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MANAGING LECTURERS' WELFARE FOR IMPROVED JOB PERFORMANCE IN PUBLIC UNIVERSITIES IN RIVERS STATE

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ABSTRACT
The study investigated the managing of lecturers' welfare for improved job performance in public universities in Rivers State. Three research questions and three null hypotheses guided the study. The study adopted the descriptive survey research design. The population of the study consisted of 83 lecturers (RSU 43 and IAUE 40) in the Department of Educational Management. The entire population was adopted as the sample size. The instrument for data collection was a questionnaire titled managing Lecturers' welfare for improved job performance. The instrument was validated by two experts and its reliability index established at 0.86 using Cronbach Alpha. Mean and standard deviation were used in answering the research questions while z-test was used in testing the null hypotheses at 0.05 level of significant difference in the mean ratings of RSU and IAUE lecturers on the ways lecturers' health promotion, and safety are managed for improved job performance in public universities in Rivers State. The study concluded that for improved job performance, lecturers' welfare needs to be carefully managed in order to maximize return on investment and the attainment of the objectives of university education. It was recommended amongst others that university administrators should ensure that lecturers are promoted to positions of increased responsibilities that attracts higher financial benefits for increased job satisfaction.

KEYWORDS: *Health, Improved Job Performance, Lecturers' Welfare Management, Promotion, Public universities, Safety.*

INTRODUCTION
Lecturers are the hub of the university system. The success of university education depends to a very large extent on their member, quality, commitment, competencies and credibility as they are the interpreters, implementers and transmitters of policies, curriculum, and inculcators of desirable attitudes, knowledge, skills and values in students. Thus, lecturers play vital roles in ensuring that the goals and objectives of university education are achieved through the performance of their jobs. Lecturers' job performance relates to what lecturers do in the lecture halls and how it affects students' learning. Their job is basically to teach students, using relevant resources appropriate language and many other appropriate media to ensure that learning takes place within the time schedule of any given lesson (Agabi, 2018) Lecturers' job performance is measured in terms of their job satisfaction and job attitudes which includes job commitment, feeling of job challenge, job meaningfulness and job responsibility (Pepple, 2016).

For improved job performance, lecturers' welfare needs to be carefully handled in order to maximize return on investment and attainment of the objectives of the university education system (UNESCO 2015; Fao. 2013). Lecturers' welfare is very comprehensive and includes economic, social, intellectual and moral benefits of workforce community. The main objectives is to keep enriching the quality of life of the lecturers and keep them happy and contented and have their job motivation levels high (Manzini & Gwandure, 2011): Odeku & Odeku, 2014). Lecturers' welfare embraces the various benefits, services and facilities offered by the university management to lecturers with the aim of enriching the working and social life of lecturers and to satisfy their needs in order to enhance productivity (Gupta, 2014). Lecturers' welfare is the provision of a minimal level of wellbeing and social support. It is lecturers' health

status and happiness as well as their safety (Bamusananire, 2010; Dale in Manafa, 2020) lecturers for improved job performance (Patro, 2015). Every society, with no exception to Nigeria, has the responsibility of providing security, meaning and self-esteem to those who reach the conclusion of their natural sequence as everyone must age (Kobani, 2012).

Lecturers' welfare management is taking centre stage in modern university administration since lecturers' welfare is one of the key staff motivation elements (Matovu, 2019) Lecturers 'welfare management is a major responsibility of university managers and administrators.

Managing lecturers' welfare enables the university to achieve greater productivity. Rwigema (2022) noted that welfare management is of the most complex and dynamic issues in the field of human resource management. Therefore, the ability of the university to achieve its stated objectives, to a large extent, depends on the effective implementation of welfare packages in order to motivate the lecturers (Odunlami & Matthew, 2014). Thus implies that welfare provision/ management is very vital in determining the success of universities (Rivigema, 2022) the management of lecturers' welfare has been relevant in universities in recent times for greater achievement of desired goals of the university. Consequently, Deman Media (2014) posited that the following lecturers' welfare services should be managed: health care, safety security, flexible work schedule, wellness programmes among others.

Lecturers' job performance would be difficult to achieve if the university environment is not healthy. Not being healthy means not being able to perform; and a dormant lecturer remains unproductive hence, poor result achievement. Lecturers' health implies a sound mind in a sound body, in a sound family, in a sound environment. Any lecturer that is not sound in his or her mind and body and in his or her general well-being cannot go far in achieving his or her aim in the university (Jaikumar, 2014) Lecturers' health care is as an essential aspect of school medical services provided to enhance their physical fitness and mental well-being. Mato (2016) averred that at any given time, a lecturer's mental health might fluctuate along a continuum from being very unwell and struggling, to periods of being very well and buoyant. When lecturers are sick, where should they go to obtain medical care? As part of the management strategies, the school must make adequate provision for a facility to manage, either on site or retain the services of a health facility to care for lecturers and their families.

Obize, Onyeanusi and Nwanguma (20216) posited that lecturers' health care is an essential aspect of university medical services provided to enhance their physical fitness and mental well-being. The university administrator is expected to ensure adequate provision of medical care through clinics and sick bay dispensary units in the school. Doctors and nurses should be employed to carry out medical services in the universities. A health promoting university is one that is constantly strengthening and working. Such university fosters healthy learning environment aimed at promoting the health of lecturers to achieve the goals of university education. Konu and Rimpela in Rivigema (2022) asserted that comprehensive school health programmes are now a concern of education stakeholders. Medical/health care in schools is associated with health services and health education. The provision of medical care to lecturers is a concern for the lecturers' mental and physical health which affects their work as educators.

Lecturers' promoting are advancements to positions of increased responsibilities. It is a move to a more important position in the university. Every institution makes provision for rewarding staff competency and hard work and this comes in the form of promotions. Promotion is one of the ways of increasing lecturers' job satisfaction. It is a way of rewarding lecturers for their efforts and services. Promotion of lecturers results in increased status, increased salaries and allowances, and increased responsibilities (Adeyemi, 2009). When a lecturer is promoted with corresponding entitlement, he tends to be motivated to brace up with the new challenges and puts in the best effort in the job (Peretomode, 2012) promotion is a special kind of reward given to a well-deserved member of staff, be it in the university or in any other organization. It increases a lecturer's job satisfaction through his or her elevation to a new status that attracts higher financial benefits in the form of higher salary, allowances and higher prestige. It is a way of rewarding hard working lecturers and tied to the lecturer's high level of competence, years of service and qualification (Wonah, 2014).

Universities have formal promotion policies stating the criteria for promotion. A lecturer may be considered for promotion after two or three years of last promotion. The three principles or criteria for determining promotions are merit, seniority, and potential (Emechebe, 2009;

Ddamulira, 2009). Adeyenia (2009) noted that usually promotion is based on competence, qualifications or seniority. A systematic approach to managing lecturers' safety in the university is important. Operationally, it helps avoid costly accidents, and disruptions (Tom, 2012). Achieving and providing excellence in the way of safety have massive benefits for universities (Johnson, 2012). Safety is a state of being safe and protected from danger or harm (Hornby in Abali & Nwokedi 2016). It implies freedom from danger; the state of being safe (Geddes & Grossets in Owukio, Umesi & Douglas, 2016). Igbozuruike (2016) stated that safety is a state in which hazards and conditions that could lead to physical, physiological or material harm are controlled in order to preserve the health and well-being of individuals and their property. Aswathappa in Okafor and Mgbechi (2016) asserted that safety is freedom from occurrence of risk or injury or loss.

The management of lecturers' safety in universities has been drawing serious public attention. The emphasis on lecturers' safety is informed by the vulnerable posture of most university environments to danger which if not curbed, will continue to hamper effective and efficient teaching and learning process (Ekeada, 2016). Ojule (2016) asserted that job performance and educational goal attainment will suffer a major setback if university managers fail to create a workplace environment that has little or no accidents which maintain and promote the health of lecturers. Ukaigwe and Orlu-makele (2016) noted that when lecturers' safety status are good, lecturers develop and effectively use instructional aids to teach effectively and meaningfully, supervise and control activities of students, monitor students adequately, communicate well with students; are more competent and effectively guide and counsel students. Kobani and Dike (2025) point out that it is pertinent to ensure that teachers and facilitators are well-remunerated and motivated. The success of programmes depends on their commitment and engagement, focusing on innovative teaching methods, crises management and integrating technology into their instruction.

STATEMENT OF THE PROBLEM

There is a general complaint about the poor performance of university administrators concerning the provision of welfare services for lecturers. This is sequel to the researchers observed complaints of university lecturers about the gross neglect by those who are supposed to care for them. In recent times, university lecturers have been facing several problems, which have amongst other things, affected good quality education and academic excellence in universities. These problems as perceived by university lecturers manifests in ineffective promotion systems, inadequate health care services as well as challenges of lecturers' safety. Based on the stated backdrop, it is obvious that there exists some fundamental problems in university lecturers' welfare management and it is this trend that has prompted this study.

PURPOSE OF THE STUDY

The purpose of this study was to investigate the managing of lecturers' welfare for improved job performance in public universities in Rivers State. Specifically, the objectives were to:

1. Examine the ways lecturers' health are managed for improved job performance in public universities in Rivers State.
2. Identify the ways lecturers' promotion are managed for improved job performance in public universities in Rivers State.
3. Determine the ways lecturers' safety are managed for improved job performance in public universities.

RESEARCH QUESTIONS

The following research questions were answered in this study:

1. In what ways are lecturers' health managed for improved job performance in public universities in Rivers State?
2. In what ways are lecturers promotion managed for improved job performance in public universities in Rivers State?
3. In what ways are lecturers safety managed for improved job performance in public universities in Rivers State?

HYPOTHESES

The following null hypotheses were tested at 0.05 level of significance:

1. There is no significant difference in the mean ratings of Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE) lecturers on the ways lecturers' health are managed for improved job performance in public universities in Rivers State.

2. There is no significant difference in the mean ratings of Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE) lecturers on the ways lecturers' promotion are managed for improved job performance in public universities in Rivers State.
3. There is no significant difference in the mean ratings of Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE) lecturers on the ways lecturers' safety are managed for improved job performance in public university in Rivers State.

METHODOLOGY

The study adopted the descriptive survey research design:
The population of the study comprised 83 lecturers (RSU 43 and IAUE 40) in the Department of Educational management (**Source:** Office of the Heads of Department, 2025) the entire population of 83 lecturers was adopted as the sample size due to its small and manageable size. The instrument for data collection was a self-structured questionnaire titled: "Lecturers' welfare management for improved job performance questionnaire (LWMIJPQ)". It consisted of two sections, A and B. Section A generated the demographic information of the respondents while section B had questionnaire items addressing the research questions and eliciting strongly Agreed, Agreed, Disagreed and strongly disagreed responses. The instrument was validated and its reliability established at 0.86 using Cronbach Alpha. Mean and standard deviation were used in answering the research questions while z-test was used in testing the null hypotheses at 0.05 level of significance. A criterion mean of 2.50 guided the decision Items, the criterion mean were tagged "Agreed" while those below the criterion mean were tagged "disagreed". A null hypothesis was accepted when the calculated z-value was less than the critical z-value of $\pm$ 1.96 and was rejected when the calculated x-value was greater than the critical z-value of $\pm$1.96 respectively.

RESULTS

The results obtained in this study after data analysis were presented below:
Research Question 1: In what ways are lecturers' health managed for improved job performance in public universities in Rivers State?

Table 1: Ways lecturers' health are managed for improved job performance in public universities in Rivers State.

S/n	Questionnaire items	RSU Lecturers N = 43		IAUE Lecturers N= 40		Mean set	Remarks
		X_1	SD_1	X_2	SD_2	$X_1 + X_2$	
1.	Providing medical services to enhance lecturers' physical fitness.	3.16	0.56	3.16	0.57	3.16	Agreed
2.	Providing medical Services to enhance lecturers' mental wellbeing.	3.23	0.56	3.24	0.55	3.24	Agreed
3	Ensuring adequate provision of medical care through clinics	3.23	0.81	3.31	0.76	3.24	Agreed
4	Employing doctors and nurses to carry out medical services for lecturers	3.05	1.00	2.99	0.99	3.27	Agreed
5	Fostering healthy learning environment aimed at promoting the health of lecturers	3.18	0.71	3.15	0.70	3.02	Agreed
6	Helping lecturers to reduce the anxiety which affects their performance	3.02	0.59	2.99	0.69	3.01	Agreed
	Grand $\bar{x}$/SD	**3.15**	**0.71**	**3.14**	**0.71**	**3.15**	Agreed

Source: Field survey Data, 2025
Data on table 1 revealed that items, 1, 2,3,4,5 and 6 had mean scores above the criterion mean of 2.50. with an aggregate mean set of 3.15, it is adjudged that RUS and IAUE lecturers agreed that providing medical services to

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enhance lecturers' physical fitness and mental wellbeing, ensuring adequate provision of medical care through clinics, employing doctors and nurses to carry out medical services for lecturers fostering health learning environment aimed at promoting the health of lecturers, and helping lecturers to reduce the anxiety which affects their performance are ways lecturers health are managed for improved job performance in public universities in Rivers State.

Research Question 2: In what ways are lecturers' promotion managed for improved job performance in public universities in Rivers State?

Table 2: Ways lecturer's promotion are managed for improved Job performance in Public Universities in Rivers State.

S/n	Questionnaire items	RSU Lecturers N = 43		IAUE Lecturers N= 40		Mean set	Remrks
		x_1	SD_1	X_2	SD_2	$X_1 + X_2$	
7.	Advancing lecturers to positions of increased responsibilities	3.28	0.63	3.17	0.62	3.23	Agreed
8.	Making provision for rewarding lecturers competency and hard work	3.22	0.77	3.16	0.78	3.19	Agreed
9	Motivating lecturers to brace up with new job challenges	2.93	0.85	3.83	0.85	2.88	Agreed
10	Heightening lecturers morale in the realization of educational goals	2.97	0.91	2.18	0.89	3.08	Agreed
11	Elevating lecturers to new status that attracts higher financial benefits	2.82	0.81	2.96	0.94	2.89	Agreed
12	Increasing lecturers job satisfaction in the realization of education goals	3.18	0.70	3.16	0.69	3.17	Agreed
	Grand $\bar{x}$/SD	**3.07**	**0.78**	**3.08**	**0.80**	**3.07**	Agreed

Source: Field survey Data, 2025

Data on table 2 revealed that items 7,8, 9,10,11 and 12 had mean scores of above the criterion mean of 2.50. With an aggregate mean set of 3.07, it was evident that RSU and IAUE lecturers agreed that advancing lecturers to positions of increased responsibilities making provision for rewarding lecturers' competency and hard work, motivating lecturers' to brace up with new job challenges, heightening lecturers' morale in the realization of educational goals are ways lecturers promotion are managed for improved job performance in public universities in Rivers State.

Research Question 3: In what ways are lecturers' safety managed for improved job performance in public universities in Rivers State?

Table 3: Ways lecturers' safety are managed for improved job performance in public universities in Rivers State.

S/n	Questionnaire items	RSU Lecturers N = 43		IAUE Lecturers N= 40		Mean set	Remarks
		x_1	SD_1	X_2	SD_2	$X_1 + X_2$	
13.	Helping lecturers avoid costly accidents	3.32	0.56	3.13	0.55	3.23	Agreed
14	Protecting lecturers from danger while performing their jobs	3.32	0.81	3.31	0.76	3.32	Agreed
15	Reducing circumstances that could result in physical or psychological harm in order to preserve the wellbeing of lecturers	2.79	0.99	3.05	1.04	2.92	Agreed

16	Improving quality service rendered where lecturers are promptly attended to as the need arises.	3.16	0.81	3.18	0.70	3.17	Agreed
17	Ensuring that lecturers are not over burdened with workload leading to stress.	2.89	0.64	3.02	0.65	2.96	Agreed
18	Preventing the institution from incurring unnecessary loss in terms of man hour lost when lecturers are stressed up and cannot perform their professional duties.	3.08	0.77	2.94	0.85	3.01	Agreed
	Grand x̄ SD	**3.09**	**0.76**	**3.11**	**0.76**	**3.10**	Agreed

Source: Field survey Data, 2025

Data on Table 3 revealed that Items 13, 14,15,16,17 and 18 had means scores above the criterion mean of 2.50. with an aggregate mean set of 3.10, it was evident that RSU and IAUE lecturers agreed that helping lecturers avoid costly accidents, protecting lecturers from danger while performance their Jobs, reducing circumstances that could result in physical or psychological harm in order to preserve the well-being of lecturers, proving quality service rendered where lecturers are promptly attended to as the need arises, ensuring that lecturers are not over burdened with workload, leading to stress, and preventing the institution from incurring unnecessary loss in terms of man-hour lost when lecturers are stressed up and cannot perform their professional duties are ways lecturers safety are managed for improved job performance in public universities in Rivers State.

Hypothesis 1: There is no significant difference in the mean ratings of Rivers State University (RSU) and Ignatius Ajuru University of Educaiton (IAUE lecturers on the ways lecturers' health are managed for improved job performance in public universities in Rivers State.

Table 4: Z-Test Analysis of Difference on Ways lecturers' health are managed for improved job performance in public universities in Rivers State.

Respondents	N	$\overline{X}$	SD	DF	Level of sign.	z-Cal.	z-crit	Decision
RSU Lecturers	43	3.15	0.71					
IAUE Lecturers	40	3.14	0.71	81	0.05	0.06	±1.96	Ho1 Accepted

Source: Field Survey Data, 2025

Data on Table 4 revealed that the z-calculated value stood at 0.06 while the z-critical value stood at ±1.96, using 81 degree of freedom and 0.05 level of significance. The result showed that null hypothesis is accepted, since the calculated value of 0.06 is less than the z-critical value of ±1.96. Therefore, there is no significant difference in the mean ratings of RSU and IAUE lecturers on the ways lecturers' health are managed for improved job performance in public universities in Rivers State.

Hypothesis 2: There is no significant difference in the mean ratings of Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE) lecturers on the ways lecturers' promotion are managed for improved job performance in public universities in Rivers State.

Table 5: Z–test Analysis of difference on ways lecturers' promotion are managed for improved job performance in public universities in Rivers State.

Respondents	N	$\overline{X}$	SD	DF	Level of sign.	z-Cal.	z-crit	Decision
RSU Lecturers	43	3.07	0.78					
IAUE Lecturers	40	3.08	0.80	81	0.05	-0.06	±1.96	Ho1 Accepted

Source: Field Survey Data, 2025

D on table 5 revealed that the z-calculated value stood at -0.06 while the z-critical value stood at ±1.96 using 81 degree of freedom and 0.05 level of significance. The result showed that the null hypothesis is accepted, since the z-calculated

value of -0.06 is less than the x-critical value of ±1.96. Therefore, there is no significant difference in the mean ratings of RSU and IAUE lecturers on the ways lecturers' promotion are managed for improved job performance in public universities in Rivers State.

Hypothesis 3: There is no significant difference in the mean ratings of Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE) lecturers on the ways lecturers' safety are managed for improved job performance in public universities in Rivers State.

Table 6: z-Test Analysis of difference on ways lecturers' safety managed for improved job performance in public universities in Rivers State.

Respondents	N	$\overline{X}$	SD	DF	Level of sign.	z-Cal.	z-crit	Decision
RSU Lecturers	43	3.09	0.76					
IAUE Lecturers	40	3.11	0.76	81	0.05	-0.12	±1.96	Ho1 Accepted

Source: Field Survey Data, 2025

Data on table 6 revealed that the z-calculated value stood at -0.12 while the z-critical value stood at ±1.96, using 81 degree of freedom and 0.05 level of significance. The result showed that the null hypothesis is accepted, since the x-calculated value of -0.12 is less than then z-critical value of ±1.96. Therefore, there is no significant difference in the mean ratings of RSU and IAUE lecturers on ways lecturers' safety are managed for improved job performance in public universities in Rivers State.

DISCUSSION OF FINDINGS

The findings of this study revealed that the ways lecturers' health are managed for improved job performance in Public universities in Rivers State include providing medical services to enhance lecturers physical fitness and mental wellbeing; to ensuring adequate provision of medical care through clinics, employing doctors and nurses to carry out medical services fostering healthy learning environment aimed at promoting the health of lecturers and helping lecturers reduce the anxiety which affects their performance. This agreed with the position of Obizue et al (2016) that lecturers' health care is an essential aspect of university medical services provided to enhance their physical fitness and metal well-being. The university administration is expected to ensure adequate provision of medical care through clinics, sick bay, and dispensary units in the school-Doctors and Nurses should be employed to carry out medial service in the universities. A healthy promoting university is one that is constantly strengthening its capacity as a healthy setting for living, learning and working. Such university foster healthy learning environment aimed at promoting the health of lecturers to achieve the goals of university education.

The findings of the study also revealed that the ways lecturers' promotion are managed for improved job performance in public universities in Rivers State include advancing lecturers to positions of increased responsibilities, making provision for rewarding lecturers competency and hard work; motivating lecturers to brace up with new job challenges; heightening lecturers' morale in the realization of educational goals; elevating lecturers to new status that attracts higher financial benefits, and increasing lecturers' job satisfaction in the realization of education goals. This aligned with the assertions of Adeyemi (2009) that every institution makes provision for rewarding staff competency and hard work and this comes in the form of promotions. Promotion is one of the ways of increasing lecturers' job satisfaction. It is a way of rewarding lecturers for their efforts and services. Promotion of lecturers for their efforts and services. Promotion of lecturers' results in increased responsibilities. Peretomode (2012) affirmed that when a lecturer is promoted with corresponding entitlement, he tends to be motivated to brace up with the new challenges and puts in the best effort in the job.

The findings of the study further revealed that helping lecturers avoid costly accidents; protecting lecturers from danger while performing their jobs; reducing circumstances that could result in physical or psychological harm in order to preserve the well-being of lecturers; improving quality service rendered where lecturers are promptly attended to as the need arises, ensuring that lecturers are not over burdened with work load leading toe stress and preventing the institution from incurring unnecessary loss in terms of man hour lost when lecturers are stressed up and cannot perform their professional duties. This agreed with the position of Tom (2012) that a systematic approach to managing lecturers' safety in the university is important. Operationally, it helps avoid costly accidents, and disruptions. Igbozuruike (2016) confirmed that safety is a state in which hazard and conditions that could lead to physical, psychological or material harm are controlled in order to preserve the health and well-being of individuals and their

property. Ekeada (2016) averred that the emphasis on lecturers' safety is informed by the vulnerable posture of most university environment to danger which if not curbed will continue to hamper effective and efficient teaching and learning process.

The results from Tables 4, 5 and 6 produces calculated z-values of 0.06, -0.06, and -0.12 respectively. This implied that there are no significant differences in the mean rating of RSU and IAUE lecturers on the ways lecturers' health promotion, and safety are managed for improved job performance in public universities in Rivers State. This finding agreed with the finding of Asumah, Huranchie and Menseh (2019) that there was no significant statistical difference of working conditions and teachers' job performance.

CONCLUSION

Based on the findings of this study, it was concluded that for improved job performance, lecturers' welfare in the areas of health, promotion, and safety need to be carefully managed in order to maximize return on investment the attainment of objectives of university education. The main objective is to keep enriching the quality of life of lecturers and keep them happy, contended and have their job motivation level high.

Recommendations

Based on the findings of this study, the following recommendations were made by the researchers:

1. University managers and administrators should ensure that lecturers are provided free medical care in order to spur them in improving their job performance.
2. University administrators should ensure that lecturers are promoted to positions of increased responsibilities that attracts higher financial benefits for increased job satisfaction.
3. University management should adopt a systematic approach to managing lecturers' safety in order to avoid costly accidents and disruptions in the performance of duties.

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