

INFLUENCE OF AGE AND GENDER ON JOB PERFORMANCE AMONG NON-TEACHING STAFF OF CHUKWUEMEKA ODUMEGWU OJUKWU UNIVERSITY, ANAMBRA STATE

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Abstract

This study examined the influence of age and gender on job performance among non-teaching staff of Chukwuemeka Odumegwu Ojukwu University, Anambra state. The study adopted a descriptive survey research design. The study was guided by two hypotheses. A total of 240 non-teaching staff were randomly selected using accidental sampling technique. A standardized questionnaire consisting of socio-demographic factors and job performance scale were used for data collection. The data collected were statistically analyzed using 2-way analysis of variance and t-test for independent at .05 level of significance. The results showed that age significantly influence job performance. The result also indicated that gender significantly influence job performance of staff. The outcome of the study further revealed that age and gender jointly and significantly influence job performance of staff in the study area. In view of the findings of the study, the study concluded that demographic characteristics significantly influence job performance of staff and findings were discussed in the light of the available literature. The study recommends that age and gender should be part of the policy of the entire organization as to have a significant influence on job performance of workers.

Keywords: Age, Gender, Job performance, Non-teaching staff

Introduction

The success or failure of any organization depends so much on the job performance of her staff. This is because, the workers are charged with the responsibility of working to achieve organization goals.

Job performance is the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role or organization (Campbell, 1990), but not the actual consequences of the acts performed within a job. Job performance assesses whether a performance assesses whether a person performs a job well. It is an important criterion for organizational outcomes and success.

In order to manage employee performance well, there is need to evaluate and understand how a number of factors come into play in determining employee performance (Aguilera, 2005). This may have led scholars to conclude that job

performance of individuals is crucial to the survival of any organization (Weiner, 2000, Sankar, 2018; Borman & Motowidlo, 1997).

In this context, Onyedipe and Popoola (2018) described job performance as the outcome of personnel input in terms of actions and behaviours that enable the achievement of overall organizational goals and objectives. For them employee job performance refers to the degree of accomplishment of assigned duties in accordance with organizational guidelines subject to the normal constraints of reasonable utilization of available resources. Of course, employee performance is one of the most important dependent variable and has been studied in a consistent manner.

According to Owolabi (2013), job performance means the relationship of some volume of output to a specific volume of input. He drew attention that performance does not mean how hard a person had worked. He argued that worker's efficiency and productivity can be increased by other methods apart from skill improvement. Since the term is defined as the ratio of input to that of output, he contended that anything that affects input will change performance. This means that inputs, outputs and environment must be considered along with the transformation process. From this definition, performance is concerned with efficiency and effectiveness of an organization. In the present study, job performance refer to the totality of a persons activities in the course of performing his/her role in an organization. While Kenku and Aluko (2020) asserted that employee performance expresses that factors that influence employee performance include education, and training, discipline, attitudes and work activities, work morale, Khuong and Yen (2016) observed that commitment is a factor that can affect employee performance.

Demographic characteristics are associated with job performance of a worker. To Kotler and Armstrong (2001) demographics is the study of human population in terms of size, density, location, age, gender, race, occupation and other statistics. Of these demographic characteristics, the researchers are interested in age and gender as they relate to job performance of workers in organizations either public or private.

Age is a variable in this study. It is the length of time a person lives from birth (Kenku & Aluko, 2020) which plays a crucial role in describing how an individual changes over time and subsequently may affect how performance changes over time. Age is the number of years something has been alive or in existence. Some researchers (Johnson, 2005; Skirbekk, 2005) argued that age can have both advantage and disadvantages for the organizations. As such, a number of studies have been carried out on age and employees job performance. However, the outcome of such studies produced mixed results. For instance Teoresco (2000) reported that there was no significant evidence that age determined a drop in academic staff job performance. In a smiliar development, Spits-Oener (2006)

stated that wisdom does not decline with age and older workers generally have a comparative advantage over younger workers in judicial task. The competencies and capabilities of old and young employees vary depending on their occupational field and activity. It can therefore be argued that the type and nature of work an individual is involved in, will to an extent determine his/her performance. Age as a variable when associated with job performance is inconclusive and therefore need to be further investigated.

Another variable of interest in this study is gender. Gender is the state of being male or female in relation to the social and cultural roles that are considered appropriate for men and women in any society. Job performance is indirectly related to gender in the operation of rules, norms and symbols concerning masculinity and femininity found in social interaction as well as in social organizations and institutions. The problem becomes apparent in societal symptoms such as unequal participation of women and men in public and private activities, for example the low value of unpaid household work predominantly carried out by women (Ridgeway, 2011).

Previous studies have investigated the relationship between gender and job commitment (Iroegbuo 2015) relationship between gender and recruitment in organizations (Nishi, 2013). Although much studies have been carried out between gender and job performance, but the outcome of such studies had produced conflicting results. These outcome of these studies notwithstanding, scholars are of the view that equal opportunities for men and women have been a priority in most countries and gender differences prevail in most competitive and high ranking positions (Iroegbu, 2015).

In view of the foregoing of literature regarding the relationship between demographic characteristics (age and gender) and job performance, the researchers observed that most of the previous studies were carried out in private companies and industries in developed nations of the world. In addition, some studies have indicated that job performance is not influenced by the various elements of demographic characteristics and in some other studies the effect on job performance. In view of this controversies in research findings, the present study was contemplated thus: What is the influence of age and gender on job performance of staff of Chukwuemeka Odumegwu Ojukwu University, Anambra state.

Hypotheses

The hypotheses of this study were tested at .05 level of significance.

H₀₁: Age will significantly have influence on employee job performance.

H₀₂: Gender will significantly have influence on job performance of staff of Chukwuemeka Odumegwu University

Ho₃: Age and gender will have significant interaction effect on employee job performance.

Method

This section of the study is carried out under the following sub-headings:

Participants

A total of 240 non-teaching staff (180 females and 60 males) drawn from Chukwuemeka Odumegwu Ojukwu University served as participants in the study. The participants were selected through accidental sampling technique. The age range of the participants was between 25 to 50 years with a mean age of 32.20 and standard deviation of 7.03. The minimum academic qualification of the participants was the senior secondary school certificate (SSCE).

Instrument

The instrument employed for data collection was a standardized self-report questionnaire which consist of two sections, A and B. Section A of the instrument contained background information of the respondents which include age, sex, marital status, rank, religion and educational qualification- whereas section B of the questionnaire was the Value-based Performance Scale (VPS), developed by Loon, Vand Enabeele, and Leisink, 2013). It was developed to evaluate public value-based performance and meant to elicit respondents opinion on performance. Examples of the items are; 1 constantly meet the formal performance requirements of my job and "I perform my tasks in an efficient way". The scale contained a 14-items with the following response format of a modified Likert Scale of Strongly Agree, 4 points, Agree = 3 points, disagree = 2 points and strongly disagree = 1 point. The authors reported a reliability of .79 for this study, a Cronbach's alpha of .70 was reported.

Procedure

Before the commencement of the research, permission was sought and obtained from the head of personal of the institution to use their workers for the study. After this, the researcher sought for participants consent to participate in the study. On the agreed date, the questionnaires were administered on the respondents during office hours across different departments after creating rapport. The researchers advised the participants to be honest on their responses to the instrument as confidentiality was assured. Out of 265 questionnaires administered only 240 were retrieved and used for the study while the remaining 25 were not properly completed and as such were discarded.

Design and Statistics

The research was a survey research whereas the design was a descriptive research design. Based on the research design, 2 x 2 Analysis of Variance (ANOVA) and t-test for independent sample measures were adopted as the appropriate statistical tool to test the three hypotheses postulated. This is so because of its suitability in testing two independent predicting variables on an outcome variable. Lastly, the result was analyzed at $p < .05$ level of significance, at an appropriate degree of freedom using SPP version .23.

Results

Hypothesis One: Age will significantly have influence on job performance. T-test was used to test hypothesis one presented in table I.

Table 1: Summary T-test showing the influence of age on job performance

	Age	N	$\bar{x}$	SD	Df	T	p
Job performance	25-36 years	91	47.01	9.16	238	0.63	>.05
	36 and above	149	62.03	12.11			
	Total	240	109.04	21.27			

The summary of t-test analysis in table 1, indicated that there was a significant influence of age on job performance. Therefore, the stated hypothesis was confirmed in this study.

Hypothesis Two: Gender will significantly influence job performance of workers

Table 2: Summary t-test showings difference between male and female respondents

	Age	N	$\bar{x}$	SD	Df	T	p
Job performance	Male	60	30.12	11.14			
	Female	180	86.10	17.23	238	0.59	>.05
	Total	240	116.22	28.37			

The summary of t-test analysis showed that there was a significant difference between male and female workers on job performance. This implies that gender has a significant influence on job performance of workers. The study

further revealed that the female workers have high job performance than their male counterparts (238 df, 0.57, $p > .05$).

Hypothesis Three: Age and gender will have significant interaction effect on job performance on non-teaching stuff.

Table 3: ANOVA Results for Influence of Age and Gender on Job performance

Source	Type III sum of squares	Df	Means squares	F	Sig
Corrected model	3928.38	3	992.31	39.501	.000
Intercept	453011.61	1	185566.16	8047.80	.000
Age	168.34	1	1669.47	87.66	.000
Gender	218.233	1	2154.32	85.74	.000
Age Gender	380.521	1	380.521	69.11	.000
Error	19076.	86	41.760		
Total	4761782,084	90			
Corrected total	28165.70	88			

The summary result of analysis of variance in table 3 indicated that age and gender have a significant joint influence on job performance of workers ($F(1.68) = 69.11$, $p < 0.05$). Thus the researchers accepted the hypothesis in accordance with prediction of this study. Hence the stated hypothesis is retained in this study.

Discussion

The present study has examined the influence of age on employee job performance among non-teaching staff of Chukwuemeka Odumegwu Ojukwu University. The first hypothesis stated that age has significant influence on job performance. The result of data analysis revealed that age significantly influence job performance of workers. The outcome of this study corroborates with the previous studies by Hullin and Smith (1965), Saleh and Otis (1964) and Gede (2001) who arrived at the conclusion that overall job attitude is a function of chronological age. This was also supported by Kenku and Aluko (2020) that age as a demographic variable influence job performance of employees.

The second hypothesis which states that gender significantly influence Job performance was confirmed. This finding is in consonance with the previous studies that gender has significant influence on job performance of employees (Oyewola & Popoola, 2015). The outcome of the present study also agrees with Hassan and Ogunkoya (2014) that demographic factors are major determinant of performance in the work place and that gender tends to be significant in certain professions and academic courses.

The third hypothesis stated that age and gender will have significant interaction influence on job performance was confirmed. This is in accordance with the previous studies that found that the joint effect of the demographic variables on job performance of employees was significant (Onyewole & Popoola 2015). The finding of this study is also in consonance with other studies (Owolabi, 2013, Kotur & Anbazhagan, 2013) that age and gender influence employee performance, such that employees at middle age appear better than those who are extreme while gender is also found to have an impact on performance given equal opportunity to excel and under same working environment and conditions of service, but male workers are relatively more productive compared to female workers.

Conclusion

This study examined the influence of age and gender among non-teaching staff of Chukwuemeka Odumegwu Ojukwu University, Anambra State, Nigeria. The result of the study showed that both age and gender of these employees influence significantly on the employees job performance. The result of the study further revealed that demographic variables of age and gender showed consistency with similar studies even though some other studies report contradicted the findings. It is therefore the opinion of the researchers that workers in organizations should consider age and gender as demographic variables necessary for recruitment of workers in organization.

Implications of the Study

The study of this magnitude will go a long way in sensitizing the employers of labour and the general populace on the need to consider age and gender in determining the job performance of workers. This means that demographic variables such as gender and age are influencers of employee performance. The provoked implication of this study is that periodic workshops on job performance should be instituted to private and public organizations especially universities in order to promote performance and productivity among workers. Cordial working relationship should also be encouraged among workers irrespective of their status, age or gender.

Limitations of the Study

The study was to a significant degree a sample population of non-teaching staff of the university; hence the result of the study cannot be generalized to all staff of the university. Despite the challenges of the study, the objective of the study was achieved. In view of the scope and limitations of the study, researchers suggest that similar studies be conducted in other works of life in Nigeria using a larger sample size.

Recommendations of the Study

In view of the findings of the study, it is therefore recommended that the university management should regularly organize seminar and workshops for workers especially the younger ones to enable them acquire knowledge skills and experience, which will improve their job performance.

It is also recommended that governments should provide all the necessary support that will assist staff who are between the ages 25 to 35 in their work places . This measure could also help boost their performance in the world of work.

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