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Theme:

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Editorial-Adult and Lifelong Learning in Economic Challenging Times

The theme of this issue of our journal is Addressing Adult and Lifelong Learning in Economic Challenging Times. The conference was held at the Main Auditorium of Alvan Ikoku Federal College of Education, Owerri –Imo State from Tuesday 4th October to Friday 7th October, 2016.

The NNCAE President Professor Fatima Mohd Umar delivered a welcome address to members and it is reproduced in this issue of the journal.

There was a keynote address and two lead papers delivered by Prof. Abba Abubakar Haladu, Prof. Nneka Umezulike, and Prof. 'Supo Jegede respectively.

The 33 (Thirty Three) papers published in this issue had gone through double blind peer review and were cleared for publication in June, 2017. The articles focused on adult and lifelong learning with a view to disseminating knowledge in relevant professional fields.

In economic challenging times such as we are presently in the country, adult educators should promote equity and enhance educational values needed to meet the challenges of the present times. Similarly, the theme of this issue gives an insight into how individuals and institutions of higher learning mediate between cultural values, beliefs, acquisition of skills and knowledge driven economy as it relates to adult and lifelong learning in economic challenging times.

Professor (Mrs.) Lucy Adesomon Okukpon PhD, mnae
National Editor.



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TOWARDS ENSURING A CULTURE OF WORK VALUES IN ACHIEVING INSTITUTIONAL EFFECTIVENESS AMONG EMPLOYEES OF EXAMINATION BODIES IN LAGOS, NIGERIA

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Abstract

This study highlights the importance of work values in achieving institutional effectiveness. A descriptive survey research design was adopted for the study. Three research questions and three hypotheses guided the study. The sample consisted of 256 employees purposively selected from two examination bodies namely: West African Examination Council (WAEC) and National Examination Council (NECO) in Lagos State, Nigeria. Two instruments were used for data collection; these were Work Value Inventory Scale (WVS) by Wu et al (1969) and the researcher self-developed Institutional Effectiveness Questionnaire (IEQ). Data obtained was analyzed using inferential statistics of Chi-square and correlation. The result of the analysis showed that work values will significantly influence institutional effectiveness among the examination bodies. Similarly, the result found out that human resource practices will influence institutional effectiveness. The study concluded that ensuring and improving the culture of work values in employees will positively influence institutional effectiveness. Therefore, management should strive to rate employees to increase their work values so as to achieve institutional effectiveness. It was recommended among others that institutional management can increase the level of their employees' work values by recognizing employees who exhibited such values (intrinsic and extrinsic). The recognition can be in form of motivating them by identifying their needs and creating a conducive working environment that will enhance institutional effectiveness.

Keywords: *Work Values, Institutional Effectiveness, Culture, Employees and Examination Bodies.*

Introduction

The changes in attitude and behaviour of people to work are not only peculiar to developing economy alone. Wang (2000) pointed out that employees' belief in the traditional work ethic, which dictates that hard work is a virtue in its

own right and that hard work and diligence are important attributes, have significantly declined in recent times. The ever dynamic nature of the world of work requires that institutions constantly review factors that energize employees towards achievement of set goals.

Unfortunately, Nigeria is a nation endowed with potentials (human and natural resources) but sadly is rated among the poorest people in the world of work. Could this be as a result of attitude and behaviour of people to work or what? The attitude and behaviour among civil servants in developing economy is becoming a worrisome phenomenon. Nigeria workers most in particular public servants have over the years been subjected to criticisms about their attitude and behaviour to work in the work situation. They are described and labelled as having the worst attitudes to work in the world of work. They are largely described as being motivated by monetary rewards, not time conscious, not committed and to a large extent engaged in private activities (moonlighting). There seems to be absence of values among Nigeria workers. It has been variously argued that majority work because of the monetary value and not because of their loyalty or passion for their work.

The concept of work is significant for a lot of people. Work from sociological perspective is a productive human activity that creates something of value either goods or services. Work may take different forms. It may be paid or unpaid; it may be performed inside or outside the home; it may have physical or mental labour or both (Anderson & Taylor, 2007). From this definition, house work though unpaid is defined as work. The meaning of work from Nigerian perspective is influenced by the employees' perception of the Western (intrinsic) and traditional (extrinsic), leadership, motivation, recruitment and promotion in work environment. In any perspective that a work environment is defined, work place is a place where diverse arrays of interpersonal relationships are formed. Hence, the need for employees to think about how to have right attitude to individuals, co-workers and the institution that employed them. Work place environment will be meaningful when there is coherence between the subject and the work he does. In this sense, work values become part of the work mechanisms that depict how work should be done and how work can be meaningful, attractive and enjoyed.

Adding values to what one does is critical to everything because it is a prerequisite for measuring credibility, accountability, honesty which are guiding force in determining the overall outcome of employees' working experience and achieving institutional success. Thus, adding values and operating strictly to the policy of an institution are very important in achieving institutional goals and objectives which is a prerequisite for institutional effectiveness.

Literature Review

Work values have been receiving increased attention. However, few studies have empirically substantiated work values and institutional effectiveness or success. For clarification and better understanding, some of the concepts used in this paper are explained.

Concept of Culture, Work Values and Institutional Effectiveness

Culture simply means a way of life of a group of people. On a broader perspective, culture is formed through the identification and acceptance of certain elements. Anyanwu (2006) perceives culture as a way of life encompassing all human efforts and achievements and the attitudes or behaviours at work. Derived from the Latin word "cultura the root colere", meaning "to cultivate". In this paper, developing a culture of work values implies inculcating, cultivating and embedding in the workers, the norms, ethics and values of work place in developing workers' competence, efficiency, improved commitment and performance to enhance institutional effectiveness. Developing a culture of work values is very important in achieving institutions effectiveness. The standards of behaviour, individually and collectively exhibited at work will always have a positive influence on achieving institutional effectiveness.

Before proceeding with reviewing the concept of work values, it is necessary to examine the meaning of work and values as a wider concept. Work is an act which an individual engages himself upon in anticipation of a reward which will enhance such an individual's comfort and life adjustment. Work involves mental or physical effort done in order to achieve a result. It can be paid or unpaid. In any perspective work is defined, employees should know their skills and interest are not enough for success in their work but the values they subscribe to the work. Hence the need for employees to think about how to have right attitude to individuals, superior officers, co-workers and the institution that employed them.

In every society, value is a hallmark of an individual. Values are those things in employees' life that they consider to be important in relation to work. The more individuals know about their own values, the better they will be at determining which work environment best fits their personal and professional needs and the skills they want to use and develop there.

Asep (2010) explained value in the context of achievement of organizational goals and explained six (6) key things to note. First, the reference values which are those values based upon religious and life tenets. Second, the

growing values refer to the ongoing process of defining these fundamental values. Third, these values are either already intrinsic to the general character of the individual or must be taught by a guide or mentor. Fourth, these values, once uniformly understood and adopted must be applied to the ongoing acquisition of knowledge. Fifth, the formal institution values must be exercised without exception by the organization's management (i.e. living by example). Sixth, the effectiveness of the organization will then depend upon how well these values are implemented by the administration, department and staff. Based on this ground, Asep (2010) defined values as beliefs exhibited by certain behaviours which advance common interests in accordance with an institution's sustainable needs. Understanding such values is determined by how the values are identified, communicated and ultimately, either embraced or rejected by the organization's constituents.

Several authors have considered values in general and work values specifically as important variables in explaining institutional effectiveness and organizational commitment (HO, 2006). The term work values is currently used to encompass a variety of notions, ranging from work ethics (Blood, 1969) and personal needs (Super, 1970a) to work preferences. Work values could be seen as "the end states people desire and feel they ought to be able to realize through working" (Brief & Nord, 1990). Work values vary amongst individuals and it is also a reflection of the influence of social norms, interpersonal interactions and work experiences (Locke & Taylor 1990, Roberson 1999).

In the light of the above, one can attempt a working definition of work values as those principles and personal character of an individual that have to do with individual work, occupation, job or profession. Work values are such an important part of who an employee is without which he/she cannot be fulfilled in his career. Work values are both intrinsic and extrinsic. Extrinsic values include byproducts of an occupation or job such as earning a lot of money, getting recognition for what you do and having job security. While intrinsic values could be honesty, truthfulness, integrity, hard work, good name, sincerity, humility, reliable, regard for human life, helping others doing challenging work and being a leader.

Thus, ensuring work values to this study has several uses, but the two that are most relevant to the study are: to guarantee, or be certain; in enhancing existing policies to make an institution successful or effective. Ensuring work values is concerned with preparing both the employers and the employees for the world of work so that both the employers and the employees can move with the institutions as it develops, changes and grows. Therefore, employees work values in this sense is about first, conception, then strategic action and finally execution.

Secondly, it is a gradual and consistent process. It is not an overnight result. A better understanding of the concept of work values by the institution will yield benefits to it and create a positive work environment.

Institutional effectiveness has been one of the most extensively researched issues since the early development of organizational theory (Rojas, 2000). Despite some consensus, there is still significant lack of agreement on the definition and operationalization of the concept of institutional effectiveness. Little agreement exists about what it actually means for an institution to be effective. However, Sheldon, Golub, Lanvevin, St. Ours & Swartzlander (2008) aligned the concept of institutional effectiveness with practices such as Total Quality Management (TQM) and Continuous Quality Improvement (CQI) described in the management literature. Sheldon et al (2008) went further and defined institutional effectiveness as a process by which the institution gathers and analyzes evidence of congruence between its stated mission, purposes, objectives and the actual outcomes of its programmes and activities. This definition embraces the diversity of institutional effectiveness work, including assessment of student learning outcomes, review of programmes and assessment of various performances.

Alfred, Ewell, Hudgins & McClenney (1999) defined institutional effectiveness as the ability of an institution to match its performance to established purposes as stated in its mission. From the above definitions, it can be deduced that institutional effectiveness is all about accomplishing the goals and mission as stated by the institution. All institutions, regardless of their challenges seek to be effective and achieve good results. For institution to achieve success and good result, both employees and institution need specific roles to play and enmesh these roles. Firstly, the institution needs series of programmes focusing on the development of skills and talents of its employees. This must be managed with care so that institutional mission can be successfully achieved. In addition to this, maintaining employees and work environment is a vital aspect of institutional effectiveness because performance is largely driven by the work culture that prevails at the work place.

Many institutions failed to achieve their stated goals because little or no attention is paid in valuing employees and creating a stimulating work environment towards achieving their goals. In the current economic situation in Nigeria, most organizations and institutions are struggling to get it right in terms of motivation and employees' performance, examination bodies are not excluded from this struggling. Ndukwe (2003) emphasized the aim of every institution should be to give their workers a sense of opportunity and excitement by valuing them as individuals and helping them understand the role they play within the

larger corporate body. The overall goal of workers development is to propel individuals attitudinal change for an improved quality of work and life respectively (Okebiorun, 2014).

Institutional effectiveness is only possible when employees are not only *accepted, but embraced at every level* in the institution. It is assumed in the human resources practices that people are one of the important institutional resources and their performance directly or indirectly affect effectiveness of institution. This is why the study recommends human resource practices. This starts by putting in place a coherent human resource policy such as: training and manpower development, staffing, continuous evaluation of performance appraisal through compensation and incentive teamwork and employees' participation, friendly working condition, talent management, career development among others.

Any institution that lacks human resource practices lacks the necessary foundation for quality and effectiveness. On this note, Ndukwe (2013) emphasized another way of achieving institutional effectiveness by fostering an entrepreneurial spirit among employees. This according to him is bringing vigour, energy, creativity and commitment to the work of the institution that a successful entrepreneur brings to his own private enterprise. This can be achievable when the institution clearly completes its goals, the employees buy into the vision and mission to achieve desired end of their institution; since it will be very difficult to make the employees effectively pursue a goal that they did not believe in.

Conclusively, institutional effectiveness is all about quality. Institutional effectiveness in this paper is achieving and accomplishing observable progress and result as stated in the institution mission and vision statement. It is the degree to which an institution is meeting the said stated mission and objectives. The examination bodies will be effective when they do excellent things or jobs at whatever they do. Institutional effectiveness is measured by analyzing where the institution is in regard to achieving its goals and objectives.

Statement of the Problem

The changes in attitude and behaviour of employees to work in the present 21st century are a worrisome phenomenon. It seems obvious that employees in most institutions today are not performing up to expectation in which employees of examination bodies are not exempted. It equally appears that lack of employees' work values and human resource practices has led to the ebb in institutional ineffectiveness and lack of zeal among the employees of examination bodies. Surprisingly, little agreement exists about what it actually means for institutions to be effective. The orbit of concern of this paper therefore is on how the

employees of the examination bodies in Lagos State can exhibit right attitude to work to achieve institutional effectiveness. In view of the above, the following research questions and hypotheses are formulated and tested.

Research Purpose

The main purpose of the study was to find out the extent to which work values will influence institutional effectiveness among examination bodies in Lagos State.

Research Questions

1. Will employees' work values influence institutional effectiveness among the examination bodies in Lagos State?
2. To what extent will human resource practices influence institutional effectiveness particularly among the employees of examination bodies in Lagos State?
3. Is there any relationship between employees work values and their competence?

Research Hypotheses

In order to justify the purpose of the study and make answers available to the questions raised, the following hypotheses are raised.

- H0₁: Work values will not significantly influence institutional effectiveness among the examination bodies in Lagos State.
- H0₂: Human resource practices will not significantly influence institutional effectiveness among the examination bodies in Lagos State.
- H0₃: There will be no significant correlation between employees' work values and their competence.

Methodology

The research was an exploratory study in which work values was the independent variable and institutional effectiveness was the dependent variable. The survey descriptive design was adopted for the study. This research design was deemed most appropriate to this investigation because it helps the researcher to directly collect from the respondents, factual information about the phenomenon under investigation.

Research Population

The population for the study comprised all employees of Secondary school certificate examination bodies in Lagos State namely, West African Examination Council (WAEC) and National Examination Council (NECO). The population was informed because the institutions perform the same functions and share a common characteristic of preparing and administering standard and credible national and internationally acceptable examination for Nigerian students to further their education to higher institution. The institutions have many departments and each department has divisions composed of units.

Sample and Sampling Technique

The study adopted non-probability sampling technique that included both the purposive and stratified sampling technique. These methods guaranteed individual employee equal chances of being selected and it equally gives easy accessibility in deriving sample size of 300 employees from WAEC and NECO. The variable factors considered in the sampling stratification techniques were gender and demographic characteristics of the respondents. Hence, the participants consisted of purposively selected 75 males and 75 females (150) from WAEC and 75 males and 75 females (150) from NECO ($n = 300$).

Instrument for Data Collection

Since the study focused on two aspects (work values and institutional effectiveness), the data collection instrument was divided into two:

1. Work Values Inventory (WVI) with 49 items developed by Wu, Lee, Liu & Ou (1996) was adopted to measure the employees' work values. This indicator has become the standard tool for measuring work values.
2. A self-developed questionnaire titled "Institutional Effectiveness Questionnaire" (IEQ) was used to measure institutional effectiveness. The item was coded on a modified four-point Likert type scales ranging from strongly agree to strongly disagree. These were assigned the scale value of 1 = SA, 2 = A, 3 = D and 4 = SD. All the items were to be scored in the normal form. The biographical section of the measuring instrument consisted of a number of close-ended questions on the biographical information of the respondents such as age, gender, level of education, position in institution and years of experience.

Validity of the Instrument

The methods used in validating the institutional effectiveness instruments were face and content validities. For face validity, four experts from departments of

Adult Education and Sociology from University of Lagos determined the appropriateness of the instruments in measuring up what is supposed to measure and to eliminate all forms of bias. After validation, some items were removed, some restructured and new ones provided by the experts.

Reliability of the instrument

In order to determine the reliability of the instrument used for the study, the instrument was administered on 100 employees of National Board for Technical Examination Board (NABTEB) in Lagos State. This population did not form part of the population and sample size of the study. Cronbach's alpha calculation was used to check the reliability of the questionnaire. The reliability test of work values was 0.826 and institutional effectiveness 0.734.

Procedure for Data Collection

Copies of the questionnaire were administered by the researcher and four research assistants. Some of the copies of the questionnaire were collected back on the spot, while the researcher and the assistants had to go back to the institution a week after to collect the remaining ones. At the end, the researcher was able to retrieve 256 representing 85% of the 300 questionnaire distributed.

Method of Data Analysis

The data collected were analyzed using inferential statistics of chi square and coefficient of correlation was also used to determine the significance level. The information obtained were used to provide answers to the research questions raised and the hypotheses formulated.

Results

The following are the results of this study.

H0₁: Work values will not significantly influence institutional effectiveness among the examination bodies in Lagos State.

Table 1: Chi-square test on the influence of work values on institutional effectiveness

Variables	Observed Frequency	Expected Frequency	df	Level of Sig.	X ² cal	X ² tab	Decision
Work values (influence)	82	50	1	0.05	134.80	3.84	Sig.
Institutional effectiveness (no influence)	27	50					

$$X^2 = 134.80, df = 1, P = 0.05 > 0.00$$

The result of the Chi-square test shows that there is a significant influence of work values on institutional effectiveness among the employees of the examination bodies in Lagos. The X² calculated value of 134.80 was greater than the X² table value of 3.84 at 0.05 level of significant. The null hypothesis was therefore rejected. This implies that work values will significantly influence institutional effectiveness.

H0₂: Human resource practices will not significantly influence institutional effectiveness among the examination bodies in Lagos State.

Table 2: Chi-square test on the influence of human resource practices and institutional effectiveness

Variables	Observed Frequency	Expected Frequency	df	Level of Sig.	X ² cal	X ² tab	Decision
Human resource practices (influence)	84	50	1	0.05	112.15	3.84	Sig.
Institutional effectiveness (no influence)	29	50					

$$X^2 = 112.15, df = 1, P = 0.05 > 0.00$$

Table 2 revealed that the X^2 calculated value of 112.15 was greater than the X^2 table value of 3.84 at 0.05 level of significance at one degree of freedom. The null hypothesis was therefore rejected. By rejection it implies that human resource practices will significantly influence employees in achieving institutional effectiveness in examination bodies in Lagos State.

H0₃: There will be no significant correlation between employees' work values and their competence.

Table 3: Test of significance of correlation between work values and employees' competence

Variables	N	X	SD	r	P	Decision
Work values	256	11.22	2.33			
Competence	256	46.64	2.34	0.2644	0.05	Significant

Table 3 revealed a significant correlation between employees' work values and their competence at 254 degree of freedom. The r-value of 0.264 is positive and significant at 0.05 level. This implies that there exists a positive relationship between employees' work values and their competence.

Discussion of findings

The result of this study revealed that work value has a significant influence on institutional effectiveness. This finding was in congruence with Adeniyi (2015) and Asep (2010) they explained the importance of behaviour and attitude in accomplishing institutional goals and objectives as institutional effectiveness means accomplishing the goals and objectives of the institution.

The result also showed that there is a significant influence of human resource practices on achievement of institutional effectiveness among examination bodies in Lagos State. This finding is in agreement with Ndukwe (2013) who explained that employees will work better in institutions that promote a positive culture of training, coaching, mentoring and other tools of human resource practices. The changing workplace requires that workers are upgrade, update to master the skills required in a knowledge society.

The result further showed that both intrinsic and extrinsic values exhibited by the employees have a significant correlation in their competence. This finding supported Nord et al (1992) and Robersen (1999). They argued and observed that

work values are purported to have a mutually causal relationship with the meanings that individual attach to their work.

Conclusion

This study has investigated the influence of employees' work values in achieving institutional effectiveness among examination bodies in Lagos State, Nigeria. The results of the study revealed work values have a strong positive influence on institutional effectiveness. On the basis of the findings of this study, it was concluded that ensuring and improving the culture of work values in employees will increase their competency and encourage them to believe in the vision and mission of their institution. This is a lubricant of institutional effectiveness.

Recommendations

Based on the findings, the following were recommended.

1. The examination bodies should intensify efforts by implementing human resource policies that would encourage and motivate the employees to put in their best in their work.
2. To achieve and accomplish the vision and mission of the examination bodies, the employees have to believe in the vision; hence, the management needs to give their workers a sense of opportunity by valuing them and helping them to understand the importance of their roles within the institution.
3. The institutions should increase the level of their employees work values by recognizing them in form of identifying their needs and creating a conducive working environment.
4. Government should ensure proper implementation of ethical and professional standards of behaviour that will bring out the best values among the civil servants.

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