



JOB SATISFACTION AND INTERPERSONAL RELATION IN JOB PERFORMANCE OF ACADEMIC STAFF OF COLLEGES OF EDUCATION IN NIGERIA

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Abstract

This study investigated the level of job satisfaction among the academic staff in colleges of education in Lagos State. It evaluated the level of interpersonal relations that existed between the academic staff and the students and also ascertained the level of interpersonal relations that existed between the staff and the management of the institutions. Quantitative approach with survey design was used for the study. Population for the study comprised 516 academic staff and 6042 students of all the colleges of education in Lagos State. Sample for the study comprised 51 lecturers and 604 students, a total of 655 respondents were selected from one federal-owned college of education, one state-owned college of education and one private-owned college of education within Lagos State. The sample was selected using multistage sampling procedure. Two research instruments were used for the study, namely: Determinants of Job Performance Questionnaire (DJPQ) and Students' Rating on Job Performance Questionnaire (SRJQ). Data were analysed using percentage and ANOVA statistics at 0.05 level of significance. The results showed that there was a high level of job satisfaction among the academic staff of the colleges of education in Lagos State (58%) and that there was a moderate level of interpersonal relations between the academic staff and the students (69.7%).

Keywords: academic staff, interpersonal relation, job satisfaction, job performance

Introduction

Performance is crucial for measurement of organisational successes and outcomes. Job performance assesses if a person performs work well. It can also be regarded as job activities that are expected from employee to be done and how satisfaction of execution of such job. Whereas, job performance can be simply regarded as overall value expected from the employee action and behaviour at a specific period of time of carrying out certain duty of work. Job performance can also be explained as the method (attitude, knowledge and skills) in which

employees adopted to perform their work which in turn influenced the total outcome in effort to accomplish the overall goals. According to Campbell (1990), as cited by Werang (2014) job performance is a way to a stipulated goal or set of established goals of an organisation. Job performance is an ambiguous concept in the place of work which makes scholars, managers and employees to have different perception of it meaning, yet job performance determine the success of organisation. Many organisation take proactive actions to assess the work of their employee on periodic basis to know capacity of job done and to provide necessary suggestion for improvement of production. Campbell (1990) as cited by Werang (2014) also made suggestion component that determine performance. Some of those determinants identified include: Job satisfaction and interpersonal relations.

Amburgey (2005) regarded job satisfaction as most important element of success for organisation. Bushra Bushra, Ahmad, and Asvir (2011) opined that job satisfaction is a level where an employee is pleased, satisfied and happy with his or her job. Belias and Athanasios (2014) buttressed that it is pleasant and a positive feeling that an employee had benefited from his or her career's performance. In the view of Raja, Keis, Mazidah, and Azlina (2014) job satisfaction is more necessary and for the employees well-being which further reflect the actions individual towards their work. Bloomfield (2014) agreed that job satisfaction is how the workers feel about their job which is majorly based on numerous factors such as extrinsic and intrinsic but depend on the view of the individual worker. Job satisfaction is very crucial as it is mostly influenced by the capabilities of the person towards completing a task and the way the organisation values its employees. Due to the recognition of job satisfaction in the field of organizational and occupational psychology, many practitioners and researchers have contributed their own view on the meaning of job satisfaction. From the above definition, it can be deduced that job satisfaction is the extent at which employees like (satisfied) or dislike (dissatisfied) their jobs. It is also means that emotional pleasurable state of achieving values and success as a result of appraisal employee's job activities. Interaction and cordial relationship of employees and management is also essential to achieve goals.

Interpersonal relations have to do with developing and maintaining effective relationship among workers, having cordial relationship with other people in respect of their background in different situations: allow politeness, courtesy understanding, empathy, tact and concern. The prevalent wide spread trend of organizational staff attitude constitute the organizational climate of an organisation. That is, the organisational people's behaviour constitutes the social climate of an organisation. The climate of higher or tertiary institutions may be based on pattern of organizational life, expectations, and values that support employees' feelings, emotionally, physically and socially. Thus, Kassel (2007) noted that the psychological and physical aspect of the climate of tertiary educational institutions provide the preconditions necessary for both academic and non-academic excellent job performance. Consequently, the feelings and attitudes of academic staff about their institution can either be expressed positively or negatively.

Every country looks up to its higher institutions through the functions of traditional method research, teaching, and community service to train the manpower as well as disseminating of necessary knowledge required in the individuals, society as well as all other sectors. Ultimate goals of the colleges of education in Lagos State are to develop acceptable conducive environment where research and community activities and teaching and learning activities would be taken place among students, staff, as well as public for the overall benefit of the teaching profession, thereby raising highly qualified teachers that are functional, for the benefit of the society at large. The colleges of education in Lagos State have emerged an organization over the years and they are regarded as the spring boards for production of high level manpower in the domain of Education. Fadekemi and Isaac (2011) College is classify and populated by three major sections which are the students , the bureaucrats (administrators) as well as academics (lecturers, tutors/instructors) and. The three sections are generally known as college community. Each of these sub populations has its own dynamics that defines relationships within its structure and perceive interactions with others.

The ultimate goal of any organisation is for its staff to have high rate of effective performance. Job performance has to be goal relevant. Meanwhile, performance is not included activities where efforts are expended towards achievement of peripheral goals. Job performance should be multidimensional and differentiated from mere outcomes. The qualities of educational process and its products are unquestionably influenced by teachers' job performance. The entire edifice of education is shaky if the performances of teachers are ineffective and weak. Therefore, effective and strong job performances of academics are necessary for educational development and improvement in the colleges. The definition of what constitutes best performance of academics staff is of course much more complicated than a simplistic listing of goals. Job satisfaction and effective performance of employee within an organization is of vital concern for organizational management if targeted to achieve ultimate objectives and goals.

The achievement of colleges of education heavily depends on its academic staff through the execution of its programmes. Particularly, satisfied staff can be highly effective in their work and projects. The employees' job satisfaction as well as organizational culture has not received significant attention in studies of higher institutions. When staff members are less committed to their job, dissatisfied and tend to look for other mean of job opportunities. This might lead to high rates of staff turnover which cannot create good, reliable and high effective performance. A lot of the students that turned out from the Colleges ended up having low professional skills. This may be due to the fact that academic staff might have performed below expectation in the Colleges of Education in spite of the objectives of such institutions. Although many researchers have identified the correlation between job satisfaction and job performance but very few had related job performance to job satisfaction and interpersonal relations. This has created gap to fill. Therefore, the focus and indeed intent of this study concerns the relationships among job satisfaction, interpersonal relation and performance of academic staff of the Colleges of Education in Lagos State.

It is on this background that this study tends to identify the variables which are related to job performance of academic members and the extent to which each of the factors/variables relate with the existing levels of job performance of the academic staff of the Colleges of Education in Lagos State. Three research questions were formulated. First, what is the level of job satisfaction that exists among the academic staff of the Colleges of Education in Lagos State? Second, what is the level of interpersonal relations that exists between the academic staff and the students? Third, what is the level of interpersonal relations that exists between the staff and the management of the Colleges of Education in Lagos State? The research hypotheses are as follows. Ho₁: There is no significant influence of job satisfaction on the job performance of the academic staff of the Colleges of Education in Lagos State. Ho₂: There is no significant influence of interpersonal relations on the job performance of academic staff of Colleges of Education in Lagos State.

Concept of Job Performance

Performance can be regarded as almost any behaviour which is directed toward task or goal accomplishment. Good performance among employees in an organization has many implications such as high motivation among employees, outstanding ability, good organizational climate and infrastructure, excellent leadership that can sustain rapport and productivity and good relationship among staff. Abdul, Noran, & Rosna, (2002) defined performance as almost any behaviour, which is directed toward task or goal accomplishment. Therefore, job performance is regarded as activities of work related which expected from an employee to be performed and how good the activities are executed. For an employee carry out their job to expectation, their satisfaction should be seen as priority by the employer.

Concept of Job Satisfaction

Locke and Lathan (2012) regarded job satisfaction as a positive emotional state of which resulted from appraisal of employee's job skills and experience. Job satisfaction referred to as result from an worker's perception on how worker's welfare are been concerned and been cater for by the job provider. Hulin (2011) referred job satisfaction as what gives a worker a sense of success and achievement which is generally viewed to be directly linked to their well-being and productivity.

Job satisfaction to Agu (2014) was a state of well-being and happiness which is as an outcome of need and fulfillment derived from employee's job. This indicates that job satisfaction is the good feeling that an employee gets when he/she enjoys the job doing. Wells (2011) stated that the relevance of job satisfaction is important for the growth of educational programs around the world. It is probably ranked alongside with skills, professional knowledge, competency, strategies and facilities that veritabily determine educational performance and success. Meanwhile, Alaku (2010) encouraged researches on job satisfaction particularly among Nigeria teachers (lecturers). Alaku (2010) believed that the findings from such researches would provide evidences that institution,

organisations and government would use in their policy formulation which may improve teachers' performances toward the achievement of educational success and goals. Meanwhile, getting the employee to be satisfied with their job, the interpersonal relation within the institution should be cordial.

Concept of Interpersonal Relation

Interpersonal relationship is a crucial aspect in every institution. It is also one of the prominent components in human relationship. Cavazos (2013) defined Interpersonal relationship as an interaction that exists between two or more people with major aim of fulfilling one or more emotional and physical or needs. Cavazos also highlighted components of interpersonal skills which are non-verbal communication, verbal communication, decision making, assertiveness, listening skills and negotiation. From above definition, it could be deduced that employer should be able to provide and create environment that will allow for open interaction among employees and joint decision making between employers and employees

Previous studies have established the relationships among job satisfaction, interpersonal relation and job performance. Tyagi (2010) investigated the effect of interpersonal relationship on attitude of teacher educators. The study aimed to identify the significant interaction between interpersonal relation and teachers attitude to work. The results of the study showed that there was positive correlation between interpersonal skills and teachers' attitude. The finding further indicated that there was significant correlation between interpersonal behaviour and attitudes of teachers. Fashiku (2016) carried out a research to determine the correlation between leaders' communication style and lecturers' job performance in Kwara State College of Education. Two hundred academic staff and three hundred students were selected from State owned Colleges of Education using proportionate simple random sampling technique. Four hypotheses were formulated with two validated instruments. The result of the study indicated that there was significant relationship between leaders' democratic communication pattern and lecturers' job performance. Leaders' autocratic and laissez faire communication pattern did not significantly relate to lecturers' performance. The study recommended that leaders should adopt more of democratic pattern of communication for the purpose of the attaining the stated objectives and aims of the institutions.

In related study investigated by Solaja, Faremi and Adesina (2015) was purposely examined the relationship between leadership communication style and organisational productivity. The results of their study indicated positive correlation between leadership communication style and organizational productivity. Specifically, precise, friendly, open and attentive communication style all have positive correlation with organisational productivity and job Performance. On the other hand, dominant and contentious communication style has negative relationship with organizational productivity. Based on the findings, the researchers recommended that managers should adopt acceptable leadership communication styles to disseminate vital information so as to improve job commitment of employees which may lead to increase of the organisation

products. Veronica and Dorothea (2015) carried out a related empirical study. The study aimed to find out the relations of job satisfaction, organizational commitment and turnover at a manufacturing company in Yogyakarta and Surakarta. The results showed that correlation between job satisfaction, organizational commitment, and turnover intention was very complex. Though, the study inferred that job dissatisfaction had indirect effect on the turn over intention through organisational commitment. In addition, the study proved that job satisfaction was positively correlated the organisational commitment. The study recommended that managers should do all within their capacity to create an atmosphere that guarantees employee job satisfaction in other for them to feel committed to the organization and this will enhance job performance.

Murat, Ali and Baran (2012) conducted an investigation of correlation between job insecurity, job related stress with job satisfaction among employees of UND, International transporter' Association of Turkey. The result of the study revealed that job insecurity as well as job related stress had direct effect on job satisfaction. The researchers made recommendation that manager should pay more attention so as to make employees feel more secure about their work. Rizwan, Muhammed and Ghaffar (2012) made an empirical study on job satisfaction. The study majorly aimed to find out the crucial problems that employees faced while performing their duties in an organisation and ways of making employees to be more loyal to the organisation in terms of job performance at territory of Punjab in Pakistan. The findings of the study revealed that there was a strong positive correlation between employee's job satisfaction and job performance.

Muhammad, Rahmat, and Malik (2013) carried out their empirical review on the marital status, gender, and job satisfaction. The study aimed to identify the stages of job satisfaction of employees in Bangladesh and also to know whether job satisfaction stages differ among employees in terms of their gender and marital status. The result of the study revealed Bangladesh workers were moderately satisfied. The study suggested that moderate level of job satisfaction among the workers might be attributed to the socio economic conditions of the nation. All these studies are important and relevant to this study because they showed; there are very strong link among job satisfaction, interpersonal relation and job performance. A worker that is satisfied with his/her work will most likely to be more committed to the job. Also, when there is a positive interpersonal relationship between subordinates and super ordinates, among subordinates themselves, it is likely to result in high job commitment. And job commitment of workers will most likely improve job performance and job productivity which will resulted to achievement of organisational goals (Ajadi & Alade-Yussuf, 2016; Ogungbamila & Fayankinnu, 2014; Ajala, 2012)

Literature Reviw

Social Exchange Theory was a theory that was propounded by George Casper Homans as at year 1958. The Theory subjected to Give and Take approach which forms the basis of most of the relationships. Though, the approach may vary as per the intensity of the relationship. This theory suggested that people usually

engage in such relationship that are mostly rewarding, that is both in tangible and intangible values. The Theory is mostly fits for larger interactive gathering. The Theory is majorly based on the clue that relationships is purposely for what to offer as well as what to receive in return. This means that individual seeks out exchange of pleasantry in form of exchanging information with others. The significance of this theory is that, human beings are innately social and are shaped by their experiences with others. There are multiple perspectives to understanding this inherent motivation to interact with others. This theory is used to explain the interpersonal relations that exist between persons within an organization and also the type of relationship that exist between the management and the staff.

Method

This study majorly adopted quantitative approach with survey design. Targeted population for the study comprised the academic staff and students from all Colleges of Education in Lagos State which are: one Federal College of education, two State Colleges of education and six private Colleges of education. The sample for the study comprised 10% of the academic staff and students from one Federal- owned college of education, one state- owned college of education and one private -owned college of education within Lagos State. The sample was selected using multistage sampling procedure. The Federal college of education was selected using purposive sampling technique; reason being the only Federal government owned college of education within the State. One State owned college of education and one private owned college of education were selected using simple random sampling technique for each of the State and Private colleges of education. Five, seven and nine departments were randomly selected from the Federal college of education, State college of education and private college of education respectively being one third of the total number of Departments in each College of Education. Proportional sampling technique was used to select 10% of the staff and students from each of the selected colleges of education.

Table 1.1: Population and Sample Summary of Colleges of Education in Lagos State

S/N	Respondents	Academic Staff		Students		Total	
	Names of Colleges of Education	Population	Sampled (10%)	Population	Sampled (10%)	Population	Sam (10%)
1	Federal College of Education, Akoka	254	25	3012	301	3266	326
2	Adeniran Ogunsanya College of Education	204	20	2504	250	2708	270
3	St Augustine College of Education	58	6	526	53	584	59
Total Used		516	51	6042	604	6,558	655

Two research instruments were used in this study; they were self-designed questionnaires for the academic staff and students. The instruments were titled ‘Determinants of Job Performance Questionnaire (DJPQ) for academic staff’ and ‘Students’ Rating on Job Performance Questionnaire’ for students (SRJPQ). The first research instrument DJPQ was divided into 3 sections. Section A collected information on the socio-demographic characteristics of the academic staff. Section B contained questions raised on the general information on job satisfaction and interpersonal relations while Section C contained information on the rate at which the determinants (Job Satisfaction and interpersonal relations) influence academic staff’s job performance. The second instrument SRJPQ had two sections. Section A provided information on the socio -demographic characteristics of the students. Section B sought information from students about the level of academic staff job performance in aspect of interpersonal relations. The research instruments were validated by the experts in field of Educational Management, Obafemi Awolowo Univwesity, Ile-Ife. The observations and corrections made were used in preparing the final instrument to be used for the study. This was to ensure face and content validity. The reliability of the instruments was done through a test re-test measure of reliability. Pilot tests were conducted on samples of 10 respondents (academic staffs) and 60 students selected from another college of education within Lagos State for the study within an interval of two weeks so as to meet the suitability and ensure consistency of the instruments. The two sets of scores were correlated using Pearson’s Product Moment Correlation and reliability coefficient of 0.75 was obtained. This was considered high enough for reliability. The researchers administered the instruments to the respondents and retrieved immediately on completion. Out of the 655 questionnaires administered 600 were retrieved from both the academic staff and the students which is about 92% of the total number of respondents. Data was collected and analyzed using percentages to answers research questions raised while the hypotheses formulated were tested using ANOVA statistics at the 0.05 level of significance

Findings and Discussion

Research Question 1: What is the level of job satisfaction among the academic staff of the Colleges of Education in Lagos State?

Table 2: Level of Job Satisfaction among the Academic Staff of the Colleges of Education in Lagos State

Level of Job Satisfaction that exists among the Academic Staff			Frequency	Percentage (%)
(Moderate	(Scores ≤ 39)	Low	4	8
	(Scores from 41-59)		17	34
	(Scores > 60)	High	29	58
		Total	50	100

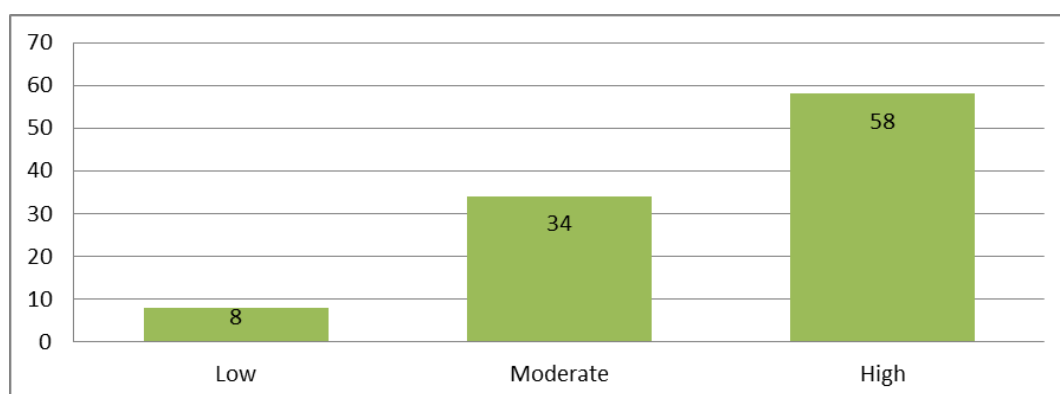


Figure 1: Bar Chart Showing Level of Job Satisfaction among the Academic Staff

Table 2 shows the level of job satisfaction that exists among the academic staff of the colleges of education in Lagos State. It can be deduced that the level of job satisfaction that exists among the academic staff of the colleges of education in Lagos State had 8% which was regarded as low. Also, the result further observed that 34% of the academic staff in colleges of education in Lagos State had moderate level of job satisfaction that exists among them while 58% of the academic staff in colleges of education in Lagos State had a high level of job satisfaction that exists among them. This result therefore suggested that job satisfaction that exists among academic staff in colleges of education in Lagos State was high level.

Research Question 2: What is the level of interpersonal relations that exist between the academic staff and the students?

Table 3: Levels of Interpersonal Relations that exist between the Academic Staff and the Students

Level of Interpersonal Relations that exists between the Students and Academic Staff		Frequency	Percentage (%)
Moderate	(Scores ≤ 39) Low	52	8.7
	(Scores from 40-59) Moderate	418	69.7
	(Scores > 60) High	130	21.6
Total		600	100

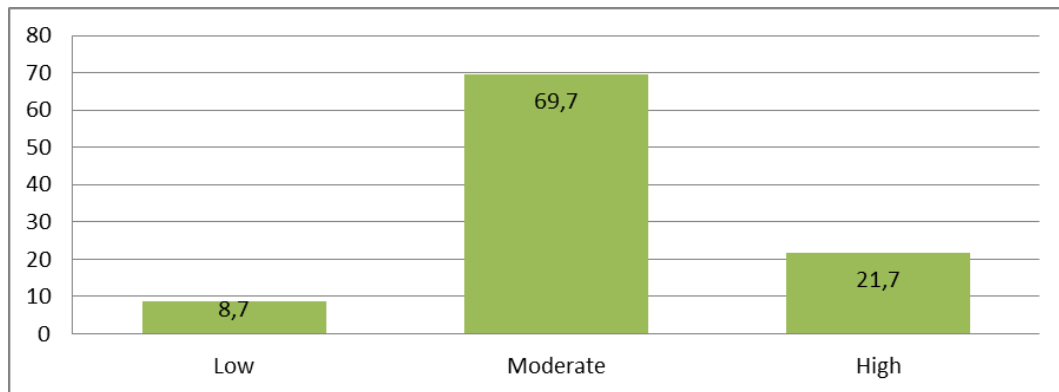


Figure 2: Bar Chart Showing Levels of Interpersonal Relations that exist between the Academic Staff and the Students

The results in Table 3 show the levels of interpersonal relations that existed between the academic staff and the students of the colleges of education in Lagos State. The result in the table showed that 8.7% of the respondents rated the level of interpersonal relations that existed between the academic staff and student low. Also, 69.7% respondents rated level of interpersonal relations that exist between the academic staff and the students moderate while 21.6% of the respondents rated level of interpersonal relations that exist between the academic staff and the students high. The majority rated the level of interpersonal relations that exist between the academic staff and the students moderate. Therefore, the level of interpersonal relations that exist between the academic staff and the students of the colleges of education in Lagos State was moderate.

Research Question 3: What is the level of interpersonal relations existing between the staff and the management of institutions?

Table 4: Level of Interpersonal Relations existing between the Staff and the Management of Institutions

Level of Interpersonal Relations that exists among the Staff and between the Management		Frequency	Percentage (%)
(Scores ≤ 39)	Low	8	16
(Scores From 40-59)	Moderate	24	48
(Scores > 60)	High	18	36
Total		50	100

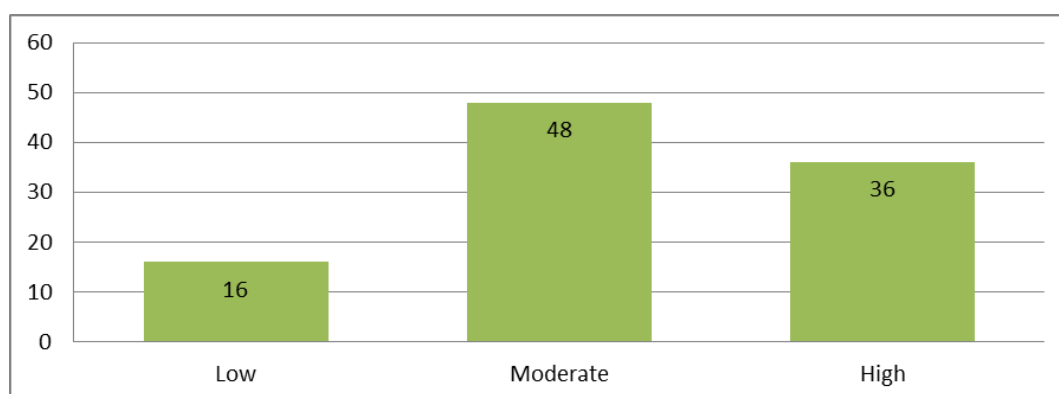


Figure 3: Bar Chart Showing Level of Interpersonal Relations existing between the Staff and the Management of Institutions

Table 4 shows that 16% of the respondents rated the level of interpersonal relations existing between the staff and the management of institutions low. Moreover, 48% of the respondents rated the level of interpersonal relations existing between the staff and the management of institutions moderate. Furthermore, 36% of the respondents rated the level of interpersonal relations existing between the staff and the management of institutions high. The findings indicated that majority of the respondents rated the level of interpersonal relations existing between the staff and the management of institutions moderate. It was concluded that the level of interpersonal relations existing between the staff and the management of institutions in the colleges of education in Lagos State was moderate.

Hypothesis One: There is no significant influence of job satisfaction on job performance of academic staff in the colleges of education in Lagos State

Table 5: Influence of Job Satisfaction on Job Performance of Academic Staff
ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6513.169	20	325.658	3.026	.003
Within Groups	3120.831	29	107.615		
Total	9634.000	49			

From table 5, it can be seen that the hypothesis which predicted that there is no significant influence of job satisfaction on job performance of academic staff was not supported. The hypothesis was therefore rejected for $F(20, 29) = 3.026$, $P > 0.05$. The calculated F was less than the alpha value, $0.003 < 0.05$. Therefore,

there is significant influence of job satisfaction on job performance of academic staff in the colleges of education in Lagos State.

Hypothesis Two: There is no significant influence of interpersonal relations on job performance of academic staff in the colleges of education in Lagos State

Table 6: Influence of Interpersonal Relations on Job Performance of Academic Staff

ANOVA						
	Sum of Squares	Df	Mean Square	F	Sig.	
Between Groups	6302.717	21	300.129	2.523	.012	
Within Groups	3331.283	28	118.974			
Total	9634.000	49				

Table 6 shows that there is significant influence of interpersonal relations on job performance of academic staff. The hypothesis stated in this study that there is no significant influence of interpersonal relations on job performance of academic staff was rejected ($F=3.026$, $Df=20, 29$, $P>0.05$). This was rejected because the calculated F was less than the alpha value ($0.012<0.05$). The study concluded that there is a significant influence of interpersonal relations on job performance of academic staff in the colleges of education in Lagos State

The results of the analysis of data on the level of job satisfaction among the academic staff of the colleges of education in Lagos State showed that the level of job satisfaction among academic staff in colleges of education in Lagos State was high. This implies that in the study area, the academic staff were always encouraged to come up with new innovation and better ways of doing things, their work is giving them a feeling of personal accomplishment and there were tools and resources for them to do their job well. Moreover, the institution did excellent job of keeping employees informed about matters affecting them and management of the College visibly demonstrated a commitment to quality to the staff. Therefore, there was high level of job satisfaction among the academic staff of the colleges of education in Lagos State.

The results on the level of interpersonal relations that existed between the academic staff and the students indicated that the level of interpersonal relations that exist between the academic staff and the students of the colleges of education in Lagos State was moderate. This denotes that in the study area, the academic staff moderately paid attention to students' problems and more concerned about students' welfares. They also keep look out for books and experiences that might contribute to students' personal growth. Therefore, there was a moderate level of interpersonal relations that exist between the academic staff and the students of

the colleges of education in Lagos State. It was also ascertained in the study that there was interpersonal relations was existing between the staff and the management of institutions as the findings confirmed that the level of interpersonal relations that existing between the staff and the management of the institutions in the colleges of education in Lagos State was moderate.

Above findings agreed with Tyagi (2012) who reviewed that teachers with positive interpersonal skills had a positive attitude to work and might be resulted to better outcome in terms of administrative responsibilities and quality teaching. It also corroborates with the position of McKinney, et al. (2004) who submitted that communication was essential for effective team performance. The results also in line with submission of (Carlijn Van de Linde 2016; Tyagi 2010; Rizwan & Ghaffar, 2012; Solaja, Faremi, & Adesina 2015; Fashiku 2016), all submitted that job satisfaction and interpersonal relations affects job performance of academic staff. However, this study negated an aspect of Muhammad, Rahmat, and Malik (2013) who reported that moderate level of job satisfaction among employee may be attributed to socio economic condition of the Nation. The difference may be unconnected to the population of the two studies. In other words, factors that enhance job satisfaction in one country might be different from that of another country.

The results further showed that there was a significant influence of job satisfaction on job performance of academic staff in the colleges of education in Lagos State. This implies that the satisfaction that academic staff ascertained from their job has positively influenced their job performance in their various colleges of education in Lagos State. The findings equally indicated that there was evidence that there is significant influence of interpersonal relations on job performance of academic staff. This implies that relationship between the staff-management and staff-students had positive contributions to their job performance. This results corroborated the positions of Igalens (2001) who mentioned the key factors that were useful for the satisfaction of the employees such as reward and recognition, workplace environment, and teamwork and training and development which were all factors contributed to job satisfaction and they also influence workers' behaviour toward work performance in an organisation. The findings of the study equally in line with the study of Semercioz, (2010) who reported that job satisfaction and organizational commitment had a positive significant relationship but negative significant relationship with turnover intention

Conclusion

The study concluded that academic staff job satisfaction and interpersonal relations play a very important role in their job performance and also affects to a reasonable extent the level of academic performance of the students. The management therefore, must ensure that they put measures in place to facilitate high job satisfaction for the academics staff of the Colleges of Education in Lagos State. They should also ensure there is a good interpersonal relation among the staff, between the staff and the students and most importantly between the management and staff of the Colleges of Education in Lagos State.

The study recommended ways for improvement job performance of the academic staff of the Colleges of Education in Lagos State. The management of the Colleges of Education in Lagos State must do an excellent job of keeping the employees informed and involved about matters affecting them. They should ensure that tools, resources and facilities are made available to the staff and students for them to do the job well. Also, the management of institutions must demonstrate a commitment to quality. The stakeholders involved should organise on regular basis seminars, workshops and symposiums for the academic staff on how they can improve on their knowledge delivery to the students and also improve on their overall job performance. Government and management as a matter of urgency must ensure that all allowances and remunerations are paid to the academic staff as at when due. And the government also should ensure never to make promises they cannot fulfil to the academic staff as this will always bring down their morale and eventually affect their job performance.

All stakeholders involved must be proactive in addressing the fall in academic staff commitment in Colleges of Education in Lagos State. This is imperative because the achievement of educational goals in any institution will be impossible without committed academic staff. Every strategy that can lead to increase in the level of academic staff commitment should be adopted in all the Colleges of Education in Lagos State. The strategies could include; regular promotions prompt payment of salaries and other emoluments, providing adequate resources in institutions among others.

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