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INFLUENCE OF WORKING CONDITIONS ON HEALTH WORKERS' JOB PERFORMANCE IN NIGERIAN CORRECTIONAL SERVICE, CROSS RIVER STATE COMMAND

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ABSTRACT

The focus of this study was to examine the influence of working conditions on health workers' job performance in Nigerian Prison Service, Cross River State Command, Nigeria. To achieve this purpose, three research questions and hypotheses were formulated to guide the study. Literatures for the study were reviewed empirically, conceptually and theoretically in line with the sub-variables of the study. The adopted research design for this study was a descriptive design. The study sample of 153 respondents were drawn from the total study population of 153. The instrument for the study was a well structured questionnaire. The reliability was established using the Cronbach alpha method. Data collected were summarized and analyzed at .05 level of significance using One-way Analysis of Variance (ANOVA). The result of data revealed that staff promotion has a significant influence on health workers job performance in the Nigerian Prison Service (F = 11. 784; p = .000). The result also revealed that monetary incentive has a significant influence on health workers job performance in the Nigerian Prison Service (F = 5.413; p = .005). The result also indicated that working facilities has a significant influence on health workers job performance in the Nigerian Prison Service (F = 6.956; p = 001). Based on the findings of this study, it was recommended among others that the Ministry of Interior should provide equal and regular promotion to all prison staff including the health workers. The government should improve on the monetary incentive of health workers in Nigerian Prison Service.

INTRODUCTION

The health care of prisoners is an integral and essential part of every prison's work. Primary care is the foundation of prison health services. Primary care is the most effective and efficient element of health care in any public health system and, as such, should be available to every prisoner. More so, prisoners have the same right to health care as everyone else in society. The purpose of health care in prison is the same as outside prison. The care of patients is its core function and its main activities are clinical. A full primary care service, however, also includes elements of disease prevention and health promotion. Unfortunately health for all prison inmates in Nigeria and many African nations has remained a mirage. Poor performance of service providers leads to inaccessibility of care and inappropriate care, which thus contribute to reduced health outcomes as people are not using services or are mistreated due to harmful practices. (Abeeha, & Bariha, 2012)

Globally, work is an important element in the life of every individual as this serve as a source of livelihood, therefore for quality Service to be rendered health worker's working conditions must be surported. (Asigele, 2012). Positive work environment is important in archieving employee's safety, quality care and favourable patient's

outcome among health workers. Onyango & Wanyoike (2014) posit that working conditions involve all practices implemented to attain the highest level of health worker's wellbeing, quality and positive patient care outcome and high organisational performance. Working conditions are created by the interaction of employee with their organizational climate, and this includes psychological as well as physical working conditions (Chandrasekhar, 2011). According to Kartzell & Yanalorich (2012), the term working condition refers to working environment and all existing circumstance affecting labour in the work place, including job hours, physical exertions, legal rights and responsibility organizational climate and workload. Thus, if the employees have negative perception of their working conditions, they are likely to be absent, have stress related illnesses and their performance and commitment tend to be low. Observation has shown that most hospitals and clinics have been making serious attempts on the best way to get workers to do their best at workplace by providing good mutual understanding among staff. Managers of the health institutions belief that the best way of improving workers output lies in assigning specific roles to individual health workers who are best able to perform such tasks, while others believe on incentives like money, good physical environment for good working condition.

The Government and the Prisons Management on their part have not done enough as to improve health workers performance and as such the problem still increases due to the fact that there are no leaders to front the problems to the management board. The depth and the extent of this problem shows that, some health workers in the Nigerian Prisons had become so disillusioned with the chronic absence of job motivation, that their willingness to shoulder on had been usurped by other thoughts, not excluding the option of engaging in other income generating activities such as private practice, agriculture and trading. The health workers cannot be found in their duty post because of the fear of being attacked by inmates leading to unsafe environment. Instead, they stay in the gate lodge to attend to the inmates where people are found. In order for health care workers in Prisons to put in their best to work, the environment should be a pleasant place to work, where all the amenities are provided, showing that, the working conditions of the organization are adequate enough for health care workers to work. Therefore, health care worker who viewed the working conditions of an organization as being threatening are likely to receive various kind of aversive treatment and they are not likely to have a positive performance towards work.

Statement of the problem

There has been lot of controversy over the fallen standard of performance of health workers in Nigerian Prisons Service, Cross River State Command. It has been a recurring issue usually discussed both in and outside the prison circles. Poor performances of health workers result from staff not providing care according to standards and not being responsive to the needs of the inmates, community and patients. These elements are seen by absenteeism, lateness to work and poor attitude at workplace.

The unsavory nature of Nigeria prisons health care system leaves one in doubt, with too many questions and fewer answers; being that majority of persons become susceptible to diseases and infections than when they never went behind bars and commit more heineous crimes. Interestingly, prison still remains indispensable in correcting, reforming and rehabilitating "perceived convicts" in Nigeria. It is worrisome that recommendations and suggestions made to government for prison health reforms are yet to be implemented. Consequently, this poor performance of health workers lead to inmates being exposed to improper health conditions that result in the spread of epidemics likely to cause death such as tuberculosis, HIV/AIDS and severe skin infection (scabies).

Consequently, the situation poses so much challenge in the care of patients (inmates) in their custody. The problem of this study put in question form is how does working conditions affect health workers performance in the Nigerian Prisonss Service, Cross River State command? The key working conditions isolated for this study include job promotion, monetary incentives, availability of working tools, training and retraining of staff and work environment; while the performance include punctuality to work, commitment, discipline and the maintenance of integrity in the discharge of duty.

RESEARCH METHODOLOGY

The adopted design for this study was a descriptive method design. The study setting is the Nigerian Prisons Service, Cross River State Command. The command has six major departments, namely; operations directorate, health and social welfare directorate, administration and supply directorate, finance and accounts directorate, inmates training and productivity and logistics and works. The state has its Prisons headquarters at Calabar Municipality. Also, it has Afokang Prisons, located at Calabar South local government area, Adim Farm Centre at Biase local government area in the Southern senatorial district of Cross River State. It has Obubra Prisons at Obubra local government area and Ikom Prisons at Ikom local government area in the Central senatorial district. It has Ogoja Prisons at Ogoja local government area and Obudu Prisons at Obudu local government area in the northern senatorial district of Cross River State, Nigeria. The population of this study consists of all health workers

in the Nigerian Prisons Service, Cross River State Command. There are a total of one hundred and fifty-three (153) health workers in the Nigerian Prisons Service, Cross River State Command. These health workers are made of doctors, nurses, community health extension workers, laboratory technicians, etc. Table 1 shows study population by senatorial district. A random sampling was used to select three (3) Prisons, one from each senatorial district. From each of these three Prisons selected, simple random technique was used to select six (6) respondents in each Prisons, making eighteen (18) respondents.

Table 1Study population by senatorial districts

S/N	Senatorial districts	L. G. A.	No. of Male	No. of Female	Total
1.	Southern	Calabar Municipality(11, 11)	2	8	10
		Calabar South(Afokang Prisons)	3	45	48
		Biase (Adim Farm Centre)	12	-	12
2.	Central	Obubra Prisons (Obubra urban)	2	18	20
		Ikom Prisons (Ikom urban)	3	24	27
3.	Northern	Ogoja Prisons (Ogoja urban)	3	20	23
		Obudu Prisons (Obudu urban)	2	11	13
	Total		27	126	153

Instrument for data collection for quantitative

The instrument that was used for data collection was a self-developed and attached close ended questionnaire titled; "Working Conditions and Health Workers' Job Performance-Questionnaire" (WCHWJPQ) constructed by the researcher. Face validity and content validity was used to validate the instrument for data collection. In order to establish the reliability of the instrument, Cronbach coefficient estimate of reliability was used. In this procedure, questionnaire was administered to twenty (20) respondents in Akwa Ibom State Command of the Nigerian Prison Service health workers who are not part of this study. After the first administration, the reliability was calculated and the reliability index was presented in Table 2.

TABLE 2

Cronbach Reliability analysis of working conditions and health workers job performance (N=20)

S/N	VARIABLE	K	∑S12	SX2	$\bar{X}$	SD	∞
1	Staff promotion	6	1.27	5.39	19.21	3.05	.91
2	Monetary incentive	6	1.19	4.82	17.07	2.10	.90
3	Working facilities	6	1.21	5.43	18.26	3.39	.94
4	Staff training	6	1.18	4.44	16.05	2.16	.88
5	Work environment	6	2.01	3.99	20.02	3.11	.79
6	Job performance	15	1.26	4.14	49.66	12.25	.84

Key: K=total number of items, ∑S12=sum of item variance, SX2 = item variance, SD= Standard Deviation, ∞=reliability coefficient with Cronbach Alpha

Questionnaires were administered face to face with the aid of a research assistant to the respondents. Descriptive data were organized and analyzed using descriptive statistics of frequency, percentages, mean and standard deviations while multiple regression analysis was used to test the formulated hypotheses as appropriate.

Ethical consideration

Prior to data collection, a letter of permission was obtained from the Cross River State Boards of Ethical Committee to the Controller of Prisonss (Cross River State Command). Potential participants were given oral explanations of the study in simple language and those willing to participate gave oral consent. The participants were assured of anonymity, confidentiality a rmed of their ability to withdraw from the study at any time. There was no direct benefits for participating in the study.

RESULTS

TABLE 3 Summary of frequency distribution for demographic data

s/n	Variables	Category	N	%
1.	Gender	Male	72	47.4
		Female	80	52.6
		Total	**152**	**100**
2.	Age	30-39 Years	36	23.7
		40-49 Years	49	32.2
		50-59 Years	67	44.1
		Total	**152**	**100**
3.	Work Experience	10 years and below	30	19.7
		11-20 years	24	15.8
		21-30 years	92	60.5
		31 years and above	6	3.9
		Total	**152**	**100**
4.	Educational qualification	MBBCH	6	3.9
		DEGREE	55	36.2
		RN/RM	43	28.3
		CHEW	42	27.6
		JCHEW	6	3.9
		Total	**152**	**100**

Results in Table 3 are frequency distributions for demographic data. It shows that there were 72 male respondents representing 47.4% of the study sample, and 80 females representing 52.6 of the sample. The result show that a greater number of the health staff, representing 44.1% of the sample, fell within the age bracket of 50 – 59. The last number, representing 23.7% of the sample fell within the age bracket of 30 – 39. More of the staff had work experience of between 21 – 30 years (precisely 60.5% of them) while the smallest number (3.9% of them) had work experience of 31 years and above. For educational qualification, only 3.9 of the staff were medical doctors, 36.2% had degree, while the rest of them representing 59.9% had other medical certificate.

Hypothesis one

Staff promotion does not significantly influence health workers job performance in Nigeria prison' Service. The independent variable in this hypothesis is staff promotion (classified into High Moderate, & low), while the dependent variable in health workers job performance. The categorization of the independent variable was based on the ratings of the respondents. The minimum score on this sub-scale was 11 points while the maximum was 21 points; the range was then 10 points. Based on this, the SPSS software was used to recode the variables such that scorers from 11 – 14 points were classified as saying their clinic had low staff promotions, scorers from 15 – 17 points were classified as saying their clinic had moderate staff promotion, while scorers from 18 – 21 points were considered as saying their clinics have high staff promotion. Based on the three classification of the independent variable, one-way analysis of variance test statistics was employed in testing the hypothesis. The results of the analysis are presented in Table 6.

TABLE 4 Summary of one-way ANOVA for the influence of staff promotion on health workers job performance in Nigeria Prison

Staff promotion	N	X	SD
Low	56	45.05	7.95
Moderate	78	46.31	8.32
High	18	55.00	1.46

Source of variation	sum of square	df	mean square	F	Sig
Between group	1399.170	2	699.585	11.784*	.000
Within Group	8845.455	149	59.365		
Total	10244.635	151			

$* P < .05$; critical $F = 3.00$

Results of analysis inn Table 4 showed that calculated F-ratio of 11.784 is greater than the critical F-ratio of 3.00 at .05 level of significance using 2 and 151 degrees of freedom. This means that there is a significant influence of staff promotion on health workers' job performance in Nigeria prisons. Based on these results the null hypothesis was rejected. Since the result showed that there was a significant influence, a post Hoc comparison test, among group mean, was carried out to find out the pair wise mean difference (s) responsible for the influence.

Fishers' Least Significant Difference (LSD) method was employed for comparison. Results of the analysis are presented in Table 5.

Results of an analysis inn Table 5 shows pair wise significant t-values as follows: low staff promotion versus high staff promotion (t=4.76; p<.05), and moderate staff promotion versus high staff promotion (t=4.31; p,.05). result of the group mean show that, it was health staff who rated their clinic as having high staff promotion ($X = 55.00$) that performed better on their job than their counterpart who rated their clinics as having moderate staff promotion (X = 46.31), and low staff promotion (x = 45.05).

TABLE 5

Summary of Fishers LSD for the influence of staff promotion on health worker job performance in Nigeria Prison.

Staff promotion	Low $(\boldsymbol{n = 56})$	Moderate $(\boldsymbol{n = 78})$	High $(\boldsymbol{n = 18})$
Low	45.05a	1.25b	9.95
Moderate	0.93c	46.3	8.69
High	4.76*	4.31*	55.00
$(\boldsymbol{MSW = 59.365})$			

*P<.05

a) all group means are along the principal diagonal
b) differences among group means are above the principal diagonal
c) t-values are below the principles diagonal

Hypothesis Two

Monetary incentives do not significantly influence health workers job performance in Nigerian prison service. The independent variable in this hypothesis is monetary incentive (classified into High, moderate and low) while, the dependent variable is health workers job performance. The categorization of the independent variables was based on the ratings of the respondent. The minimum score on this sub-scale was 9 points while the maximum was 22 points; the range was then 13 points. Based on this, the SPSS software was used to record the variables such that scorers from 9 – 13 points were classified as saying their clinic had low monetary incentives; scorers from 14 – 17 points were classified as saying their clinic had moderate monetary incentives. Based on the three classification of the independent variable, one-way analysis of variance test statistic was employed in testing the hypothesis. The results of the analysis are presented in Table 5.

TABLE 6

Summary of one-way ANOVA for the influence of monetary incentives on health workers job performance in Nigerian Prison

Monetary incentive	N	X	SD
Low	66	44.66	8.44
Moderate	62	47.55	6.99
High	24	50.75	9.37
Total	152	46.88	8.24

Source of variation	Sum of square	df	Mean square	F	Sig.
Between group	693.874	2	2	5.413*	.05
Within Groups	9550.751	149	64.009		
Total	10244.625	151			

*p<.05; critical F=3.00

Results of analysis in Table 6 show that the calculated F-ratio of 5.413 is greater than the critical F-ratio of 3.00 at .05 level of significance using 2 151 degree of freedom. This means that there is a significant influence of monetary incentive on health workers' job performance in Nigerian prison. Based on these results the null hypothesis was rejected. Since the result showed that there was a significant influence, a post Hoc comparison test, among group mean, was carried to find out their wise mean difference (s) responsible for the influence. Fisher' Least

Significance Differences (LSD) method was employed for the comparison. Results of the analysis are presented in Table 7.

Results of analysis in Table 7 showed pair wise significant t-values as follows: low monetary incentives versus moderate monetary incentives (t = 2.03); p<.05), and low monetary incentives versus high monetary incentives (t=3.19; p<.05). Result of the group mean values show that, it was health staff who rated their clinic as having high monetary incentives (X=50.75) that performed better on their counterparts who rated their clinic as having moderate monetary incentives (x = 47.55), and low monetary incentives (X = 44.66).

TABLE 7

Summary of Fisher' LSD for the influence of monetary incentives on health workers job performance in Nigerian prisons

Monetary incentives	Low $(\boldsymbol{n = 66})$	Moderate $(\boldsymbol{n = 62})$	High $(\boldsymbol{n = 24})$
Low	44.66a	2.88b	6.09
Moderate	2.03*c	47.55	3.21
High	3.19*	1.67	50.75

$(\boldsymbol{MSW = 64.099})$

*P<.05

a) All group mean are along the principal diagonal
b) Differences among group means are above the principal diagonal
c) T-values are below the principal diagonal

Hypothesis Three

Working facilities do not significantly influence health workers job performance in Nigeria Prisons' Service.

The independent variable in this hypothesis is working facilities (classified into high, moderate and low) while the dependent variables is health workers job performance. The categorization of independent variable was based on the rating of the respondents. The minimum score on this subscale was points while the maximum was 18 points; the range was then 12 points. Based on this, the SPSS software was used to record the variables such as the scorer from 10-14 points were classified as saying their clinic had moderate working facilities while, scorer from 15-18 points were considered as saying there had high working facilities. Based on the three classification of the independent variable, One-way Analysis of Variance test statistic was employed in testing the hypothesis. The results of the analysis are presented in Table 8.

TABLE 8

Summary of One-Way ANOVA for the influence of working facilities on health workers job performance in Nigerian Prisons

Working facilities	N	X	SD		
Low	98	45.21	7.74		
Moderate	48	49.38	8.71		
High	6	54.00	0.11		
Total	152	46.88	8.24		
Source of variation	**Sum of squares**	**df**	**Mean square**	**F**	**Sig**
Between Groups	874.8875	2	437.437	6.956*	.001
Within Groups	9369.750	149	62.884		
Total	10244.625	151			

*p<.05; critical F = 3.00

Results of analysis in Table 8 show that the calculated F-ratio of 6.956 is greater than the critical F-ratio of 3.00 at .05 level of significance using 2 and 151 degrees of freedom. This means that there is a significant influence of working facilities on health workers' job performance in Nigerian prisons. Based on these results the null hypothesis was rejected.

Since the results showed that there was a significant influence, a post Hoc comparison test, among group means, was carried out to find out the pair wise mean difference (s) responsible for the influence. Fisher's Least Significant Difference (LSD) method was employed for the comparison. Results of the analysis are presented in Table 9.

Results of analysis in Table 9 show pair wise significant t-values as follows: low working facilities versus moderate facilities (t = 2.64; p<.05), and low working facilities versus high working facilities (t = 2.64; p<.05). Results of the group mean values show that, it was health staff who rated their clinics highly in working facilities (X = 54.00) that performed better on their job than their counterparts who rated their clinics moderately in working facilities (X = 49.38), and lowly in working facilities (X = 45.21).

TABLE 9: Summary of Fishers LSD for the influence of working facilities on health workers job performance in Nigerian Prisons

Working facilities	Low	Moderate	High
Low	45.21a	4.17b	8.79
Moderate	2.98*c	49.38	4.62
High	2.64*	1.34	54.00
(MSW = 62.884)			

*p<.05

a) All group means are along the principa` `iagonal
b) Differences among group means are ab‹ › the principal diagonal
c) T-values are below the principal diagonal

DISCUSSION

The result of the One-way Analysis of Variance showed that there is a significant influence of staff promotion on health workers' job performance. From the result generally, it becomes very clear that staff promotion has a significant influence on health workers' job performance. This could be as a result of the fact that promotion entails advancement on the job and could as well mean higher wages and all that an increased income can purchase. Also, staff promotion could be as a reward for past performance and an encouragement to help the health worker to continue excel a vote of confidence or a motivator of behaviour.

The findings from qualitative data analysis showed that participants generally agree that staff promotion remains a major form of motivation among them as it attest to their earn benefit for their input in the work. Conversely, their opinion was grounded on the personal experience they encounter such as long duration before promotion, lack of promotion and promotion without back or arrears. The result of this study is in consonance with the study of Agba, Mboto, & Agba, 2013 who carried out a study on staff promotion and nurses' attitude to work. Data for the study was tested using the Independent t-test statistical analysis and it was found that there exists a significant influence of promotion on attitude to work among nurses. He also noted that the positive way of rewarding people for their effort and services is through promotion. Again, the study of Liou, Shi and Tseng (2007) affirms the present study. The study used a sample of 350 respondents was used for the study. A well validated structured questionnaire was used for data collection. Data collected were analyzed using Pearson product moment correlation coefficient statistical technique. Result of the findings revealed that there exist a significant relationship between nurses' promotion and their attitude to work. The study was also in agreement with the study of Zahid (2015) on job promotion and job advancement on job satisfaction in Universities of KPK province of Pakistan. Over all study shows that job promotion and job advancement have positive relationship with job satisfaction. The study recommended flexible promotion policies, job advancement schemes, seeking employees' opinion to increase employees' satisfaction. Equal opportunities should be given to all employees in reward policies, salary packages. Further, professional training services may be initiated for the job improvement. The result of the second objective of the study showed that monetary incentives significantly influence health workers' job performance in Nigerian Prison Service. The result of the One-Way Analysis of Variance showed that participants whose monetary incentives were high performed significantly different from those whose monetary incentives were moderate and low. This could be as a result of the fact that monetary incentive includes base pay, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel and meals, housing allowance, benefits including dental, insurance, medical, vacation, leaves, retirement, tax freedom. It could also imply allowances ranging from health care plans to pension or retirement plans, social security, insurance, family and medical leave. The finding of the present study also agrees with the study of Oyira, Ella, Nkamare, Lukpata, Uwa & Mbum (2014) who studied the effect of reward system among health care workers performance: A case study of university of Calabar teaching hospital Calabar, Nigeria. Their study recommended that management of UCTH should boost the morale of their employees through fair and equitable reward system. The study further recommended that management should be effective with monetary rewards like bonuses and fringe benefits to encourage the workers improve performance.

The result of One-Way Analysis of Variance in the third objective showed that working facilities have significant influence on health workers' job performance in Nigerian Prison Service. Working facilities here could be in form of equipment, machine, information and communication technology (ICT) gadgets, software, computers, operations vehicles, syringes, hand gloves, among others etc. which enables health workers to discharge their duties effectively. This could also imply that working facilities are vital in maintaining comfortable, safe, and supportive work environment, which in-turn stimulate and enhance workers' motivation, performance and productivity. This study is also in consonance with the research of Daneshkohan, Zarei, Mansouri & Maajani (2014). The result of the study revealed that the main motivating factors for health workers were effective and efficient working facilities, good management, supervisors and managers' support and good working relationship with colleagues. The findings suggests that special attention should be paid to some aspects such as working facilities, management competencies, social support in the workplace, treating employees fairly and performance management practices, especially supervision and performance appraisal.

Conclusion

Staff promotion has a significant influence on health workers job performance in the Nigerian Prison Service. Monetary incentive has a significant influence on health workers job performance in the Nigerian Prison Service. Working facilities has a significant influence on health workers job performance in the Nigerian Prison Service. Staff training has a significant influence on health workers job performance in the Nigerian Prison Service. Work environment has a significant influence on health workers job performance in the Nigerian Prison Service. Hence, ministry of Interior should provide equal and regular promotion to all prison staff including the health workers, also the Nigerian Prison Service should provide adequate working facilities to the prison clinics in order to enhance job effectiveness

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