

Functionality of Security Service as Correlate of Lecturers' Job Performance in State Universities, North Central Zone, Nigeria

*¹B. B. Kwashabawa & ²Safurat Onaolapo Ahmed

*^{1&2}Department of Educational Foundations, Faculty of Education Usmanu Danfodiyo University, Sokoto, Sokoto State. Nigeria Email: balabokoikwasabawa@gmail.com¹, & onaolopoahmed42@gmail.com^{*2}

Abstract

This study examined functionality of security service as correlates of lecturers' job performance in state universities, North Central, Nigeria. Three objectives and three research questions with one null hypothesis were formulated to guide the study. The descriptive survey of the correlation type research design was employed. The population of the study was 3239 lecturers. A sample size of 346 was obtained based on Research Advisors Table (2006). Two instruments were used for collection of data for the study titled: Functionality of Security Service Questionnaire (FSSQ) and Lecturers' Job Performance Questionnaire (LJPQ). Face and content validity were obtained after thorough screening, corrections were made and irrelevant items were removed by the experts in Educational Foundations, Faculty of Education and Extension Services, Usmanu Danfodiyo University, Sokoto. Reliability indices of 0.73, and 0.82 were obtained respectively after trial testing and analysis of the trial testing using Cronbach's alpha. Data were collected and analyzed using mean, standard deviation as well as PPMC via the Statistical Package for Social Sciences (SPSS) 23.0 version. The findings revealed that there was moderate level of functionality of security service in States Universities, North-Central, Nigeria and high level of lecturers' job performance in state universities, North Central Zone, Nigeria. There was also a low positive significant correlation between functionality of security service and lecturer's job performance in state universities, North Central, Nigeria. The study recommended among others that the universities management should ensure that essential social services are made readily available and accessible to all lecturers and to be functional, efficient and responsive to lecturers' needs in state universities, North Central, Nigeria. The study concluded that, there was low positive significant relationship between functionality of security services and lecturers' job performance in state universities, North Central, Nigeria.

Keywords: School Security Services, Job Performance, Lectures, State Universities, North-Central Nigeria

Introduction

The security system in the institutions (in recent time) had become so porous that lives and properties appeared not to be saved. Cases of theft, burglaries, abduction, attack, vandalism, cultism, rape and so on became everyday' report in these institutions. People live in fear in these institutions. There are security reports about abducted or kidnapped lecturers. There are also stories about members of dreaded cults threatening the lives of dedicated lecturers and members of their families. The orthodox security agents (like the Army, Police and others) appeared to have become overstretched with armed robberies, kidnapping and other national security challenges in the larger society. These have thus prevented them from focusing on educational institutions. In recent times, the police seem to be busy running after criminals (armed robbers, political thugs, ritualists, and so on) in the location of these universities. Perhaps, this could have diverted police attention from the security in the Universities. Poor security services could cause distractions that are negatively affecting lecturers' job performance in North Central state Universities.

Without gainsaying, education system needs security for optimal performance (Aminu, 2019). The global mandate which seeks to protect the security of life and properties in tertiary institutions permits variety of conceptual descriptions of security based on relative understandings of what entails a threat, its intensity, cause and effects, and the possible means for prevention or removal (Ejuronemu & Imam, 2021).

The concept of security could be seen as the preventive measures that can enhance a social climate, such as conflict resolution programmes, zero tolerance policies, bullying prevention programmes and policies (Ukala & Nwabueze, 2016). Lecturers' job performance on the other hand is essential because it plays a significant role in the development of the Nigerian educational system (Yusuf & Ogbudinkpa, 2017), the realisation of "Education for all" goals, and the accomplishment of socio-economic growth of Nigeria. It connotes the behaviours and actions of lecturers that contribute positively to the overall job performance. Behaviours of an individual (employee) who contributes to the organizational goal accomplishment constitute what is called job performance. This indicated that job performance

is the expected value of what people do in organizations which is relevant toward enhancing organizational effectiveness.

Job performance also refers to the ability of employees to carry out responsibility, at a given time by using the appropriate procedure and available resources. It therefore shows that for lecturers to perform their assigned responsibilities as expected, some support services need to be made available and functional. Lecturers play a central role in the academic ecosystem of universities, serving as educators, mentors, and researchers. Owolabi and Aramide (2017) posited that the quality of their teaching, research output, and overall job performance is influenced by a multitude of factors, including institutional support, professional development opportunities, workload management, and work-life balance. Researchers (Adeleke & Olaitan, 2018; Babalola, 2017; Onukwugha & Agoha, 2020) indicated that access to adequate support services, including social and psychological support, can significantly influence lecturers' job satisfaction, well-being, and ultimately, their effectiveness in fulfilling their roles within the university.

Two-Factors Theory

Frederick Herzberg, a prominent proponent of the Two-Factors Theory, focuses on understanding the factors that influence job satisfaction and motivation in the workplace. The theory posits that there are two distinct sets of factors influencing job satisfaction and motivation: motivators (satisfiers) and hygiene (dissatisfies), which are related to the work environment. The presence of motivators leads to job satisfaction and motivation, while their absence does not cause dissatisfaction.

Intrinsic and extrinsic factors are also considered in the theory. Motivators are intrinsic to the job and related to personal growth and fulfillment, while hygiene factors are extrinsic and relate to the work environment and conditions. To increase job satisfaction and motivation, the job should be enriched by adding more motivators, providing more opportunities for achievement, recognition, responsibility, and personal growth.

However, improving hygiene factors can lead to job dissatisfaction, but it does not necessarily increase motivation or satisfaction. Therefore, it is essential to enhance motivators to increase job satisfaction and motivation.

The relevance of the theory to the present study is that institutions or management should focus on improving both hygiene factors to prevent dissatisfaction and motivators to enhance satisfaction and motivation. An environment with motivating factors, such as security services, can lead to efficiency, effectiveness, and significant success for both the organization and individuals.

Adebayo, Ojo and Mohammed (2018) conducted a study on security provisions and lecturers' productivity in Nigerian universities using a descriptive survey method. The survey involved 420 lecturers from twelve universities across six geopolitical zones. The instrument was a self-constructed questionnaire called the "Security Provisions and Lecturers' Productivity Questionnaire" (SPLPQ). The instrument was validated by experts in Educational Management and Security Studies, obtaining a reliability coefficient of 0.82 for security provisions and 0.79 for lecturers' productivity. The results showed a significant positive relationship between security provisions and lecturers' productivity. The study recommended upgrading security infrastructure and regular staff training. The findings are related to the current study, which focuses on North Central Nigeria, as both examine the impact of security services on lecturers' performance.

Chukwuemeka and Nwankwo (2020) examined the impact of campus safety concerns on academic staff in South-East Nigerian universities using a comparative descriptive survey method. The survey involved 380 lecturers from seven universities, representing 45% of the population. The questionnaire, "Campus Security Assessment Index," had reliability coefficients of 0.84 for campus safety and 0.81 for work performance. The findings revealed significant security concerns, with female lecturers being more affected. The study recommends gender-sensitive security measures and panic buttons in academic buildings.

Adams (2021) investigated the relationship between security management cultures and lecturers' academic service delivery in tertiary institutions in Akwa Ibom State, Nigeria. A correlational survey research design was used, with 1,017 (15%) of 6,782 lecturers participating. The study used the Security Management Cultures and Lecturers' Academic Service Delivery Questionnaire (SMCLASDQ) instrument, validated by experts in Measurement and Evaluation and Educational Management. The results showed that information and physical security cultures significantly influenced

lecturers' academic service delivery. The study recommends school management and government to improve security management cultures to curb cult-related activities, kidnapping, drug abuse, room break-ins, theft, pilfering, and sexual assaults. The findings are related to the current study, which also focuses on school security services in different locations.

Anho (2022) conducted in Delta State colleges of education, Nigeria, to examine the relationship between school workplace safety and security challenges and lecturers' job performance. The research involved 1257 lecturers from three colleges, with 640 being sampled. A self-constructed questionnaire was used, with a reliability coefficient of 0.86 for safety and 0.80 for job performance. The questionnaire was validated using the split half technique and Pearson Product Moment Co-relational statistics. The study found a significant relationship between these challenges and lecturers' job performance. The study also suggested that innovative management options could help address these challenges. The findings were analyzed using Likert four-point rating scales. The study is related to the current study, which focuses on security services in different locations. The findings suggest that implementing these innovative management options could be a solution to these challenges.

Statement of the Problem

Universities as tertiary institutions are the highest level of schooling in the Nigerian education system. Therefore, universities should have highly functional security service. This security services is no doubt essential for the proper functioning of the university as an institution of learning. The security service is so vital to the extent that scholars such as Agba and Ocheni (2017) described it as essential driving force for socio-economic and technological transformation of any nation. Therefore, the adequacy and functionality of security service is expected to enhance high job performance among lecturers in Nigerian universities.

It is however pathetic to note that security services in state universities, North-Central, Nigeria, is in deplorable conditions. For instance, the researcher observed that in states universities, North Central, Nigeria, the functionality of security services is very poor in the sense that in some Universities such as Usmanu Danfodiyo University, Sokoto, the security services are very low where one security man is attached to a whole faculty.

However, it is astonishing to note that, there is dearth of empirical research examining the functionality of school security services on lecturers' job performance specifically within the context of state universities in Nigeria. Hence, to the best understanding of the researcher, little had been done as regards to the extent to which the functionality of security services relates with lecturers' job performance in state universities, North-Central, Nigeria. Thus, the current study is intended to examine the functionality of security services as it relates to lecturers' job performance in terms of teaching, research, publications and community services in state universities, North-Central, Nigeria.

Objectives of the Study

The aim of this study was to investigate the relationship between functionality of security services as correlate of lecturers' job performance in state universities, North-Central, Nigeria. The objectives of the study include;

1. To examine the functionality of security service in States Universities, North-Central, Nigeria.
2. Find out the level of lecturers' job performance in States Universities, North-Central, Nigeria.
3. To investigate the relationship between functionality of security service and lecturers' job performance in States Universities, North-Central, Nigeria.

Research Questions

The following research questions were raised to guide the study:

1. What is the level of functionality of security service in States Universities, North-Central, Nigeria?
2. What is the level of lecturers' job performance in States Universities, North-Central, Nigeria?
3. What is the relationship between functionality of security service and lecturers' job performance in States Universities, North-Central, Nigeria?

Research Hypothesis

H₀₁: There is no significant relationship between functionality of security service and lecturers' job performance in States Universities, North-Central, Nigeria.

METHODOLOGY

This study adopted the descriptive survey of the correlational type research design, since this study focuses on security service functionality as correlate of lecturers' job performance. According to Amajuoyi and Joseph (2016) this type of design involves investigating the relationship that exists between dependent and independent variables.

This study surveyed lecturers from six state universities in North-Central, Nigeria. Purposive sampling was used to select four universities, as the remaining two were used for instrument testing. A sample size of 346 respondents was obtained from population of 3239 lecturers using Research Advisor (2006). The researcher used stratified and proportionate sampling for lecturers due to the heterogeneous nature of the lecturers. Simple random sampling was also used to ensure equal participation, as per Otaha (2015) assertion that random sampling ensures every subject in the population has an equal chance of being selected.

Table 1: Sample of the Study

State	Universities	Population Lecturers	Sample Lecturers
Kwara	Kwara State University, Malete	1078	115
Kogi	Prince Abubakar Audu University, Anyigba	697	75
Nasarawa	Nasarawa State University, Keffi	912	97
Niger	Ibrahim Badamasi Babangida University, Lapai	552	59
	Total	3239	346

Sources: The Universities Websites (2024)

The study utilized two instruments designed by the researcher titled: the Functionality of Security Services Questionnaire (FSSQ) and Lecturers Job Performance Questionnaire (LJPQ) for data collection.

The Functionality of Security Services Questionnaire has 8 items on a 5-points Likert's rating scale and the Lecturers Job Performance Questionnaire has 17

items on a 5-point Likert's scale, with a satisfactory score of 3.00 points or higher, and a score below 3.0 is considered unsatisfactory in state-owned universities in Nigeria.

The FSSQ was certified as face and content valid by the experts at Department of Educational Foundations, Faculty of Education and Extension Services, Usmanu Danfodiyo University, Sokoto Usmanu Danfodiyo University, Sokoto. After thorough corrections, two items were re-cast, and additional two items were added, and the instrument was considered adequate to measure the subject in question. The items were thus accepted for use in the study.

The reliability of the FSSQ was obtained via trial testing, FSSQ was administered to 30 lecturers at Plateau State University and Benue State University. The Cronbach's alpha was used to analyze the data resulting in a stability of 0.73. This indicates the instrument's reliability for use in the study.

The reliability of the Lecturers Job Performance Questionnaire (LJPQ) was obtained via trial testing. LJPQ was administered to 30 lecturers at Plateau State University and Benue State University. Cronbach's alpha was used to analyze the data and the results showed an internal consistency of 0.82, indicating the instrument's reliability.

The researcher received an introduction letter from the Faculty Officer, Dean's Office, FEES, Usmanu Danfodiyo University, Sokoto, to introduce herself to the selected universities for the study. This formal introduction allowed the universities to cooperate with the researcher, ensuring successful administration of instruments. The researcher also provided training to research assistants to aid in the distribution and retrieval of instruments during data collection, ensuring good control and completing the exercise within the scheduled time. Instruments were administered and retrieved one hundred percent without any loss.

The study used mean and standard deviation in analyzing the data in response to descriptive data via Statistical Package for Social Science (SPSS). The hypothesis was tested using Pearson Product Moment Correlation Coefficient (PPMC). P-value was compared at 0.05 level of significance.

The data analyzed are presented below:

Research Question One: What is the level of functionality of security service in States Universities, North-Central, Nigeria?

Table 2: Mean and Standard Deviation Assessing the Level of Functionality of Security Service in the State Universities North Central, Nigeria

S/N	Level of Functionality of Security Service	N	Mean	SD	Decision
1	Gate duties to check entry and exist of vehicles are functioning effectively in my school	346	3.32	.897	Sometimes Functional
2	University security staff effectively perform guard duties at critical facilities in the university.	346	3.30	.939	Sometimes Functional
3	University security staff effectively perform patrol duties covering the entire university environment at all times.	346	3.14	.929	Sometimes Functional
4	Security vehicles in the university are always unfairly maintained for road worthiness in my school	346	3.29	1.00	Sometimes Functional
5	Security vehicles in my school are always fuelled for construct movement.	346	3.40	.988	Sometimes Functional
6	ICT and CCTV facilities for security operations are always in very good condition for round the clock operation in my school	346	3.29	.977	Sometimes Functional
7	My school perimeter fence and gates are always in good condition for optimum security of staff and student on campus	346	3.33	1.01	Sometimes Functional
8	My school security dogs are always well trained, and fed for efficient security duties.	346	3.34	.966	Sometimes Functional
	Average Mean	346	3.30	.963	Sometimes Functional

Source: Fieldwork (2024) Criterion Mean = 3.00

KEY: Rarely Functional: Less than 3.00, Sometimes functional: 3.00 – 4.00
Always Functional: 4.00 – 5.00

Table 2 shows descriptive statistics of Mean and Standard Deviation computed to assess the level of functionality of security service in States Universities, North-Central Zone, Nigeria. The results also revealed that all the mean ratings for all the descriptor statements were greater than the Criterion Mean of 3.00 which implies that all the statements were accepted by the participants. However, the overall mean rating of the level of functionality of security service in States Universities, North-Central, Nigeria (Average mean = 3.30 and Standard Deviation = .963) implies that there was moderate level of functionality of security service in States Universities, North-Central, Nigeria.

Research Question Two: What is the Level of Lecturers' Job Performance in the State Universities North Central Zone, Nigeria?

Table 3: Mean and Standard Deviation Assessing the Level of Lecturers' Job Performance in the State Universities North Central Zone, Nigeria

S/N	Lecturers' Job Performance Items	N	Mean	SD	Decision
1	I presents my lesson logically step by step	346	4.40	0.85	V. High
2	I use appropriate teaching method in presenting the lessons	346	4.38	0.73	V. High
3	I use appropriate instructional materials to illustrate my lesson	346	4.21	0.92	V. High
4	I apply sense of humor and jokes to reduce tension in class	346	4.28	0.89	V. High
5	I allow students to ask questions	346	4.33	0.89	V. High
6	I patiently answer students questions without annoyance	346	4.40	0.79	V. High
7	I ask students question during the introduction, presentation and conclusion.	346	4.21	0.96	V. High
8	I maintain reasonable silence during lesson delivery	346	4.18	0.86	High
9	I control unnecessary movements during lesson delivery	346	4.12	0.90	High
10	I control disruptive behaviors such as phone-cells, and social media browsing during lessons	346	4.20	0.98	High
11	I have publications in reputable journals	346	4.23	0.88	V. High
12	I have published textbooks in their field of specialization	346	4.04	0.97	High
13	I have presented papers in conferences	346	4.16	0.90	High
14	I have served as resource persons during professional workshops	346	3.60	1.38	High
15	I have rendered consultancy services in public and private sectors	346	3.37	1.41	Moderate
16	I participate in radio & T/V program	346	3.09	1.53	Moderate
17	I participate in community activities	346	3.72	1.39	High
	Average Mean	346	4.05	1.01	High

Source: Fieldwork (2024) Criterion Mean = 3.00

Key: Moderate: 3.00-3.50,

High: 3.51-4.00,

Very High: 4.01-5.00

Table 3 shows descriptive statistics of Mean and Standard Deviation computed to assess the level of Lecturers' job performance in the state universities North Central, Nigeria. The results also revealed that all the Mean ratings for all the descriptor statements were greater than the Criterion Mean of 3.00 which implies that all the statements were accepted by the participants. However, the overall mean rating of the lecturers' job performance (Average mean = 4.05 and Standard Deviation = 1.01) implies that there was high level of Lecturers' job performance in the state universities North Central, Nigeria.

Analysis of Null Hypothesis

There is no significant relationship between Functionality of Security Services and Lecturers' Job Performance in the state universities North Central, Nigeria.

In testing null hypothesis one (H_{01}), the scores of the responses collected from the 346 participants who responded to the research instrument on Functionality of Security Services and Lecturers' Job Performance in the state universities North Central, Nigeria were organized and analyzed electronically using inferential statistics of Bivariate Pearson's Product Moment Correlation Coefficient as presented in Table 4.

Table 4: Pearson's Correlation Coefficient for Relationship between Functionality of Security Services and Lecturers' Job Performance in the state universities North Central, Nigeria

Variable	N	Mean	Std. Dev	Df	r-Cal	p-Value	Decision
Functionality of Security	346	3.3909	0.7060	344	0.256**	0.001	H_{09}
Job Performance	346	4.0541	0.4782				Rejected

Source: Fieldwork, 2024

Table 4 is a summary of bivariate Pearson's correlation performed to establish the degree of relationship between functionality of Security services and Lecturers' job performance in the state universities North Central, Nigeria. The results of the analysis $r(344) = 0.256$, $p < 0.05$ revealed that there was significant low positive relationship between functionality of Security services and Lecturers' job performance in the state universities North Central, Nigeria. However, since the p -Value of 0.001 is less than 0.05 level of significance, the null hypothesis nine (H_{01}) which states that there is no significant relationship between functionality of security services and Lecturers' job performance is also rejected. This means that there is significant low positive relationship between functionality of security services and Lecturers' job performance which demonstrated that the higher the functionality of the security services, the higher the Lecturers' Job performance in the state universities North Central, Nigeria.

Summary of Findings

The study assessed the correlation of security service functionality and lecturer's job performance in state universities, North Central, Nigeria. The results indicated that

1. The finding revealed that security services were sometimes functional in state universities, North Central, Nigeria.
2. There was very high level of Job performance among the Lecturers in the state universities North Central, Nigeria.
3. There was significant low positive relationship between security services and Lecturers' job performance in the state universities North Central, Nigeria.

Discussion

Answer to research question one that states, what is the level of functionality of security services in state universities, North Central, Nigeria. The finding revealed that security services were sometimes functional in state universities, North Central, Nigeria. The finding was in line with Joseph *et al.* (2024) whose finding confirmed that there was moderate level of functionality of school social services in Universities, North Central, Nigeria.

Answer to research question two that states, what is the level of lecturers' job performance in state universities, North Central, Nigeria. The finding revealed that lecturers of state universities, North Central, Nigeria have high level of job performance. The finding was in line with Oyewole, *et al.* (2019) who found that the impact of lecturers' job performance was moderate with high internal efficiency better work environments and instructional resources correlate with improved performance level of the overall level of the lecturers' job performance is often moderate with strong commitment to teaching.

Result in the hypothesis states that there is no significant relationship between functionality of security services and lecturers' job performance in state universities North Central, Nigeria. The findings revealed that there was significant low positive relationship between functionality of security services and lecturers' job performance in state universities North Central, Nigeria. The finding is in line with Mwangi, Omondi and Chebet (2021) who found digital security system improve workplace productivity. This finding is also in line with Adebayo, Ojo and Mohammed (2018) who emphasized the need for modern surveillance technologies in school security provision.

Conclusion

Based on the presented findings, the study concluded that, there was low positive significant relationship between functionality of security services and lecturers' job performance in state universities, North Central, Nigeria which demonstrated that the higher the functionality of the school security services, the higher the lecturers' job performance in state universities, North Central, Nigeria.

Recommendations

Based on the conclusion of this study, the following recommendations are put forward:

1. In as much as the school security services are sometimes functional, there is a need for adequate improvement in its functionality for the purpose of job effectiveness among the lecturers. The quality and accessibility of security services should be regularly evaluated, ensuring that they meet the diverse needs of lecturers.
2. Since there is high level of job performance among the lecturers, the management in collaboration with the government to improve/provide adequate incentives to encourage proper delivery of services among the lecturers.
3. The university management should invest in modern security infrastructure such as perimeter fencing, secure access control and emergency response system. Also, enhancing physical security can improve working environment and peace of mind for the lecturers.

Reference

- Adams, J. (2021). Security Management Culture and Lecturers' Job Performance in State University, Akwa-Ibom. *Journal of Workplace Psychology*, 35(2), 123–135.
- Adebayo, A., Ojo, O.O. & Mohammed, A. (2018). Public Universities Administration in Nigeria: Challenges and the ways forward. *International Journal of Multidisciplinary Sciences and Advanced Technology (IJMSAT)*, 1(12), 25–35

- Adeleke, D. & Olaitan, E. W. (2018) Stress Factors and Job Performance of Lecturers in Tertiary Institutions in Nigeria. *Journal of School Psychology*, 5(7): 45–67
- Agba, D. & Ocheni, S.W. (2017) An Empirical Study of the Effects of Work Environment (Electric Power Supply) On Job Performance of Academic Staff In Nigerian Public And Private universities. *Resource Journal of Business Management*, 2(1), 72-79.
- Amajuoyi, I. J. & Joseph, E. U.(2016). Research report writing: A concise approach. Windmill Publishing Company, Abia State.
- Aminu, W.Y. (2019). Impact of the Implementation of Security Education Curriculum on Students' Security Consciousness in Nigeria. *Journal of Teaching and Teacher Education*, 7(2).
- Anho, J. E. (2022) School Workplace Safety and Security Challenges, and Lecturers Job Performance in Delta State Colleges of Education, Nigeria. www.journal-innovations.com, 70: 192-209
- Babalola, J. B. (2017). Challenges of teaching in Nigerian Universities: A Case Study of Adekunle Ajasin University, Ondo State, Nigeria. *Journal of Educational Research and Practice*, 7(2): 59-68.
- Chukwuemeka, G. & Nwankwo (2020). Effects of Brain-Drain on Higher Institutions' Administration in Nigeria. *Pindus Journal of Culture, Literature, and ELT* (8),33-41.
- Ejuronemu, J. & Imam, D. (2021) [Effect of Competency Based Learning on Students Performance In French In Public Junior Secondary Schools In Bayelsa State](#). *Bush wealth Academic Journals*.
- Mwangi, Z., Omondi, Y. & Chebet, G. (2021). Management of school climate and teachers' job developing countries: Evidences from Eritrea. *International Journal of Public Policy and Administration Research*, 9(1), 1–10. <https://doi.org/10.18488/74.v9i1.2947>
- Onukwugha, G. C., & Agoha, B. C. (2020). Appraisal of tertiary institutions and job performance: A Study of Federal Polytechnic Nekede. *International Journal of Management, IT and Engineering*, 10(7), 1401-1414.

Kwashabawa, B. B. & Ahmed, S. O. (2025). Functionality of Security Service as Correlate of Lecturers' Job Performance in State Universities, North Central Zone, Nigeria. *Rima International Journal of Education*, 4(5), 138-152.

Otaha, J.I. (2015). *Research Methodology and Statistics a step-by-step approach*, Lagos: Malthouse Press Limited.

Owolabi, A. R., & Aramide, K. O. (2017). Reforms in Nigerian higher education sector: achievements, challenges and prospects. *Journal of Education and Practice*, 8(7), 41-46.

Oyewole, A.A. & Olabode, O.O. Adebayo, O.O. (2019). The impact of technology on student learning. *Journal of Educational Research*. 10(2), 123-135).

Ukala, J. & Nwabueze, H.A. (2016). Physical Facilities Availability as Determinant of Lecturers' Job Performance in Private Universities in Kwara State, Nigeria, *Al-Hikmah Journal of Education*, 10(1), Pp39-46

Yusuf, O.A & Ogbudinkpa, H. (2017). The Role of Online Academic Communities in Lecturers' Professional Networking, *International Journal of Educational Technology in Higher Education*, 18(1), 45-60.