) for purpose of creating wealth (Akpan, 2004). It is pertinent for managers to be motivated toward greater job performance in an attempt to achieve organizational objective. This can be achieved through job security. Job security remains an essential motivational tool in motivating, employees toward greater job performance. Hartzell (2006) views job security as the right to continue employment, usually until retirement. The importance of job security in an organization cannot be underestimated because to a large extent it stimulates managers to greater job performance. It includes a reasonable expectation that employees can keep their jobs over a period of time (Hudson & Sullivan, 2002). Maslow in his hierarchy of needs stipulated the importance of job security as an enormous organizational tool in stimulating managers to greater commitment and performance (Nwachukwu, 2006). Secure employment is usually understood by the absence of fear of employment loss – that is, not having the threat of loss of employment. Job security refers to protection against unfair or unjustified dismissals. Job security entails that workers have protection against arbitrary and short-notice contracts of employment and having employment relations that avoid casualization (International Labour Organization, 1995: 18)

A research work conducted by Bassey (2011) on the implications of job security in management – employee relations in First Bank Plc, Calabar main branch. In carrying out the research survey research design was adopted, Pearson product moment correlation coefficient statistical tool was used in testing the hypotheses. The study revealed that job security enhances employees (managers) job performance. Inyang (2004), Locke (1976); and Cole (2008) opined that job security remains an essential catalyst to workers (managers) job performance in an organization.

### 4. Work environment and manager's job performance

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the performance rate of the worker. Therefore, the work environment entails an environment in which the worker performs his work. An effective work environment is a place where results can be achieved as expected by management (Chapins, 1995; Mike, 2010 and Shikdar, 2002). The work environment affects how employees (managers) in an organization interact, perform tasks.

The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of work environment studies have shown that workers (managers) are satisfied with reference to specific workspace features. These features preferred by workers are highly significant to their performance, productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004 and Karasek & Theorell, 1990) and consequently on performance and productivity. This is so because light has a profound impact on worker's/people's physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998 and Veitch & Gifford, 1996).

Noise is one of the leading causes of employee's distraction, leading to reduced performance, productivity, serious inaccuracies, and increased job related stress. According to Bruce (2008), study showed that workplace distractions cut employee performance by as much as 40% and increase errors by 27%. Also Moloney (2011) citing Loftness study of 2003 confirmed the importance of natural light and air (ventilation) to worker performance/productivity. The study showed a 3 – 18% gain in performance/productivity in building with daylighting system.

Hughes (2007) in a survey reported that nine out of ten workers believed that a workspace quality affects the attitude of employees (managers) and increases their performance. Chandraseker (2011) also confirms that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers performance, productivity and health. Hameed and Hameed & Amjad (2009) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially.

Ajala (2012) in his research work the influence of workplace environment on workers' welfare, performance and productivity in government parastatals of Ondo State, Nigeria – Ondo State Electricity Board, Ondo State Waste Disposal Board and Ondo State Hospitals Management Board, a total of one hundred and twenty respondents

(management, middle and junior cadres). The study adopted the descriptive survey research design of the ex-post facto type. The random sampling technique was used to select three hundred and fifty (350) respondents. A structured questionnaire with three sub-sections was used to collect data that were analyzed with mean values and simple percentage. The findings from the study revealed that conducive work environment (quality lightening, absence of noise, good communication network, good working hours, competitive remuneration) best productivity and performance of workers (managers)

#### 5. Organizational cultural and manager's job performance

According to Kandula (2006), the key to good performance is a strong culture. He further maintains that due to differences in organizational culture, some strategies do not yield the same results for two organizations in the same industry and in the same location. Organizational culture is a pattern of shared values and belief over time that produce behaviour norms that are adopted in solving problems (Owens, 1987 and Schein, 1990).

The organization's internal environment is represented by its culture and is constructed by the assumptions and beliefs of the managers and employees (Aylan, Kanungo & Sinha, 1999). Organization culture manifested in beliefs and assumptions values, attitudes and behaviours of its members is a valuable source of a firm's competitive advantage (Hall, 1993 and Peteraf, 1993), since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and thereby, hinders or facilitates the organization's achievement of its goals (Yilmaz, 2008).

Organizational culture is simply fundamental principles, postulates and convictions that are shared by members of an organization. Organizational culture has been recognized as an essential aspect in bringing the organizational success in getting most wanted business performance outcomes (Johnson & Scholes, 1999; Irianto, 2005 and Sigler & Pearson, 2000)

A high degree of organization performance is related to an organization, which has a strong culture with integrated and effective set of values, beliefs and behaviour. In research work conducted by Lim (1995) and Rose, Kumar, Abdullah, & Ling (2008) revealed that there is a possible relationship between organizational culture and performance of workers in an organization.

### 3.0 Methodology

The study adopted exploratory research design (cross-sectional) and descriptive research design (in-depth interview). This indepth interview was employed to obtain information from staff (managers) of Cross River State Water Board (Calabar Municipality).

The study was on the problems affecting manager's job performance in government parastatal precisely. Water Board (located in Calabar) was selected for this study. Calabar is the administrative headquarter of Cross River State. The population of the study covered all the managers in Water Board, Calabar Municipal. Data were collected through questionnaire.

The reliability was tested using Cronbach's Alpha. The Cronbach's Alpha coefficient of 0.716 indicated a high reliability of the instrument. Data were analysed using the Ordinary Least Square (OLS) method.

### 4.0 Results and discussion

Table 1  
 Regression result on job stress and managers' job performance

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	t	Sig.
t (Constant)	21.184	7.314		2.274	0.18
J.ST	1.898	.655	.398	2.898	0.15

a. Dependent Variable: MJP

R = .977; R-Square = .954; Adjusted R-square = .906; F\* - ratio = 10.255; Durbin Watson = 1.988

Significant, P < 0.05, df<sub>1</sub> = 1 and df<sub>2</sub> = 7, crit. F = 5

The coefficient of determination R-square of 0.954 implied that 95.4% of the sample variation in the dependent variable manager's Job Performance (MJP) is explained or caused by the explanatory variable while 4.6% is unexplained. This remaining 4.6% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent (Manager's Job Performance) and independent variable

Job Stress (J.S.T). The value of the adjusted R<sup>2</sup> is .906. This shows that the regression line captures more than 90.6 of the total variation in Manager's Job Performance is caused by variation in the explanatory variables specified in the equation with less than 9.4 accounting for the error term. Testing the statistical significance of the overall model, the F-statistic was used. The model is said to be statistically significant at 5% level because the F-statistics computed of 10.255 is greater than the F-statistics table value of 5.59 at df<sub>1</sub> = 1 and df<sub>2</sub> = 7. The test of

autocorrelation using D/W tests shows that the D/W value of 1.988 falls within the inconclusive region of D/W partition curve. Hence, we can clearly say that there exists no degree of autocorrelation. Finally, since the calculated t-statistics of 2.898 is greater than the critical value (i.e. 1.89) the null hypothesis is rejected and the alternative accepted. This means that job stress does have effect on manager's job performance in Cross River State Water Board.

Table 2

Regression result on training and managers' job performance					
Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	t	Sig.
t (Constant)	20.905	2.639		7.920	.000
T	.131	.067	.280	1.955	.047

a. Dependent Variable: MJP

R = .998; R-Square = .996; Adjusted R-square = .905; F\* - ratio = 114.554; Durbin Watson = 2.483

Significant,  $P < 0.05$ ,  $df_1 = 1$  and  $df_2 = 7$ , crit. F = 5.59

The coefficient of determination R-square of 0.996 implied that 99.6% of the sample variation in the dependent variable manager's Job Performance (MJP) is explained or caused by the explanatory variable while 0.4% is unexplained. This remaining 0.4% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent (Manager's Job Performance) and independent variable training (T).

The value of the adjusted  $R^2$  is .905. This shows that the regression line captures more than 90.5 of the total variation in Manager's Job Performance is caused by variation in the explanatory variables specified in the equation with less than 9.5% accounting for the error term.

Testing the statistical significance of the overall model, the F-statistic was used. The model is said to be statistically significant at 5% level because the F-statistics computed of 14.554 is greater than the F-statistics table value of 5.59 at  $df_1 = 1$  and  $df_2 = 7$ .

The test of autocorrelation using D/W tests shows that the D/W value of 2.483 falls within the inconclusive region of D/W partition curve. Hence, we can clearly say that there exists no degree of autocorrelation.

Finally, since the calculated t-statistics of 1.955 is greater than the critical value (i.e. 1.89) the null hypothesis is rejected and the alternative accepted. This means that training does have effect on manager's job performance in Cross River State Water Board.

Table 3

Regression result on conducive working environment and managers' job performance					
Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
t (Constant)	10.800	1.422		7.596	.000
WE	.444	.077	.908	5.732	.001

a. Dependent Variable: MJP

R = .908; R-Square = .824; Adjusted R-square = .799; F\* - ratio = 32.861; Durbin Watson = 1.858

Significant,  $P < 0.05$ ,  $df_1 = 1$  and  $df_2 = 7$ , crit. F = 5.59

The coefficient of determination R-square of 0.824 implied that 82.4% of the sample variation in the dependent variable manager's Job Performance (MJP) is explained or caused by the explanatory variable while 17.6% is unexplained. This remaining 17.6% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent (Manager's Job Performance) and independent variable Working Environment (WE).

The value of the adjusted  $R^2$  is .799. This shows that the regression line captures more than 79.9 of the total variation in Manager's Job Performance is caused by variation in the explanatory variables specified in the equation with less than 20.1% accounting for the error term.

Testing the statistical significance of the overall model, the F-statistic was used. The model is said to be statistically significant at 5% level because the F-statistics computed of 32.861 is greater than the F-statistics table value of 5.59 at  $df_1 = 1$  and  $df_2 = 7$ .

The test of autocorrelation using D/W tests shows that the D/W value of 1.858 falls within the inconclusive region of D/W partition curve. Hence, we can clearly say that there exists no degree of autocorrelation.

Finally, since the calculated t-statistics of 5.732 is greater than the critical value (i.e. 1.89) the null hypothesis is

rejected and the alternative accepted. This means that there is a significant relationship between conducive working environment and manager's job performance in Cross River State Water Board.

Table 4

Regression result on job security and managers' job performance

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
t (Constant)	16.575	2.653		6.247	.000
J.SEC	.575	.198	.316	2.904	.041

a. Dependent Variable: MJP

R = .908; R-Square = .956; Adjusted R-square = .929; F\* - ratio = 13.635; Durbin Watson = 1.899

Significant,  $P < 0.05$ ,  $df_1 = 1$  and  $df_2 = 7$ , crit. F = 5.59

The coefficient of determination R-square of 0.956 implied that 95.6% of the sample variation in the dependent variable manager's Job Performance (MJP) is explained or caused by the explanatory variable while 4.4% is unexplained. This remaining 4.4% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent (Manager's Job Performance) and independent variable Job Security (J.SEC).

The value of the adjusted  $R^2$  is .929. This shows that the regression line captures more than 92.9 of the total variation in Manager's Job Performance is caused by variation in the explanatory variables specified in the equation with less than 7.1% accounting for the error term.

Testing the statistical significance of the overall model, the F-statistic was used. The model is said to be statistically significant at 5% level because the F-statistics computed of 13.635 is greater than the F-statistics table value of 5.59 at  $df_1 = 1$  and  $df_2 = 7$ .

The test of autocorrelation using D/W tests shows that the D/W value of 1.899 falls within the inconclusive region of D/W partition curve. Hence, we can clearly say that there exists no degree of autocorrelation.

Finally, since the calculated t-statistics of 2.904 is greater than the critical value (i.e. 1.89) the null hypothesis is rejected and the alternative accepted. This means that there is a significant relationship between job security and manager's job performance in Cross River State Water Board.

The discussion of finds was premised on the data analysis results presented above. Job stress is a physiological reaction to certain threatening environmental events. The coefficient of determination ( $r^2 = 0.954$ ) implies that 95.4% of the sample variation in the dependent variable Manager's Job Performance (MJP) is explained or caused by the explanatory variable while 4.6% is unexplained. The high value of R-square is an indication of good relationship between the dependent (Manager's Job Performance) and independent variable job stress (J.ST). The test of hypotheses shows that at 0.05 level of significance, job stress does have effect on manager's job performance in Cross River State Water board. Jamal (1985) argues that stress at any level reduces task performance by draining an individual's energy, concentration and time. This research finding is supported by the result of study conducted by Salami, Ojokuku & Ilesanmi (2010) on the impact of job stress on Nigerian Managers' performance. The findings showed that job stress brings about subjective effects such as fear, anger and anxiety among Nigerian managers resulting in poor job performance, poor concentration, mental block and poor decision making skills.

Training is an organisational effort aimed at assisting an employee (managers) to acquire skills needed for the efficient execution of the activities of determination R-square of 0.996 implies that 99.6 per cent of the sample variation in the dependent variable managers' job performance (MJP) is explained or caused by other factors or variable while 0.4 per cent is unexplained. The high value of R-square is an indication of a good relationship between the dependent (Managers' Job Performance) and independent variable Training (T).

The study reveals that training does have effect on manager's job performance in Cross River State Water Board. Training is an area of personal management concerned with making the best use of the human resources in an organization by providing them with the appropriate to acquire the necessary skills for job (Hartzell, 2006). In support of this research findings Nwachukwu (2007) identifies the following as objectives of training; increase performance, productivity, lower turnover rate, unproved morale in an organization.

The environment is man's immediate surrounding which he manipulates for his existence. An effective work environment is a place where results can be achieved as expected by management (Chapins, 1995, Mike, 2010 & Shikdar, 2002). The coefficient of determination R-square of 0.824 implies that 82.4 per cent of the sample variation in the dependent variable Manager's Job Performance (MJP) is explained or caused by the explanatory variable while 0.4 per cent is unexplained. The high value of R-square is an indication of a good relationship between the dependent (Manager's Job Performance) and independent variable Work Environment (WE). The test of hypothesis reveals that work environment does have effect on manager's job performance in Cross River State Water Board. This research finding is in support by the result of study conducted by Ajala (2012) the



influence of workplace environment on workers welfare, performance and productivity in government parastatals of Ondo State, Nigeria – Ondo State Electricity Board, Ondo State Waste Disposal Board and Ondo State Hospital Management Board. The findings reveal that conducive work environment (quality lightening, absence of noise, good communication network, good working hours, competitive remuneration) best productivity and performance of workers. Hughes (2007) in a survey reported that nine out of ten workers believed that a workspace quality affects the attitude of employees and increases their performance. Chandraseker (2011) also confirm that unsafe and unhealthy workplace environment to terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers performance, productivity and health. Hameed & Amjad (2009) in a survey of 31 bank branches showed that comfortable office design motivate the employees and increase their performance substantially.

Job security remains an essential motivational tool in motivating, employees toward greater job performance. Hartzell (2006) views job security as the right to continue employment, usually until retirement. The coefficient of determination R-square of 0.956 implies that 95.6 per cent of the sample variation in the dependent variable manager's job performance (MJP) is explained or caused by the explanatory variable while 4.4 per cent is unexplained. The high value of R-square is an indication of a good relationship between the dependent (Manager's Job Performance) and independent variable Job Security (J.SEC). The test hypothesis reveals that there is a significant relationship between job security and manager's job performance in Cross River State Water Board. In support of this research work, Bassey (2011) conducted a research work on the implications of job security in management –employee relations in First Bank Plc, Calabar branch. The study revealed that job security enhances employee's job performance. Maslow in his hierarchy of needs stipulated the importance of job security as an enormous organizational tool in stimulating managers to greater commitment (Nwachukwu, 2006).

## 5.0 Conclusion

Job stress is a physiological reaction to certain threatening environmental events. Job stress does have effect on manager's job performance in Cross River State Water board.

Training is an organisational effort aimed at assisting an employee (managers) to acquire skills needed for the efficient execution of activities. Training is an area of personal management concerned with making the best use of the human resources in an organization by providing them with the appropriate to acquire the necessary skills for job. Training has effect on manager's job performance in Cross River State Water Board.

The environment is man's immediate surrounding which he manipulates for his existence. An effective work environment is a place where results can be achieved as expected by management. Work environment have effect on manager's job performance in Cross River State Water Board. Job security is the right to continue employment, usually until retirement. There is a significant relationship between job security and manager's job performance in Cross River State Water Board.

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