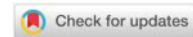


WORKPLACE POWER AND JOB PERFORMANCE: IMPLICATIONS FROM AGRICULTURAL UNIVERSITIES IN NIGERIA

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Abstract: This study determined effects of workplace power on job performance with its implications for Agricultural Universities in Nigeria. Two hundred and twenty seven (227) employees were randomly drawn from the selected universities through multistage sampling procedure. The mean age of the employees was 38 years, while most of the employees were mostly male (60.8%). Results indicated that the overall job performance was significantly influenced by expert ($b = 0.287, p < 0.01$) and legitimate power ($b = -0.279, p < 0.05$) in studied educational organizations. It was clearly concluded from the study that superior officers have considerable professional experience to manage workplace power through which subordinates were made to do their work better. This professional expertise of the line officers positively enhanced employees' job performance. This study recommended that, policy that will ensure transparency in all administrative procedures be put in place to enhance thriving of legitimate power within organizations.

Keywords: Workplace power, employees, job performance and Agricultural Universities

Field of the paper: Humanities

1. INTRODUCTION

Organizational performance is the output rating of any goal driven organization by measuring how much the organization is able to achieve its set objectives via efficient employees, given an effective monitoring system (Adi, 2022; Abiona et al., 2020; and Adeogun et al., 2019). Performance of workforce will depend on management of major resources available in an organization, such as: machine, materials, money (non-human resources) and management (human resources) available to the organization. These factors of production play an important role in achieving overall goals and objectives of any organization (Cahya et al., 2021 and Abiona et al., 2021). However, the most important resources that need serious management in terms of power is human which is the valuable assets that normally transform or convert the non-human resources into finished or consumable products. According to Abiona et al. (2021) and Faiz (2013) who opined that, transformation or conversion of materials to final product need careful planning, organizing, monitoring and critical evaluation. Management of workforce in any organization demands for adequate planning and monitoring of the environment with several choices of necessary power that will enhance performance. These choices are been influenced by many factors such as power, politics and organizational structure (Husni et al., 2021 and Purwoharsojo et al., 2020). Therefore, to ensure one's choice in a decision making, employee often engage in workplace power which has both negative and positive effects on job performance. Therefore, the study determines effect of workplace power on employee's job performance: implication from Federal Universities of Agriculture in Nigeria.

2. MATERIAL AND METHOD

This study was carried out in two selected Federal Universities of Agriculture in Nigeria, which were: Federal University of Agriculture, Makurdi (FUAM), Benue State and Michael Okpara University of Agriculture, Umudike (MOUUAU), Abia State. These two Federal Universities were chosen based on their region and staff strength. One hundred and twenty five employees were randomly selected from each of the two Universities. A total of 250 employees were thus selected. But valid responses were obtained from 227 respondents only. Hence, 227 academic and non-academic staff formed the sample size of the study. Structured questionnaire was used to elicit information from the respondents. The questionnaire consisted of personal characteristics variables. Eighteen items scale developed by Widyastuti and Hidayat (2018) and adapted by Abiona and Odetayo (2019) was used to measure overall job performance. Fifteen items construct of workplace power developed by Rahim Leader Power Inventory (RLPI) in 1988 adopted by Lee and Low (2012) and adapted by Abiona and Odetayo (2019) as Expert, Legitimate and

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Referent power was applied for measuring perceived workplace power practice of the respondents. The hierarchical regression procedure was employed for the intervened analyses. However, the regression analysis ran into two stages:

- Step 1: Relationship between personal characteristics and job performance
- Step 2: Relationship between perceived workplace power practice and job performance

Below is the equation of regression analysis used in this study:

$$\text{Prob}(Y = 1) = \ln(p/l - pi) = T1X1 + T2X2 + T3X3 + T4X4 + \dots TnXn$$

Where;

Y = Employees Performance either 1 if Yes or 0 if No.

X1 = Age of employees (years)

X2 = Gender (1 for male, 0 for female)

X3 = Monthly Income (Naira)

X4 = Working experience (Years)

X5 = Marital Status (1 if married, 0 otherwise)

X6 = Educational status (Year of schooling)

X7 = Workplace power (If yes 1, 0, otherwise)

3. RESULTS AND DISCUSSION

The age of the respondents ranged from 25 years to 55 years ($x^2 = 38.13$ years, $SD = 8.28$ years). Majority (44.5%) were in the age range of 31 – 40 years (Table 1). It is worthy to note that most organization will not thrive unless there are young, youthful and useful energetic employees that have the drive to push organization ahead. Therefore each organization must have a robust policy to retain such employees otherwise they have tendencies to move to a better place where they will be well taken care of. This result is in tandem with the findings of Minatogawa et al., (2018) and Abiona et al. (2020) who established that age has a great influence on job performance. Also more than half (60.8%) of the respondents were male. This observation is in tandem with observation of Olaogun et al. (2015), who reported that, there is a gross imbalance in the number of women employed as academic compared to men in the tertiary institutions in Nigeria.

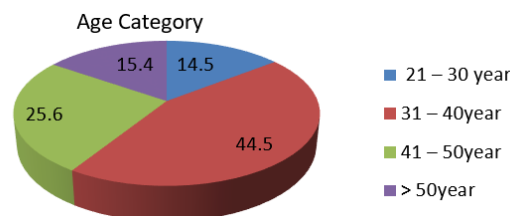


Figure 1: Respondents personal characteristics

Figure 2 shows indicators which were used to measure workplace power (Expert, Legitimate and Referent power). It was discovered that expert power ($x^2= 3.71$) was the mostly practiced power in the studied areas. This result is in line with the assertions of Arifin and Matriadi (2022) and Breidahl and Marty(2018) who were of the opinion that an individual becomes powerful if such is irreplaceable by anyone in the organization in terms of knowledge and skills. In other word expert power is based on professional expertise, especially in mastery of subject matter which brings about positive or negative influence on others (Kurniawan et al., 2022 and Putri et al., 2020).

Figure 2 reveals that, legitimate power ($x^2=3.69$) is the second most practice power among the respondent in the study areas. Management of employee becomes effective when there is formalized line of authorities and good organizational structure that clearly shows flow of authority among employees in an organization (Grobelna et al., 2019; Amah, 2018; Cheche et al., 2019 and Geue, 2018). It was also noted that legitimate power allows cooperation between supervisors and their subordinates base on the authority and position that such is holding in the organisation. This results is supported by the assertion of Widyaningrum and Rachman (2019) and Ameswari et al.(2021) who were of the opinion that legitimate power increases cooperation and better management among the employees.

More so, referent power ($x^2=3.59$) was also examined as one of the workplace powers exercised by the respondents in the study areas. Referent power is based on identification, especially by charismatic leader who shows difference and is accorded authority by others and the power arises because of a

high level of respect or admiration for the superior (Rachman et al., 2020 and Abiona et al., 2022). This form of power was practiced in the institutions, as respondents indicated that their supervisor is a type of person they enjoyed working with. This result implies that, the manager is seen as a role model that subordinates would like to follow and be identified with. This form of power if well manage has ability to influence subordinates through respect, loyalty and admiration and could affects job performance positively (Hameed et al., 2018 and Boafa et al., 2018).

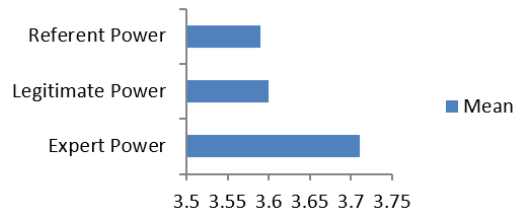


Figure 2: Types Workplace Power

3. EFFECTS OF INDEPENDENT VARIABLE AND EMPLOYEE'S JOB PERFORMANCE

The personal characteristics of the respondents (age, gender and monthly income, year of experience, marital status, and educational level) were entered into the model to act as control (Table 1). Age ($b = 0.59, p < 0.05$), years of experience ($b = 0.19, p < 0.05$), monthly income ($b = 0.25, p < 0.05$) and educational level ($b = 2.91, p < 0.05$) were significantly related to job performance. This implies that the higher the educational level of the respondents the better they perform their job at the same time manage themselves well in respective of their age and class. Similarly, the lesser the age of workforce in the organization, the better is their job performance ditto to the kind of power they want to exercise in their organization. Also years of experience have a positive relationship and significant at 5 percent level of probability. This result simply showed that most of the employees have gathered much experience that could serve as a checker for workplace power fight for better performance in the organization. Also, the implication of the significant relationship between monthly income and job performance is that; being able to earn much in order to afford some level of comfort and also to meet basic needs such as food, clothing, and shelter by the employees, help them to focus more at work rather than seeking or excising unnecessary power in their organization.

Furthermore, workplace power coded in the model had significant relationship between expert power ($\beta = 0.073, p < 0.01$), legitimate power ($\beta = 0.291, p < 0.01$), reward power ($\beta = 0.078, p < 0.05$) and job performance. This implies that, the power that superior has over their subordinate in the studied areas is greatly influenced by their job performance (Quadri (2022); Omar (2020) Basheer et al., 2018 and Austin et al., 2017).

Table 1: Contribution of independent variables to employees' job performance

Variables	Standard Error	Coefficient	T
	18.143		
Age	0.073	0.591	1.742*
Year of experience	0.189	0.194	1.982**
Educational level	0.237	2.913	2.331**
Gender	0.1103	0.045	1.136
Marital Status	0.078	0.313	1.124
Monthly Income	0.154	0.253	1.719*
Expert power	0.073	0.287	4.861***
Legitimate power	0.291	0.279	4.682***
Referent power	0.078	0.313	1.124
R ²	0.703		
R	0.691		
F ratio	16.506		

Data: 2020

4. CONCLUSION AND RECOMMENDATIONS

The study showed that expert and legitimate power were the dominant form of power practiced in the institutions. Also, concluded that legitimate power has positive effect on job performance, thereby increasing the respondents' level of job performance in the institutions. Also, respondents in the

institutions accord respect to the position of power and not the individual holding position. Based on the aforementioned, the study recommended that policies that will ensure transparency in all administrative procedures, with formal line of authority that will enhance thriving of legitimate power should be established within organization. Also there should be a timely training on workplace power practice for effective organizational performance in the profit or goal driven institutions.

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NOVELTY STATEMENT

Workplace power is one of the challenges that most educational organizations faced in Nigeria.

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