

## IMPACT OF PSYCHOLOGICAL VARIABLES ON THE JOB PERFORMANCE OF EMPLOYEES OF MEDIA ORGANIZATIONS IN LAGOS STATE

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### ABSTRACT

Quite a number of psychological variables affect the performance of mass media employees. These variables include the work environment, personality factors, competence, social relationships, and health status. Job performance is associated with a combination of abilities, opportunities, and motivation in the work environment. The objective of the study was to investigate the impact of these variables on the job performance of media employees at Vanguard newspapers, The Nation newspapers, Radio Nigeria, Voice of Nigeria, and African Independent Television/Raypower Radio. The expectation theory served as the foundation for the study. The survey method of research was adopted for the work, and the data generated was analyzed using the Statistical Package for Social Sciences (SPSS) Version 20.0. Participants consisted of journalists currently working in these five media organizations. Findings revealed that there was a significant joint influence of work environments, personality factors, competence, health status, social relationships, and family environments on job performance; while health status and work environments had significant independent influences on job performance. Based on these findings, recommendations were made. These included the need to improve working conditions for employees of media organizations in Lagos State, as well as other extrinsic motivation factors. It was also recommended that media employees harness their abundant social capital to enhance their job performance.

**Keywords:** Job performance, work environment, personality factors, competence, social relationships, health status, and family environment.

### INTRODUCTION

Job performance has become an exciting term in the world of work and society that people seek to appropriate, though the term has not been fully understood by sections of the general public. Even the business elite who use the term often display considerable confusion over what it means and how the construct should be measured. Job performance has been defined by Suci, Mortan, and Lazar (2013) as the output and accomplishments of a worker that the system or organization in which he works acknowledges. It is an assessment of whether the employee has carried out the assignment properly, or in line with the specification for that given performance. Shah, Jaffari, Aziz, Ejaz, Ul-Haq, and Raza (2011) add that it is the combination of abilities with opportunities and motivation. According to Shah et al. (2011), performance equals abilities plus opportunities plus motivation. Iqbal, Latif, Ijaz, and Mustag (2015) define "job performance" as the way of performing tasks according to prescribed descriptions and boundaries.

Independent variables used in determining the job performance of employees usually include working hours, financial rewards, stress, trainings, and communication barriers. It is considered a multidimensional concept that incorporates not only behaviour but also outcomes. Sonnentag, Volmer, and Spychala (2010) explain that the behavioural aspect refers to what people do at work or the action itself. On their part, outcomes refer to the results or consequences that attend these

activities, which can be measured. The first plank of performance consists of behavioral activities, while the outcomes of such behaviors form the second plank. In their definition of "job performance," Bernadine and Betty (1984) define it as a record of outcomes performed on a specific function at a specified or given time. They list six ways that these performances can be measured: quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. Moreover, they stress the need for proper understanding of these dimensions. Campbell (1990), however, asserts that these structures can be found in eight dimensions: job specific task proficiency, non-job specific task proficiency, written and oral communication, demonstrating effort, and maintaining personal discipline. The other dimensions are facilitating peer and team performance, supervision, and management or administration.

Furthermore, job performance can be examined under three broad categories. These are task performance, contextual performance, and counterproductive performance. According to Viswesvaran and Ones (2017), these categories have been developed to apply across jobs. They define task performance as the proficiency with which employees perform activities that are recognized as part of their jobs, while contextual performance, or organizational citizenship behaviour is defined as the employee's discretionary behaviour that is not formally recognized by the reward system. They define counterproductive behaviour as a voluntary behaviour that violates significant organizational norms and seeks to threaten the organization and other employees' wellbeing. Koopmans, Volmer, and Spsychala (2011), who distinguish work performance from work productivity, also align with Campbell's (1990) definition of performance as behaviours or actions that are relevant to the goals of an organization. In their classification of individual work performance, they identified task behaviours, job specific task proficiency, non-job specific task proficiency, work quantity, work quality, and in-role performance. Others are working accurately, showing concern for time, detail, and planning. Contextual performance, according to this classification, includes interpersonal behaviors, written and oral communication, demonstrating effort, and facilitating team and peer performance. Others include leadership, extra-role performance, schedule flexibility, industriousness, and compliance with and acceptance of authority. Counterproductive work behaviour consists of downtime behaviour, destructive/hazardous behaviours, off task behaviour, unruliness, theft, drug misuse, absenteeism, and presenteeism. The concept of presenteeism is defined as a situation in which an employee continues to work while he or she is sick.

The mass media are impersonal communication agencies used for the simultaneous dissemination of information or messages to undifferentiated, scattered, or anonymous audiences. Study.com (2015) defines mass media as "technology that is intended to reach a mass audience, the primary means of communication used to reach the vast majority of the general public. Mass media can also be described as organizations that are specifically set up to gather and disseminate news products to very large audiences. According to McQuail (2012), the term was coined in the 1920s and 1930s, following the introduction of nationwide radio networks and mass circulation newspapers and magazines. Their popular forms include newspapers, magazines, books, radio, television, cinema, video, films, and the internet. Their major functions, among others, include information, education, and entertainment.

In Nigeria, the press gallery of the English House of Commons is constitutionally recognized and assigned roles associated with the Fourth Estate of the Realm, a term coined by the English historian Thomas Carlyle to define the role of the 18th-century polemicist, Edmund Burke, and applicable to the press gallery of the English House of Commons (McQuail, 2012). Section 22 of the 1999 Constitution of the Federal Republic of Nigeria, as amended (2011), states, "The press, radio, television, and other agencies of the mass media shall at all times, be free to uphold the fundamental objectives contained in this chapter and uphold the responsibility and accountability of the government to the people." The Fundamental Objectives and Directive Principles of State Policy enshrined in Chapter Two of the 1999 Constitution urge the mass media to uphold a set of

12 objectives and obligations. According to Okeke (2014), these objectives and directive principles, which are non-justiciable, merely provide guides to any government in power in Nigeria and contain essential needs of the people on political, economic, social, educational, environmental, cultural, media, national ethics matters, and the duties of citizens.

The mass media are granted functional responsibility by Section 39 of the 1999 Constitution to monitor the application of the Fundamental Objectives and Directive Principles of State Policy enshrined in Chapter 2 of the Constitution. The section states as follows: "(1) Every person shall be entitled to freedom of expression, including freedom to hold opinions and to receive and impart ideas and information without interference." In particular, the section indicates in subsection 2 that "without prejudice to the generality of subsection (1) of this section, every person shall be entitled to own, establish, and operate any medium for the dissemination of information, ideas, and opinions: provided, however, that no person, other than the government of the Federation, a state, or any other person or body authorized by the President on the fulfillment of conditions laid down by an Act of the National Assembly, shall own, establish, or operate a television or wireless broadcasting station for any purpose whatsoever."

The intention of the framers of the constitution as expressed in chapters 2 and 4 is clear, and this is that both the government and private organizations or individuals should have the power to establish and operate mass media, and in particular the broadcasting media, for the purpose of disseminating information, ideas, and opinions. This is because before the enactment of the 1999 Constitution, it was impossible for private individuals and organizations to own and operate the broadcasting media. Newspaper publishing began to flourish in the country in 1859 with the initial publication at Abeokuta of the *Iwe Irohin* newspaper by Rev. Henry Townsend. According to Adejola and Bello (2014), the broadcast media followed later with the advent of radio diffusion boxes connected to the homes of affluent citizens from the post offices for the relaying of news from the British Broadcasting Corporation (BBC) at Coventry, England, between 1927 and 1939. The mass media agencies are business enterprises owned by individuals, corporations, and governments. While government-funded media organizations may serve the public interest and are not primarily concerned with profit, private individuals or corporate entities that establish mass media organizations are concerned with profit. As with some other corporate business organizations, mass media businesses are labour intensive enterprises. Newspaper businesses are operated and run essentially by various cadres of professional employees. These range from core journalists made up of editors, reporters/correspondents, subeditors, features writers, graphic artists, cartoonists, photographers, advertising and circulation employees, printers, engineers, and administrative employees. The broadcasting model also operates with core journalists made up of editors, reporters, news producers, news presenters, programme producers and presenters, cameramen, engineering crew, and administrative employees. Nigerian newspapers and most of the radio/television stations or broadcast media operate on 24 hour work schedules. This is especially observed in the news production and programming departments of these media organizations.

### **Working conditions of mass media employees in Lagos State**

Issues of job performance have dominated discourse in mass media circles in the last few years. The variable is influenced by the working conditions of these media employees. Ajaegbu, Ajaegbu, Akintayo, and Temple-Ubani (2015) are of the view that, in spite of the immeasurable roles performed by mass media employees in Nigeria, their welfare package is too poor, especially when compared with the risks associated with their professional practice. Apart from the low pay, they claim that media employees in some news organizations work long hours without pay because their employers are unable to find funds to pay them. According to Arogundade (2010), the poor working conditions of media employees have made adherence to the code of ethics a luxury. According to him, the attitude of most media proprietors is that the jobs they offer

are beneficial meal tickets to be used as the beneficiaries' desire. As a result, reporters, who are usually paid peanuts as wages, are often owed salaries for several months.

Garba (2010) explains that the poor working conditions of media employees have produced three major unsavory situations. He lists these as: highly skilled personnel now shun employment in the media industry due to low pay and poor staff welfare conditions; long hours of work, tight timelines, and electromagnetic radiation emitted from the equipment being used combine to create an unhealthy work environment that is filled with stress induced ailments like hypertension, diabetes, ulcers, etc.; and disparity in the salary package of media employees when compared with other federal government agencies. These discouraging situations were further acknowledged by Nweke (2010), who argues that when it comes to conditions of service and remuneration, Nigerian media employees are not only poorly paid but also, often poorly recognized or acknowledged. He describes the working environments of most newsrooms as dismal, pathetic, and nothing to write home about, especially with media employees not benefitting from sponsored holidays, free medical care, insurance benefits, job growth and advancements, as well as job satisfaction.

Aderogba (2013) has linked allegations of corrupt practices among media employees to their miserable remunerations and poor working conditions. While accusing mass media employers of poor treatment of their employees, he asserts that in situations where media employees are paid miserable salaries and with these wages not paid regularly, such media employees would be kept under constant financial pressure. Arguing in a similar vein, Abati (2017) observes that poor working conditions media employees operate with have the potential of adversely affecting their job performance. According to him, poorly paid media employees that arrived with hungry stomachs at their beats or late for assignments could easily be influenced by the organizers of such events, and this could affect not only their news judgments but also the quality of their news contents. Apart from adversely affecting the job performance of media employees, the poor working conditions also adversely affect their perceptions of the quality of their lives. In Lagos, Nigeria's economic capital and hub of the nation's mass media industry, media employees are hardly able to cater for their basic needs of food, decent housing, gainful employment, and transportation to and from their work stations. At home, they are often unable to access potable water, a power supply, or a good sanitary environment, and generally have limited chances of improving their quality of life.

### **Theoretical underpinning: The Expectancy Theory**

The expectation theory is one of the major theories of motivation. It was propounded by Victor Vroom of Yale University in 1964 as a process theory following his examination of problems of occupational choice, job satisfaction, and motivation for effective job performance. It is also called valence, instrumentality, and expectancy, or VIE theory. Muindi and K'Obonyo (2015) explain that expectancy theory is one of the theories of organizational behaviour that accounts for performance. They assert that the main ingredient of the theory is that expectancy, valence, and instrumentality combine to determine effort and thus performance. Parijat and Bagga (2014) align with this notion. They observe that expectancy theory is a process theory, which means that it focuses on the processes of cognition, or occurs in the minds of the employees to motivate them. The theory is anchored on four key variables. These are individual effort, individual performance, organizational rewards or work outcomes, and personal goals. These four variables, in essence, work in this way: An employee joins or works in an organization because he or she has personal goals to achieve. These personal goals are achieved under the auspices of organizational rewards or outcomes.

By implication, therefore, there is a relationship between these personal goals and the organizational rewards that accrue to him or her. These rewards or outcomes have to be meaningful to motivate or attract the employee. The variables can also be expressed on the basis

of organizational rewards or work outcomes being dependent on the individual performance of the employee. This is an indication that the employee must have a belief in the fact that his contribution to the performance of the organization's task will result in the attainment of that organization's work outcomes. Vroom's expectancy theory is anchored in three dimensions. The first is the relationship between effort and performance. This is known as expectancy. The second dimension is the relationship between performance and rewards or work outcomes. This relationship is known as instrumentality. The third level refers to the relationship between rewards or work outcomes and personal goals, which is also known as valence (Parijat and Bagga, 2014). In the first relationship, which is that of expectancy, Vroom argues that there is a probability that each employee has an expectation and level of confidence about what he or she can do for the organization. It is therefore expected that the management of the organization will be able to discover and provide the necessary resources, training, and supervision that such an employee needs. Lunenburg (2011) observes that expectancy operates on the basis of probabilities and ranges from 0 to 1. Where an employee develops the attitude that there is no chance of his or her effort leading to the desired performance level, his or her expectancy will fall to 0. But if the employee is certain that the task will be completed, the expectancy value rises to 1. In the second level of relationship, which is also known as instrumentality, the emphasis is on the employee's understanding that he/she will eventually receive what he or she desires from the organization. It is the employee's belief, according to Parijat and Bagga (2014) that the organization will provide what it promised as outcomes to him or her. Lunenburg (2011) argues that if an employee believes in the probability that good performance will always result in an improved salary, the instrumentality range will have a value of 1. However, where there is no likelihood of a perceived relationship between a good performance rating and a higher salary, instrumentality is zero. The third pedestal, which is that of valence, refers to the emotional orientations that people hold about their expected outcomes or rewards. This presupposes that an organization's management must know the depths of what its employees value, whether these are intrinsic or extrinsic. Lunenburg (2011) is of the view that, unlike the assumptions of expectancy and instrumentality, valence can be either positive or negative. A positive valence is assigned to an employee who has a strong desire to obtain a reward, whereas a negative valence is assigned to an employee who has no strong desire for rewards. As opposed to the assumptions of the theory, valence has a total range of -1 to +1.

### Hypotheses

1. Work environments, personality factors, competence, health status, social relationships, and family environments will jointly predict the job performance of employees in media organizations in Lagos State.
2. Employees in government owned media organizations will score significantly higher on job performance than those in private media organizations.
3. Editors on the desks will score significantly higher on job performance than the reporters on the beat.
4. Employees with higher educational qualifications will score significantly higher on job performance than those with lower educational qualifications.
5. Employees who are single will score significantly higher on job performance than those who are married.
6. Employees with longer years of journalism practice will score significantly higher on job performance than those with fewer years of practice.
7. Demographic factors such as age, gender, years of practice, marital status, education, and job responsibility, will jointly and independently influence the job performance of media employees.

## METHODOLOGY

### Design

The study adopted the ex-post-facto design strategy. This means that the study examined how independent variables, which were available before the commencement of the study, would affect dependent variables in the participants. Thus, the independent psychological variable of interest – work environment, personality factors, competence, social relationships, health status, and family environment had already occurred in nature before the commencement of the study. The researcher, therefore, collected the necessary data that is needed for the study to be able to draw conclusions about the variables in association with the dependent variables of job performance, which are of interest. The study employed the purposive sampling technique in the administration of survey questionnaires. This is a form of non-probabilistic sampling that is considered to be very effective in the study of certain cultural domains with knowledgeable experts within.

### Setting

The study was carried out at five different media organizations in Lagos State. Two of these are in print media, while the other three are in broadcast media locations. *Vanguard* Newspaper is a private national daily newspaper that is published at the Kirikiri Canal area of Apapa Local Government Area in Lagos State. The newspaper is published by Vanguard Media Limited and was established by a veteran Journalist and former Editor of *Sunday Times* Newspaper, Mr. Sam Amuka, on June 3, 1984. The newspaper's vision is to be the best media group with the widest reach through innovation backed by excellent service delivery, highly motivated human capital, and the latest technology. The newspaper has a satellite press at Asaba in Delta State, from where it services readers in the country's south-south, south-east, and parts of the north-central geopolitical zones. *The Nation* Newspaper is also a private national newspaper organization that is published at the Ladipo area of Mushin Local Government Area of Lagos State. It is published by Vintage Press Limited but was established by politician and former Governor of Lagos State, Senator Bola Ahmed Tinubu on July 31, 2006. The newspaper operates satellite presses at Port Harcourt and Abuja, from where its products are printed and circulated across the country.

The Federal Radio Corporation of Nigeria, FRCN, which broadcasts as Radio Nigeria, is the country's radio network service. It owes its origins to the Nigerian Broadcasting Service, which was set up in 1950 by the colonial government to relay colonial news and programmes from the British Broadcasting Commission, BBC, through the Radio Diffusion Service, RDS. The Federal Radio Corporation of Nigeria, FRCN, attained its current status through a 1979 decree, now an Act of Parliament, initially with regional stations at Kaduna, Ibadan and Enugu, with Lagos as the national studios. With the movement of the nation's federal capital to Abuja from Lagos in 1992, FRCN also moved to Abuja, but retained its major broadcasting centre at the Broadcasting House, Ikoyi, in Etiosa Local Government Area of Lagos State. The Voice of Nigeria, VON, broadcasts on the nation's external radio service spectrum. It became an independent radio station in January 1990, when it was established by Decree No. 15 of 1991. The Voice of Nigeria, however, owes its origins to 1960, when it served as the external service of the defunct Nigerian Broadcasting Corporation, NBC, now the Federal Radio Corporation of Nigeria, FRCN. The law establishing the Voice of Nigeria enjoins it to provide public service radio broadcasting services for global reception in Nigeria's interest, reflect views of Nigeria as a federation, and ensure that its news and programs enhance Nigeria's foreign policy and image. Though VON's administrative headquarters is located in Abuja, its news and programmes are produced both from Lagos and

Abuja. Its news and programmes studio in Lagos is domiciled in the Broadcasting House at Ikoyi in the Etiosa Local Government Area of Lagos State.

African Independent Television, AIT, and Raypower Radio are privately owned broadcasting organizations established by DAAR Communications Limited and located in the Alagbado area of Lagos State. Raypower Radio was the first independent radio station established in Nigeria following the deregulation of broadcasting by the military administration of General Ibrahim Babangida as Head of State in 1992. It was a pioneering effort by Dr. Raymond Dokpesi, who later added the television arm - the African Independent Television, (AIT). Dokpesi, a marine transport engineer, began broadcasting at Alagbado in Alimosho Local Government Area of Lagos State and later moved its corporate headquarters to Abuja in the federal capital territory but retained Lagos as the hub for its news and programme productions.

The reason for the choice of these media organizations is to examine the impact of psychological variables on job performance in government owned and privately owned media organizations.

### Population

The study population focuses on journalists or media professionals in newspapers and radio and television organizations in Lagos State. These are employees who toil daily to ensure that their organizations' media products – newspapers, radio and television news bulletins, and programmes—are produced for dissemination to the general public.

### Participants

A total of 350 copies of the questionnaire were distributed, while 185 participants, representing 53 per cent, responded. Participants' ages ranged between 20 and 59. For gender, 107 (58.9%) of the participants were male and 76 (41.1%) females. For religion, 152 (82.2%) were Christians, 29 (15.7%) were Muslims, and 4 (2.2%) belonged to other religions. For educational qualification, 7 (3.8%) were SSCE holders, 17 (9.2%) were ND/NCE certificate holders, 119 (64.3%) were B.Sc./HND certificate holders, and 42 (22.7%) had M.Sc./M.A. degrees. For marital status, 49 (26.5%) were single, 130 (70.3%) were married, and 6 (3.2%) were divorced or separated. For job category, 52 (28.1%) worked in the news reporting unit, 16 (8.6%) in the features/columns unit, 26 (14.1%) in the editing unit, 16 (8.6%) in the news/current affairs editing unit, 28 (15.1%) were in the news/current affairs presenting unit, while 47 (25.4%) worked in the programmes production/directing unit. For media organizations, 42 (22.7%) worked with *Vanguard Newspapers*, 38 (20.5%) worked at Radio Nigeria, 34 (18.4%) worked at Voice of Nigeria, 36 (19.5%) worked at AIT/Ray Power Radio, and 35 (18.9%) worked at *The Nation Newspaper*.

### Statistics:

The collected data were first checked for adequacy and then analyzed using the Statistical Package for Social Sciences (SPSS) Version 20. Hypotheses one and seven were analyzed using multiple regression, while hypotheses two, three, four, five, and six were analyzed with a T-test for independence.

## RESULTS

Seven hypotheses were tested using t-test of independent measure and multiple regression analysis. The first hypothesis was accepted, while the other six hypotheses were rejected.

**Hypothesis 1:** This stated that work environments, personality factors, competence, health status, social relationships and family environments will jointly predict the job performance of employees in media organisations in Lagos State. This hypothesis was tested using multiple regression analysis.

Table 1 showed that there was a significant joint influence of work environments, personality factors, competence, health status, social relationships and family environments on job performance ( $R^2=.117$ ,  $F(6,178) = 3.933$ ,  $p<.05$ ) with 11.7 percent explanation of the variability on the dependent variable. Also, work environment had a significant independent influence on job performance ( $\beta= .257$ ;  $t= 3.513$ ;  $P<.05$ ); Health status had a significant independent influence on job performance ( $\beta= -.151$ ;  $t= -2.079$ ;  $P<.05$ ). Therefore, hypothesis one is rejected.

Table 1 presents the results.

**Table 1: Summary table of multiple regression analysis showing the influence of work environments, personality factors, competence, health status, social relationships, and family environments on job performance.**

Variables	R	R <sup>2</sup>	F	P	$\beta$	t	Sig
Work environment					.257	3.513	$p<.05$
Personality factors					.011	.128	$p>.05$
Competence	.342	.117	3.933	$p<.05$	-.091	-1.105	$p>.05$
Health status					-.151	-2.079	$p<.05$
Social relationship					-.030	-.417	$p>.05$
Family environment					.049	.679	$p>.05$

**Hypothesis two.** This stated that employees in government owned media organizations would score significantly higher on job performance than those in private media organizations. This hypothesis was tested using a t-test of independent analysis. Table 2 presents the results.

**Table 2: Summary showing the difference between employees in government owned media organizations and employees in private media organizations on job performance.**

Media Organisation	N	Mean	SD	df	t	Sig.
Private	113	40.41	3.72	183	1.272	$p>.05$
Government	72	39.69	3.70			

Results from table 2 showed that there were no significant differences between employees in government owned media organisations and employees in private media organisations on job performance ( $t= 1.272$ ;  $df = 183$ ;  $p>.05$ ). A further observation of the mean, however, reveals those employees in private media organizations ( $X = 40.41$ ;  $SD = 3.72$ ) scored higher on job performance than employees in government owned media organizations ( $X = 39.69$ ;  $SD = 3.70$ ). Consequently, hypothesis two is rejected.

**Hypothesis three.** This stated that editors on desks would score significantly higher on job performance than reporters on the beat. This hypothesis was tested with a t-test for independent analysis. Table 3 presents the results.

**Table 3: Summary showing the difference between editors on desks and reporters on beats on job performance**

Job category	N	Mean	SD	df	t	Sig.
Reporters on the Beat	96	39.97	3.57	183	-.607	$p>.05$
Editors on Desk	89	40.30	40.30			

Results from table 3 showed that there were no significant differences between editors on the desks and reporters on the beats on job performance ( $t= -.607$ ;  $df = 183$ ;  $p>.05$ ). A further observation of the mean, however, reveals those editors on the desks ( $X = 40.30$ ;  $SD = 40.30$ )

scored higher on job performance than reporters on the beat ( $X = 39.97$ ;  $SD = 3.57$ ). Consequently, hypothesis three is rejected.

**Hypothesis four.** This stated that employees with higher educational qualifications would score significantly higher on job performance than those with lower educational qualifications. This hypothesis was tested using a  $t$ -test for independent analysis. Table 4 presents the results.

**Table 4: Summary showing the difference between employees with higher educational qualifications and employees with lower educational qualifications on job performance.**

Educational qualification	N	Mean	SD	df	t	Sig.
Lower	24	41.58	3.38	183	2.067	$p < .05$
Higher	161	39.91	3.73			

Results from table 4 showed that there was a significant difference between employees with higher educational qualifications and employees with lower educational qualifications on job performance ( $t = 2.067$ ;  $df = 183$ ;  $p < .05$ ). A further observation of the mean revealed that employees with lower educational qualifications ( $X = 41.58$ ;  $SD = 3.38$ ) scored higher on job performance than employees with higher educational qualifications ( $X = 39.91$ ;  $SD = 3.73$ ). Consequently, hypothesis four is rejected.

**Hypothesis five.** This stated that employees that are single will score significantly higher on job performance than those that are married. This hypothesis was tested using a  $t$ -test for independent analysis. Table 5 presents the results.

**Table 5: Summary showing the difference between employees that are single and employees that are married on job performance.**

Marital Status	N	Mean	SD	Df	t	Sig.
Single	49	40.06	3.36	183	.969	$p > .05$
Married	130	40.04	3.85			

Results from table 5 showed that there was no significant differences between employees that are single and employees that are married on job performance ( $t = .969$ ;  $df = 183$ ;  $p > .05$ ). A further observation of the mean revealed that employees who are single ( $X = 40.06$ ;  $SD = 3.36$ ) scored slightly higher on job performance than employees who are married ( $X = 40.04$ ;  $SD = 3.85$ ). Consequently, hypothesis five is rejected.

**Hypothesis six.** This stated that employees with longer years of journalism practice will score significantly higher on job performance than those that have fewer years of journalism practice. This hypothesis was tested using a  $t$ -test for independent analysis. Table 6 presents the results.

**Table 6: Summary showing the difference between employees with longer years of journalism and employees with fewer years of journalism on job performance.**

Years of journalism	N	Mean	SD	df	t	Sig.
Fewer	46	40.37	3.69	177	.488	$p > .05$
Longer	133	40.06	<b>3.76</b>			

Results from table 6 showed that there was no significant differences between employees with longer years of journalism and employees with fewer years of journalism on job performance ( $t = .488$ ;  $df = 177$ ;  $p > .05$ ). A further observation of the mean revealed that employees with fewer

years of journalism ( $X = 40.37$ ;  $SD = 3.69$ ) scored higher on job performance than employees with more years of journalism ( $X = 40.06$ ;  $SD = 3.76$ ). Consequently, hypothesis six is rejected.

**Hypothesis seven.** This stated that demographic factors such as age, sex, years of practice, marital status, education, and job responsibility, will jointly and independently influence the job performance of the media employees. This hypothesis was tested using multiple regression analysis. Table 7 presents the results.

**Table 7: Summary table of multiple regression analysis showing the influence of age, sex, years of practice, marital status, education, and job responsibility on job performance.**

Variables	R	R2	F	P	$\beta$	t	Sig
Age					.083	.580	p>.05
Gender					-.031	-.393	p>.05
Years of Practice	.203	.041	1.269	p>.05	.121	.950	p>.05
Marital Status					-.082	-.865	p>.05
Educational Qualification					-.069	-.929	p>.05
Job responsibility					.130	1.672	p>.05

Table 7 showed that there was no significant joint influence of age, sex, years of practice, marital status, education and job responsibility on job performance ( $R^2 = .041$ ,  $F(6,178) = 1.269$ ,  $p < .05$ ) with 0.4% explanation of the variability on the dependent variable. Also, there was no independent influence of age, sex, years of practice, marital status, education, or job responsibility on job performance. Therefore, hypothesis seven is rejected.

**DISCUSSION**

The first hypothesis, which was that work environments, personality factors, competence, health status, social relationships, and family environments will jointly predict the job performance of employees in media organizations in Lagos State, was supported. The finding was in line with Jayaweera (2015), who studied the relationship between work environmental factors and job performance among hotel workers in England. The results suggested that there is a significant relationship between work environmental variables and job performance. Another study that is relevant is that of Naharuddin and Sadegi (2013), who investigated the effects of workplace environmental factors on employees at three main workplaces in Malaysia. The finding was that physical workplace environment and having a significant relationship towards the employees were supported while supervisor support was not. The finding was also supportive of the result of the study by Klang (2012) on the relationship between personality factors and job performance in a sales context in Sweden.

The study found a moderate relationship between job performance and extraversion, conscientiousness, and neuroticism. However, it found no relationship between job performance and agreeableness or openness to experience. It was also in line with a study by Ismail and Abidin (2010), who investigated the impact of workers' competence on their job performance. The finding was that there was a relatively significant relationship between workers' competence and their job performance. The findings also found support in the study by Ghani, Manap, and Ahmed (2017) that investigated mental health status and job performance among secondary school teachers in the Klang Valley of Kuala Lumpur. The result of the study was that too much work on an employee's shoulders can significantly affect his or her emotions or mental capacity.

On the scale of social relationships and job performance, the finding supports the result of a study by Min and Yong (2014) on the influence of co-workers' relationships on individual job

performance among workers in 21 companies in China. Findings from that study indicated that both affective and compulsory relationships have a positive predictive impact on employees' job performance. In the area of family environment and job performance, the findings of this study are supportive of the research of Andrade, Santos, Bastos, Redromonico, Almeida-Filho, and Bareto (2005), which investigated family environment and children's cognitive development in Salvador, northeastern Brazil. Findings from the study indicated a positive correlation between family environment and the performance of the children.

The second hypothesis, which stated that employees in government-owned media organizations will score significantly higher on job performance than those in private media organizations, was not supported. However, the findings revealed that employees in private media organizations scored higher on job performance than employees in government owned media organizations. The finding is in line with the result of the doMonte (2017) study, which found that job performance among employees in private organizations was significantly higher than among those in public or government-owned organizations.

The third hypothesis, which stated that editors on desks will score significantly higher on job performance than reporters on the beat, was supported. Although there were no significant differences between the job performance of editors on desks and reporters on beats, a further observation of the mean score, however, revealed that editors on desks scored higher on job performance than reporters on beats. This finding was in line with results from the study by Kolibacova (2014), which indicated that an employee's performance was dependent on his or her competence, with competence being a product of motivation, skills, and knowledge.

The fourth hypothesis, which stated that employees with higher educational qualifications will score higher on job performance than those with lower educational qualifications, was not supported. However, findings from the study by Ng and Feldman (2009) revealed that, though an explanation of the nature of the job was necessary, highly educated workers were likely to contribute more effectively at the workplace. It also suggested that highly educated workers not only tended to show greater creativity in the workplace but also engaged in fewer counter-productive behaviours.

The fifth hypothesis, which stated that employees who are single will score significantly higher on job performance than those who are married, was partially supported. An observation of the mean score indicates that employees who are single scored slightly higher on job performance than employees who are married. This was in line with findings from a previous study by Padmanabhan and Magesh (2016), which revealed that unmarried couples perform better than married employees because their commitments towards their families are often lower.

The sixth hypothesis, which stated that employees with longer years of journalism practice will score significantly higher on job performance than those with fewer years of practice, was not supported. An observation of the mean score revealed that employees with fewer years of journalism practice scored higher on job performance than employees with more years of journalism practice. This finding was in line with those from the study by Steffens, Shemla, Wegge, and Diestel (2014), which postulated a significant positive relationship between years of journalism practice and job performance. However, Steffens et al.'s study revealed that the relationship was curvilinear, meaning that the positive relationship became weaker over a period of time.

The seventh hypothesis, which stated that demographic factors such as age, gender, years of practice, marital status, education, and job responsibility will jointly and independently influence the job performance of the media employees, was not supported. This is because there was no significant joint influence of age, years of journalism practice, sex, marital status, education, and job responsibility on the job performance of the respondents. This was in line with findings from Banjo (2014), which observed negative correlations between demographic variables of age, years of practice, gender, marital status, and academic qualification with job performance.

### **Conclusion**

Based on the findings of this study, the following conclusions were made: It was concluded that there was a significant joint influence of work environment, personality factors, competence, health status, social relationships, and family environments on the job performance of the employees in mass media organizations in Lagos State. It was also concluded that employees in private media organizations scored higher on the job performance variable, while editors at desks equally scored higher on job performance than reporters on the beat. Employees with lower educational qualifications were also found to have performed significantly better on the job than employees with higher educational qualifications. It was also concluded that employees with fewer years of journalism practice scored slightly higher on job performance than employees with more years of practice.

However, it was concluded that demographic variables such as age, gender, years of practice, marital status, education, and job responsibility had no significant joint influence on the job performance of the respondents. There was also no independent influence of age, sex, years of practice, marital status, education, or job responsibility on job performance.

### **Recommendations**

Following findings of this study, it is recommended that the working environments of employees of media organisations or Journalists in Lagos State should be enhanced. A working environment encapsulates not only the physical settings that employees work in but also variables such as job content, financial rewards, and respect for private life. It is also recommended that regular training be organized to educate editors on how to interact with reporters on the beat to improve their job performance.

The study also recommended that media employees harness the greater opportunities available in their social capitals to enhance their job performance. Editors on the desk and reporters on the beat have considerable access to social capital, which they do not fully harness. Optimal exploitation of these capitals or connections can lead to improvements in their job performance. Employers of journalists, whether in government or private media organizations, should also strive to offer appropriate extrinsic motivation packages such as regular payment of salaries and meaningful wages and allowances to their employees. This has the potential to raise the job performance of these mass media employees.

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