

IMPERATIVE OF VIRTUALIZATION ON THE PERFORMANCE OF PUBLIC TERTIARY INSTITUTION

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ABSTRACT

This paper examined the impact of virtualization of job performance of in public universities in Rivers State. 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: Virtualization, Computer Gadget, Service delivery, Performance

INTRODUCTION

According to Dew (2002), early in the 1990s, most of the activities was done or performed manually. A good and quality handwriting was an additional qualification/advantage for holding a position in an institution, but manual organizational activities were greatly slow. Over the years, several efforts have been made in other to improve the functionality of employees in carrying out their daily functions in their various institutions. The invention of the typewriting machine and its use in the office was almost revolutionary in its effect upon the office and particularly, typesetting works of the organizations would be done quickly, more attractively and more economically. The author extended his view by further stating that a typewriter as a machine for writing characters like those made by printer's type when more than a few copies are needed. The author added that this machine (typewriter) consist of a keyboard that controls impression made in any sequence from tape arranged on separate reds or on the periphery of a disc, or other. In the machines of early days, the term "typewriter was also applied to the operator, later the operator become known as typist. After the invention of a typographer in 1929, several typewriter models followed, but despite some improvement such as introduction of cylinder, most are large and cumbersome, they were all slower than handwriting in operation. Finally, in 1867, the American inventor Shales constructed what become the first practical typewriters its second modern was made in 1865 and was faster than pen. The need to meet the demand of increased institutions activities, led to the development of typewriters and other devices that could quickly and automatically produce individually typed copies of institution's documents that looked manually typed original.

Jagero & Komba (2012) in their study defined the word processing system as a kind of system which involves a word processing unit consisting of a typewriter with a standard keyboard attracted to a magnetic tape or disc and a playback unit records the material. When a mistake is made the operator backspace and strikes over the incorrect words, this process erases the error.

Importance of Advancement in Technology

Modern technological gadgets such as printers, photocopier, desk organization, Smartphone, faster windows operating systems (Windows 8 and 10), laptops and tablets are being used by many managers and are helpful in terms of making their work very flexible and easy. Hritzuk and Jones (2014) posited that we live in an era of tablets, phones and computers, and IT has become an enabler for greater convenience. Users can access the most popular types of computer software

programs, like word processing programs which help with the writing and editing of letters and reports, and data management programs which help us to work with long lists of data and spread sheets every day on our tablets, Smartphone and laptops, thus, making some management tasks easier (Hritzuk & Jones, 2014). Boxall (2000) in his study posited that it is important to note that technology is not static, but dynamic. Therefore, it is essential that, while office managers are planning to use (advanced technology) modern technologies, great care should be taken with regard to their changing nature. Money should not be invested in technology that is likely to become obsolete in a short period of time. It is believed that for a new technology, that is, to be installed in any organization, it has to win the goodwill of everyone, since they will be the ones to use it. The use of modern office technology can lead to enhanced job performance, and there are other factors that modify the relationship between advance technology and job performance. However, if technology is bought and placed in an office, it will not necessarily help the organization to improve the job performance. That is why factors that modify the relationship between advance technology office and job performance have to be considered, as they can help to change the relationship so that it is a positive one. The first thing to take into consideration is that as technology advances, it becomes more complex. For example, a person who grew up using old computers and software will have difficulties using modern technologies. In this case, universities have to provide training to make a user familiar with advance technologies. Training benefits the organization because universities will gain skills that can help them to use technology in a way that will result in the best outcome for the institution (university).

The Importance of Job Performance to the Public Sector

Job performance has been identified as the significant key for organizations to gain competitive advantage and superior productivity. Although competitive advantage is more relevant to private sector, it can be extended to public sector by including 'serving the public' because it is the ultimate objective of the public sector. Study by Vermeeren et al., (2009) has proved that work performance could help public organization to improve service delivery. Realizing its importance, public organizations seem to pay attention on work performance in relation to formulating policies and enhance service delivery (Leeuw, 2006). This is because individual public employee's level of performance acts as a mirror for overall public performance at large. Hence, public employees must possess relevant knowledge, skills, and abilities to execute task-related responsibilities. Public service employees also must be willing to "walk the extra miles" in striving to perform at a level beyond expectations (Caron and Giauque, 2006; Arawati, Barker & Kandampully, 2007) With respect to public service delivery, individual employee's performance is closely related to customer satisfaction (Fountain, 2001) because the service delivery take place during the contact moments between employee and customer. Therefore, employee's work performance is crucial to government services and high work performance among employees is a significant management challenge for providing excellent services to the public at all levels.

The Theory of Planned Behaviour

The Theory of Planned Behavior (TPB) started as the Theory of Reasoned Action in 1980 to predict an individual's intention to engage in a behavior at a specific time and place. The theory was intended to explain all behaviors over which people have the ability to exert self-control. The key component to this model is behavioral intent; behavioral intentions are influenced by the attitude about the likelihood that the behavior will have the expected outcome and the subjective evaluation of the risks and benefits of that outcome.

The TPB has been used successfully to predict and explain a wide range of health behaviors and intentions including smoking, drinking, health services utilization, breastfeeding, and substance use, among others. The TPB states that behavioral achievement depends on both motivation (intention) and ability (behavioral control). It distinguishes between three types of beliefs -

behavioral, normative, and control. The TPB is comprised of six constructs that collectively represent a person's actual control over the behavior.

1. Attitudes - This refers to the degree to which a person has a favorable or unfavorable evaluation of the behavior of interest. It entails a consideration of the outcomes of performing the behavior.
2. Behavioral intention - This refers to the motivational factors that influence a given behavior where the stronger the intention to perform the behavior, the more likely the behavior will be performed.
3. Subjective norms - This refers to the belief about whether most people approve or disapprove of the behavior. It relates to a person's beliefs about whether peers and people of importance to the person think he or she should engage in the behavior.
4. Social norms - This refers to the customary codes of behavior in a group or people or larger cultural context. Social norms are considered normative, or standard, in a group of people.
5. Perceived power - This refers to the perceived presence of factors that may facilitate or impede performance of a behavior. Perceived power contributes to a person's perceived behavioral control over each of those factors.
6. Perceived behavioral control - This refers to a person's perception of the ease or difficulty of performing the behavior of interest. Perceived behavioral control varies across situations and actions, which results in a person having varying perceptions of behavioral control depending on the situation. This construct of the theory was added later, and created the shift from the Theory of Reasoned Action to the Theory of Planned Behavior.

This theory of planned behavior (TPB) proposes that a person's intention to perform certain behavior is the central determinant of that behavior because it reflects the level of motivation a person is willing to exert to perform the said behaviour (Teece,2007). A fundamental principle of socio-technical systems thinking is that a technology on its own has little meaning for purpose of organizational performance analysis. It can only be understandable in terms of the context in which it was embedded and the organizational goals or transformations that it serves or enables (Rothwell, 2002).

Relationship between theory of planned behavior and technological advancement strategy

Theory of planned behavior (TPB) proposes that a person's intention to perform certain behavior is the central determinant of that behavior because it reflects the level of motivation a person is willing to exert to perform the said behaviour. The theory suggests that the behavior of every individual in an organization has a way of contributing to the growth or down fall of the organization. When office managers in public universities are nurtured in a manner that they will think and act towards contributing their quotas to success of the organization, then they will be left with no other option than to put in their best efforts for the achievement of the organization objective. Knowing that no employee mind is a blank slate (tabula rasa) there is therefore every reason to ensure that office managers bring their individuals experiences in the adoption of technological advancement strategy that will aid job performance. Thus, the adoption of the planned behaviour theory in technological advancement strategy and job performance of office managers in public universities became expedient as it will help in guiding both management and employees in ensuring that both parties plans and brings out the best behaviour for the success of the organization.

Empirical Review

Rashmi (2017) conducted a study on Organization factors on employee job performance. The main aim of the study was to examine the impact of Organization factors on employee job performance. The study adopted a questionnaire-based field survey that was constructed to elicit data from a sample of 330 employees from Information Technology Industry by using convenience sampling

Bangalore Region. The multiple correlations, regression were used to analyze the derived two hypotheses with the help of SPSS 20. This study finds the detailed consequences of the impact of Organisational factors affecting employee job performance. The empirical results of the study came up with two types of findings. First it showed that there is relationship between Organisational factors namely Reward and Recognition, Job characteristic, Organisational culture, Organisational Support and supervisory relationship with job performance and later its impacts on employee job performance. Used variables have been selected as per best available sources of literature and based on researcher's knowledge.

Shathees, Ho Sze, Beh & Nomahaza (2020) carried out a study on Technology Adoption and Employee's Job Performance: The main objective of the study was to investigate the relationship between technology adoption drivers and employee job performance in the Malaysian Manufacturing Industry. Several dimensions for employee job performance were considered in the study such as job stress, motivation, and workload. In addition, the mediating effect of perceived job insecurity was also evaluated on the relationship between technology adoption and employee job performance. Employing a quantitative research method, data was collected from 370 respondents through a structured online survey questionnaire. The findings revealed that job satisfaction and motivation to be statistically significant while the workload was failed to be retained in the research. Additionally, there was no statistical evidence for the mediating effect of job insecurity in the research. It is envisaged that these findings will provide incremental insights into the existing body of knowledge while providing some directions to the organization in determining the right set of drivers inculcating technology adoption for improved job performance. La Shun & Carroll (2017) conducted a study on A Comprehensive Definition of Technology from an Ethological Perspective. They posited that definitions, uses, and understanding of technology have varied tremendously since Jacob Bigelow's Elements of Technology in 1829. The main aim of this study was to define or describe it conceptually. In that study a determination of dimensions comprising technology was made by critiquing historical and contemporary examples of definition by Bigelow and Volti. The study employed an analytic-synthetic method to deconstruct both definitions spanning two centuries to derive aspects of technology. Definitions relying on an anthropocentric "how humans use technology" viewpoint failed to account for different perspectives that were found when an ethological perspective inquiring "how technology is used" served as a framework. The findings of the study support qualification of insulin as technology according to the following comprehensive definition: something inherently intelligent enough to either function, be used to function, or be interpreted as having a function that intelligent beings human or otherwise can appreciate, something devised, designed (by primary intention), or discovered (by secondary intention) serving particular purposes from a secular standpoint without humankind creating it, or a significant beneficiary of rationally derived knowledge that is "used for" a purpose without itself necessarily being translated into something material that "does" autonomously, or dependently when used.

CONCLUSIONS/ RECOMMENDATIONS

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.

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) Universities leaders should key into the use of computer gadgets in their operations in order to better the job performance of their office managers in times of timely completion of tasks.
- 3) 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.

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