

## **TECHNOLOGICAL ADVANCEMENT STRATEGY AND JOB PERFORMANCE: A MODRATING ROLE OF FUND AVAILABILITY OF OFFICE MANAGERS IN PUBLIC UNIVERSITIES IN RIVERS STATE**

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**Abstract:** This study investigated the relationship between technological computer gadget and job performance of office managers in public universities in Rivers State. Correlation survey design was adopted for the study. The population of this study comprised of one hundred and eighty-nine (189) office managers across the three public universities in Rivers State. The sample size for this study consists of one hundred and twenty (120) office managers drawn from the three public universities in Rivers State which was calculated using Taro Yamane formula. The study also employed the use of both primary and secondary sources of data in other to collect the data needed for the study. The study used Pearson Product Moment Correlation in analyzing the study research questions and hypotheses. The study reveals among the followings; that there was significant relationship between the use of computer gadgets and effective performance of office managers in public universities in Rivers State. Based on the findings of this study, the following recommendations were made; among others University management should be encouraged to key into the use of computer gadgets in their operations in order to better the job performance of their office managers.

**Keywords:** Technological Advancement Strategies, Effective Service delivery, JobPerformance

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### **INTRODUCTION**

In this contemporary world of repaid high-technology changes, technological advancement strategy will continue to accelerate the future. Technological advancement strategy changes the organizational policies and strategies (Hampel & Martinsons, 2009). In any organization, most of challenges are generated by competition, advanced technology, enhancing employee efficiency and repaid growth, new leadership and management (Madsen, Miller & John, 2005). Most of the research has shown that employee's attitude and behaviours need to be develop for successful organizational performance (Bernerth, 2004). For years, there has been speculation about the functions of technological advancement strategy in the changing office of today, and its effect on employee's job performance in the organization. At the moment, there has been relatively little data to support or contradict the opinion of the experts. Today's

organizations, however, is changing speedily as a result of technological advancement strategy. Advancement in technology strategy has provided for the professional for countless opportunities for decision making in daily activities of both private and public enterprise.

There is the notion that with the drastic technological strategy in our business environment, the activities of institutions are prone to change in tools. Technological advancement strategy could have an adverse or positive effect on the institutions.

Institutions and working environment today depends solely on technological advancement strategy and the impact of its usage on institutions as well as organization's decision making process are important research area for organizational and information scholars, since, institutions such as universities will drive any technological advancement strategy. Despite the enormous benefits accrued to technological advancement

strategy as they are used to carry out daily activities within institutions working space, it is observed that most universities/institutions In most cases, universities are faced with the challenges of storage of information, task organization, and accessibility of required information among others which has the capacity of hampering the functionality of the university if not properly handled.

The introduction of network virtualization which was expected to increase efficiency and effectiveness in service delivery, reduces queues and documents dissemination in business institutions.

It is becoming more common for universities to adopt technological advancement strategy such as the use of computer gadgets in their offices, internet access and a network virtualization in their offices in other to balance work life and increase job performance in relation to technological growth.

### **Research Hypothesis**

- 1) Fund availability does not significantly moderate the relationship between technological advancement strategy

are faced with challenges of different stratifications in the cost of attending to their daily functions.

In recent time, technological advancement strategy has advanced to gained importance with the quarantine period during pandemic Covid-19 as many organizations such as universities applied physical distancing strategy to avoid the pandemic. As one of the most important business factors for every university is the productivity of their employees, it is important to find out whether technological advancement strategy has an influence on job performance of office managers, whether the influence is positive or negative and whether there has been a change in the factors. Therefore, technological advancement strategy has become the only alternative for some universities

and job performance of office managers in public universities in Rivers State.

### **Concept of Technological Advancement Strategy**

Technological advancement strategy is the process of combining and reorganizing knowledge to generate new ideas. The development of technology has an impact on firm performance (Mumford, 2000). Technological advancement comes from internal advancement and internal advancement comes from employee capability. So there is a close relationship between technological advancement strategy and employee performance (Huselid, 2005). Technologies can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically (Dauda & Akingbade, 2011). Advancement makes employees more effective and firm more efficient (Lawless and Anderson, 2006). Technological advancement strategy can improve firm performance as well. Employee

can more rapidly acquire new knowledge and further advancement competencies through training (Chi, Bassock, Lewis, Reitman and Glaser (2009). Motivation of the employee has direct influence on technological advancement strategy (Hennessey & Amabile, 2008). Employee's performance is closely linked with technological advancement strategy. Technological advancement strategy can be managed effectively through employees. Resource-based theory suggests that a firm's resources are extremely important for the firm's development, and that human capital is a key resource of a firm. The function of this resource depends on the employees' ability and enthusiasm, and on efficient human resource management (Mumford, 2000). Technological advancement strategy has enormous influence on employee performance. Technological advancement strategy is

important factor for influencing the improvement of performance (Hitt et al., 2007). Most of studies have repeatedly shown a positive relationship between a firm's technological advancement strategy

and performance, and concluded that technological advancement strategy is important for employee performance (Foster, 2006).

### **Job Performance**

In general, job performance is defined as actions or behaviours relevant to organizational goals (Campbell, 2000), which includes both productive and counterproductive employee behaviours that contribute to or detract from organizational goals (Hunt, 2006). Viswesvaran and Ones (2000) introduced a more recent definition of job performance as behaviour and outcomes that employees undertake that are contribute to organizational goals. This means job performance refers to the effectiveness of individual behaviours that contribute to organisational objectives and should consist of task performance and contextual performance (Motowidlo, 2003). Both constructs are influenced by different factors, for instance job-related experience determines task performance while individual's personality type determines contextual performance (Motowidlo & Van

Scotter, 2004). Organ (2008) argues that term "job performance" may need to redefine to essentially broaden this construct to include non-productivity or extra-role dimensions such as cooperation, helping co-workers and superiors and generalized tendencies toward compliance. Organ further proposed that job performance should be measured to the extent to which employee engage in organizational citizenship behaviours. Sarmiento and Beale (2007) refer job performance as the result of two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job. According to Jex & Britt (2008), performance is oftentimes assessed in term of financial figures as well as through the combination of expected behaviour and task related aspects.

### **Types of Job Performance**

According to Porter and Lawler (2008), there are three types of performance. One is the measure of output rates, amount of sales over a period of time, the production of a group of employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measure is self appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are

useful in encouraging employees to take an active role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey and Blanchard, 2003). This study adopts the second type of measure by using peer rating in evaluating job performance item among employees in MCC. Peer rating is chosen over self-rating to avoid problems associated with common method bias and social desirability.

### **Fund Availability**

Availability of Funds refer to any obligation that constitutes a manager expense, an operating disbursement or a direct reimbursement expense, that sufficient funds have been provided by owners and are available to manager to pay such obligation.

This implies that institutions should be able to make fund available to their staff if they really have funds. For sake of clarity, with respect to costs for Manager's obligations constituting manager expenses, availability of funds means that the asset management fee

has been paid, without regard to the actual

costs necessary to be incurred by manager to fulfill such obligations.

### **Staff Personal Life**

Staff personal life has an impact on how they perform at work. There are many factors in a staff personal life that affect how they perform at work. There is the notion that on their job performance. According to Konrad (2000), conflicts between work and home life can lead to staff withdrawal and turnover. Staff withdrawal can lead to decreased effort at work, tardiness and absenteeism. Stressful life events, such as divorce or the death of a spouse also impact staff productivity. These events can be costly, take up a lot of time and be emotionally taxing (Andrews, 2005). There are many parts of a staff personal life that can affect how they perform at work. According to Pruter (2001), a staff financial wellness is a determinant of staff productivity. A staff who are financially well off in their personal lives are your best staff. Financially unwell staff wastes at least twenty hours a month dealing with their personal financial issues, while they are at work. Staff that is financially unwell in their personal finances is costly to employers (Quinn, 2000).

To curb the associated financial issues relating to a staff personal life, institutions or employers should make fund available for her staff through loan, grant and other means to enable them meet up their life expectations why working.

Loan acquisition is a contractual promise between two parties where one party, the

most broken homes today are as a result of un-availability of fund in their homes which in turn may have a drastic effect

creditor, agrees to provide a sum of money to a debtor, who promises to return the money to the creditor either in one lump sum or in parts over a fixed period of time (Ergungor, 2001). This agreement may include providing additional payments of rental charges (interest) on the funds advanced to the debtor for the time the funds are in the hands of the debtor. According to Peacocks (2010), loans could be secured, unsecured or demanded. Secured loans are collateralized whereas unsecured loans are collateral free. The demand loan is a short term loan which does not have fixed dates for repayment and carries a floating interest rate which varies according to the prime rate. This loan can be "called" for repayment by the lending institution at any time. Loans are secured by the employers agreeing to pay the salaries and other benefits accruing to the employees to the bank until the loan is fully paid. Loan repayment is mostly deducted by the bank that granted the loan. However, the unsecured loans are given to trustworthy customers who have opened an account with the bank for several years and their earnings or salaries (in the case of salaried workers) are paid through the bank.

### **Loan Acquisition and Risks**

In performing activities such as granting of loans to customers, banks face a large number of risks, including credit risk, market risk, liquidity risk, operational risk, etc. Employees face the risk of increases in monthly loan re-payment amount deducted when there is an unexpected increase in the Bank of Ghana prime rates. The industry's gross loans and advances grew by 47% from 2007 to 2008 with a significant chunk going into the commerce and finance sector.

(Ghana Banking Survey, 2009). Risks are the uncertainties resulting from adverse variations of profitability or in losses (Bessis, 2001). Among the various risks faced by banks, credit risk is the most important (Bessis, 2001). Credit risk is the event in which customers default, meaning that they fail to comply with their obligations to service debt or loan acquired. It is critical since the default of a small number of important customers can generate large losses (Bessis,

2001). Loan contracts specify the amount borrowed, the interest and non-price terms like collaterals, which constrain the borrower in order to reduce default. As the terms of contract change, the behaviour of the borrower is likely to change. For instance, raising the interest rate decreases the return

### **Grant**

A grant is a financial award given by an institution to their staff with the aim of providing special assistance for the staff well being. Federal, state, or local government authority also provides grants for a beneficial project. Grant it is effectively a transfer

### **Theoretical Framework**

This study adopted the theory of Goal-Setting Theory (GST) and planned behaviour theory (PBT), to guide this study.

### **Goal-setting Theory**

The goal-setting theory as proposed by Edwin Locke in the year 1968. This theory postulated that the organizational goals established by an organization play an important role in the performance of every employee. Edwin Locke (1968) posited that advancement in technology is required to execute effective goal setting include the ability to engage employees in mutual goal setting, clarify role expectations and provide regular performance feedback. Time and energy also need to be given to providing relevant job performance, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to a better job

### **METHODOLOGY**

The correlation survey design was adopted for the study. The population of this study consists of all the public universities in Rivers State. As at the time of conducting this study, the total number of public universities in Rivers State was three (3) with each having different number of faculties and departments make the number of staff to vary between the institutions. Hence, the population of the study was one hundred and eighty-nine (189) office managers across the

on projects. This could be due to the fact that higher interest rates induce borrowers to undertake projects with lower probability of success but those with higher returns when successful, borrowers have the tendency of taking higher loans in spite of high interest rates (Jacobson et al., 2006)

payment. A grant does not include technical assistance or other financial assistance, such as a loan or loan guarantee, an interest rate subsidy, direct appropriation, or revenue sharing.

performance, managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman et al, 2005).

Employee job performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas &Yaqoob, 2009). Job performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

three public universities in Rivers State. The sample size for this study consists of one hundred and twenty (120) office managers drawn from the three public universities in Rivers State. The Taro Yamane formula was ideal to be used when the population size is known (Wali, 2011). However, the simple random technique will be adopted for this study because it gives every office manager the equal chance of being selected for the sample. The queationnaire was use for data

collection. The researcher used Pearson Product Moment Correlation to analyse and answer the research questions that were stated regarding the relationship between

Technological advancement strategies and job performance and to test the hypotheses that were formulated at 0.05 level of significance.

**Research Hypothesis One:** Fund availability does not significantly moderate the relationship between technological

advancement strategy and jobs performance of office managers in public universities in Rivers State

**Summary of regression analysis on how fund moderate the relationship between technological advancement strategy and job performance of office managers in public universities in Rivers State**

**PART A. Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .673 <sup>a</sup> | .453     | .445              | .72562                     |

a. Predictors: (Constant), Fund Availability

**PART C. Coefficients<sup>a</sup>**

| Model |                   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|-------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                   | B                           | Std. Error |                           |        |      |
| 1     | (Constant)        | 12.461                      | 1.104      |                           | 11.284 | .000 |
|       | Fund Availability | .277                        | .036       | .673                      | 7.667  | .000 |

a. Dependent Variable: Technological Advancement Strategy and Job Performance

**PART.C ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 30.947         | 1  | 30.947      | 58.777 | .000 <sup>b</sup> |
|       | Residual   | 37.383         | 71 | .527        |        |                   |
|       | Total      | 68.330         | 72 |             |        |                   |

a. Dependent Variable: Technological Advancement Strategy and Job Performance

b. Predictors: (Constant), Fund Availability

The table above showed the summary of regression analysis on how fund availability moderate the relationship between technological advancement strategy and jobs performance of office managers in public universities in Rivers State. **Part A** showed that fund availability account for **45.3%** (0.453x100) based on the R-square value fund availability of office managers in public universities in Rivers State. **Part B** shows a very positive but weak relationship between the two variables (B= 0.673). The regression equation  $y=12.461+0.277$  indicating that an increase in the fund availability will lead to

increase in technological advancement strategy and job performance of office managers in public universities. **From Part C**, the F-statistic 58.777) shows that there was significant relationship between the independent variable (fund availability) to product variable (**F1, 118=58.777, p<.05**). This implies that the fund availability significantly moderate the relationship between technological advancement strategy and jobs performance of office managers in public universities in Rivers State. Therefore, the null hypothesis was rejected and the alternate accepted at 0.05 alpha level.

### **How Fund availability moderate the relationship between technological advancement strategy and job performance of office managers in public universities in Rivers State.**

Research question ten and its corresponding hypothesis showed that fund availability significantly moderate between technological advancement strategies and job performance of office managers in public universities in the aim of providing special assistance for the staff well-being has the capability of changing the job performance of employees. The result of the study was also in line with the finding of Pruter (2001) which posited that a staff financial wellness is a determinant of staff productivity. A staff who are financially well off in their personal lives are your best staff. Financially unwell staff wastes at least twenty hours a month dealing with their personal financial issues, while they are at work. Staff that is financially unwell in their personal finances is costly to employers (Quinn, 2000). To curb the associated financial issues relating to a staff personal life, institutions or employers should make fund available for her staff through loan, grant and other means to enable them meet up their life expectations why working. The result of the study was also in line with the finding of Konrad (2000) who stated that availability of funds refer to any obligation that constitutes a manager expense, an operating disbursement or a direct reimbursement expense, that sufficient funds have been provided by owners and are available to manager to pay such obligation. According to Bessis (2001) whose study was also in agreement with the finding of the study stated that conflicts between work and home life can lead to staff withdrawal and turnover. Staff withdrawal can lead to decreased effort at work, tardiness and absenteeism. Stressful life events, such as divorce or the death of a spouse also impact staff productivity. These events can be costly, take up a lot of time and be emotionally taxing (Andrews, 2005). There are many parts of a staff personal life that can affect how they perform at work. The result of the study was also in line with the finding of Ergungor (2001) which posited that loan

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acquisition is a contractual promise between two parties where one party, the creditor, agrees to provide a sum of money to a debtor, who promises to return the money to the creditor either in one lump sum or in parts over a fixed period of time. This agreement may include providing additional payments of rental charges (interest) on the funds advanced to the debtor for the time the funds are in the hands of the debtor. The result of the study was also in line with the finding of Peacocks (2010) which added that loans could be secured, unsecured or demanded. Secured loans are collateralized whereas unsecured loans are collateral free. The demand loan is a short term loan which does not have fixed dates for repayment and carries a floating interest rate which varies according to the prime rate. This loan can be "called" for repayment by the lending institution at any time. Loans are secured by the employers agreeing to pay the salaries and other benefits accruing to the employees to the bank until the loan is fully paid. Loan repayment is mostly deducted by the bank that granted the loan. However, the unsecured loans are given to trustworthy customers who have opened an account with the bank for several years and their earnings or salaries (in the case of salaried workers) are paid through the bank. In performing activities such as granting of loans to customers, banks face a large number of risks, including credit risk, market risk, liquidity risk, operational risk, etc. Employees face the risk of increases in monthly loan repayment amount deducted when there is an unexpected increase in the Bank of Ghana prime rates. The industry's gross loans and advances grew by 47% from 2007 to 2008 with a significant chunk going into the

commerce and finance sector. (Ghana Banking Survey, 2009).

## CONCLUSIONS

Based on the analysis and findings of the study, it was concluded that there is a significant relationship between the dimensions of technological advancement strategies and job performance of office managers in public universities in Rivers

State. This shows technological advancement strategies such as computer gadgets, internet facilities, network virtualization influences job performance of office managers in public universities in Rivers State.

## RECOMMENDATIONS

Based on the findings of the study, the study recommended among the following that:

- 1) Management of universities should be encouraged to key into the use of computer gadgets in their operations in order to better the job performance of their office managers.
- 2) Public universities should adopt the use of computer gadgets in their operations in order to better the job performance of their office managers in terms of information storage.
- 3) Internet services should be regularly updated/enhanced to prevent un-timely completion of tasks of office managers in public universities.

- 4) Public universities should maintain the use of good network virtualization in their operations in order to better the job performance of their office managers in terms of information storage.
- 5) Public universities should maintain the use of good network virtualization in their operations in order to better the job performance of their office managers in terms of productivity
- 6) Enough funds should be made available in order to enjoy the benefits that accrued in the adoption of technological advancement in the universities

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