

**ORGANISATIONAL AND INDIVIDUAL FACTORS AS CORRELATES OF  
WORKERS' JOB INVOLVEMENT IN CIVIL SERVICE  
ESTABLISHMENTS IN OYO STATE, NIGERIA**

*BY*

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## CERTIFICATION

I certify that this study was carried out by Esther Abosede Olanrewaju SANYA (Matric Number: 148092) under my supervision in the Department of Adult Education, Faculty of Education, University of Ibadan, Ibadan, Nigeria.

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## DEDICATION

This thesis is dedicated to the Almighty God, the Creator of Heaven and Earth, the Giver of life, and the Great Helper; and

My loving husband, father, helper, friend, teacher, mentor and coach Pastor Akinola Olumuyiwa Sanya, as well as my wonderful God-given children: Oluwaseun Akintayo Sanya and Oluwatosin Aduragbemi Sanya.

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## ABSTRACT

Low Job Involvement (JI) of civil servants has impacted negatively on individual and organisational goal achievement in the civil service. Low JI has brought about low productivity which eventually affects the rates of economic growth and development. Previous studies have largely focused on JI in the private enterprise with associated personal variables with little attention on combined organisational and individual factors. This study, therefore, examined the extent to which organisational factors (Training Opportunities (TO), Leadership Style (LS), Communication System (CS), Environmental Variability (EV), Gender Policy (GP) and individual factors (sex, Educational Attainment (EA), Emotional Intelligence (EI), Social Interaction (SI), Workers Perception (WP) and Career Orientation (CO) correlate with JI (Team Spirit (TS), Sense of Responsibility (SR), Prompt and Regular Office Attendance (PROA), Enthusiasm on the Job (EJ), Work Inclusion (WI) and Internal Motivation (IM) in civil service establishments in Oyo State, Nigeria.

The study was anchored on Vroom's theory and descriptive survey design was adopted. Purposive sampling technique was used to select six each of state and federal core service-oriented civil service establishments (Ministries of Information, Lands, Works, Health, Environment and Agric) because of their acceptability to study their establishment. Stratified random sampling technique was used in selecting 812 civil servants across the 12 selected establishments. Training opportunities ( $r=0.81$ ), LS ( $r=0.78$ ), CS ( $r=0.84$ ), EV ( $r=0.85$ ), GP ( $r=0.76$ ), EI ( $r=0.89$ ), SI ( $r=0.75$ ), WP ( $r=0.87$ ), CO ( $r=0.77$ ) and Workers' Job Involvement ( $r=0.80$ ) scales were used for data collection. These were complemented with 12 In-depth Interview sessions with one civil servant from each establishment. Descriptive statistics, Pearson product moment correlation, t-test and Multiple regression were used to analyse quantitative data at 0.05 level of significance while qualitative data were content analysed.

All the components of JI were observed to be low: prompt and regular office attendance (27.1%), team spirit (30.0%), work inclusion (34.5%), job enthusiasm (35.5%), sense of responsibility (39.4%) and internal motivation (39.4%). Organisational and individual factors had joint significant correlation ( $R=0.80$ ) with JI in the civil service establishments ( $F_{(10,800)}=723.42$ ); accounting for 63.7% of its variance. Gender policy ( $\beta=0.44$ ), career orientation ( $\beta=0.36$ ), sex ( $\beta=0.22$ ), social interaction ( $\beta=0.19$ ), environmental variability ( $\beta=0.17$ ), educational attainment ( $\beta=0.15$ ), emotional intelligence ( $\beta=-0.12$ ), training opportunities ( $\beta=0.11$ ) and communication system ( $\beta=0.10$ ) had significant relative contributions with JI. There was no significant difference in the level of JI between civil servants in the federal and state establishments. The perceived poor job specification in the civil service system, role ambiguity and conflict make workers to discharge their duties with complacency and negative attitude.

Formulation and implementation of gender policy, positive career orientation, improved social interaction, high emotional intelligence and training opportunities influenced workers' job involvement in civil service establishments in Oyo State, Nigeria. Civil service system in Nigeria should be restructured taking into consideration these factors so as to sustain high job involvement among civil servants.

**Keywords:** Workers' job involvement, Organisational and individual factors, Civil service establishments

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Workers' job involvement in the civil service establishments could be described as those traits, approaches, attitudes and set of beliefs that each individual exhibits in different work organisations. This tends to have positive or negative impacts on the individual worker's contribution and achievement of set goals and objectives of the work organisations, including the civil service. In recent times, workers' job involvement has received increased attention in the world of work because of its roles in generating positive organisational outcomes (Ahmed & Islam 2011; Ashton & Morton, 2005). Succinctly, the objectives of work organisations, particularly of the civil service could only be achieved where workers have the right attitude, approach, interested in pivotal roles and are ready to carry out assigned duties (Urguy & Kilic, 2009).

Anikpo (1984) in Salami (2014) was of the view that there is a myth **about the nature and work life of an average civil-servant in Nigeria due to non-challant attitude and high sense of complacency among the civil servants**. Thus, Salami, (2014:3) submitted that:

There are evidences of low performance among the civil servants in the task specific behaviours which include those behaviours that an individual undertakes as part of a job and are the core substantive tasks....Even low commitments are recorded in the written and oral communication tasks activities....

The above submission gives an exposition into the negative and low degree to which Nigerian civil servants are involved in their jobs. This depicts a bad civil service job involvement. Many civil servants display non-challant, uncaring and non-committal attitude towards goal achievement within the system. This is a situation that seems on the long run to bring about low job involvement, frustration, ineffectiveness, and low workers' participation in the civil service. The consequences of these on the worker are: inability to attain career prospects and self-development which eventually constitutes barriers to economic growth, development and industrial expansion for the worker, the organisation and the larger society (Salami, 2014).

The preference of people's cravings to be gainfully employed and their interest in working in the civil service establishment is a common phenomenon based on the fact that government's job is better secured compared to the private sector (Omole, 2005). Unfortunately workers who work in the civil service seem not ready to be highly involved in jobs. Rather they seem to be out to enjoy the monetary and non-monetary incentives in the various civil service establishments. These incentives (monetary and non-monetary) include: salary, welfare packages, job security, generous holidays, time-off work like annual, examination, or maternity leave, strikes, and other union activities that help workers shy away from work. Workers in different civil service organisations behave the same way as they are out to take as much as possible from their employers in terms of good conditions of service and attached remunerations, but their level of job involvement tends to be low. However, the above mentioned benefits enjoyed by the civil servants are not dependent or reflective on their productivity in terms of goods and services rendered to their various customers or clients.

Job involvement is defined as the extent to which a civil servant is physically and cognitively preoccupied with, engaged in, and concerned with his or her present job (Yenhui, 2009). The job involvement of individual worker seems to be potentially fundamental to the satisfaction of certain salient psychological needs that could lead to positive organisational implications (Metha, 2011). Such work behaviour affects the individual while motivating them and keeping them deeply involved in their work or sometimes it makes people fed up of doing same job and hence workers try to detach themselves from their work emotionally and mentally. Workers' job involvement could be explained with the following indices: level of team spirit, level of sense of responsibility, level of prompt and regular office attendance, level of enthusiasm for the job, level of work inclusion and level of workers' internal motivation.

Job involvement can also be defined as a cognitive state of workers' psychological identification with a job (Kanungo, 1982). It is a belief about one's current job which

can satisfy one's present needs in work organisation (Kanungo, 1982). Highly-involved people center most of their interests on their jobs (Hackett, Lapierre & Hausdorf, 2001). Accordingly Perry and Wise (1990) submitted that individuals who are strongly motivated to the civil service are likely to work with deep sense of commitment, actively involved and better to be more sensitive to non-extrinsic rewards. Work motivation in civil service has also been analysed with goal and social-cognitive theories (Wright, 2001, & 2004). Wright (2004) found that around fifty per cent of variance in work motivation can be explained by job goal specificity, job goal difficulty, and self-efficacy defined as confidence in "one's capabilities to organise and execute courses of action required to attain designated types of performance" (Bandura, 1986).

Therefore, job involvement is defined as the function of individual differences and the work situation. It describes the process of internalising the importance of work based on the individual personality, coupled with some environmental conditions (Urguy & Kilic, 2009). Also, Allen and Meyer (1990) identified a link between organisational factors and job involvement and concluded that workers who were highly involved in jobs in their work settings are less likely to leave it.

Succinctly to generate positive organisational outcomes, organisations need to engage the services of workers who are flexible, innovative, willing to contribute, ready to go above and beyond the letter of their formal job descriptions or employment contract (Harder, 2008; Hartley, 2002; Urguy, & Kilic 2009). In a well-managed work-place, workers should be seen as the root source of quality and productivity gains. Such organisations should not look at the capital investment only, but workers as the fundamental source of positive improvement within the system through adequate, well articulated, and free flow of information in organisations to help boost their job involvement in the civil service establishments (Tella, Ayeni & Popoola, 2007; Kester, Adegbite & Bankole, 2008).



Observably, most civil service employees in Oyo State, like in other Nigerian civil service system seem not to make their jobs central part of their being (Salami, 2014; Uzundu, 2012; Azinge, 2011; & Alo, 1984). They tend to be less focused and not attentive on the job as suggested by Hackett, Lapierre & Hausdorf, (2001). This is because most of them do not see any reason why they should be a committed asset that could contribute to the success, growth, development and prosperity of the civil service establishments. Whereas, Robins (2004) submitted that where the system seems conducive and attractive enough for workers' they could perform better. This is because most of the civil servants belief in the organisation they work; having a level of understanding the business context and also desire to work in order to make things better to keep body and soul together. Most times they are helpful to colleagues, and respectful of their opinion; they also have the will to go extra mile, ready to go beyond the letter of their employment and possess the ability to keep-up-to-date with the varied developments both within and outside the civil service establishments so as to bring about organisational growth and developments (Reynolds 2004; Robins 2004 and Robinson 2006). Sometimes these civil servants get involved in other ventures; sharing the official hour with personal or private business thus loosing such man-hours. When workers show a non-challant attitude or lack of concern, and seeming not to care or not committed to their work organisation, could spell doom for such an organisation as well as the larger society (Salami 2014).

The consequences of high level of job involvement include high level of better performance and a reduction in withdrawal and counter-productive behaviours (Morrison 2008). Argyris (1964) and Levinson (1976) argued that the degree of participation or alienation from the work would affect the quality of overall work experience. While explaining the idea of 'state of involvement', Literature pointed out that involvement represents the complete participation of a person in one's job, whereas alienation refers to a loss of uniqueness and parting of an individual from the job place (Argyris 1964; Kanungo 1982; McGregor 1960). The workplace is concerned with certain elements of the organisation as workers in various civil service establishments need to collaboratively operate so as to bring about positive

changes to the system in order to achieve organisational goals. To manage the workers in the Nigerian civil service so as to get the desired result, it is very necessary to find out the factors (both organisational and individual) that could get people motivated in the workplace. This is very essential because there is a relationship between job involvement and workers' commitment/motivation to the organisation (Tomkins 2005). This creates positive outcomes for workers' attitudes and behaviours, satisfaction and job performance (Cheney 2008; Scoll, Corman & Cheney; 2009). Commitment to the job is not exactly job involvement; it is defined as a set of community expectations that could be seen as "public job involvement" (Castaing 2005). Job involvement is the process of mutual understanding seen as the degree to which a person psychologically identifies with his job. It also relates with the work motivation that a person has with such job (Urguy & Kilic 2009).

The primary aim of workers' job involvement is to promote in-road opportunities in productive works that could create wealth, security, human dignity and career prospects for workers in the civil service establishments (Ahmed & Islam 2011). Therefore, workers perceive job involvement as a source of satisfying some of their important needs as this is central to their life interests. Workers are also seen to be highly involved in their jobs through active participation because it gives them the opportunity in a conducive environment to contribute their quota to job decisions which are important to organisational growth and goal achievement. This, according to Blau and Boal (1987) and Balay (2000) is central to self-esteem, prestige, and honour, which indicates that job involvement, is central to workers' sense of worth.

Saks (2006) in his argument submitted that workers' rate of commitment is different from job involvement as the later refers to a workers' attitude and attachment towards their establishments. Although, it could be argued that job involvement is not merely an attitude; it is the degree to which an individual worker is attentive to their work and absorbed in the performance of their role in work organisations (Urguy & Kilic 2009). Worker's rate of commitment has to do with their voluntary and informal behaviours that can help co-workers and the organisation (Ahmed & Islam 2011).

Workers will be more committed to work where organisational factors like training opportunities, leadership style, communication system, environmental variability and gender policy are positively encouraged and enhanced. Also, such individual factors like; sex, educational attainment, emotional intelligence, workers' social interaction, workers' perception and career orientation impacts on workers' job involvement.

Workers' level of team spirit on the job is a prerequisite for every organisation's quest towards progress, growth and development. This is because workers in any organisation need each other's help at one time or the other to make the job progress regularly or for assistance during emergencies. The highest executive or the lowly placed junior staff, cleaner, messenger, security etc must see him or herself as part of the team in the organisation for the smooth functioning of the system. The negative attitude by any worker having the mind-set of "that is not my job, neither is that job my responsibility" should be discouraged. Even in the case of those whose job description is highly professional and individualized, there is the need for organisations to harness cooperation among various members of the different units, departments and sections. However, where workers' level of team spirit is on the lower side, it tends to stand as clog in the wheel of progress for other workers whose job interacts with their own. For example, when tasks and responsibilities are assigned to workers in a particular department and one of the team members either fails to show up or works slower than the expected rate. The effect on colleagues is that they may need to add his task to theirs. They may not be able to meet the target as conclusion of such jobs may be delayed. However, the negative effect on the establishment is wasteful man-hour, wasteful resources, materials, negative customers' opinion and image which could subsequently lead to loss of customers' base and value.

Workers level of sense of responsibilities in the civil service establishments may have either positive or negative effect on the workers. Therefore, workers' must be ready to carry out their duties to the satisfaction of the employers. Such jobs could involve official assignments which are directly related to managing and or general

organisational operations. This worker regularly must demonstrate high level of discretion and some independent judgment with respect to matters within the establishments, which is of significant magnitude. (McNemor, 2014). However, I discover that most civil service workers in Oyo state, Nigeria tend not to be totally involved in jobs because they sometimes do not carry out the responsibilities attached to their status but they are rather interested in the position, monetary and non-monetary gains attached to their positions and status in work-place as submitted by Salami, (2014). In situations whereby workers job involvement is sharked, the civil service establishment may likely not achieve its goals and objectives. Civil service establishments should continue to spell out job status and specifications in clear terms to every worker within the system. This could be done on monthly, quarterly or yearly basis depending on how convenient, suitable and cost effective it is, in order to remind workers their schedule of duties to help attain high job involvement.

Workers' level of prompt and regular office attendance explores their working patterns, job designs and employee-employer relationship. Hence prompt and regular office attendance is one of the working ethics that help in keeping and monitoring individual workers' attendance records. This will help the organisation to keep abreast with their rate of attendance to know if it is high or low. Whenever any organisation is saddled by its workers' unauthorized absence, including sick leave etc, this can cause loss or reduced level of production and low morale in an organisation. But it should not be a source for intimidating workers by management of civil service establishments. However, most civil-service workers in Oyo state Nigeria seems to have developed the strong love to late-coming and absenteeism as they have refused to make prompt and regular office attendance their way of life. They sometimes treat the work-place as their personal business and cannot be controlled. Most of these workers do not see themselves as assets that could assist the establishment achieve its set goals.

Workers' level of enthusiasm on the job explores the way and manner the individual worker is happy in discharging his duty which makes such a worker to be fully and

highly involved in his/her job in the civil service establishment. Also, workers' enthusiasm will make workers' to be positively disposed, interested, and encouraged to put in his best thereby causing the organisation to attain its goals and objectives. But in any system where workers well-being is not attended to, the reverse is the case as employees of such an organisation will not be enthusiastic on the job which will on the long run culminate into low job involvement in the civil service establishments.

Workers' level of work inclusion/commitment predisposes how far such workers could be involved in the civil service establishments. The reason for this is because, workers will work with the whole of their strengths only when they are involved in the system and they also feel that they are relevant in the affairs of such organisation. This in turn will lead to high productivity level among workers and goal achievement in the civil-service establishments. But where workers feel unwanted, left out or kept off from certain procedures and duties in the work-place which he or she felt should be part of his responsibilities, then, the feelings of non-inclusion sets in and a relapse occurs. This will lead to low level of job involvement on the part of such a worker and a loss of man-power to such civil service establishments.

Workers' level of internal motivation on the job is such that, where workers are not adequately motivated, effective contribution to the work may not be totally achievable. In any civil service establishment, except, a worker is happy doing his job, which is preferably expressed in terms of clearly stated objectives by the Human resource department in the letter of appointment on resumption to work that there could be progress. Workers will be highly motivated and carry out their jobs with great enthusiasm because they will work more willingly and more effectively if they know they will be involved and will benefit monetary or non-monetary incentives (Urguy *et al* 2009). Besides, people with high job involvement focus most of their attention on their job as submitted by (Hackett, Lapierre & Hausdorf, 2001). Consequences of the above mentioned measures and parameters could be disastrous on the entire system. Workers' level of job involvement may fall to the lowest level. This is sequel to the aforementioned indices when not in existence or at its lowest

level amongst workers will pose signs of danger because the workers' job involvement level may begin to dwindle and eventually fall and such a worker could leave the job out of frustration or be dismissed as an unproductive worker. The rate of workers' turn-over may be on the high side. The focused establishments could suffer bankruptcy as targets may not be met and may eventually fail to continue to be a going concern. However, this may resort to workers' retrenchment thereby adding to the problem of unemployment in the society. The sacked workers could become threats to peace and tranquility of the larger society. So, if a solution is not sought with dispatch, the effect could be detrimental to the stakeholders and the larger society.

Organisational factors like training opportunities, leadership style, communication system, environmental variability and gender policy will attract considerable interest as attempts to ensure the intensity and stability of a worker's dedication to such an organisation. Organisations state that workers are their most important asset and as a result they constantly endeavour to create an employment brand that is attractive to both existing workers and potential talents, while competing in a war for talents (Glen, 2006). Training opportunities available in organisations are strategies normally applied by the management in the organisations to boost workers performance and encourage high job involvement. Evidently, when workers receive an adequate training on the job, trainees are motivated to perform at a better degree. However, the training should emphasize the relevance and utility of training programmes in order to encourage greater job involvement and maximize return on investments incurred by organisations on workers in the civil service establishments. It is a way by which workers could be adequately prepared to carry out their responsibilities with expected effectiveness and efficiency which will subsequently lead to workers' high job involvement.

Leadership style also affects workers' job involvement level either positively or negatively because it has been observed that one major problem plaguing the civil service in Oyo State and Nigeria at large has to do with the leadership style. The issue

of leadership deficit is an important factor in understanding Nigeria's predicament which adversely affects workers' job involvement. It is the leader's ability to lead well, carry along his workers especially making workers run a teamwork style, approachable, ready to listen and learn from others. All these will make workers job involvement to be high among civil servants. These will also assist civil service establishments achieve its goals, objectives and enhance workers' career prospects. (Salami, 2014; Uzundu, 2012; Azinge, 2011; Okunade, 2008).

Communication system in the civil service establishments function by means of collective action of people and workers who are capable of taking an independent action which may not be in line with laid-down policy and instructions. This, sometimes, may not be reported properly to others who are supposed to know about such information within the system. To this end, good communications systems are required to achieve coordinated results in the workplace. Organisations are subject to the influence of continuous change which affects the work being done by the collectivity of workers. Also, the communicated information from the sender must be accepted, well understood and free will of receiver, the interest, awareness and absolute recognition of benefits and responsibilities should be ensured in the dissemination and utilization of the communicated information.

Environmental variability helps workers as well as the organisation to determine the quality of work and level of productivity based on the available resources and the environment. It is the quality of the employee's workplace environment that impacts on their level of job involvement in the work-place. Also, every civil service establishment has to respect and follow guidelines that have to do with laid-down policies in the civil service. When there is adherence to the organisational policies, workers will be highly involved in the jobs of civil service establishments. In organisations, care should be taken to create room for diversity and evaluation for the policies that can be used by organisations to attract, retain and promote workers.

Gender policy issue and workers' job involvement in many organisations cannot stand the test of time. This is because the Nigerian government that formulated legislations and policies on conditions of services has her hidden agenda for these workers. This is based on the fact that policies are easily formulated but when it comes to the implementation our different policy makers start foot-dragging especially when it does not favour the implementers. These policies amongst others are multi-variously designed to help employees balance policies that can reduce stress for individual workers so as to enhance their job involvement level. Many organisations are interested in diversity-related and gender-friendly measures.

Individual factors are all those attributes or qualities that distinguish one person as a distinctive individual from the other (Potkay, & Allen, 1986, in Kendra, 2013). It is seen as the consciousness of a human personnel and how open their mind are. Individual factors in this study involve workers' sex, educational attainment, emotional intelligence, workers' social interaction, workers' perception and career orientation. Personality factors, according to Kumar, & Giri, (2007) in Alsina-Jurnet, & Gutierre-Maldonado, (2010), submitted that they are basic tendencies that remain stable across the life span, but characteristics behaviour can change considerably through adaptive processes. Individual factor is an internal characteristic that corresponds to an extreme position on behavioural dimensions of each person. Individual factor is a key influence on the process of perception. Bowditch and Buono (2001) suggest that, "our personality acts as a kind of perceptual filter or frame of reference which influences individual view of the world".

Therefore, the individual workers' sex in the civil service establishments could act as a source of strength to their career progression. Gender as a social construct, may not negatively affect a worker's work-family life but could give the worker an edge over their colleagues in the work-place. Also, workers' educational attainment will in no small measure affect workers' operational ability in the civil service establishments. The educational ability of individual worker will help them operate logically, operate policies bureaucratically, which could earn the worker's promotion leading to rise in



the pay. This in the long run will make such workers' rate of consistence in attaining high job involvement in the civil service establishment. Furthermore, a worker's emotional intelligence in the civil service establishments will give an exposition into his/her personality on how he/she relates with or display friendly attitude with majority of co-workers, the supervision ability to subordinates, the worker's social life and how pleasant he/she could be with people around him/her.

Workers social interaction goes in no small measure in telling people around you what your personality could be, either faulty or goal-getter in the civil service establishments. This is seen in the way and manner workers display social interaction among colleagues, care and gives respect and honour to colleagues, avoiding workplace politics and able to give or get maximum cooperation from colleagues. This goes a long way in boosting high job involvement which will bring about career progression for the worker and goal realisation in the civil service establishments. Also, workers' perception in the civil service establishments spells out the confidence they have towards themselves on the job, the imaginative notion that could bring about positive outcomes. This will also help to overcome challenges based on believe that he/she has the ability to perform.

Workers individual traits and achievement acts as a propelling factor to overcome obstacles in the work-places and this will enhance high job involvement. Finally, the last of the individual factor indices career orientation is a way and means any civil service establishment aims to integrate new workers into the system. In conclusion, this will also help workers have a proper view of skills needed to succeed on the job, focus on career choice saves' time on the job, control wastages and gives room for adequate team-building. This will assist the civil service establishment achieve its goal, growth and development will be visible and this will lead to expansion of the economy of such an organisation.

From the above submissions the following issues were examined: What are the causes of this situation that the civil servants have found themselves? What are the remedies and how could these be redressed? How prepared are the civil servants for job involvement in the civil service establishments? To what extent do organisational factors correlate with job involvement? Do individual factors correlate with civil servants job involvement? Hence, the needs for a study like this. Considering those problems earlier discussed like the display of non-challance, uncaring, and high sense of complacency among civil servants called for the need to look into the situation and proffer a quick intervention through bringing in management and administrative consultants to assist in training the workers' vice-a-vice available training opportunities. Also, the leadership style of these establishments must be ready to accommodate team spirit, and encourage free flow of communication which should be vertically and horizontally. Attention should also be given to the environmental viabilities so that workers will have opportunity to work and enjoy proximity zone. Finally, the issue of gender policy needs to be given adequate attention so that neither of both male and female worker is left out in the crave to attain high job involvement in civil service establishments in Oyo state, Nigeria.

## **1.2 Statement of the Problem**

Literature has shown that most workers in the civil service of Oyo State seem to have relatively low job involvement despite the fact that they prefer better secured governments' employment compared to the private sector. Recent job demand by civil servants in Oyo State, Nigeria who have not made their job a central part of their character/being and are less focused on the job; thus making the realisation of organisational goals almost impossible in the civil service of the state economy. Workers' level of team spirit, and level of responsibilities and level of prompt and regular office attendance which tends to be low in the civil service establishments, tends to have negative effects on their job involvement level.

Consequently, these will jeopardise the realisation of the goals and objectives of the civil service. Besides, workers are finding it hard to attain self-development while

career prospects are fast becoming mirage because of their non-challant, and lackadaisical attitude towards the job. This in turn has led to failure in accomplishing tasks assigned within time frame and unreasonable utilisation of available resources. In the long run, these trends stand as a clog in the wheel of organisational progress with eventual negative effects on goals and achievements in the civil service establishments.

An attempt to correct the supposedly low job involvement of the civil servants requires a better insight and understanding of the organisational and individual factors associated with the service. Specifically, a critical look into the organisational factors may help to unveil the mystery surrounding the observed low job involvement in the civil service. In addition, a proper understanding of the workers' individual factors may assist in revealing reasons why these workers exhibit such abysmal behaviours.

However, previous studies have been focusing on other variables like; job-related stressors, culture of the organisation, job design, organisational system and environment, management practices, work efficacy, satisfaction, commitment, work participation and performance. Whereas, organisational and individual factors will assist in understanding the root causes of the low job involvement among the civil servants in Oyo State. The above scenario, therefore, raises the salient question of how some recognised organisational and identified individual factors could enhance workers high job involvement in the focused civil service establishments. It is against this background that this study examined the extent to which organisational and individual factors correlate with workers' job involvement in the civil service establishments in Oyo State, Nigeria.

### **1.3 Objectives of the Study**

The general objective of the study is to determine the extent to which organisational and individual factors correlated with workers' job involvement in Oyo State Civil Service, Nigeria. The specific objectives of the study are to:

- (i) determine the extent to which organisational factors (training opportunities, leadership style, communication system, environmental variability and gender policy) correlated with workers' job involvement in the civil service establishments in Oyo State.
- (ii) examine the extent to which individual factors (sex, educational attainment, emotional intelligence, worker's social interaction, workers' perception, and career orientation) correlated with workers' job involvement in the civil service establishments.
- (iii) ascertain the level of job involvement among the civil servants in the civil service establishments in Oyo State..
- (iv) assess the differences in the level of job involvement among workers in Federal and State establishments in Oyo State.
- (v) determine the differences in the level of civil servants' job involvement based on their demographic characteristics

#### **1.4 Research Questions**

The following research questions (RQ) were raised to assist in guiding the study:

RQ<sub>1</sub> What is the predictive strength of organisational and individual factors on workers' job involvement in the civil service establishments in Oyo state, Nigeria?

RQ<sub>2</sub> What is the level of workers' job involvement in civil service establishments in Oyo State?

#### **1.5 Research Hypotheses:**

**HO<sub>1</sub>** There was no significant correlation between organisational factors and workers' job involvement.

**HO<sub>2</sub>** There was no significant correlation between individual factors and workers' job involvement.

**HO<sub>3</sub>** There was no significant differences between the levels of job involvement among workers in Federal and State establishments in Oyo State.

**HO<sub>4</sub>** There was no significant differences in the levels of civil servants job involvement based on their demographic characteristics.

## **1.6 Significance of the Study**

This study determines the organisational and individual factors as correlates of workers' job involvement in the civil service establishments in Oyo state Nigeria. The study helps to identify and expose the negative effects of non-involvement of workers fully in organisational decision-making process. Also, this study helps to identify those factors militating against workers career progression, causing them to lag behind. This is because where workers' are not highly involved in the civil service they are not likely to be effective on the job and their efficiency level will be low. Based on this facts workers' need to be highly interested in pursuit of high job involvement so as not to lag behind while their counterparts that are highly involved will be promoted and earn increased salaries and remunerations.

This study also assists in sensitising government, employers and employees on organisational policy statements and implementation. The ultimate aim of this study anchors on contributing to the recognised organisational factors needed in the civil service establishments and identified individual factors to boost workers' level of job involvement. Those who could benefit from the study include workers, the government (employer), non-governmental organisations, and the larger society. This will be based on the findings, exposition and provision of received solutions and way forward from the availability of data and policy put in place by the civil service establishments. This will assist all stakeholders' attain goals and objectives through effectiveness and thereby realising growth, development, career progression and prosperity in the civil service establishments. This study will also serve as a reference material for future researchers.

## **1.7 Scope of the Study**

The study was delimited to cover the extent to which organisational and individual factors correlated with workers' job involvement in the civil service establishments in Oyo State, Nigeria. The civil service establishments focused by the study were, the Federal and State Ministries of Information and Orientation, Lands and Housing, Works and Transport, Health, Environment and Habitat, and Agriculture and Rural

Development. These civil service establishments were chosen because of their acceptability to study their establishments and their services directly impacted on the masses as core social services. They also have a high number of civil service workers. In addition, this study was restricted to twelve (12) civil service establishments (six each from Federal and State) in Oyo state. This covers the entire workers across senior and junior cadres who have been in the employment of such establishments for not less than five years and above. These were based on their staff strength, and were chosen in view of their being the core establishments in the civil service, having larger number of workers. However, the selected civil service had been in existence for over fifty years. This makes information about workers' level of job involvement to be reliable. The reason for studying the civil service establishments is to know what the workers job involvement level in the Federal and State civil service establishments could be in Oyo State. Secondly, the variables to be covered were: Organisational factors which include, training opportunities, leadership style, communication system, environmental variability and gender policy while individual factors were: sex, educational attainment, emotional intelligence, worker's social interaction, worker's perception and career orientation.

Also, job involvement indices include: Workers' levels of team spirit, sense of responsibilities, prompt and regular office attendance, enthusiasm on the job, work inclusion/commitment and internal motivation. Finally, the study was delimited to cover job involvement level in the federal and state civil service between 1999 till date when Nigeria returned to full democratic system of government. The above restriction notwithstanding, the result of the findings, recommendation and conclusion of the study will be generalised to cover workers in the aforementioned civil service establishments in Oyo State.

## 1.8 Operational Definition of Terms

For the purpose of this study, the following terms will be operationally defined in order to convey their meanings based on their usage within the context of the study:

**Organisational Factors:** These are attributes of the work place that influenced and enhanced workers' job involvement in the selected civil service establishments. These factors are training opportunities, leadership style, communication system, environmental variability and gender policy.

**Individual Factors:** These are characteristics or qualities of an individual as a distinctive person from another person which impacted supposedly on their job involvement. These are sex, educational attainment, emotional intelligence, workers' social interaction, workers' perception and career orientation of workers in the civil service establishments.

**Job Involvement:** It is the extent to which a worker performs his/her duties with enthusiasm and brings out satisfactory output to their employer and clients. The indices that were used in capturing workers job involvement were: Workers levels of team spirit, sense of responsibilities, prompt and regular office attendance, enthusiasm on the job, work inclusion/commitment and internal motivation of workers in the civil service establishments.

**Civil Service Establishments:** Civil service establishments can be referred to as those branches of public service concerned with all governmental administrative functions and professional branches excluding military, judicial branches and elected politicians.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter deals with review of literature on organisational and individual factors as well as workers' job involvement in the civil service establishments. The review is done under conceptual empirical and theoretical aspects of the study as review of theories that could serve as anchor in the execution of the study. This has prompted the researcher to look into the concepts, empirical review and theories which assisted in the study.

#### 2.1.1 Concept of Organisational Factors

Organisational factors are elements and descriptions of predictors that define an organisation's character, property, function, influence and impacts on other variables in relation to the workers, management and the entity. Examples of organisational factors include the leadership style, the structure on ground, climatic situation, political scenario, the process and procedure and so on. (AmyTsang, 2007). Willsaggers, (2009) in his own submission postulated organisational factors as strong leadership provision of adequate funding by management, assurance and availability of needed technology/ personnel that allow the champion to function throughout the development processes.

Organisational factors, therefore, base their elements of operations on the under listed:

- User participation in the process
- Organisational politics/policies
- Organisational climate (type of organisation)
- Workers readiness to be Involved (Management systems 2004)

Organisation refers to all forms of association, co-operation and relationship existing in the world of works/workplace based on a central operations and disposition of resources. The workers in such organisation from the top-down pass down instructions to the laid-down principles of the entity which must be adhered strictly



to. In return such workers who carry out their responsibilities according to stipulated goals, aim and objectives of the organisation receive benefits in the form of monetary and non-monetary incentives that could motivate their high and full job involvement.

Organisations vary according to this relative influence of a number of factors related to both the objective of the organisation and the instruments and strategies chosen to achieve them. These factors which determine the structure, aims and activities of the organisation when properly fashioned out could be grouped into three (3):

- i. External factors: These are all those factors that bring about an enabling environment which are not under the control of the organisation in question, but, which in one way or the other affect its structure and development. These factors among others include economic, socio-economic, political and administrative factors.
- ii. Internal factors: They are organisational characteristics, vision admissions which have a purpose of organisations aims and objectives, organisational instruments etc.
- iii. Individual choice factors: Here it is observed that individual decisions regarding expected costs and benefits comes to play (Coleman, 1979; Kieser, 1992; Saks, 2006).

Succinctly, organisational factors relating to the study have some variables that need to be fully discussed in the literature for easy understanding and comprehension.

These factors are Training opportunities, Leadership style, Communication system, Environmental Variability and Gender Policy.

### **2.1.2 Concept of Individual Factor**

The personality of the individual person is inherent within one and that is what makes us, who we are, a unique person, quite different from the other fellow human being. According to Kendra (2013), on daily basis, we describe and assess the personalities of the individuals around us. Whether we realize it or not, these daily measures on how and why people behave or act as they do which is similar to what personality psychologists do. However, whenever we informally do the assessments of a

personality, we tend to focus more on individuals. But looking at some literature, Akinola, Sarumi and Mojinyinola, (2000), psychologists instead use conceptions of personality that can apply to each individual.

The word personality itself stems from the latin word 'persona', which referred to a theatrical mask worn by performers in order to either project different roles or disguise their identities (Akinola, Mojinyinola & Sarumi, 2000). Personality, as postulated by Feist and Feist (2009) is a pattern of relatively permanent trait and unique characteristics that give both consistency and individuality to a person's behaviour. Personality, according to Funder (1997), refers to individual's characteristic pattern of thought, emotion and behaviour, together with the psychological mechanisms hidden behind those patterns. Therefore, to know exactly what makes up a personality looking at the above definitions, one would expect that traits and patterns of thought and emotions make-up at the very extraneous part.

Here are some of the other fundamental characteristics of personality which include;

- Consistency: There is the general recognizable order and regularity to behaviours. Essentially, people act in the same ways or similar way in a variety of situations
- Psychological and Physiological: Personality is a psychological construct, but research suggests that it is also influenced by physiological process and needs.
- It impacts behaviours and actions- Personality does not just influence how we move and respond in our environment; it also causes us to act in certain ways.
- Multiple expressions- Personality is displayed in more than just ones behaviour. It can also be seen in our thought, feelings, close relationships and other social interactions.

Looking at these four characteristics of an individual, we will agree with Davies (2013), who regards personality as a psychic phenomenon which is either organic or social, but an emergent from a combination of the two. Whereas, Covey (1989, & 2004), saw personality as the totality of behaviour of an individual with a given

tendency system interacting with a sequence of situations. Linton (1971) on his own submitted that personality embraces the total organised aggregate of psychological processes and status pertaining to the individual. He said further that personality is all that an individual is and has experienced so far as this all can be comprehended as unity. According to Lundberg (2010), he postulated that the term 'personality' refers to the habits, attitudes and other social traits that are characteristic of a given individual's behaviour. Whereas, personality factors to Ogburn (2003) means the integration of the socio-psychological behaviour of the human being, represented by habits of active and feelings, attitudes and opinions of the said workers.

#### Relevance of Workers' Individuality to the Study:

The need for civil service establishments to apply personality, ability and aptitude test is becoming very important as they are helpful for managing people and understanding oneself. Management should also be ready to use these tests when employing workers afresh or to develop them after recruitment as an induction course to integrate them into the new system. Human behavioural pattern has a lot to do as it plays a significant role in maximizing organisational effectiveness and goal achievement despite the technological developments being witnessed the world over. Specifically, any step or efforts made to promote individual effectiveness on the job requires a high degree of job involvement among workers of an organisation which could only be detected through personality tests applied on them on the job periodically (Davies, 2013; Zaki, 2006; Hendrick, 2003; Elankumaran, 2004).

Despite the fact that question types and personality of such workers categorization must differ from cadre to cadre, these tests usually provide an insight into the human psyche of every worker in an organisation. This personality test will go a long way in providing management with a way to categorize different characteristics or traits that we might otherwise not be aware about the individual or that worker. In addition, when workers are categorized, it will afford the organisation the opportunity to learn how workers might react to situations in their work environment (Covey 1989, & 2004). With these tests properly administered, the information extracted by the

Human Resources Manager might have given an insight into the qualification, the abilities etc of the said worker and this will assist the Human Resources Manager for job placement, type of training to recommend, and for knowing how to interact better with others in any teamwork assignment within the organisation. This is achievable when the HR department applies the following:

- Job Placement
- Group Interaction
- Self Reflection

Job placement: This requires specific characteristics and personality, therefore, there is need to apply personality test for placement of workers. This is because it is this test that will help the human resource department to be able to determine the group of people best suited for that particular worker to be placed, for job assignments. Therefore, any organisation that applies this test appropriately will help to identify workers that could be highly satisfied with some important aspects of the job. When such an employee is placed on the right job within the system, he/she will be happy doing what he/she knows best and this will reduce workers rate of turnover. This is so because the said worker is comfortable, happy and also satisfied with job assigned and commensurate income accruable to him at the end of the day. This will make him more than ready to contribute to the organisational progress and goal achievements (Hendrick, 2003; Elankumaran, 2004; Davies, 2013).

The management on its own part must not only employ workers, but must shop workers who will not just perform the tasks assigned to him alone, but they will be highly satisfied and happy performing the job not on brief basis but, for an extended period of time. This is only achievable through these personality tests that the provision of eliciting valid information could be collected from workers by the Human Resources Department. Therefore it should interest any organisation that aims high to employ quality employees in order to attain organisational goals. This will also help such an entity to exhibit good customer relations and workers satisfaction through employment of well-developed personality tests during recruitment exercise.

This could be achieved when the above steps are carefully taken before or immediately after recruitment exercise (Spector, 1997; Davies, 2013).

Group Interaction: The next step launches us into the group interaction which is very beneficial to the organisation in question. It is only when you understand the chemistry/personality of workers around you in a team and such a team could be successful. The use of personality tests will help team member to learn, know, and understand one another within the group very well. Due to the fact that the personality tests show and point to some inherent and innate tendencies of individual worker, then there should not be a hiding place for any member of the group. It is also mandatory for every group member to understand what will keep them going and so play the game accordingly with no mistakes and excuses (Ogburn 2003; Linton 1971).

The dysfunctional individual/team member through these personality tests, will assist others to be able to learn about him and other group members, and, must be ready to overcome these differences. Team leader must be ready to let workers of his team know that when tests are applied, every member must be ready to share the outcome of the results with one another, discuss such results and foment a way forward which will make the group become a formidable one. When a special individual/team member is discovered, the whole team must be ready to work out modalities through which his case could be redressed and also create an atmosphere that is best suited for team dynamics. The test is usually a tool for bringing group members together to create productive results within organisation (Davies, 2013; Hendrick, 2003; Elankumaran, 2004).

Self-Reflection: Personality tests taken by an individual worker avails him/her to understand, and encourage such a worker to have self-awareness of him. This will go a long way in helping such worker to know areas where he can perform best and areas he falters. Knowing oneself as an introvert or extrovert will help one to prepare oneself for the challenges of one's responsibilities and work-load expected to be carried out by one. This will help him to work towards achieving both his career

prospects and organisational goal as well. When a worker realizes the area he can perform best, he or she should go ahead and make full use of such opportunities. This is because when you take the personality tests for self-reflection, sincerely, you are sure not to be laid off as such worker will not be found wanting (Wilson, & Ross, 2001).

When a worker is sincere enough to correct his own anomalies, through his findings about himself, he will be able to cope with his job and the responsibilities that go along with it. This will help such a worker create confidence on the job and happiness for himself and dividend for his employer. Personality tests or any other test you take to know yourself gives you an insight into your reactionary level to others within the work organisations. The test will also avail you the opportunity to know why you get along better with some co-workers and why you often engage in arguments and clashes about the style and opinions of other colleagues within the same organisation. Our behaviour individually is not only a function of our personality and values but also of the situation. We interpret our environment, formulate responses, and act accordingly because we perceive the happenings around us as well as take cognisance of our colleagues in the workplace and their attitude towards us and the job before reacting to situations (Pervin & John. 1999; Paullay, Aliger & Stone-Romero 1994)

### **2.1.3 Concept of Workers' Job Involvement**

The concept of job involvement is the degree to which an employee is engaged in and enthusiastic about performing his or her work. Employers are typically well aware that efforts to promote job involvement among workers tend to pay off substantially since they will more likely be ready in furthering and achieving their organisational goals and objectives. Job involvement, according to Ashe-Edmunds (2014), refers to the psychological and emotional extent to which you participate in your work, profession and company beyond simply signing in, performing your task and signing out. He went on to state that when people become overly involved with their job, they can get stressed. However, adequate or high job involvement is the best way to enhance or improve one's career.

He reiterated further that as you climb the ladder, learning about other workers jobs that interact with yours and related jobs you might hold will surface at times. When a worker gets more involved in the jobs, this indicates that he will be conversant with others job. It is a way for workers learning more about the specific skills needed by workers to do their work, as well as how a worker's position interacts with the other company functions and employee's and how your work affects the end result of organisational performance. Workers can become more involved in their jobs by reading books about theirs and others area of expertise, attending conferences, trade shows, workshops and seminars, getting a mentor or taking on an apprenticeship (Ashe-Edmunds, 2014).

The concept "job involvement" among workers in organisations is generally seen as situation whereby efforts, discretion and ideals are being managed. This is sequel to employers who have choice on what these workers are ready to contribute as their quota to the progress of the organisation. However, they could hold back their knowledge, skills and abilities so that the goals and aspirations of the organisation are realized or not. Job involvement could also be seen, according to Paullay, Alliger, & Stone-Romero (1994), as the degree to which an employee or worker is engaged in and enthusiastic about performing his or her work. Management of various organisations is typically well aware that efforts and zeal to promote job involvement among workers tend to pay off substantially since employees will be more likely to assist in furthering the realisation of their company's objectives (Ahmed and Islam, 2011). This has to do with the psychological and emotional extent to which employees participate in the work within the organisation not minding the level or grade of job involvement.

However, when one increases one's job involvement, it shows the best way one as a worker tries to enhance your career. "Job involvement" means more than just the phrase 'job' as it refers not only to your specific position within the hierarchy of the organisation you work with. Rather, it is all encompassing as it includes the whole system, in which you work, your company, your department, your skills,

competencies and your career plans and prospects (Mohsan, Musarrat, Nawaz, Sarfrazkhan, Shaukat, Islam, Arslan, Chohan, & Niazi, 2011). When you get involved in your job, it means you are learning about other jobs that interact with yours and related jobs you might hold as you climb the career ladder. Job involvement is also viewed as an attitude that relates to overall attitudes of workers and the enthusiasm displayed towards the performance of their jobs, or life satisfaction (Tait, Padgett, & Baldwin, 1989; Ilies, Fulmer, Sptzmuller, & Johnson, 2009) as well as to service quality (Schneider and Bowen, 1985; Hartline & Ferrell, 1996). Duffy and Richard (2006) while carrying out their research across six major specialties among physicians opined that exploring the prediction of job involvement is extensive. They stressed further that recently, theorists have proposed that job involvement may be equally affected by issues related to work and by personality characteristics. Tovey and Adams (1999) reported that relevant dimensions of job involvement appear to be situational and depending on the particular characteristics of the work environment and on the period in which the studies took place.

Job involvement has been included in some studies of job insecurity (Sverke, 2006). Jobs provide many sources of satisfaction. They ensure economic stability, provide social interaction, and offer reinforcement contingencies that enhance self-efficacy (De Witte, 1999). Job involvement has posed challenges to workers because men have left rural economies in search of more viable livelihoods thereby leaving women behind to survive on meager income from lesser-paid jobs or peasant farming. Workers have also lost access to organisational help or the money they may have previously provided. For most workers to increase their yields is through harder work, or more labour-intensive methods. Where technical innovations such as irrigation techniques have made more than one cropping season possible, increased workers' labour have been crucial in meeting the intensified work demands. These workers have not simply accepted increasing demands on their labour time, they often have bargained with men to increase what they get in exchange for the labour they expend especially on family fields.



#### **2.1.4 Concept of Civil Service Establishments/Organisations**

Civil service establishments/organisations are typically understood to be systems of coordinated and controlled activities that arise when work is embedded in complex networks of technical relations and boundary-spanning exchanges. The civil service is the structure put in place by the government of any nation to assist in administering and moving the country forward at every facet of life be it economic, educational, scientific, structural and other social services. Economic units produce and or sell goods or services to the larger society; they operate from a single physical location and are guided by rules and regulations that have to do with workers in the civil service establishments. But, in modern societies, civil service establishments' structure arises in highly institutional contexts. The organisations are driven to incorporate the practices and procedures defined by prevailing rationalised concepts of organisational work in society. Such organisations can be defined as the design, development and maintenance of a system of coordinated activities in which individuals and groups of people work cooperatively under leadership control towards commonly understood and accepted goals. The keyword in this definition is "system". Civil service establishments are systems which, as affected by their environment, have a structure which comprises both formal and informal elements.

These entities are defined as social units of people, which are structured and managed to meet a need or to pursue collective goals. Organisations are said to have risen in the United States within a variety of social and historical contexts. Several of those factors are credited with making organisations viable and necessary options for citizens, and they built on one another to bring organisations to the level of importance that they are at today. In 1820, about 20% of the United States population was dependent on a wage [income](#). That number increased to 90% by 1950 Perrow (1991). Generally, farmers and craftsmen were the only ones by 1950 who did not depend on working for someone else.

Prior to that, most people were able to survive by hunting and farming their own food, making their own supplies, and remaining almost fully self-sufficient. Perrow

(1991) opined that since transportation became more efficient and technologies were further developed, [self-sufficiency](#) became an economically poor choice. Chandler (1977) in the Lowell Textile Mills, various machines and processes were developed for each step of the production process, thus making mass production a cheaper and faster alternative to individual control. Some of the first New England factories relied on daughters of farmers at their onset; later, as the economy changed, they began to gain work from the farmers, and finally, European immigrants.

Many Europeans left their homes for the promises of United States industry, and about 60% of those immigrants stayed in the country. They became a permanent class of workers in the economy, which allowed factories to increase production and produce more than they had before. Perrow (1991) in his own submission said with this large growth, the need for organisations and leadership that was not previously needed in small businesses and firms arose. Overall the historical and social context in which organisations rose in the United States allowed not only the development of organisations, but also for their spread and growth. Wage dependency, externalities, and growth of industries all played into the change from individual, family, and small-group production and regulation to large organisations and structure.

The process of organising, according to Manfred (2002), may involve the grand design or redesign of the total structure, but most frequently, it is concerned with the organisation of particular functions and activities and the basis upon which the relationships between them are managed. In his own submission, Beer (1981), postulated that organisations are not static things. Changes are constantly taking place in the business itself, in the environment in which the business operates, and in the people who work in the business. There is no such a thing in an ‘ideal’ organisation. The best that can be done is to optimize the processes involved, remembering that whatever structure evolves, will be contingent on the environmental circumstances of the organisation. So, one of the aims of organisation is to achieve the “best feat”

between the structure and these circumstances. There is also the need for one to bear in mind that organisation consists of people who work more or less together cooperatively.

Therefore, at the top management cadre, the organisation sometimes has to do some adjustments in order to fit the particular strength and attributes of the people available. When the result comes out; it may not totally conform to the ideal, but it is more likely to work than a structure that ignores the human element. It is however desirable to have an ideal structure in mind, but it is equally desirable for management to modify it to meet particular situation and circumstances as long as there is awareness of the potent problems that may arise. This may seem an obvious point but it is frequently ignored by management, consultants and others who adopt a doctrinal approach to organisation, often comes up with disastrous results.

## **2.2 Organisational Factor and Job Involvement:**

The under-listed are the organisational factors (independent) variables that the researcher will be looking at in order to drive home those salient inter-relationships existing among and within the variables inherent in the study.

- Training Opportunities
- Leadership Style
- Communication System
- Environmental Variability
- Gender Policy

### **2.2.1 Training Opportunities and Job Involvement**

The influence of training made available to workers in the civil service establishments is to help enhance utility perceptions on such trainees. It also help in no small measure as a motivating factor that will improve work to be done, workers skills and

efficiency on the job through the acquired learning. Where organisations spend money on training for their workforce, such training helps in developing employees' democratic transformative possibilities and further entrenching such workers status quo within the system. Workers in organisations are constantly in learning situations because of the dynamic environment worldwide (Onaga, 2008). However, any organisation that fails to train and develop its workers may be heading towards doldrums as submitted by Hammed (2006) that training is the sharpening of an axe and that an untrained person is not better than a blunt instrument.

This is, however, in tune with the change sometimes of jobs by workers, promotion taking place, new plants and machineries, organisation of the system entirely and processes introduced to the establishments. Each of these new situations creates the training needs before the individual worker could feel confident and competent to deal with the new job specifications. Furthermore, training is concerned with the know-how, that is, the ability to do certain things, or carry out certain functions, and the way of carrying such functions out (Omole, 2003). Therefore, where workers are highly involved in jobs in the organisation, they tend to overcome blocks and hindrances on their path of effective learning. Training and job involvement are concerned with direct change in workers attitudes, perceptions, values etc on the job. This aspect (training) becomes more important as it is the use of systematic and planned-instruction activities to promote workers' learning level. Also effectiveness, commitment, job perspective, acceptance of the responsibilities that go along with their job responsibilities and involvement within the organisation are given consideration.

The approach can be summarized in the phrase "Learner-based training" It involves the use of formal process to impart knowledge and subsequently assist workers acquire the skills needed for them to perform their jobs satisfactorily based on the level of job involvement. Reynolds (2004) in his own submission postulated that training has a complementary role to play in accelerating learning. It should be reserved for situation that justifies a more directed, expert-led approach rather than

viewing it as a comprehensive and all pervasive people's development solution. He went further by commenting that the conventional training model has a tendency to emphasize subject-specific knowledge, rather than trying to build career learning abilities. Succinctly, the reasons for the current need to train and retrain workers for them to be fully involved in jobs within the organisation are enormous. Growth of organisation generally calls for training, and finally, social responsibilities felt by an organisation for its workers often extends to providing adequate training as a pre-retirement learning (Hamilton, & von Treuer, 2012; Omole, 2003).

The working principles of any organisation that aims at achieving its objectives will stimulate the need for the job training for both the old workers and the newly employed members of staff. Also such workers in the category of contract staff, temporary/ad-hoc staff and workers changing jobs or being transferred from one department to the other within the organisation will be able to perform better when they are adequately trained for their new postings. The Human resource manager will not be any worker within the system; rather he will prefer the well-groomed and prepared worker for the organisation to realize its objectives. He will also certainly have workers who can function well on any responsibility bestowed on him/her for the general oversight and co-ordination of job for the growth and development of the organisation. So, training and development of the workers and plan for the organisation will be prepared to go round all workers on group, unit, and departmental basis to put all workers on the pedestal of their quantitative and qualitative requirements (Hamilton, & von Treuer, 2012; Omole, 2003; Spector, 2008; Yukl, 2006.).

### **2.2.2 Leadership Style and Job Involvement:**

Usually, leadership is by superior cadre in the workplace and they must have grown to have complete confidence in their subordinates. The ability to persuade them to do things they would not do, or think sometimes will help the organisation to function properly and progressively. The leadership role is a function of four key players, the leader, the followers, the objectives of the organisation and their interaction patterns.

These factors are in a constant state of flux and are continuously seeking a new balance in which all interests are reasonably satisfied. They are mutually interdependent but variable, and so needs to be studied as a unit rather than an isolated strain. Therefore, a leader may need to adopt or perhaps employ a mixture of styles to achieve the objectives of the organisations. Workers can be highly involved in jobs in organisations by the leadership structure put on ground in the organisation as corroborated in (Nwafor, 1990, Mescan, 1988; Blanchard, 1985; De Vries, Bakkler-Pieper& Oasten veld, 2010; Yukl, 2006).

The leadership style made available in organisation postulated by the authorities on leadership submitted that leaders that are good and effective use leadership style that can lead to attainment of good and very high job involvement among workers. Human resource department must have in its policies a standardized leadership style for attainment of good industrial relations. Also, the utilization of machineries for proper-consultation, location and settlement of grievances and disputes in all the major decision-making, organs in the public sector which could affect its labour force must be in place. It also emphasizes the showing of output or soft decision making, planning of industrial activities to realize an expected end. The leadership styles as submitted by the above authors are charismatic, human-oriented and more communicative than task-oriented leadership. There exists intervening variables between the leader and organisational goal achievements. The antecedents of leadership styles are the competence and the commitment of the followers. The maturity, technical knowledge and competence of leaders and the workers will bring continuous improvement among workers and their level of job involvement in the civil service establishments (Nwafor, 1990; Bakkler-Pieper& Oasten veld, 2010).

### **2.2.3 Communication System and Job Involvement:**

Organisations nowadays, function by means of collective action of people, and workers individually are capable of taking independent action which may not be in line with laid-down policies and guidelines. This sometimes may not be reported

properly to others within the systems, who are supposed to know about such information. To this end, good communication systems are required to achieve coordinated results in the workplace. Organisations are subject to some informal influence of continuous communication and change which affects the work being done by the collectivity of workers, their well-being and their security. In the civil service establishments, changes can be managed only through assuming that the reasons for and the implementations of change are communicated to those affected in terms which they can understand and accept (Tella, Adegbite & Popoola 2007; Kester, Adegbite & Bankole, 2008).

Therefore, when the issue of communication system in an organisation and job involvement comes to play; there is no sustainable implementation of policies, terms and conditions of services and employment, etc. could be passed around without active use of correct downward communication from the management down the ladder of workers/staff hierarchy (Morrison, 2008). Also, the communicated information from the sender must be accepted and, well understood. It should be free will of receiver, the interest, awareness and absolute recognition of benefits and responsibilities among the various workers involved in the dissemination and utilisation of the communicated information. Communications are in two ways that is: written and oral forms. The written communications are usually used in the civil service establishments when the recipient is not on the spot or at a distance where other methods would not be effective. Written communications are very necessary in a formal hierarchical system and have several advantages like:

- i They provide a record, e.g. minutes of meetings, reports, e-mails etc;
- ii. They can be used to communicate with people at distance and more or less simultaneously;
- iii. They serve as reference points, e.g. procedures, manuals;
- iv. They may at times have legal status, or may be face to face (Nwafor, 1990; Tella, Adegbite & Popoola 2007; Kester, Adegbite & Bankole, 2008).

a. Oral communication, on the other side, may be face-to-face, by telephone, video phones, etc. Its speed has instantaneous responses and easier to build up trust and friendship. The participatory level of workers depends also on the integrated human resource management system adopted as it seeks to include all dimensions of sustainable development in the organisation. This also culminates or represents a way to increase trust between workers, management and the policy makers. It is observed in some related literature that downward communication depicts how effectively human resource manager communicate with workers under him/her. The degree of mutual trust, how adequately the workers' needs are fulfilled, how the message is delivered, and experienced workers dislike close supervision and authorities' communications. Also, how consistent the human resource manager is seen to be could threaten the apparent message sent to the subordinate's, authority or power. How much support the subordinate is confident of getting from his peers/ friends/ work group. It may be better to communicate with the group to ensure that individuals feel less personally threatened (Nwafor, 1990; Tella, Adegbite & Popoola 2007; Kester, Adegbite & Bankole, 2008).

Upward communications from subordinate to superior can often be as important and full of problems as a downward or lateral communication. Research shows that people communicate upward to seek help if confused, uncertain or unsure of the situation, seek information, seek reassurance, improve their position by talking to those who can affect promotional prospects, achieve more power and increase their status by associating with people of higher status (Zeinabadi, 2010; Nwafor, 1990; Tella, Adegbite & Popoola 2007).

Finally, communication or the act of communicating is a costly process which needs to be given serious attention. It is one of the most important factors in management of organisations that could either make or mar its progress, growth and development. But the limits of understanding within the system by workers about communication and the information it carries are defined by the recipient as much as the sender of the message. The human resource managers in the civil service establishments are



concerned with transmission of messages and information to all categories of workers within and outside of the organisation. Where workers receive and understand message sent and takes action on such information indicates that communication has taken place. There are so many definitions of communications; to a layman definition of communication could easily be seen as mutually understood information. Everyone in an organisation needs to spend much of his/her time in communicating with others, and should understand the principles. How effective a communication is depends on how it is perceived by the audience. It is important for us to note that organisational objectives cannot be realised unless managements can communicate them and involve workers in their achievement. It is also pertinent to note that changes cannot be effected unless the need for such changes is properly communicated (Nwafor, 1990; Tella, Adegbite & Popoola 2007).

Communication is an essential factor in good leadership and organisational design, and in the contribution to high motivation and morale within the organisation. Similarly, as business becomes more socially conscious and controlled, it is important that the management's views are communicated to the entire workforce and the larger society in general. The principles of effective communication are contained in the answer to the following questions:

- WHO? – needs to communicate
- WHOM?- from where is the message
- WHY? – is a message sent
- WHAT? – is the message
- WHERE?- are the recipients located
- HOW? - can the message be transmitted (Morrison, 2008; Nwafor, 1990).

#### **2.2.4 Environmental Variability and Job Involvement:**

Environmental variability helps workers as well as the organisation to determine the quality of work and level of productivity. The level of job involvement impacts workers desire to learn skills which influences their level of errors, output,

innovation, collaborative spirit, absenteeism and willingness to stay longer on the job in organisations. It is the quality of the employee's workplace environment that most impacts on their level of job involvement in the civil service establishments. How well they engage with the organisation, especially with their immediate environment, influences to a great extent their level of team spirit, responsibility, prompt and regular office attendance, enthusiasm on the job, work inclusion and internal motivation of workers in the civil service establishments. So, what is the environmental variability that needs to be taken into consideration by any serious organisation? Described below are key factors and how each can be utilized by supervisors/managers to boost workers job involvement in the civil service establishments (Uzundu, 2012; Zaki, 2006; Zeinabadi, 2010).

Several organisations labour under the mistaken impression that the level of workers' job involvement on the job is proportional to the size of the employee's pay packet. Although this may be true in a minority of cases, numerous employee surveys have been shown to be untrue. In fact, salary increases and bonuses to encourage workers high job involvement, in many instances, have a very limited-short-term effect. The extra monies soon come to be regarded not as an incentive but as an "entitlement". Whereas, there are other factors when combined provide a more powerful determinant of workers' job involvement. When these other factors are missing or diluted, the employee tends to be interested in his/her take-home pay. In this case, the employee is present at work in body only, leaving their mind outside the gate (Urguy. & Kilic, 2009. Uzundu, 2012).

**Goal setting:** This aspect involves workers in setting meaningful goals and performance measures for their work. This can be done informally between the employees and their immediate supervisor or as part of an organization's formal way of promoting high job involvement by the management strategically. The idea here is that each employee is actively engaged in the goal-setting process and takes ownership of the final agreed goals and measures for organisational goal achievement (Robinson, 2006).

Performance feedback: Regularly feed back to employees' information on how they are performing based on their level of involvement on the job. This should consist of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. The feedback needs to be as objective as possible and delivered with the appropriate interpersonal and conflict resolution skills. It can be a mixture of both informal feedback and formal performance management cycle (Robinson, 2006).

Role congruity: The management is to ensure that the role that the individual worker is required to perform is consistent with his or her expectations on joining the organisation and supported with required training. The organisation's expectations are typically reflected in formal documents, such as Job Descriptions and Role Specifications. These expectations must be consistent with tasks allocated by the employees' supervisor (Robinson, 2006).

Defined processes: Many errors, defects and customer complaints are the result of poor process management. The variability of how work is actually performed through documenting, processing and communicating such expectations to employees is important. The need to verify on a regular or random basis that the work is actually performed in the way required is a must. Also the ability of the human resource manager to help employees define and improve processes is a powerful opportunity for workers attain to high job involvement (Robinson, 2006).

Workplace incentives: Determine what motivates your employees in particular and set up formal and informal structures for rewarding employees that behave in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Robinson, 2006).

Supervisor support: Act as an advocate for employees, gather and distribute the resources needed by them in order for them to be able to do a good job. Immediate supervisors and managers need to display the interpersonal skills required to engage employees and enhance their self-confidence. This includes providing positive encouragement for a job well done (Robinson, 2006).

Mentoring/coaching: Make available to employees skilled and respected people to help them perform better in their current role and to assist them develop further into a future role. Mentors and coaches may be internal to an organisation or external. They will need to possess the necessary facilitation skills to assist employees apply existing skills and develop new ones (Robinson, 2006).

Resource availability: The vast majorities of employees take pride in their work and try hard to do a good job. Make sure that individual workloads and organisational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Adequate time and material resources need to be available to enable them perform to the best of their ability. Make their work easier and help minimize error rates and customer dissatisfaction by supplying job aids. Money is not a sufficient motivator in encouraging the superior workplace performance required in today's competitive business environment. Managers and supervisors will need to be comfortable while working with the whole gamut of workplace factors that influence employee motivation. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance back. Time and energy will also need to be given to provide relevant performance incentives, manage processes, and provide adequate resource. Finally, drive organisations to peak performance managers and supervisors must put up the human face of their organisation. Paramount here is the human-to-human interaction through providing individualised support and encouragement to each and every employee (Robinson, 2006).

### **2.2.5 Gender Policy and Job Involvement**

Despite the legislations and policies on conditions of services put in place by the government of Nigeria, many organisations have their hidden agenda for the female workers. These policies amongst others include: flexible or reduced hours of work at certain periods like, pre/post natal leave, annual leave, designed to help employees to balance policies that can reduce stress for individual workers so as to enhance their job involvement level. More and more companies are interested in diversity related and gender friendly measures (Akinbamijo, 2000; Tait, Padgett & Baldwin 1989).

This rising interest in work related issues is rooted in a number of fundamental social and industrial changes. Nowadays, companies must maintain or enhance productivity with fewer workers who differ from their predecessors and from one another in terms of values, work ethics, expectations and motives. This must be accomplished at a time when the skill demands are increasing. The structure of organisations and the manner in which work is done are undergoing remarkable change, and international competition for workers with the new skills is intensifying (Olgiati & Shapiro, 2002). In organisations, care should be taken to create room for diversity and evaluation for the policies that can be used by organisations to attract, retain and promote workers.

### **2.3 Individual Factor and Job Involvement:**

The under- listed are the Individual factors (independent) variables that the researcher will be looking at in order to drive home those salient inter-relationships existing among and within the variables inherent in the study.

- Sex
- Educational Attainment
- Emotional Intelligence
- Worker's Social Interaction

- Worker's Perception
- Career Orientation

### **2.3.1 Sex and Job Involvement**

Though women's labour has been efficiently exploited in that they have contributed immensely to the nation's economy. Women have had a much more limited access to position of authority and as such could not invest their meager income and resources the same way as men. The Nigerian society has some set role assumptions for its members, males and females. Adebayo (2001) submitted that the woman is expected to raise children, to provide emotional support for her husband. She is expected to hold supportive and subservient position. She is not expected to perform any energy-requiring job or to offer subjects that require verbal aptitude because she is assumed to be weak, small and timid. She has been likened by a poet to the town-clock to keep and regulate time, to reside within the house, to speak only when spoken to (Animashaun, 2002).

On the other hand, the challenge militating against women's job involvement is much higher and any nation that wishes to attain growth and development economically needs to get women involved in its developmental process stages. As postulated by Adebayo (1998), women are expected to contribute positively to the economy of the family. In situations where women do not go out to work, she is at home processing food or in the farm harvesting farm products to sell and earn income. Food-crop production is the traditional role of women in Nigeria. For example, in the eastern part of Nigeria, while men plant yams, women plant cassava, maize, and pepper, vegetable (spinach onion), fruit vegetables (okro, garden eggs, melon). To most people in Nigeria, womanhood fundamentally means motherhood and the female child is appreciated only for her bride price and ability to bear children.

Some common inequalities that take place in the work-place are gender-based imbalances of individuals in the civil service establishments and command over

management of the organisation. Women, for example, are not able to move up into higher-paid positions quickly as compared to men. We also discover that some civil service establishments have more inequalities than others, and the extent to which it occurs can differ greatly. In the workplace, the men usually hold the higher positions and the women often hold lower positions such as secretaries, personal assistance, cleaners e.t.c. (Kester, Adegbite, Bankole, 2008) However, Anugwom (2009) went further to say that the involvement of women in wage employment was made possible through possession of skills and education women are exposed to. Thus, until women in Nigeria became serious human resources with all manner of qualifications just like their male counterparts, they were not considered to be contributors to economic system in Nigeria.

Prior to this, women were mainly seen as mental and physical resources called upon only in emergency to help in national development (Afigbo, 1991). Interestingly, Pearson (2004) related the increasing female labour involvement to the impact of the structural adjustment programme (SAP) which has meant declining government social provisioning and withdrawal or cut back of subsidies. These conditions have meant equally increased challenges of survival amongst families and may have to force women to seek employment in order to ensure family survival (Akande, 1987). The move by women away from vulnerable employment and their job involvement in wage and salaried work in the formal sector can be a major step towards economic freedom and self-emancipation for many of them. Economic independence needed for women's emancipation in the real sense of it or, at least, the role of co-determinant in resource distribution within the family is a necessity. This is the highest attempt in attaining economic freedom by female workers where women are really involved in wage and salaried jobs or, are employers in the family business. While the percentage of women in employment has increased, there is still gender disparity and division of labour amongst female workers' than their male counterparts who are free to be engaged in jobs of their choice after having the prerequisite credentials.

Women are more affected by the contraction of formal employment and decent work, increase in non-typical or non-standard work most of which often feature general precariousness, poor payments, and non-coverage by labour legislation or social protection. Many women lack access to decent work and this constitutes a major cause of poverty among them. Women face several constraints in the labour market some of which include; their disproportionate concentration in vulnerable forms of work; horizontal and vertical occupational segregation; wage gaps and the unequal division of unpaid domestic work. These constraints are direct results of women's disadvantage in education; lack of organised voice and bargaining power; constraints on labour market mobility; relatively high involvement in part-time or temporary jobs; concentration in employment where pressures of global competition keep wages down; and direct discrimination (Akande, 1987).

Succinctly, McDonald (2000) attributed the increase in women employment in the formal sector to the male bread-winner mode that has changed in Western societies towards a gender-equality model especially in institutions of education and market employment, opening up considerable opportunities to women outside the role of mother. As a result, young women have increasingly pursued a career and child bearing ages have risen. Anderson & Dimon (1991) submitted that factors influencing labour supply include both individual and household characteristics. Women are thus confronted with the challenges of playing the dual role; to excel at home, as well as the workplace. In a bid to prove her competence in both fronts, women are faced with the problem of overwork and are often being stressed out and or drained of their energy. Despite this, they still find out that they are unable to match the expectations at any of the two places. Not only the women, but even men are also confronted with a role-conflict in the present situation.

Women involved in wage employment in the civil service are an indicator of Millennium Development Goal number 3, to promote gender equality and empower



women. This is defined by the United Nation as the ‘percentage of employees in non-agricultural wage employment who are women’. The non-agricultural sector includes industry and services. Thus wage employment is being defined as remuneration by hours worked or items (goods and services) produced, independent of profits and expectations of profits. However, employment markets are open to women in the service sectors. This is important as it measures the equality of employment opportunities for women (UNESCO, 1993). Looking further, with both spouses involved in wage employment, there is also the problem of what is known as spill-over effect and vice-versa. Also, for the mere fact those women’s tasks done at home for the caring and tendering of the family have been of great significance. Their under-fulfillment is likely to lead to further problems within the larger society. Although, the women have themselves remained dissatisfied and overburdened, the elderly members and children of the family have remained under-cared in a dual earner situation they find themselves. Married women, in the strong cultural tradition of working in the home, do not significantly increase their paid employment involvement with higher labour demand or changing characteristics of the household. Personal characteristics have greater impact on labour section with moving in and out of paid labour. They also maintained that increase in labour demand could expand females’ job involvement of single women in the civil service (Idabawa, 1994).

### **2.3.2 Educational Attainment and Job Involvement**

The educational attainment of workers in the civil service establishments’ stands as an effective vehicle that could help in the production and services rendered to their employers. This is because workers job involvement requires certain skills before they could maintain growth, development and economic advancement in the civil service establishments. Here, we discover that when a worker is adequately educated, he will not need too much supervision to carry out the schedule of duties ascribed to him. The benefits of education among workers in organisation cannot be quantified. This is because it is only an informed mind that can understand the intricacies of organisational bureaucracy. This educational attainment ranges from human to

economic, social, political and cultural associations within the system (Akintayo, 1989, 2005; Ojokheta, & Omoregie 2008).

In Nigeria for instance, we have seen a significant rise in the average level of education of workers, but over time, more workers who are not capable to use their educational background on the job because they do not possess enough information about the work from the school. (Kester; Adegbite, Bankole, 2008). Despite some workers level of educational attainments, the supply of labour nowadays might have outstripped the demand of labour in some professions. Also, we discover that many highly qualified workers' taking jobs on low positions. The educational attainment and their rate of job input usually shape the direction which their career path will follow.

Looking at the government itself, we notice that where the workers of any nation are well educated, wealth and development of such a country will be boosted. It is realised that state economic policy, income and wages can increase across the economy when productivity-production per capital increases. Nigeria, for instance, has many tools in their disposal to increase productivity, including investments in public infrastructures, in technological innovation at every institution where workers exists through adequate educational attainment and training (Akintayo, 1989, 2005). But the look of things as discovered showed that many nations especially Nigeria being a developing nation, have been retreating from their responsibilities to ensure state's economic growth, industrial emancipation and high job involvement that will benefit the entire society in order to fight the short-sightedness of the government over non funding of education from the lowest to the highest level in Nigeria.

The lip-service of our leaders in the area of professional, technological and career-oriented development and support had rendered workers high job involvement low. The government investments in educational pursuit are on the low level and have in effect made parents; guardians and all stakeholders pay through their blood to fund the educational attainment of their children and wards. Educational attainment is

inherently a developmental process. Indeed, it can be said that if the expertise necessary for expansion of distance education programmes had not been available, the education policies and developmental issues in place today would have eluded many Nigerians and Africans. This educational attainment ranges from human to economic, social, political and cultural associations within the system. This had given workers the opportunities to be gainfully employed and obtain sustainable development in the civil service establishments (Ojokheta, & Omoregie 2008; Aderinoye, Kester & Ojokheta 2004).

### **2.3.3 Emotional Intelligence and Job Involvement**

Emotional intelligent is the ability people have to control and recognise emotions in themselves and in others. This ability makes people more socially inclined, enabling them to be aware of and to control their impact on others. Intelligence is the capacity to understand the world, think rationally and use resources effectively when faced with challenges (Feldman 2009). Psychologists like Sternberg said the most useful measure of intelligence is represented by practical intelligence. Practical intelligence is the intelligence related to overall success in living (Sternberg 2000). Emotional intelligence is credited with kicking-off interest among psychologists that there is an important cognitive skill other than intelligence, emotional intelligence evaluation, expression and regulation of emotions (Salovey & Caruso 2004; Feidner, Matthew & Roberts, 2004). Therefore, workers' job involvement in the civil service establishments and its influence on their emotional intelligence have become compelling interest to industrial psychologists because of their impact on behavioural attitudes at work (Robbins, 2003).

Job involvement is how the worker must know specifically what his job is and the rate of workers' enthusiasm for performing and applying initiative freely and getting results that are appreciated by the organisation that employs him. The workers need to be emotionally stabilized by being given responsibilities of jobs which best suits their abilities. This also depends either on the ability and sense of judgment of the Head of Departments or on the use of suitable tests by the Human resource management. The

workers must be assured of reasonable security which will include not only their physical and economic security.

The need to avoid threats to status and prestige of workers, the need to have the backing of the organisation by every worker is important, and for them to feel that they are not likely to lose their job. Without exception, all industrial psychologists agreed that money is of much less significance than workers' emotions under certain conditions. This indicates that during the period of inflation, when wages are very low, money is one of the least powerful incentives. Industrial psychologists are of the belief that jobs have not been adequately articulated. It encompasses the actions workers believe are expected of them and what response they expect in return from their employer. As described by Guest, and Conway (2004), it is concerned with assumptions, expectations, promises and natural obligations. It relates attitudes and emotions that form and govern workers behaviour in organisation and their job involvement level.

Therefore job involvement frequently includes identifying with the job, actively participating in the job, and perceiving job performance to be important self-worth (Blau, 1985); Rabinowitz & Hall, 1977) Job involvement in the broadest sense simply refers to a person's general attitude towards the job or towards specific dimensions of the job (Hodson, 1991). Workers' attitudes and emotional intelligence are somehow reflected in tendencies to respond to the job and the organisation and its people and situations either positively or negatively. Therefore, attitudes tend to cluster and categorise themselves. A worker who has developed a favourable attitude towards one aspect of the job based on unique experiences is likely to react favourably to other related job aspects. Thus, if a worker is involved in the job, he is likely to be satisfied with the job and thereby be committed to the organisation (Gardner, 2003). An unsatisfied worker may become less involved in the job and less committed to the organisation. Although attempts have been made to introduce causality for instance, that satisfaction determines job involvement level (Montimer & Lorence, 1989).

The concept of emotional intelligence was introduced in 1990, when two articles were written by Salovey and Mayer (1990). They defined it as "the ability to monitor one's own and other's feelings and emotions, to discriminate between them, and to use the information to guide one's thinking and actions". Since then, emotional intelligence has been used by many researchers in psychology and management. In the context of the emerging affective revolution in social and organisational psychology, emotional intelligence is proposed as an important predictor of key organisational outcomes including job involvement (Barsade & Gibson, 2007). There is accumulating evidence that emotional intelligence abilities and traits influence job involvement and employers should select the employees, especially in jobs that demand a high degree of social interaction (Carmeli, Yitzhak-Halevy, & Weisberg, 2009). In 1997, Salovey and Mayer described four abilities that contribute to emotional intelligence, and they are:

Perception: It involves accurate verbal and non-verbal expression and appraisal of emotion.

Assimilation: It involves generation of emotion to assist in problem-solving.

Understanding: It involves acquisition of emotional knowledge designed to promote intellectual and emotional growth.

Management of emotion: It involves regulation of emotion in the self and in others.

#### **2.3.4 Workers' Social Interaction and Job Involvement**

Relationship with others is a worldwide approach that is seen to contribute to long-term organisational effectiveness, growth and development. For workers to be highly involved in jobs in organisations, the individual workers have prices to pay. This could be in terms of caring, learning, being accommodative, taking of certain initiative and innovations so that the organisational goals and objectives could be achieved collectively. The issue of social inclination has to do with workers' behaviour, attitudes, values laden, inherent values and the personality that interacts with the workers' job involvement. Where the workers social interaction/relationship produces peaceful and cooperative atmosphere, job involvement will definitely be

high. Whereas negative behaviour produces conflict and less satisfactory relationship among co-workers and there cannot be any innovative changes in such civil service establishments.

However, where workers and the management try to know and understand their colleagues in the workplace, the easier and better it is to work together. This is very necessary because the greater and longer hours of the day is being spent with co-workers to understand their colleagues' personality and how they work. It is also observed in some literatures that having healthy relationships with colleagues can increase job involvement and this boosts morale of workers in organisations (Flook, Rena, Ullman & Jodie, 2005). According to (Kahn, 2004), the more a worker enjoys support from an organisation, the better job he or she will do. Kahn, a personal coach and psychologist in Severna Park further postulated that, "it creates the spirit of a team and helps you deal with the pressure of the job." Here, the worker is free enough to get the manager/Human Resource Manager listen and be helped to lean over and complain or discuss with an understanding Head of Department the cause of his/her coming late to work.

According to Durr (2012), in a small office, or organisation where there is mutual relationship; workers continue to feel like the workplace is a separate family. He went further that "if something is happening in my personal life, I would feel comfortable sharing it with people in the office and as well seek support from people in the office. She said establishing mutual trust and friendship among workers or spirit of good friendship and loyalty helps organisations produce better work. She said because people are not afraid to ask for help or ideas from others they progress and achieve. Often workers come together for brainstorming session about a project. "I can bring people into a programme or an initiative where they might not otherwise be involved" submitted Durr (2012).

Succinctly, the organisations leadership has a lot to do where the issue of socialising with others in the workplace and their level of job involvement are concerned. It is

the way the leaders in any organisation drive workers personality within the system and how much the workers feel wanted and as part of the organisation. When employees are empowered, they try as much as possible to drive a sense of accomplishment and belonging. But when properly studied, we discover some facts that “Not all co-workers can or will become friends in organisation.” Even so, having a cordial relationship is important. Putzier (2004) submitted that some co-workers make coming to work horrible. He continued that “Just like any relationship’s friendship, family, roommates, and team mates associating with others at work requires people to be courteous and considerate, which don’t always happen”. Some people’s way of life, behavioural pattern is annoying, the way they talk, walk, dress etc, could be inappropriate but may not call for any fuss. Whereas when the circumstances tend to infringe on other workers’ ability to do their work, then the situation calls for attention for the boss to intervene. Putzier doesn’t recommend that managers foster or prevent co-workers from building friendships. He says they should get involved only if co-workers’ relationships become too distracting or have a negative effect on the organisation. The culture and atmosphere existing in the workplace have a lot to do with the way workers interact.

Marjorie (2005) also postulated that workers do not have to be friends with co-workers, but they should at least be friendly. She said that even in large companies, department or unit exists where people can get to know one another. The workplace is an entity that promotes socialization. For human beings to continue to survive they need to interact with one another and connect as human beings. But for the fact that friendship takes time to develop, especially among different people with different culture, race, religion, economic and social background, it is helpful for workers to establish good rapport, but workers should be careful when coming into relationship so as not to reveal too much of their personal information in the workplace.

When establishing effective relationship with employees, employers need to show some sign that they care about their employees’ well-being go a long way in giving the workers sense of belonging. For example, in 2004 San Francisco’s Hotel Carlton

was taken over and renovated by a new management group, Joie de Vivre Hospitality. One of the small things the new management did that created dramatic results was that, in response to employees' attitude survey, they replaced the old vacuum cleaners housekeepers were using and started replacing them every year. It did not cost the company much to replace old machinery, but this simple act of listening to employees' problems and taking action went a long way to make employees feel better and the organisation reaps the financial gains.

On the final analysis, personality of a particular worker is one of the very important factors when employment exercise is on-going in organisations. This helps to know how employees can perform within the organisation and interact with others. A focused, goal-oriented, goal-driven and positive personality will affect others positively and boost his/her colleagues' morale which will lead to goal achievement, increased productivity and success in the organisation. This will enable the personnel in the Human Resources Department assist the organisation in employing workers with the right attitude, train them on the job and place them on the right job. This will help workers perform better and be motivated to be involved. Those whose public relationship will attract customers to the public sector establishment will also help other workers employed for the service oriented industries to present themselves neat, articulate, and also command respect for the image of the organisation they represent. Such workers must be teachable, approachable, ready to learn and stand to be corrected by people his employing organisation deals with in order to achieve organisational goals and aspirations (Ogallo, 2013).

### **2.3.5 Workers' Perception and Job Involvement**

Workers perception about the job will influence their job involvement positively or negatively depending on their opinion, views and feelings of the organisational factors like (training opportunities, leadership style, communication system, environmental variability and gender policy) put in place by the management. Where workers are deeply involved in organisational programmes/ activities, it is noted that such workers perceive that they will be adequately rewarded. In effect, when workers



are given free hand to operate, given opportunity to participate in the planning and implementation of the decision processes, they tend to be highly involved. This will foster their job involvement.

Furthermore, where workers' perception is based on the belief that they are adequately motivated, they are satisfied. This makes them want to put in their best thereby enhance increased workers' productivity. Usually organisations' value job involvement among their employees because it is typically assumed to reduce withdrawal behaviours, such as absenteeism and habitual late coming to work. Therefore, there is no doubt that worker perception about their job when it is on the low level of job involvement appears to have serious negative consequences for the general organisational performance. But in organisations that worth its salt as well as aim to be successful will pull all resources together to inculcate into its system the under listed denominators:

- Planning and Coordination of Efforts
- Division of Labour
- Obey Hierarchical System of authority
- Organising and controlling
- Budgeting and Implementation of Budgetary allocation
- Finance and well laid down Administrative skill
- Evaluation of the Organisational Policies and Procedures on a step-in-a-process basis.

Through workers perception of the job and level of their job involvement, the progress of the organisation depends largely on the effectiveness and cohesion of its employees. These workers are of two categories; high or low performers using social indicator (Brown, 2003). The performance of workers who are problematic will in the long run affect the perception of those who are highly involved in the job. This will affect their morale, motivation, drive, and the productive capacity of their co-workers, through their failure to apply themselves to their statutory jobs (Monday 1998). However, due to low perception of some workers, the failure to subject oneself to

statutory duty is a trait noticeable not only in Western world employees but also in many workers of many organisations in Nigeria and as such not highly involved in jobs (Odumosu, 1994; Keller, 1997).

### **2.3.6 Career Orientation and Job Involvement**

The term Career Orientation was coined by Schein (1978) as a description of the occupational self-concept of an individual. This author sees career orientations as the individual's self-perceived clusters of skills, needs, and expectations evolving the development of a career in organisations. An investigation into the relationship between career orientations and job involvement was done by Mouton, (1998). He reported no significant difference between the job involvements of psychologists concerning career-orientation of entrepreneurship, technical/functional, autonomy, service dedication and challenge Boshoff, Bennett & Kellerman (1994). We would not be understating the case if we said that orienting employees about their workplaces and their jobs is one of the most neglected functions in organisations. Countless horror stories exist about how a new employee has received a ten-minute talk with the manager, and directed to his or her office position, with no further guidance or instruction. Not only is this exceedingly stressful for the employee, but it virtually guarantees a very long period of unproductiveness for the employee.

Purposes of Career Orientation: To reduce startup-costs: Proper career orientation can help the employee get "up to speed" much more quickly, thereby reducing the costs associated with learning the job. To reduce anxiety: Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability or learn to do the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation, and helps provide guidelines for behaviour and conduct, so the employee doesn't have to experience the stress of guessing. To reduce employee turnover: Employees' turnover increases as they feel they are not valued, or are put in positions where they cannot possibly do their jobs. Orientation shows that the organisation values the employee, and helps provide tools necessary for succeeding in the job. To save time for supervisor & co-workers: Simply put, the better the initial orientation, the less

likely supervisors and co-workers will have to spend time teaching the employee. To develop realistic job expectations, positive attitudes and job satisfaction: It is important that employees learn early on what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organisation. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging (Boshoff, Bennett & Kellerman 1994; Robinson, 2004).

There are Two Related Kinds of Orientation: The first we will call Overview orientation, which deals with the basic information on employee, will need to understand in the system of the organisation. Overview orientation includes helping employees understand:

- government in general, the department and the branch
- important policies and general procedures (non-job specific)
- information about compensation and benefits
- safety and accident prevention issues
- employee and union issues (rights, responsibilities)
- physical facilities

Often, overview orientation can be conducted by the personnel department with a little help from the branch manager or immediate supervisor, since much of the content is generic in nature. The second kind of orientation is called Job-Specific orientation, and it is the process that is used to help employees understand:

- functions of the organisation, and how the employee fits in
- job responsibilities, expectations, and duties
- policies, procedures, rules and regulations
- layout of workplace
- introduction to co-workers and other people in the broader organisation.

Job-specific orientation is best conducted by the immediate supervisor, or manager, since much of the content will be specific to the individual. Often, the orientation process will be ongoing, with supervisors and co-workers supplying coaching which could be seen as on-the-job training. Orientation should begin with the most important information (basic job survival). Orientation should emphasize people as well as procedures and things. Workers should have a chance to get to know people and their approaches and styles in both social and work settings.

It prepares an employee to a more experienced person, but make sure the inexperienced person is interested in catching up with the new knowledge/training, and has the inter-personal skills. This provides on-going support for workers' high job involvement. It also assists introduction of employees to information and their colleagues in a way that will make for easy integration into the system. A new employee cannot absorb everything at once, so do not waste time to bank all the organisations procedure to workers at a stretch. Space out introductions. Orientation (or lack of it) will make a significant difference in how quickly an employee can become more productive, and also has long-term effects for the organisational efficiency, workers' effectiveness and overall organisational goal achievement (Hammed, 2006; & Covey, 2004).

#### **2.4 Review of Empirical Studies**

This study attempts to review some empirical submissions of scholars that are germane to organisational and individual factors as correlates of workers' job involvement in the civil service establishments in Oyo state, Nigeria. The followings are the empirical studies:

Akide, (2004) in his study of workers involvement in jobs, states that more awareness is being created with regards to incorporating gender perspectives in policy-making and adoption of gender-inclusive approaches in the implementation development

related goals to empower workers. McDonald (2000) attributes the increase of workers' job involvement in organisations is due to the bread winner mode that has changed in Western societies towards a gender-equality model especially in institutions of education and market employment, opening up considerable opportunities to workers' in organisations. Whereas, Lee, (2002), made his submission on workers that throughout the twentieth century, the percentage of male workers married to full-time homemakers fell steadily due to their high rate of job involvement. A surge in the number of working mothers with children, female heads of households, and wives in dual worker families is producing economic and social realignments (Women's Bureau 1992, in (2007).

Yahaya (1999) describes workers' performance as the single greatest challenge facing management of organisations today; therefore, it is important for all organisations to find means by which they can assist the workers individually and collectively to attain higher level of job involvement while discharging their duties. Jaiyeoba and Jubril (2008) submit that administrative routine, workload, conflicting demands and roles between work and family were greatest sources of Nigerian workplace especially in the civil service establishments. However, there are several studies that have shown that the effects of workplace stress can easily be minimized through certain interventions (Adeyemo and Ogunyemi, 2005; Bankole and Kester, 2010; Akomolafe, 2011; Hassan and Alli, 2011; Akpan and Achibong, 2012).

Abraham (2000) found that although Emotional Intelligence was related to job involvement, it was moderated by the environmental characteristics like job control. Based on these results, it is not sufficient to hire emotionally intelligent employees and organisations must offer autonomy in decision-making. Coleman (2001), posited emotional intelligence at the most general level, refers to the abilities to recognise and regulate emotions in ourselves and in others. The results of his study showed that the salespeople of a national insurance company, who have strong emotional skills sold more than the weak ones. Allam (2002) examined job involvement of bank employees in relation to job anxiety, Individual Characteristics, job burnout, age and

gender. The result revealed that the job anxiety, Job burnout, age and gender were significantly related to job involvement.

Gede and Lawanson (2011), in their study which investigated the relationship existing between employee characteristics and job performance in Bayelsa State Ministry of Education submit that there is a significant relationship between gender and job performance of workers. This result is an indication that workers' gender affects their performance level. Their result also reveals that there is a significant relationship between educational level and job performance of workers. On experience of workers, they submitted that there is a significant relationship between experience and job performance of employees. Whereas, Ogbonna and Harris (2011), in their studies of Leadership style, organisational culture and performance conclude that leadership is crucial for organisational effectiveness. They stress further that the way by which the effects of the independent factors leadership affects organisational development and changes that increase performance is in the form of effect of leadership and organisational culture on the organisational commitment in context of logistics in industry.

Wong and Law (2002) found that there is a significant relationship between emotional intelligence and job satisfaction and job performance. According to Patra (2004) Emotional Intelligence can create a pleasant workplace and effect employees' job satisfaction, efficient management and organizational development. Rabinowitz and Hall (1977) in their review of literature on job involvement found that individual characteristics such as age, education, sex, tenure, need strength, level of control and values were linked to job involvement. According to Steers (Moorhead and Griffin, 1995), job involvement might be derived from personal factors such as age and years of service; it might also be due to organizational elements, such as participation in decision-making process and job security.

Ahman and Ansari (2000) conducted a study on craftsman from various small scale industries and noted that job involvement was influenced by the interaction between income and job tenure. Ashok (2002) found that when job involvement is low, the relationship one has with the company cannot be really strong. On the other hand when job involvement is high the relationship stays strong even at low level of satisfaction. Furthermore, while establishing the relationship between commitment and involvement, he observed that committed employees in marketing were low while the job involvement factors proved higher. Urguy and Kilic, (2009) conducted a research work on organisational commitment and job involvement and in his submission defined job involvement as the internalization of values about the work or the importance of work according to the individual. Job involvement may appraise the ease with which a person can be further socialized by an organisation. He went further and posited that organisational socialization is the process by which an individual understands the values, abilities, behaviours and social knowledge indispensable for an organisational role and for taking part as a member.

Mishra and Wagh, (2004) conducted a study on public and private sector executive on job involvement dimension. Two groups of executives differ significantly on mean score. Further, they pointed out that reward, work culture & environment, challenging job, delegation of authority & responsibility were found to be potential factors for job involvement. Ouyang, (2009) conducted a study to explore the caused relationship among the job involvement, job commitment, job stress and job performance of banking service personal under the economic depression. The empirical result of his study found that job instability of banking service personnel has negative influence on their job performance and job involvement. Furthermore, job instability has a significant positive influence on job stress; job stress has a positive influence on job involvement and job performance. The mediating effect of job stress and job involvement can positively influence job performance. The result further revealed that the most important factor is job involvement and second factor is job stress.

## **2.5 Theoretical Framework**

Theories help to clarify and give structures to concepts and facts inherent in the study by expressing relationship in empirical research. In other to understand this study the researcher has decided to critically explain facts and events which can be observed on both organisation and the individual in the civil service establishments. The theoretical framework for this study would therefore focus on the following two major theories germane to the research:

- Job Involvement Theory
- Individuality Theory

### **2.5.1 Job Involvement Theory**

Job involvement theory suggests that organisations should make good use of personal expectancy to inspire their workers. This is based on the rudimentary concept that inclination for an individual's action is determined by possible expected results and the relationship between the results and the action adopted. To take a different approach, job involvement for an employee is determined by his/her expectancy level, which results in incentives for action. If expectations are lower than the inducement provided by the organisation, job involvement will increase. That is to say, where workers' are not expecting too much, they will be content with the incentives provided by their employer and tend to put in their best. On the other hand, when expectations are higher than the inducement provided by the organisation then job involvement will decrease (Leung and Chen, 2007).

Kanungo (1982) submits that job involvement stands as individual's perception or belief identified with his/her job. He, further, shows the difference between job and work. He states that job means an individual's present work, while work means work in general'. Similar job involvement definition of Kanungo was presented by Guion (1958), Dubin(1956,1968), Siegel (1969) and Saleh and Hosek (1976) when they proposed four definitions for job involvement. These are "the job is of critical importance in personal life", "the individual will be actively involved in his/her own



job", "and the individual will recognise the influence of personal performance into self-esteem and, "the congruence between work performance and self-concept". They further suggest that whenever these four definitions are satisfied, the individual will be involved in his/her own job (Uygur & Kilic, 2009).

In the past few decades, management in organisations and other work-places have developed concern on how to ensure appreciable improvements of their workers level of job involvement and commitment. This is because they have come to realize that job involvement is the process of mutual understanding of an exchange between the individual employee and the employer. This situation occurs at the beginning period of such an individual becoming a worker in such an organisation. To perfect the relationship, there should be an understanding between the two of what each party has to give up and receive something of value, which may include workers' time, skills/competencies, educational attainments and so on, while the organisation too will be ready to part with something of value in terms of monetary and non-monetary incentives to get the best of the said workers high job involvement (Perrin, 2003).

Job involvement is seen as the psychological identification with a job. (Kanungo, 1982). This definition implies that a job involved person sees his/her job as an important part of his self-concept (Lawler & Hall, 1970), and that jobs define one's self-concept in a major way (Kanungo, 1982). Job involvement has been mainly and clearly linked to absenteeism (Blau, 1986; Farrell & Stamm, 1988; Shore, Newton, & Thornton, 1990; Scott & McClellan, 1990), and rate of turnover or intent to leave (Baba & Jamal, 1991; Husehid & Day, 1991; Ingram, Lee & Lucas, 1991; Shore, Newton, & Thornton, 1990). The well-documented correlate of job involvement is job satisfaction (Baba & Jamal, 1991; Elloy, Everett, & Flyn, 1991; Gerpott, 1990; Mathieu & Far, 1991; Paterson & O'Driscoll, 1990; Shore, Newton, & Thornton, 1990). A number of other attitudes and behaviours have also been linked to job involvement.

Job involvement has emerged as an important variable in organisational research. It has drawn the attention of management scientist and organisational psychologists.

This variable is being studied with different perspectives in the organisation. It has great value, importance and significance in organisational development (Urguy et al, 2009). Large numbers of studies have been conducted to see the job involvement among organisational employees. Lodhal and Kejner(1965) in (Urguy et al, 2009) defined job involvement as "the degree to which a person identified psychologically with his/her work and or the importance of work in his/her total self image". A worker's psychological identification with his work may be the outcome of his early socialisation process during which the individual may internalise the values about the goodness of work. Kanungo (1982) described job involvement as a cognitive state of uni-dimensional psychological identification from a motivational approach.

According to Lawler and Hall,(1970), and Blau,(1985), job involvement involves only a single aspect, namely the degree to which a person perceives the total work situation and to be central to his or her identity. Job involvement is a very important variable that helps workers join hands with the management of their employing organisation to increase organisational effectiveness so that the higher the level of employee's job involvement in an organisation, the more effective the organisation will be. Litinger (1982) has linked job involvement to the achievement motivation. He went further to describe employees with high job involvement as the goal-oriented people. However, those workers with low job involvement are characterized by an intense fear of failure. This is pointing to the fact that if workers' representatives are included in the decision-making body, given authority and responsibility and allowed to manage their affairs on the job, their speed of work and job involvement will increase (Purcell, 2003; Robinson, 2006).

The human resource department is not left out of job involvement level in organisation as the life-wire of activities and controller of personnel from top to the rock bottom menial messengerial worker. The human resource department must be accommodating enough so as to get information that could lead to a better use of man

and material because it is through adequate job involvement that workers could individually get the pedestal and meaning of their jobs. This will also help them to be able to work independently as well as perform other workers' assignment in case of absenteeism, or late coming. Finally, job involvement as earlier submitted is a function of personality traits of each worker and organisational factors put in place by the organisation which is the most realistic perspective of job involvement in the focused civil service establishments.

### **2.5.2 Individuality Theory**

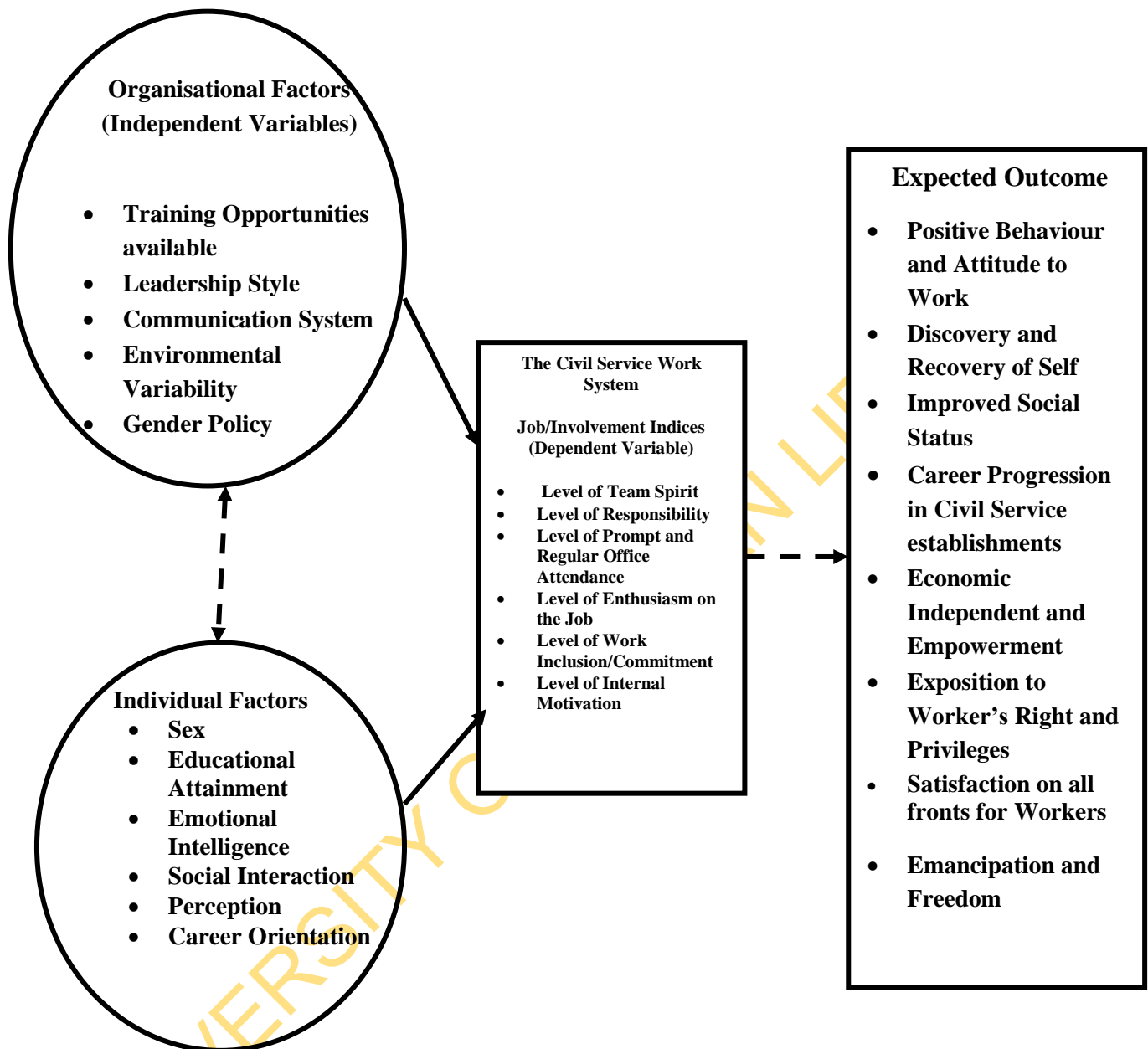
The relationship between personality theory and the individual worker on their job involvement level has been a frequently studied topic in industrial psychology in the past century (Barrick, Mount & Judge, 2001). Job involvement is a multi-dimensional construct which indicates how well the individual worker perform their tasks, the initiative they take and the resourcefulness they show in solving problems. Furthermore, it indicates the extent to which each individual worker complete tasks, the way they utilize their available resources, the time and energy they spend on their tasks (Boshoff & Arnolds, 1995; Schepers, 1994).

Job involvement could be affected by organisational and individual factors, such as the characteristics of the job, the organisation and co-workers (Hackman & Oldham, 1980; Strümpfer, Danana, Gouws & Viviers, 1998), and dispositional factors. Dispositional variables can be described as personality and individual characteristics, needs, attitudes, preferences and motives that result in a tendency to react to situations in a predetermined (predisposed) manner (House, Shane & Herrold, 1996). Job involvement is influenced by aptitude, need for achievement, self-regard, locus of control, affective temperament and the interaction between these constructs (Boshoff & Arnolds, 1995, Wright, Kacmar, McMahan & DeLeeuw, 1995).

Traditionally industrial psychologists have questioned the usefulness of personality measures in predicting the individual workers' job-related criteria (such as job involvement), because of pessimistic conclusions of early reviews of the topic (Guion & Gottier, 1965) and concerns that most personality measures are faked (Reilly & Warech, 1993). However, evidence has suggested that individual factors are valid predictors of diverse job-related criteria (Goldberg, 1993). Unlike many factors of cognitive ability, personality factors typically do not have an adverse impact on disadvantaged employees (Hogan, Hogan & Roberts, 1996) and thus can enhance fairness in personnel decisions. Recent research showed that personality dimensions are related to job involvement (Rosse, Stecher, Miller & Levin, 1998; Wright et al., 1995).

In this research, the relationship between individual factors and job involvement is studied from a trait perspective, and more specifically the five-factor model of personality dimensions as conceptualized by Costa and McCrae (1992). The various studies and literature (Barrick & Mount, 1991; Hough, Eaton, Dunnette, Kamp & McCloy, 1990; Salgado, 1997; Tett, Jackson & Rothstein, 1991; Vinchur, Schippmann, Sweizer & Roth, 1998) showed that various big five personality dimensions are related to job involvement. Barrick and Mount (1991) and Salgado (1997) found that conscientiousness is one of the best predictors of job involvement in the United States of America and Europe. De Fruyt and Mervielde (1999), Tokar and Subich (1997), Schneider (1999) and Vinchur et al. (1998) concluded that extraversion and conscientiousness predict job involvement in various organisations such as service-oriented or production concern. However, these studies have all been carried out elsewhere in the world and in other contexts.

**Figure 2: 1 CONCEPTUAL MODEL FOR THE STUDY**



This study was anchored on the above Conceptual Model in Figure 2.1 which represents the researchers' view of Organisational and Individual Factors and workers Job Involvement in the civil service establishments. It also gives the researchers expected outcome on the study.

Based on the two theories earlier presented, the study would try to bring together the core components to give room for a proper analysis. The conceptual model given above explains the process and will assist in giving the explanation required for the method by which the study shall be carried out. Vroom (1964) dwells on three concepts namely expectancy, instrumentality and valence. Expectancy stands as the perceived likelihood that a particular level of job involvement will be produced if given some effort. Instrumentality is the anticipation of an incentive received when a particular level of job involvement is reached, while valence indicates the perceived value of incentive. Amuno (1989) has supplied an equation to Vroom's theory, thus:  $\text{Force} = \text{Value} \times \text{Expectancy}$ . If a worker is indifferent to achieving a certain goal, or has no motivation to achieve a goal, both Valence and Expectancy will record zero respectively.

Therefore, the force exerted is dependent on the Valence which in the study is the workers' job involvement indices (workers levels of team spirit, responsibilities, prompt and regular office attendance, enthusiasm on the job, work inclusion/commitment and internal motivation) and expectancy which is the workers' expected outcome (positive behaviour and attitude to work, discovery and recovery of self, improved social status, career progression in the civil service establishments, economic independent and empowerment, exposition to workers' right and privileges, satisfaction on all fronts for workers, emancipation and freedom). Studies as submitted by the under-listed authorities have shown that motivation arising from values of expectancy, instrumentality and valence are positively associated with workers job involvement (Maslow 1990; Mathieu & Farr 1991; Paullay, Aliger & Stone-Romeo 1994; Pinder 1998; & Mirhashemi 2008).

This conceptual model as theorized by Vroom (1964) reveals that an individual worker makes conscientious effort to improve on his/her job involvement level and how to go about his or her schedule of duty within the civil service establishments. Some of the problems faced by workers in the civil service establishments include the non-availability of some recognised organisational factors when the unavailable

commensurate to the needed level. The workers in the civil service establishments could be motivated by some organisational factors like, (training opportunities available, leadership style, communication system, environmental variability and gender policy). Thus, the instrumentality as stipulated in Vroom's theory will however not be complete if we fail to consider the workers personality factors like, (gender, educational attainment, emotional intelligence, social interaction, worker's perception and their career orientation).

In the conceptual model for the study, and in view of Vroom's (1964) model on motivation at work-place, expectancy stands as the perceived likelihood that a particular level of job involvement will be reached if given some efforts. (positive behaviour and attitude to work, discovery and recovery of self, improved social status, career progression in the civil service establishments, economic independent and empowerment, exposition to workers' right and privileges, satisfaction on all fronts for workers and emancipation and freedom). Instrumentality stands as the organisational and individual factors which are the anticipated incentives from the organisation and the workers' innate variables earlier mentioned in the conceptual model will bring about some positive outcome that will benefit both the workers, the civil service establishments, government and the general public.

## **2.6 Appraisal of Literature**

Studies of related literature through available training in organisation, leadership style, communication system, environmental variability and gender policy. These are needs that must be satisfied for organisational achievement and workers career progression in civil service establishments. This will help workers' high job involvement and enhance their status, marital life, officially and otherwise through mentoring or networking with other workers in other fields of endeavour. Workers are able to achieve better personal and organisational prospects because they are involved in jobs. This study will help workers develop positive personality traits,

display love and ability to accommodate and flow with others within the focused civil service establishments.

Job involvement is a function of individual differences and the work situation. It describes the process of internalising the importance of work based on individual worker. But the problem with some workers job involvement has to do with the level of satisfaction that such a worker can derive on it that could help him/her meet certain desires. Whereas, a highly involved worker makes the job a central part of his/her character and focuses most of their attention on their job (Hackett, Lapierre & Hausdorf, 2001).

Emotional Intelligence is one of the most important concepts introduced to psychology and management in the last decade. Thorndike (1920) who proposed the concept of social intelligence defined it as "the ability to understand and manage men and women, boys and girls to act wisely in human relationships". Following this theory, Gardner (1983) in his seminal work on the theory of multiple intelligence, described the personal intelligence as the "knowledge of the internal aspects of a person. Access to one's feeling in life, one's range of emotions, the capacity to effect discriminations among these emotions and eventually to label them, and to draw upon them as a means of understanding and guiding one's own behaviour". Salovey and Mayer (1990) defined EI as "the ability to monitor one's own and other's feelings and emotions, to discriminate between them, and to use the information to guide one's thinking and actions". Therefore if one is able to control his/her emotions in the workplace, one could attain high job involvement.

Having healthy relationships with colleagues can increase job involvement and this boosts morale of workers in organisations. Kahn, (2004) submits that the more a worker enjoys support from an organisation, the better job he or she will do. Kahn, a personal coach and psychologist in Severna Park further postulated that; "it creates the spirit of a team and helps you deal with the pressure of the job." Here, the worker is free enough to get the manager listen and complain or discuss with an understanding head of department the cause of coming late to work.



Workers perception about the job will influence their job involvement positively or negatively depending on their opinion, views and feelings of the organisational factors put in place by their employers. Self-concept is distinguishable from [self-awareness](#), which refers to the extent to which it is defined, consistent, and currently applicable to one's [attitudes](#) and [dispositions](#) (Ayduk, Ozlem; Gyurak, Anett; Luerssen, Anna, 2009). Self-concept also differs from self-esteem: self-concept is a cognitive or descriptive component of one's self (e.g. "I am a fast runner"), while [self-esteem](#) is evaluative and opinionated (e.g. "I feel good about being a fast runner"). The perception people have about their past or future selves is related to the perception of their current selves. The temporal self-appraisal theory argues that people have a tendency to maintain a positive self-evaluation by distancing themselves from their negative selves and paying more attention to the positive one. In addition, people have a tendency to perceive the past self less favourably (e.g. "I'm better than I used to be") and the future self more positively (e.g. "I will be better than I am now").

Career-Orientation was coined by Schein (1978) as a description of the occupational self-concept of an individual. This author sees career-orientations as the individual's self-perceived clusters of skills, needs, and expectations evolving the development of a career in organisations. An investigation into the relationship between career-orientations and job involvement was done by Mouton, (1998). On the final analysis, relevant theories and literature examined for the purpose of this study were able to highlight researchable questions. These questions will be the basis on which the research methodology of this study will be based to attain appropriate analysis.

However, workers' non-challant, uncommitted, lackadaisical and sitting on the fence attitude in the civil service establishments in Oyo state, needed to be given appropriate attention. Therefore, the study is set to apply some recognised organisational and identified individual factors to assist in understanding the root causes of the low job involvement among the civil servants in Oyo State.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Research Design**

The research design adopted for the study was the descriptive survey design of the *ex-post facto* type. The main aim of the researcher is to observe the various manifestations of the dependent variable (job involvement) and the predicting power of the independent variables (organisational and individual factors) on it. This research design was adopted since the event or the variables being observed in the study had already occurred and the researcher does not have the power nor intend to manipulate them.

#### **3.2 Population for the Study**

The population consisted of workers (senior and junior cadres) in Federal and State ministries in Oyo State, Nigeria; who have been in employment of the civil service establishments under study for not less than five (5) years.

#### **3.3 Sample and Sampling Technique**

A combination of sampling techniques was adopted for the study. The purposive sampling technique was employed to select twelve (12) ministries involving six (6) organisations each from the federal and state ministries in Oyo State. The reason for the choice of purposive sampling technique is because I want to look at Ministries where I could find same characteristics in the Federal civil service establishments and its counterpart in the State civil service establishment. Another reason is because I was looking for Ministries that is well populated so that the data received at the end of the study will not be too few. Also, the stratified random sampling technique was employed to select the respondents who were carefully selected from the main population in order to ensure they possess similar characteristics. This consists of workers in junior and senior cadres selected from the civil service establishments. Thus a total of eight hundred and twelve (812) respondents were used for the research work.

**Table 3: 1.**  
**The Population & Sample Size Chosen for the Study**

S/ N	TYPE OF ORGANISATION	NAME OF ORGANISATION	TOTAL POPULATION MANAGERS ON G.L 07-16	SAMPLE CHOSEN ON WORKERS G.L. 07-16	TOTAL POPULATION OF WORKERS ON G.L 1-6	SAMPLE CHOSEN ON WORKERS G.L 1-6	TOTAL SAMPLE SIZE SELECTED
1	State Ministry	State Ministry of Information & Orientation	70	21	16	5	26
2	" "	State Ministry of Lands & Housing	59	18	128	39	57
3	" "	State Ministry of Works	409	125	340	102	227
4	" "	State Ministry of Health	202	63	109	33	96
5	" "	State Ministry of Environment & Habitat	166	50	74	22	72
6	" "	State Ministry of Agric & Rural Development	305	94	333	100	194
7	Federal Ministry	Fed. Ministry of Information and National Orientation	23	7	5	2	9
8	" "	Fed. Ministry of Lands & Housing	79	24	18	5	29
9	" "	Fed. Ministry of Works & Transport	121	38	27	8	46
10	" "	Fed. Ministry of Health	63	19	2	-	19
11	" "	Fed. Ministry of Environment	37	11	7	2	13
12	" "	Fed. Ministry of Agriculture and Rural Development	67	20	12	4	24
		<b>TOTAL</b>	<b>1601</b>	<b>490</b>	<b>1071</b>	<b>322</b>	<b>812</b>

Source: *Field Survey, 2015*

### **3.4 Instrumentation**

The instruments used for the execution of the study consist of quantitative (questionnaire) and qualitative technique of In-Depth-Interview which were in two sections, A. B. Section A of the instruments focused on the demographic information of the respondents having such required information as: sex, age, marital status, length of service, educational qualification and rank. The section B of the study utilized three main (3) sets of self-structured questionnaires for data collection covering each major variable inherent in the study. These three (3) instruments were tagged: Organisational Factors' Scale, Individual Factors' Scale and Workers' Job Involvement Scale. These were complemented with the qualitative method of In – Depth – Interview (IDI) earlier mentioned.

#### **3.4.1 Organisational Factors' Scale**

This scale is a self-structured questionnaire developed by the researcher. It was based on a four (4) point-rating scale ranging from (4=very high, 3=high, 2= very low and 1= low). It contained 38 questionnaire items on all the organisational factors (training opportunities, leadership style, communications system, environmental variability and gender policy). The questionnaires were subjected to face and content validity through criticisms from experts, while the test-retest was used in determining its level of reliability. The criticism and suggestions made by the researcher's supervisor as well as experts in the field of Adult Education and Industrial education who helped to ensure the validation of the instruments. Thereafter, the reliability of the scale was ascertained by administering sixty (60) questionnaires to civil servants, five to each Ministry making ten (10) each to the Federal and State Ministry of Information, Lands and Housing, Health, Works, Environment and Agriculture in Ogun State. This was done while the reliability coefficient value of 0. 72 were obtained from the pilot test using the Pearson Product Moment Correlation (PPMC) statistics.

#### **3.4.2 Individual Factors' Scale**

This scale is a self-structured questionnaire developed by the researcher. It is on a four point rating scale basis ranging from (4=very high, 3=high, 2=very low and 1=low). It contains 36 questionnaire items on all the independent individual factors used for the

study were; (gender, educational attainment, emotional intelligence, workers social interaction, worker's perception and career orientation). The questionnaires were subjected to face and content validity through criticisms from experts, while the test-retest was used in determining its level of reliability. The criticism and suggestions made by the researcher's supervisor as well as experts in the field of Adult Education and Industrial education who helped to ensure the validation of the instruments. Thereafter, the reliability of the scale was ascertained by administering sixty (60) questionnaires to civil servants five to each Ministry making ten (10) to the Federal and State Ministry of Information, Lands and Housing, Health, Works, Environment and Agriculture in Ogun State. This was done while the reliability co-efficient value of 0.78 were obtained from the pilot test using the Pearson Product Moment Correlation (PPMC) statistics.

### **3.4.3 Workers' Job Involvement Scale**

The workers' job involvement scale is a self-structured scale developed by the researcher. It contains 38 questionnaire items on all the dependent job involvement variables used for the study which were; (team spirit, sense of responsibility, prompt and regular office attendance, enthusiasm on the job, work inclusion/commitment and internal motivation). This deals with the measurement of job involvement among worker's in the selected civil service establishments. It is on a four point rating scale basis ranging from (4=very high, 3=high, 2=very low and 1=low). The questionnaires were subjected to face and content validity through criticisms from experts, while the test-retest was used in determining its level of reliability. The criticism and suggestions made by the researcher's supervisor as well as experts in the field of Adult Education and Industrial education who helped to ensure the validation of the instruments. Thereafter, the reliability of the scale was ascertained by administering six (60) questionnaires to civil servants five to each Ministry making ten (10) to the Federal and State Ministry of Information, Lands and Housing, Health, Works, Environment and Agriculture in Ogun State. This was done while the reliability co-efficient  $\otimes$  value of 0.80 were obtained from the pilot test using the Pearson product moment correlation (PPMC) statistics.

### 3.4.5 In – Depth – Interview

The qualitative method of In-depth-Interview (IDI) was used as supplement/complement to the questionnaires in order to ensure that some information that may not be captured by the survey technique was captured through mutual interaction of the researcher with the respondents. Moreover, the use of questionnaire alone might not be enough to serve the purpose of getting adequate and expected pieces of information from the respondents as desired. A total of twelve (12) IDI sessions were conducted with one key respondent each from the twelve organisations selected for the study. The IDI sessions were conducted with the aid of discussion guide and tape recorder to assist the researcher in storing responses from respondents apart from note taking.

NAME OF ORGANISATION	LOCATION OF IDI	NO OF SESSION	DATE	NO OF RESPONDENTS PER SESSION
State Min. of Information& Nat. Orientation	OYO STATE	1	24/09/ 2015	1
“ “ of Lands & Housing	“	1	14/09/2015	1
“ “ of Works & Transports	“	1	14/10/2015	1
“ “ of Health	“	1	13/10/2015	1
“ “ of Environment& Water Resources	“	1	30/09/2015	1
“ “ of Agriculture &Rural Development	“	1	24/09/2015	1
Fed Min. of Information& Nat. Orientation	“	1	04/11/2015	1
“ “ of Lands & Housing	“	1	04/11/2015	1
“ “ of Works & Transports	“	1	29/10/2015	1
“ “ of Health	“	1	04/11/2015	1
“ “ of Environment	“	1	16/09/2015	1
“ “ of Agriculture & Rural Development	“	1	21/10/2015	1

#### Sub Themes for IDI:

1. Organisational Factors and Job Involvement.
2. Individual Factors and Job Involvement
3. Job Involvement Factors and workers’ overall-career prospects.
4. Type of Organisation/Department/Units and Job Involvement.

### 3.5 Procedure for Data Collection

The researcher employed the help of twelve (12) research assistants, who were selected from the focused civil service establishments. The three sets of questionnaire were

administered by these assistants who had been pre- trained for administration so as to facilitate prompt, time-saving and hitch-free administration of the instruments. This helped the researcher to get correct and adequate information from respondents since the administration departments were involved while the senior and junior members of staff were used as participants in the various civil service establishments under focus.

### **3.6 Method of Data Analysis**

The data collected through the questionnaires was coded and analysed for the purpose of the study. The descriptive statistical tools were employed using frequency counts, simple percentages for demographic data. Chi-square analysis and t-test analysis were used for the research work proper. This entailed the use of Pearson Product Moment Correlation (PPMC), Multiple Regression Analysis (MRA) and t-test and the qualitative data collected through the IDI sessions were content- analysed.

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## CHAPTER FOUR

### RESULTS AND DISCUSSIONS OF FINDINGS

This chapter presents and discusses the result of data collected on the field from the respondents as well as the discussions of the findings based on the research questions answered and hypotheses tested. The chapter is divided into two parts: A and B. Part A gives the summation which deals with the demographic characteristics of the respondents used for the study, while Part B deals with the presentation and interpretation of the data collected from the respondents on the test of contributions and strength of the relationship among the dependent and independent variables inherent in the study. Thus the presentation of results and findings were done and explained in tables, bar and pie charts followed with interpretations and discussions.

#### PART A

##### Analysis of Demographic Characteristics of the Respondents

This section deals with the presentation of analysis of data on the demographic characteristics of the respondents as contained in the first section of the research instruments administered on the respondents. The information contains six types of demographic information regarding respondents' sex, age, marital status, length of service, educational qualification and the rank of all respondents with the aim of drawing inferences and deductions.

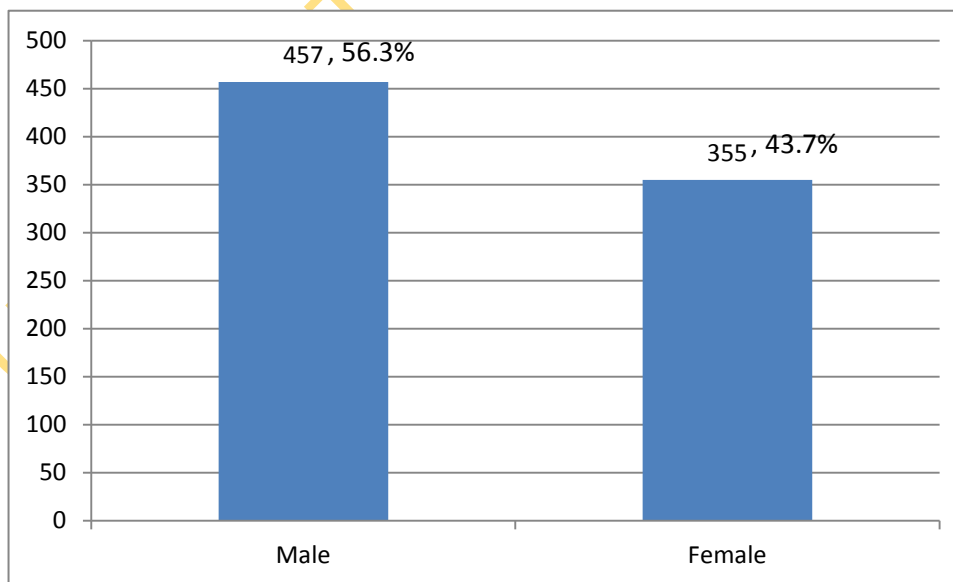
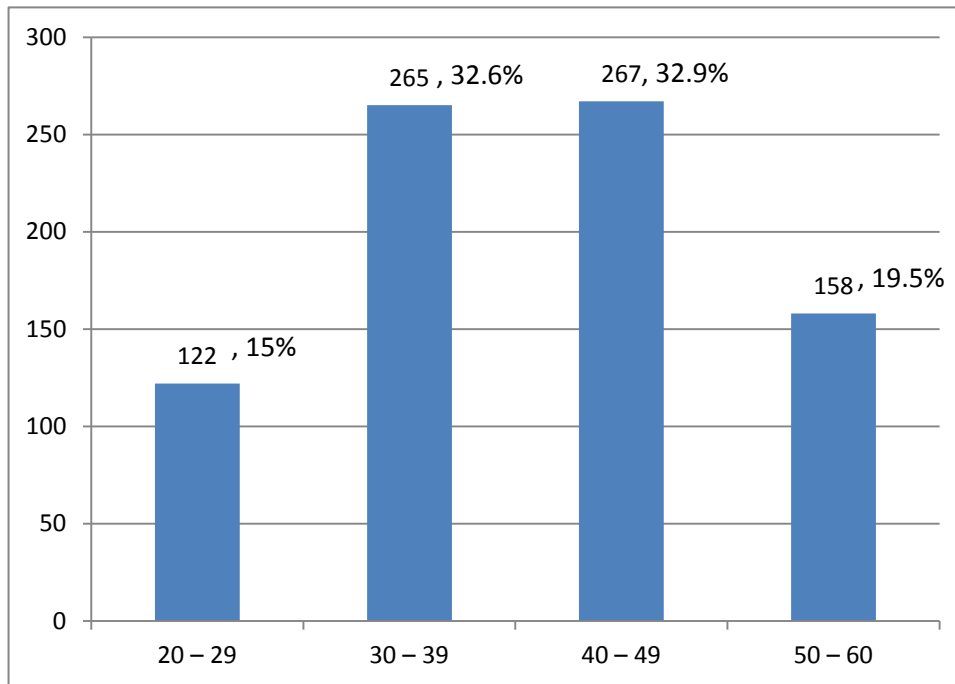


Figure 4.1: Sex Distribution of Respondents

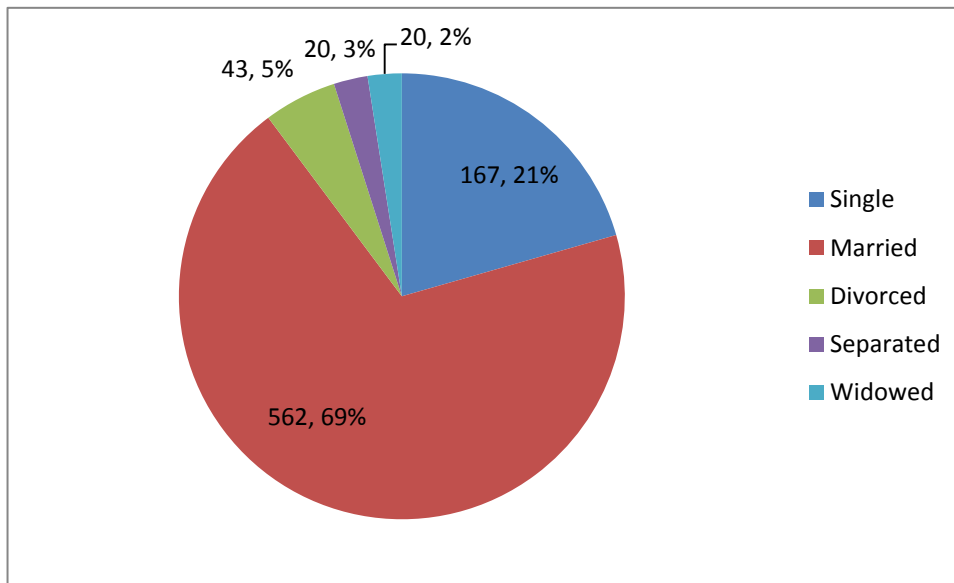


Figure 4.1 showed that 56.3% of the respondents were males while 43.7% of them were their female counterparts. This showed that more male participated than female in the study.



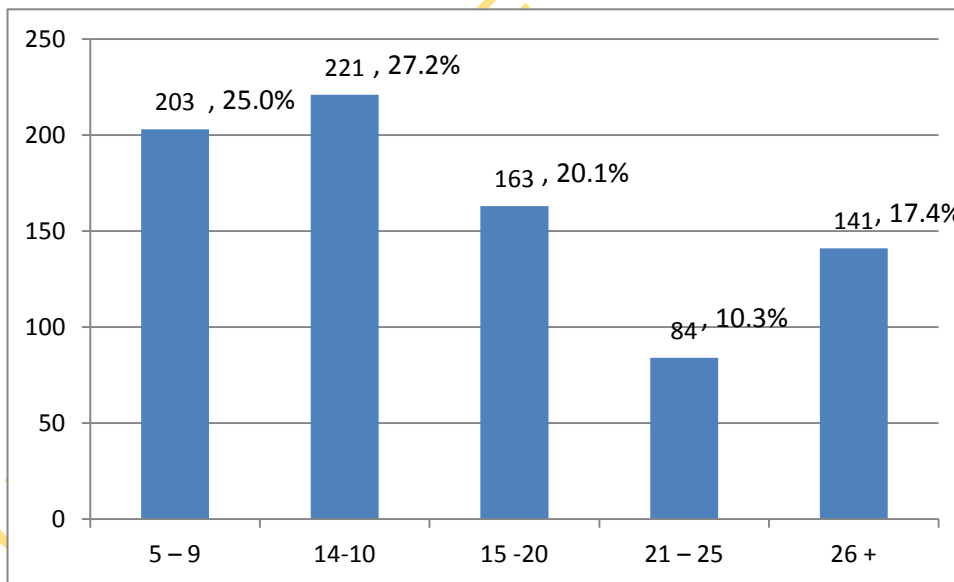
**Figure 4. 2: Age Distribution of Respondents**

In Figure 4.2 it is shown that 15.0% of the respondents aged between 20-29 years, 32.6% were aged between 30-39 years, 32.9% aged between 40-49 years while the rest 19.5% were between ages 50-60. The mean age of the study's participants was 41.1% while the standard deviation is 9.5%. This showed that about 80.0% of the respondents were in their prime age, which ordinarily where the optimal performance and full involvement of any employee on his/her job could be realised/attained.



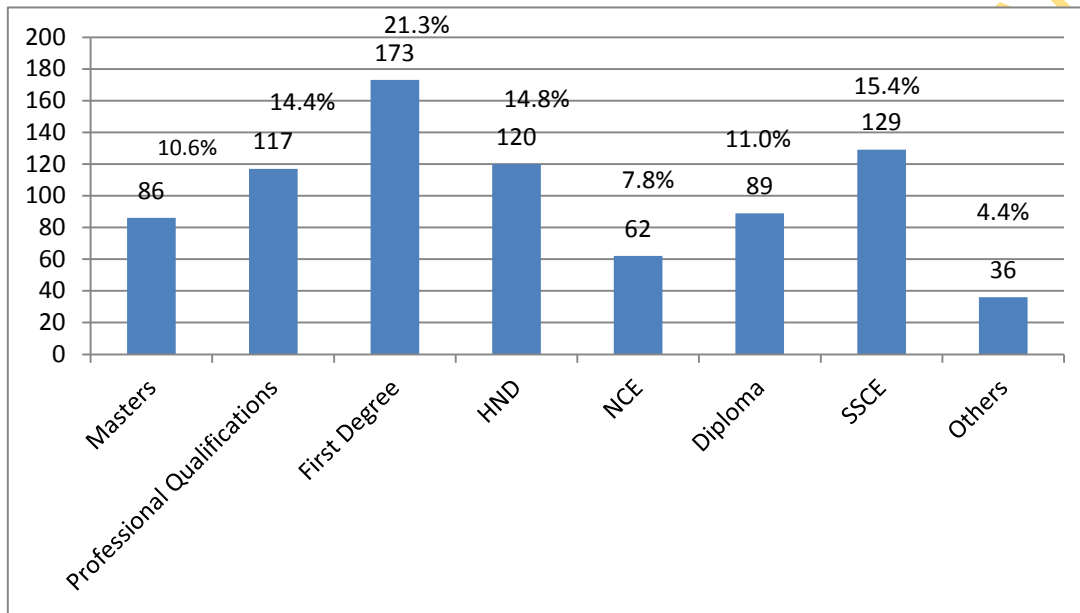
**Figure 4.3: Marital Distribution of Respondents**

In Figure 4.3 it is showed that 20.3% of them were singles, 69.21% were married. Also, 5.3% were divorced, 2.46% were separated from their spouses and finally 2.46% were widows. This implies that over half of the respondents have one marital or social responsibility which determines workers' level of job involvement.



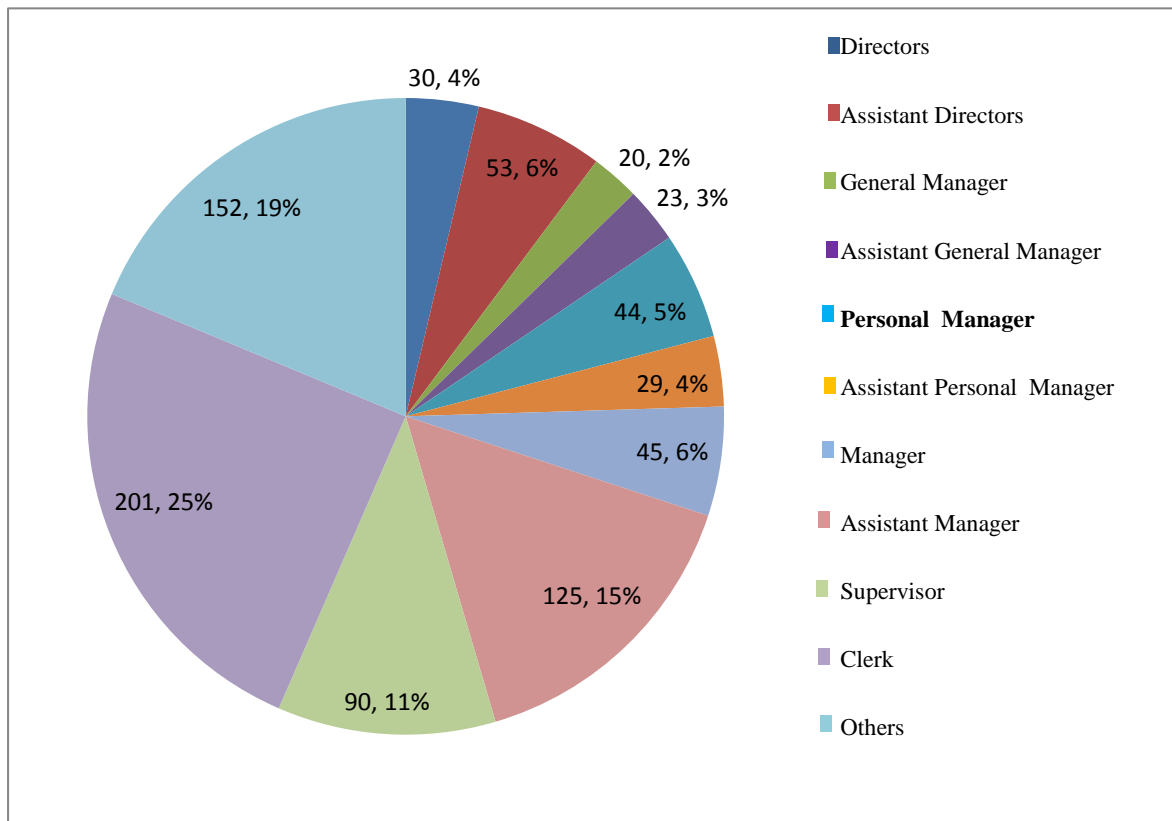
**Figure 4.4: Length of Service Distribution of Respondents**

In Figure 4.4 the respondents in the first range of length of service of 5-9 were 25.0%, 10-14 years were 27.2%, 15-20 years were 20.1%, 21-25 were 10.3% while the last range of 17.4% were 26 years and above in service. This is an indication that a larger majority of the respondents could vividly assess their level of job involvement, having stayed long in the service. They could also easily attribute such job involvement level to certain reasons within and outside the service.



**Figure 4.5: Educational Qualification Distribution of Respondents**

Figure 4.5 shows that 10.6% of the respondents had Master degrees, 14.4% possess different Professional Qualifications, 21.3% had first degree certificates, 14.8% possess HND, 7.8% possess NCE, 11.0% had diploma, 15.4% were SSCE holders while the rest 4.4% were holders of other additional qualifications. This shows that many of the workers in the civil service establishments were sufficiently educated and as such can independently respond to questionnaire items with a view to determine their level of job involvement in the civil service. This is, therefore, an indication that the result in this study were not predetermined nor imposed on the respondents by the researcher; they are absolutely the opinion of the sampled respondents.



**Figure 4.6: Rank/Designation Distribution of Respondents**

Figure 4.6 shows the distribution of respondents by designation on the job. Hence the workers starting with directors were 3.7%, assistant directors were 6%, general managers were 2.5%, assistant general managers were 2.83%, personnel managers were 5.4%, assistant personnel manager 3.6%, manager 5.54%, assistant manager 15.4%, supervisor were 11.1%, clerk were 24.8%, while the rest were others and they were 19%. This shows that the lower cadre of workers was higher in number in the civil service establishments. The indication of the result on the designation of the respondents is that the sampled respondents covered all rank and strata within the civil service.

## PART B

### Analysis of Research Hypotheses and Research Questions

#### 4.2 Testing of the Hypotheses and Research Questions for the Study

*Joint predictions of organisational and individual factors on the level of workers' job involvement in the Oyo State civil service*

**RQ<sub>1</sub> What is the predictive strength of Organisational and Individual Factors on Workers' Job Involvement in the Civil Service Establishments in Oyo state, Nigeria?**

**Table 4.1a: Analysis of Variance (ANOVA) Table showing Organisational and Individual Factors and Workers Job Involvement**

(ANOVA) Analysis of Variance					
Model	Sum of squares	Df	Means square	F	P
Regression	122.982	2	61.491	723.42	<.05
Residual	68.522	809	.085		
Total	191.503	811			

$R = 0.801$ ,  $R^2 = 0.642$ , Adjusted  $R^2 = 0.637$ , Std Error = .29266 – Standard Error estimate

#### **Interpretation**

It is shown in the Table 4.1a that the joint effect of the two composite independent variables organisational and individual factors on workers' job involvement was significant ( $F = 723.42$ ;  $R = 0.801$ ;  $R^2 = 0.642$ ; Adj.  $R^2 = 0.637$ ;  $P < .05$ ). Besides, 63.7% of the variance in the respondents' workers job involvement was accounted for by all predictor variables when taken together, while the remaining 36.3% was due to chance. This, therefore, reveals that workers job involvement level of civil servants in Oyo state, to a large extent is being determined by combination of the two independent variables.

## Discussion of Findings

The study in Table 4.1a reveals the effects of the two independent variables (organisational and individual factors) on job involvement. The combination of the two composite predictions impacted on civil servants' job involvement levels though on a relative degree. This study, therefore, in tune with, (Allen & Meyer 1990; Wright 2004; Castaing 2005; Saks 2006; Harder 2008; and Urguy & Kilic, 2009) who submitted in their various studies on job involvement have shown that either individually or collectively, the independent variables do impact on the dependent variable job involvement of an average civil servant in the civil service establishments in Oyo state, Nigeria. The study further revealed that this variable is being studied with different perspective in the organisations. It showed that the independent variable (organisational and individual factors) on the dependent variable (workers' job involvement) has great value, importance and significance in organisational development (Urguy *et al* 2009). Large numbers of studies have been conducted to see the job involvement among organisational employees. Lodhal & Kejner (1965) in (Urguy *et al* 2009) defined job involvement as "the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self-image". This result was further buttressed with the qualitative information gathered by the researcher through IDI sessions.

Specifically, one interviewee in one of the IDI sessions submitted thus:

*A respondent has this to submit:*

*I am a mechanic/driver in this ministry and have been employed here since 1994 (21years). Mummy when they send us on training here, we pay for ourselves, except when the training concerns us and the boss. It is even the nice bosses that allow you to sleep in his hotel room, if not the car is your bedroom. On leadership style, people are different, but some bosses could be brotherly/fatherly while some are really bosses. When there are issues that concern us some bosses carry us along by telling us to be praying over so, so and so, while to some all you see is the memo. On the environmental issue, we manage it like that since our vehicle is our office; I try to make my car clean always. There is no gender disparity, as I have never seen female drivers in Nigeria; the job is left for the men to drive bosses around. I also enjoy the work, I feel good and happy.*

*IDI, Federal Ministry of Environment Oyo State, 16/9/2015*

**Table 4.1b: Relative Effects of Organisational and Individual Factors and workers' Job Involvement**

Model	Unstandardized Coefficient		Standardized Co-efficient	t	P
	B	Std. Error	B		
Constant	-6.618	1.151		-5.750	<.05
Organisational Factors	.381	.022	.420	17.229	<.05
Individual Factors	.490	.021	.556	22.805	<.05

### Interpretation

Table 4.1b shows relative contribution of each of the independent variables. In terms of the magnitude of contribution, individual factors made the most potent contribution to the workers job involvement ( $\beta = .556$ ,  $t = 22.805$ ,  $P < .05$ ) while organisational factors had this value ( $\beta = .420$ ,  $t = 17.229$ ,  $P < .05$ ). It is noted from the above results that individual factors made the most potent contribution to workers job involvement as it predisposes it and was followed by organisational factors.

### Discussion of Findings

The result showed the relative effect of individual factors having higher significant impact on job involvement; while the organisational factors had low significant effect on the dependent measure. This result in effect disagrees with the findings of Ouyang (2009), who in his research work explored the relationship among the job involvement, job commitment, job stress and job performance of banking service personnel under the economic depression. The empirical result of his study found that job instability of banking service personnel had negative influence on their job performance and job involvement. Furthermore job instability had a significant positive influence on job stress; job stress had a positive influence on job involvement and job performance. The mediating effect of job stress and job involvement can positively influence job performance the result further revealed that the most important factor was job involvement and second factor was job stress.

Job involvement was influenced by the interaction between income and job tenure Ahman & Assan (2000). The establishment of relationship between commitment and involvement revealed that committed employees in marketing industry were low while job involvement factors proved higher, (Ashok, 2002). Urguy & Kilic (2009), submit that job involvement may appraise the ease with which a person can be further socialized by an organisation. He went further and posited that organisations socialisation is the process by which a worker understands the values, abilities, behaviour and social knowledge are indispensable for an organisational role and for taking part in it as a member.

*Another interviewee has this to say:*

*I have been in the state Ministry for over twenty years, and had no regrets at all. She has enjoyed working in various ministries, has enjoyed office-sponsored trainings, enjoys working with her boss as the leadership style employed is friendly, and the communication system is good. The environment is conducive and the policy adopted is gender friendly. Although she did not forget to inform us that she works with the director which makes her enjoy all these benefits and our job involvement is high he concluded.*

*IDI, State Ministry of Environment Oyo State, 30/9/2015*

**Table 4.1c: Correlation Matrix Table Showing Relationship between Organisational and Individual Factors and Workers' Job Involvement.**

Variable	Mean	SD	1	2	3
Constant	58.61	19.67	1		
Organisational Factors	64.18	23.89	.748	1	
Individual Factors	62.31	22.16	.674	.718	1



## **Interpretation**

It is noted from the above results in Table 4.1c that individual factors made the most potent contribution to workers job involvement as it predisposes it and was followed by organisational factors. Table 4.1c also shows that there was a significant relationship among the independent variables (organisational and individual factors) and the dependent variable (workers job involvement). Organisational factors ( $r = .748, p < 0.05$ ) and individual factors ( $r = .674, p < 0.05$ ).

## **Discussion of Findings**

Table 4.1c revealed that there was a significant relationship among the independent variables (organisational and individual factors) and the dependent variable (workers job involvement). Organisational factors ( $r = .748, p < 0.05$ ) and individual factors ( $r = .674, p < 0.05$ ). Table 4.1c also shows that there was a significant relationship among the independent variables (organisational and individual factors) and the dependent variable (workers job involvement). Organisational factors ( $r = .748, p < 0.05$ ) and individual factors ( $r = .674, p < 0.05$ ). The study like others before it also reveals the effects of the two independent variables on job involvement. The combination of the two composite predictions impacted on civil servants' job involvement levels though on a relative degree. This study, therefore, in tune with Allen & Meyer (1990), Wright (2004), Castaing (2005), Saks, (2006), Harder, (2008) and Urguy & Kilic, (2009), have shown that either individually or collectively, the independent variables do impact on the dependent variable job involvement of an average civil servant in the civil service establishments in Oyo state, Nigeria.

The study further revealed that these variables are being studied with different perspective in the organisations. It showed that the independent variables (organisational and individual factors) on dependent variable (workers' job involvement) have great value, importance and significance in organisational development (Urguy *et al*, 2009). Large numbers of studies have been conducted to see the job involvement among organisational employees. Lodhal and Kejner(1965)

in (Urguy *et al*, 2009) defined job involvement as "the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self-image". This result was further buttressed with the qualitative information gathered by the researcher through IDI sessions.

**RQ<sub>2</sub> What Is the Level of Worker’s Job Involvement in civil Service Establishments in Oyo State?**

**Table 4.2: Percentage Showing the Levels of Job Involvement of Civil Servants in the Civil Service Establishments in Oyo State**

Variables	VH	%	H	%	L	%	VL	%	Total % L & VL	Total % VH & H
Team Spirit	100	12.3	160	19.7	180	22.2	372	45.8	30.0	68.0
Sense of Responsibility	220	27.1	100	12.3	80	9.9	412	50.7	39.4	60.6
Prompt and Regular Office Attendance	140	17.2	80	9.9	140	17.2	452	55.7	27.1	72.9
Enthusiasm on the Job	220	27.1	60	7.4	60	7.4	472	58.1	35.5	64.5
Work Inclusion/Commitment	200	24.6	80	9.9	180	22.2	352	43.3	34.5	65.5
Internal Motivation	280	34.5	40	4.9	140	17.2	352	43.3	39.4	60.5

The Table 4.2 showed workers Team-Spirit level which revealed a very low percentage (30.0%) of workers job involvement regarding team spirit among civil servant in Oyo state civil service establishments. This reveals that workers in Oyo state civil service do not possess team spirit. This makes workers work contrary to laid-down and systemic rules and this gives room for them to cause colleagues to do it the best way they know and this could hinder the realisation of goals and objectives of the organisation.

Again, an absolute low level percentage (39.4%) of workers’ responsibility was recorded against workers’ job involvement among civil servants in Oyo state civil service establishments. This gave an exposition to the fact that civil servants shy away from work by sharking responsibilities and seem not ready to carry out their schedule of duties to the satisfaction of their employers. Also, prompt and regular

office attendance among civil servants was as low as (27.1%). This can cause total loss or reduced level of production and low morale in an organisation. From the study it is discovered that workers in Oyo state civil service establishments have developed strong love to late-coming and absenteeism because they have refused to make prompt and regular office attendance their way of life. This is detrimental to the growth of the establishments under study.

Also, the level of workers enthusiasm on the job showed that all the study respondents (35.5%) had low enthusiasm about the job they do. This is an indication that they are not positively disposed, interested, neither are they encouraged to put in their best thereby leading to the organisation not being able to attain its goal. The level of workers work inclusion/commitment having (34.5%) also revealed a low level of work inclusion/commitment among civil servants in Oyo state. It is discovered from the study that where workers feel unwanted, left out or kept out of certain procedures and duties in the work-place they tend to withdraw and take a sit down and look style which will lead to low job involvement. The level of internal motivation which is (39.4%) revealed a very low workers job involvement among civil servants in Oyo state, Nigeria. This is sequel to the fact that where workers' are not motivated through monetary and non-monetary incentives their level of job involvement will definitely be low. The summary of this study showed that the level of job involvement of civil servants in civil service establishments in Oyo State, Nigeria is very low.

Furthermore, the findings of this study tallies with the study as submitted by Salami, (2014), in Anikpo (1984) was of the view that there is a myth **about the nature and work life of an average civil servant in Nigeria due to non-challant attitude and high sense of complacency among the civil servants.** Thus, Salami (2014:3) submitted that:

*there are evidences of low performance among the civil servants in the task specific behaviours which include those behaviours that an individual undertakes as part of a job and are the core substantive task.... Even low commitments are recorded in the written and oral communication tasks activities....*

The above gives an exposition into the negative and low degree to which civil servants are involved in their jobs depicting a bad civil service job involvement. Many civil servants display nonchalant, uncaring and non-committal attitude towards goal achievement within the system. This is a situation that seems in the long run to bring about low job involvement, frustration, ineffectiveness, and low workers' participation in the civil service. The consequences of these on the worker are inability to attain career prospects and self-development which eventually constitute barriers to economic growth, development and industrial expansion for the worker, the organisation and the larger society (Salami, 2014). Also in line with this is the report of various authorities' submissions that most civil service employees in Oyo State, seem not to make their jobs central part of their being (Alo 1984; Azinge 2011; Uzundu 2012; & Salami, 2014). They tend to be less focused and not attentive on the job as suggested by Hackett, Lapierre & Hausdorf (2001).

This is because most of them do not see any reason why they should be a committed asset that could contribute to the success, growth, development and prosperity of the civil service establishments where they work. The effect of these workers attitude to their employer is the inability of the organisation to attain the set goals and objectives of the establishment. This will not give room for economic development of the nation.

*Another IDI interviewee said:*

*Since I joined the civil service in Oyo state, I can categorically submit that the workers here do not personally like working hard unlike their counterparts in Ekiti state where I come from. They resume for work late, loiter and gossip around, and waste a lot of time doing nothing. This their attitude is borne out of the fact that they believe they have been cheated by the establishments they work and as such do not need to put in any effort or contribute to the progress of such establishments. She submitted further that, when there is the need or opportunity for training in this place, they give it out to their god sons or daughters. She said that some of the leaders in this Ministry are trying their best, but human factor cannot be ruled out. Sometimes when we are given assignments we do not have all it takes to carry out such duty and this causes frustration for many workers. The situation becomes worst when we are to be promoted as many who merit may not be promoted. If I am able to secure a*

*Federal government appointment I will leave if not, I will continue to manage but I will try my best as I know I will give account to God for whatever I do here on earth. In the area of environmental variability, as you can see the room is very clumsy, dirty and unattractive to onlookers. There is no electrification except when the Directors are around and the generator could be put on. Because of all these, workers are not encouraged to come early which indicates the show of late empty tables as at 9.00am when you came. Workers here do not have the spirit of commitment or seriousness to my judgment and these had made their level of job involvement to be on the low side.*

*IDI, State Ministry of Agriculture and Rural Development Oyo State,  
24/09/2015*

In addition, the system also seems neither conducive nor attractive enough for them. The study showed from the respondents that most of the civil servants have low belief in the organisation they work for; their desire to work in order to make things better is also very low. Most times they are not helpful to colleagues, nor respectful of their opinion; they also lack the willingness to go extra mile and ability to keep-up-to-date with the varied developments both within and outside the civil service establishments so as to bring about organisational growth and developments. Some of the civil servants get involved in other ventures; sharing the official hour with personal or private business. Whereas when workers show a non-challance attitude or a casual concern, and seems not to care, neither committed to their work, could spell doom for such an organisation as well as the larger society.

*An IDI interviewee said this:*

*Many of us you see going up and down in this Ministry are all here because of the reward we are expecting at the end of the month. We are less concerned about any factors put in place as they know themselves and how to share these factors. When they pack to themselves and are satisfied they can give us. Who is waiting for their training? I am a graduate given employment as a junior staff, which I have to take up in order to keep body and soul together .It is the money issue that brought me here, when God makes way for me I will move because am not happy being part of the rubbish going on here. One's future is at stake because you cannot build any career prospect here.*

*IDI, State Ministry of Works Oyo state, 14/10/2015.*

**HO<sub>1</sub> There was no Significant Correlation between Organisational factors and Workers' Job Involvement.**

**Table 4.3a: ANOVA Table Showing Organisational Factors on Workers' Job Involvement**

<b>(ANOVA) Analysis of Variance</b>					
Model	Sum of squares	Df	Means square	F	P
Regression	100.133	5	20.027	176.66	<.05
Residual	91.370	806	.113		
Total	191.503	811			

R = 0.723, R<sup>2</sup> = 0.523, Adjusted R<sup>2</sup> = 0.520, Std Error = .33669 – Standard Error estimate

**Interpretations**

Table 4.3a, shows that there was joint effect of training opportunities, leadership style, communication system, environmental variability and gender on workers job involvement. It also shows a value of (R) = 0.723, R<sup>2</sup> = 0.523 and a multiple adjusted R<sup>2</sup> of 0.520. This means that 52.0% of the variance in the respondents' workers job involvement was accounted for by all predictor variables when taken together. The combination of the independent variables which yielded an F-ratio of 176.66, (P<0.05) showed that there was joint effect of the independent variables workers job involvement.

## **Discussion of Findings**

The result of the findings of this study as shown on the Table 4.3a revealed that the joint effect of the independent variable (organisational factors) to the workers' job involvement in the civil service in Oyo state, Nigeria was significant and that other variables not included in this model may have accounted for the remaining variance. Study further revealed that an organisational factor available in any organisation, especially the civil service establishments in Oyo state affects the worker's job involvement level. Study by Onaga (2008) revealed the importance of training where issues of workers job involvement come up for discussion; that, any organisation that fails to train and develop its workers may be heading towards doldrums. Hammed (2006), submitted that training is the sharpening of an axe and that an untrained person on the job is not better than a blunt instrument in the hand of the user which cannot be effective at all.

However, the findings revealed that studies on leadership style of a leader may need to adopt or perhaps employ a mixture of styles to achieve the objectives of the organisations. Workers' can be highly involved in jobs in organisations by the leadership structure put on ground in the organisation as corroborated in (Blanchard, 1985; Mescan, 1988; Nwafor, 1990, Yukl, 2006 and De Vries, Bakkler-Pieper & Oasten veld, 2010;). Leadership style made available in organisation postulated by the authorities on leadership submitted that leaders that are good and effective employs leadership style that can lead to attainment of good and very high job involvement among workers.

**Table 4.3b: Relative /Separate Effect of Organisational Factors on Workers Job Involvement**

Model	Unstandardized Coefficient		Standardized Coefficient	Tt	P
	B	Std. Error	$\beta$		
Constant	.963	.080		11.967	<.05
Training opportunities	.064	.019	.105	3.344	<.05
Leadership style	.032	.026	.036	1.215	>.05
Communication system	.088	.032	.099	2.780	<.05
Environmental variability	.133	.027	.172	4.854	<.05
Gender policy	.367	.030	.438	12.109	<.05

### Interpretation

Table 4.3b showed relative contribution of each of the independent variables. In terms of the magnitude of contribution, Gender policy was the most potent contributor to workers job involvement ( $\beta = .438$ ,  $t = 12.109$ ,  $p < .05$ ), followed by environmental variability ( $\beta = .172$ ,  $t = 4.854$ ,  $p < .05$ ), training opportunities ( $\beta = .105$ ,  $t = 3.344$ ,  $p < .05$ ) and Communication system ( $\beta = .099$ ,  $t = 2.780$ ,  $p < .05$ ) respectively. Leadership style ( $\beta = .036$ ,  $t = 1.215$ ,  $p > .05$ ) made no significant independent contribution to workers' job involvement in the civil service establishments in Oyo state, Nigeria.

### Discussion of Findings

The findings of this study in Table 4.3b also showed that there was a relative contribution of each of the independent variables with its intervening variables under organisational factors (training opportunities, leadership style, communication



system, environmental variability and gender policy). to workers' job involvement in the civil service establishments It was shown from the findings of this study that all the components of the organisational factors contributed to workers' job involvement in the civil service establishments, but gender policy was the most potent contributor to workers job involvement ( $\beta = .438$ ,  $t = 12.109$ ,  $p < .05$ ), followed by environmental variability ( $\beta = .172$ ,  $t = 4.854$ ,  $p < .05$ ), training opportunities ( $\beta = .105$ ,  $t = 3.344$ ,  $p < .05$ ) and Communication system ( $\beta = .099$ ,  $t = 2.780$ ,  $p < .05$ ) respectively. Leadership style ( $\beta = .036$ ,  $t = 1.215$ ,  $p > .05$ ) made no significant independent contribution to workers' job involvement in the civil service establishments in Oyo state, Nigeria.

The findings further revealed that gender policy was the first factor which contributed highest to workers' job involvement in the civil service establishments before any other organisational factor determined workers' job involvement. From this study, it could be deduced that environmental variability was the second highest organisational factor of the independent variable that correlated with workers' job involvement in the civil service establishments in Oyo state, Nigeria. This was followed by other factors of the independent variable (organisational factor) which also correlated with workers' job involvement (dependent variable) in the study. Gender policy have been researched into by Olgiati & Shappiro (2002), they concluded that organisations should be careful and make sure that they create room for diversity and evaluation for gender policies which organisations could employ to attract, retain and promote workers. Through these, job involvement level could be high. It supported researches which stated that growth of organisations generally calls for training, and finally, social responsibilities felt by organisation for its workers often extends to providing adequate training as a tool for progress (Hamilton, & von Treuer, 2012; Omole 2003).

The study in Table 4.3b further revealed that the leadership style as submitted by De Viries & Bakkler-Pieper (2010) is charismatic, human oriented and more communicative than task-oriented leadership. Therefore, any type of leadership not

mentioned above might not positively affect or change the organisation positively. This study also gathered that the maturity, technical knowledge and competence of leader's and the worker's will bring continuous improvement among workers' and their level of job involvement in the civil service establishments in Oyo state, Nigeria. This study shows that gender policy was the most potent factor that dictates an effect or contributes to workers job involvement in the civil service establishments in Oyo state, Nigeria. Olgiati & Shapiro (2002) researched into gender policy and concluded that gender policy in an organisation needed to be given attention, and, room should be created for its diversity and evaluation for the organisation to retain its worker's.

**Table 4.3c Correlation Matrix Table Showing Relationship among Organisational Factors Variables**

Variables	N	Mean	SD	WJI	TO	LS	CS	EV	GP
Workers Job Involvement	812	2.95	.49	1.00					
Training Opportunities	812	2.70	.80	.495**	1.00				
Leadership Style	812	3.13	.55	.378**	.466**	1.00			
Communication System	812	3.00	.54	.552**	.523**	.513**	1.00		
Environmental Variability	812	2.85	.63	.595**	.510**	.391**	.616**	1.00	
Gender Policy	812	2.93	.58	.686**	.535**	.400**	.627**	.674**	1.00

\*\*Correlation is significant at the 0.05 level (2-tailed).

### **Interpretation**

Table 4.3c contains descriptive statistics and inter-correlations among the study variables; Workers' Job Involvement is significantly correlated with Training Opportunities ( $r = .495$ ;  $p < .05$ ); Leadership Style ( $r = .378$ ;  $p < .05$ ), Communication System ( $r = .552$ ;  $p < .05$ ), Environmental Variability ( $r = .595$ ;  $p < .05$ ) and Gender Policy ( $r = .686$ ;  $p < .05$ ). There were also significant correlations among the independent variables.

## Discussion of Findings

The result revealed in Table 4.3c the inter-correlations that existed between organisational factors when available and worker's job involvement in any civil service establishment. This yielded a significant correlation at the 0.05 level of significance among workers in the civil service establishments in Oyo state, Nigeria. The findings of this study also showed that there was a positive joint-significant relationship between workers' job involvement in the civil service establishments and other independent variables of the study (training opportunities, leadership style, communication system, environmental variability and gender policy). It was shown from the findings of this study that all the components of the organisational factors correlated (Training Opportunities  $r = .495$ ;  $p < .05$ ; Leadership Style  $r = .378$ ;  $p < .05$ ; Communication System  $r = .552$ ;  $p < .05$ ; Environmental Variability  $r = .595$ ;  $p < .05$  and Gender Policy ( $r = .686$ ;  $p < .05$ ) with worker's job involvement. These showed a significant correlations among the independent variables but gender policy ( $r = .686$ ;  $p < .05$ ) correlated most with the highest level of relationship with the workers job involvement in the civil service establishment.

The findings further revealed that gender policy will be the first factor which determines workers' job involvement in the civil service establishments before any other organisational factor that determines workers' job involvement could be chosen or considered. From this study, it could be deduced that environmental variability was the second highest organisational factor of the independent variable which correlates with workers' job involvement in the civil service establishments in Oyo state, Nigeria. This was followed by other factors of the independent variable (organisational factor) which also correlated with workers' job involvement (dependent variable) in the study. Gender policy have been researched into by Olgiati & Shappiro (2002), they concluded that organisations should be careful and make sure that they create room for diversity and evaluation for the gender policies that can be used by organisations to attract, retain and promote workers and through these, job involvement level could be high. It supported researches which stated that growth of organisations generally calls for training, and finally, social responsibilities felt by

organisation for its workers often extends to providing adequate training as a pre-retirement learning (Omole, 2003; Hamilton, & von Treuer, 2012).

However, many authors have researched into training and its effect on workers and have submitted that “when a worker increases his or her job involvement, he or she tries to enhance his or her career” “Job involvement” means more than just the phrase ‘job’ as it refers not only to your specific position within the hierarchy of the organisation you work with. Rather, it is all encompassing as it includes the whole system, in which you work, your company, your department, your skills, competencies and your career plans and prospects (Mohsan, Musarrat, Nawaz, Sarfrazkhan, Shaukat, Islam, Arslan, Chohan, & Niazi, 2011). When you get involved in your job, it means you are learning about other jobs that interact with yours and related jobs you might hold as you climb the career ladder. Furthermore, the study submitted that for any organisation to enjoy high job involvement it needs to allow workers at every cadre adequate time and material resources needed to be available for them to enable them perform to the best of their ability (Omole 2005). This makes their work easier and help minimize error rates and customers’ dissatisfaction by supplying job aids. Money is not a sufficient motivator in encouraging the superior workplace performance required in today’s competitive business environment. Managers and supervisors will need to be comfortable while working with the whole gamut of workplace factors that influence employee motivation. Skills required include the ability to engage employees in mutual goal setting, clarification of role expectations and provision of regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace coaching. To buttress this submission one interviewee submitted thus.

*A respondent has this to say:*

*The fear of the Lord is the beginning of all wisdom. If it were not for the grace of God and the determination not to quit and the unavailability of jobs, this office has really frustrated and discouraged me. When I was initially employed here, the system*

*was not clear to me because of the way and manner the workers here discharge their duties with non-challance and uncommitted attitude. If you look up to the boss, he is never there, neither is the junior worker committed, everyone is his own boss in their right. When there are issues to be settled you will be surprised that neither the boss nor the supervisors will be available to explain things to you. Rather you will have to do it yourself and that slows the finalisation of the work. They are very lazy and complacent and things cannot move forward neither can the objectives of the establishment be realised in this circumstance.*

*IDI, State Ministry of Lands and Housing Oyo State, 14/10/2015*

On the final note, to drive any organisations to peak performance managers and supervisors must put up the human face of their organisations. Paramount here is the human-to-human interaction through individuals support and encouragement to each and every employee Robinson (2006). Nowadays, companies must maintain or enhance productivity with fewer workers, who differ from their predecessors and from one another in terms of values, work ethics, expectations and motives. This must be accomplished at a time when the skills' demands of jobs are increasing; the structure of organisations and the manner in which work is done are undergoing remarkable change, and international competition for workers with the new skills (Olgati & Shapiro 2002).

*An IDI interviewee submitted thus:*

*I am very glad about this your study because I count myself lucky to be part of the success and having an opportunity to speak out through your study. I am a director in this Ministry who has served the organisation for over 22years even as a female worker. I enjoy my work and it does not pose any difficulty to me and does not adversely affect my family. My boss is a fine gentleman who carries us along and I imbibed his style of leadership because he makes every of the workers in this Ministry feel wanted and like one big family. If organisational and personality factors are adequately given its place in the civil service establishments, absenteeism, late-coming, redundancy, non-involvement of workers in their jobs holistically could be curtailed. It will also help every establishment to attain its goals and objectives. This will help both the workers and government of this nation fulfill its obligations to its citizens as well attain high level of job involvement in the civil service establishments.*

*IDI, Federal Ministry of Agriculture and Rural Development Oyo State  
21/10/2015*

One of the IDI interviewee also submitted thus:

*We enjoy adequate training opportunity in this Ministry because of the nature of our job. For instance, when the Ebola outbreak became an issue, the Ministry of health our employer sent so many of us for training in Lagos and all expenses paid. Our leader is fine, peaceful, caring and carries us along in all the job intricacies. As a female health worker, we were not discriminated upon and female workers were more active in discharging our duty thereby putting our male counterparts on their toes. The communication system adopted is a one-family style; the gender policy is favourable to both the male and female workers in this Ministry. But the environment as you can see is not conducive, we had no electricity light for over six months, we bring in water from home, the hall is rowdy, clumsy and not clean enough as we pay cleaners from our salary to clean the office for us. With all these I think the level of workers job involvement could be wavering. But we are dealing with human being so we have to be compassionate because of the fear of God.*

IDI, Federal Ministry of Health, Oyo State, 04/11/2015

**HO<sub>2</sub>: There was no Significant Correlation between Individual Factors and Workers Job Involvement.**

**Table 4.4a: ANOVA Table showing Individual Factors on workers Job Involvement**

(ANOVA) Analysis of Variance					
Model	Sum of squares	Df	Means square	F	P
Regression	105.466	6	17.578	164.462	<.05
Residual	86.038	805	.107		
Total	191.503	811			

R = 0. 742, R<sup>2</sup> = 0. 551, Adjusted R<sup>2</sup> = 0. 547, Std Error = .32692 - Standard Error estimate

## **Interpretation**

Table 4.4a revealed that there was joint effect of individual factors (sex, educational attainment, emotional intelligence, workers' social interaction, workers' perception, and career orientation) on workers' job involvement. It also shows a value of  $R = 0.742$  and  $R^2 = 0.551$  and a multiple adjusted  $R^2$  of  $0.547$ . This means that 54.7% of the variance in the respondents' worker's job involvement was accounted for by all individual factors when taken together. The combination of the independent variables which yielded an ( $F_{(164.462)}$ ,  $P < 0.05$ ) showed that there was joint significant effect of the (independent variables) individual factors on workers' job involvement.

## **Discussion of Findings**

This study as revealed in Table 4.4a showed that career orientation in the civil service establishments is the most potent of all the indices used to measure individual factors and so cannot be ignored or neglected in determining workers' level of job involvement. This is because to a greater extent, it is important that employees learn early on what duties and responsibilities are expected of them in the work-place. Also, what could affect them on the job, what is expected of them from others? In addition to learning about the values and attitudes of the organisation, important policies and general procedures, information about compensation and benefits, safety and accident prevention issues, employees and union's issues, physical facilities and knowledge must be known as part of career orientation. A career orientation will make a significant difference in how quickly a worker can become more productive. This will also assist civil service establishments attain long-term organisational efficiency, effectiveness and overall organisational goal achievement (Robinson 2004; Convey 2004; Hammed 2006).

*An IDI respondent said:*

*To me I will say the civil servants, in the various establishments' needs overhauling because workers do not know what it means to serve the people at all. When we are talking of organisational and individual factors, we need*

*to re-orientate the workers as they tend not to understand the intricacies and bureaucracy or official protocols. This in a way will not give room for progress because the job involvement level of the workers will be at the low level. In effect, when a higher percentage of the workforce do not know the labour law, rights and privilege, then we cannot talk of growth, progress or development of the individual worker and or the organisation in question. To cap it all, the whole chunk boils down to our government, employers and their associations who play lip-service and feel that leaving workers to their illiteracy level will allow them to cheat or oppress them are also ignorant and cannot get the best from these workers and as such cannot get to the optimum level of their goal achievement.*

*IDI, Federal Ministry of Lands and Housing, Oyo State, 4/11/2015*

**Table 4.4b: Relative Effect of Individual Factors on workers Job Involvement**

Model	Unstandardized coefficient		Standardized coefficient	t	P
	B	Std. Error	$\beta$		
Constant	.515	.100		15.124	<.05
Sex	.174	.025	.217	6.841	<.05
Educational attainment	.146	.031	.153	4.723	<.05
Emotional intelligence	-.118	.032	-.118	-3.712	<.05
Workers social interaction	.191	.032	.189	6.000	<.05
Workers perception	.091	.036	.084	2.546	<.05
Career orientation	.309	.027	.358	11.338	<.05



## Interpretation

Table 4.4b showed a relative contribution of each of the independent variables. In terms of the magnitude of contribution, Career orientation made the most potent contribution to the workers' job involvement ( $\beta = .358$ ,  $t = 11.338$ ,  $p < .05$ ), followed by Sex ( $\beta = .217$ ,  $t = 6.841$ ,  $p < .05$ ), Worker's social interaction ( $\beta = .189$ ,  $t = 6.000$ ,  $p < .05$ ), Educational attainment ( $\beta = .153$ ,  $t = 4.723$ ,  $p < .05$ ), and Workers perception ( $\beta = .084$ ,  $t = 2.546$ ,  $p < .05$ ) respectively. Emotional intelligence ( $\beta = -.118$ ,  $t = -3.712$ ,  $p < .05$ ) made negative significant independent contribution to workers job involvement in the civil service establishments in Oyo state Nigeria.

## Discussion of Findings

In table 4.4b the study signified that there was a significant relative relationship between workers' job involvement and career orientation of the respondents. The null hypothesis is, therefore, rejected and the alternative hypothesis adopted. A relative contribution of each of the independent variables in terms of the magnitude of their contribution revealed that Career orientation made the most potent contribution to the workers' job involvement ( $\beta = .358$ ,  $t = 11.338$ ,  $p < .05$ ), followed by Sex ( $\beta = .217$ ,  $t = 6.841$ ,  $p < .05$ ), Worker's social interaction ( $\beta = .189$ ,  $t = 6.000$ ,  $p < .05$ ), Educational attainment ( $\beta = .153$ ,  $t = 4.723$ ,  $p < .05$ ), and Workers perception ( $\beta = .084$ ,  $t = 2.546$ ,  $p < .05$ ) respectively. Emotional intelligence ( $\beta = -.118$ ,  $t = -3.712$ ,  $p < .05$ ) made negative significant independent contribution to workers job involvement in the civil service establishments in Oyo state Nigeria.

This further indicated that there is a high positive relationship between workers' job involvement and career orientation in the civil service establishments in Oyo state, Nigeria. Submissions of Schein (1978) saw career-orientation as the individuals' self-perceived clusters of skills, needs and expectations evolving in the development of a career of any worker in the civil service establishments. The study further revealed as investigated by Mouton, (1998), who reported that there was no significant difference between job involvement of psychologists concerning career orientation of

entrepreneurship, technical/functional autonomy, service dedication and challenges (Schein, 1978; Boshoff, Bennett & Kellerman, 1994; Mouton, 1998).

Furthermore, the researcher's view of this study revealed that career orientation in the civil service establishments is the most potent of all the indices used to measure personality factors and so cannot be ignored or neglected in determining workers' level of job involvement. This is because to a greater extent, it is important that employees learn early on what duties and responsibilities are expected of them in the work-place. Also, what could affect them on the job, what is expected of them from others and the employer must be paramount in the mind of each worker so that high job involvement could be achieved. In addition to learning about the values and attitudes of the organisation, important policies and general procedures, information about compensation and benefits, safety and accident prevention issues, employees and union's issues, physical facilities and knowledge must be known as part of career orientation. A career orientation will make a significant difference in how quickly a worker can become more productive. This will also assist civil service establishments attain long-term organisational efficiency, effectiveness and overall organisational goal achievement (Robinson 2004; Convey 2004; Hammed 2006).

*An IDI respondent said:*

*To me I will say the civil servants, in the various establishments' needs overhauling because workers do not know what it means to serve the people at all. When we are talking of organisational and individual factors, we need to re-orientate the workers as they tend not to understand the intricacies and bureaucracy or official protocols. This in a way will not give room for progress because the job involvement level of the workers will be at the low level. In effect, when a higher percentage of the workforce do not know the labour law, rights and privilege, then we cannot talk of growth, progress or development of the individual worker and or the organisation in question. To cap it all, the whole chunk boils down to our government, employers and their associations who play lip-service and feel that leaving workers to their illiteracy level will allow them to cheat or oppress them are also ignorant and cannot get the best from these workers and as such cannot get to the optimum level of their goal achievement.*

*IDI, Federal Ministry of Lands and Housing, Oyo State, 4/11/2015*

**Table 4.4c: Correlation Matrix Table showing relationship among the variables**

Variables	N	Mean	SD	WJI	GR	EA	EI	WSI	WP/C	CA
Workers Job Involvement	812	2.95	.49	1.00						
Sex	812	2.92	.60	.600**	1.00					
Educational attainment	812	3.16	.51	.547**	.528**	1.00				
Emotional intelligence	812	3.33	.48	.269**	.305**	.440**	1.00			
Workers social interaction	812	3.17	.48	.529**	.483**	.577**	.467**	1.00		
Workers perception	812	3.36	.45	.420**	.403**	.473**	.629**	.468**	1.00	
Career orientation	812	3.07	.56	.652**	.596**	.511**	.314**	.454**	.452**	1.00

\*\*Correlation is significant at the 0.05 level (2-tailed).

### Interpretation

Table 4.4c gives the descriptive statistics and inter-correlations among the study variables. The table shows that Workers Job Involvement is significantly correlated with Sex ( $r = .600$ ;  $p < .05$ ); Educational attainment ( $r = .547$ ;  $p < .05$ ); Emotional intelligence ( $r = .269$ ;  $p < .05$ ); Workers social interaction ( $r = .529$ ;  $p < .05$ ); Workers perception ( $r = .420$ ;  $p < .05$ ) and Career orientation ( $r = .652$ ;  $p < .05$ ).

### Discussions of Findings

The findings from Table 4.4c of the study showed that there was a positive significant relationship between workers' job involvement in the civil service establishments and second independent variables of the study (individual factors), such as sex, educational attainment, emotional intelligence, workers social interaction, workers perception and career orientation in the civil service establishments in Oyo state, Nigeria.

The study was revealed further from all indices used to measure individual factors that it correlated with the workers job involvement in the civil service establishments,

but career orientation ( $r=.652$ ;  $p<.05$ ) was the most highly correlated with the workers job involvement in the civil service establishments in Oyo state, Nigeria. There were also significant correlations among the independent variables of the study. Sex ( $r = .600$ ;  $p<.05$ ); educational attainment ( $r= .547$ ;  $p<.05$ ); workers' social interaction( $r=.529$ ;  $p<.05$ ); workers' perception ( $r= .420$ ;  $p<.05$ ) and emotional intelligence ( $r=.269$ ;  $p<.05$ ). Findings by Ojokheta & Omoregie (2008) have shown that educational attainment by Nigerians has given them the opportunities to obtain sustainable development and to be gainfully employed in the civil service establishments. However, contrary to this study about career orientation which most correlated with workers' job involvement in the civil service establishments in Oyo state Nigeria. Mouton, (1998), investigated the relationship between career orientation of entrepreneurship, technical/functional, autonomy, service dedication and challenge. Mouton (1998), reported no significant relationship between job involvement and individual factor (career orientation).

This study further revealed that workers' sex showed that there was a significant relationship between workers' job involvement of the respondents ( $r=.600$ ,  $N=812$ ,  $P<0.05$ ). This will to a greater extent determine or correlate with workers' job involvement level in the civil service establishments in Oyo State, Nigeria. Through this study, it is also understood that workers' gender in the civil service stands as a social construct or role of the individual worker (male or female workers). This revealed how deeply a worker is engaged and is actively involved in the official activities in the way and manner he or she carries out his or her day-to-day job in the civil service establishments in Oyo State, Nigeria. Adebayo (2001) submitted that the woman is expected to raise children, provide emotional support for the husband and never expected to perform any energy-requiring job. Studies by McDonald (2000), and Rubbery (2004) had revealed that activities women in civil service establishments are involved in have brought about gender equality and more participation in jobs.

This study revealed that to a greater extent that educational attainment had a significant relationship between workers' job involvement from the respondents ( $r=.547$ ,  $N=812$ ,  $P<0.05$ ) of workers in civil service establishment in Oyo State, Nigeria. This to some extent determines the contribution as well as the effectiveness of workers towards job involvement. Also, from this study we discover that educational attainment in the civil service establishments stands as an effective vehicle that could help in the production and services rendered to their employers. Workers' job involvement requires certain skills before such a worker could maintain growth, development and economic advancement in the civil service establishments. This study, then, found that when workers are adequately educated, they will not need too much supervision to carry out their duties. This is because it is only an informed mind that can understand the intricacies of organisational bureaucracy. This educational attainment ranges from human to economic, social, political and cultural associations within the system. Findings by Ojokheta & Omoregie (2008) have shown that educational attainment by Nigerians has given them the opportunities to obtain sustainable development and to be gainfully employed in the civil service establishment.

The study further shows that there was a significant relationship between workers job involvement and emotional intelligence of workers in civil service establishment in Oyo State, Nigeria ( $r=.269$ ,  $N=812$ ,  $P<0.05$ ). This implies that there was a significant relationship between workers' job involvement level and workers emotional intelligence level in civil service establishments in Oyo State, Nigeria. Result from these findings shows that there was a positive relationship between workers job involvement and emotional intelligence of workers in the civil service establishments in Oyo State, as the emotional intelligence of these workers of different categories in different tiers of government to a greater extent determines their effectiveness and positive contributions towards rendering services and productivity. It is, thus, gathered from this study that emotional intelligence directs and dictates workers' deep involvement in civil service establishments.

Findings of the study further revealed as submitted by Robbins (2003) in his research revealed that workers' job involvement in the civil service establishments and its influence on their emotional intelligence have become compelling interest to industrial psychologists because of their impacts on behavioural attitudes at work. Blau (1985), Rabinowitz & Hall (1977) found that workers' emotional intelligence helps in identifying the job, participate actively in the job and perceiving job performance to be important self-worth. According to Guest & Conway (2004), it is concerned with assumptions, expectations, promise and natural obligations which relate attitudes and emotions that form and govern workers' behaviour in organisation and their job involvement level. Bargade & Gibson (2007) in their studies found that emotional intelligence was an important predictor of key organisational outcomes including job involvement. There is accumulating evidence that emotional intelligence, abilities and traits influence job involvement and employers should select employees especially in jobs that demand a high degree of social interaction (Carmeli, Yizhak-Halevy & Weisberg, 2009; Mohsan, Musarrat, Nawaz, Sarfrazkhan, Shaukat, Islam, Arslan, Chohan, & Niazi, 2011).

*A respondent has this to say:*

*As a senior executive officer in this ministry, we have our own training institute known as Nigeria Institute of Public Information at Kuru. Our leaders are good to us, they are trying their human possible because they give us maximum support and care. But the system does not appreciate long service, and committed workers as all they write to us is just the letter of appreciation of our contribution to the progress of the establishment and nothing more. Whereas in some establishments workers could be promoted or given increments and this gives them encouragement and will be ready to put in their best to the system. We are one in journalism because you cannot work in isolation of others. The communication system is superb although we cannot rule out human errors at times. This issue of environment has always been a problem ma. The office is not conducive, sitting position is clumsy and the rooms are not so clean. There is no gender bias in the Ministry, we have places and responsibilities suitable for ladies and gentlemen. All the same we give glory to God for giving us the opportunity to be here and we are trying our best to move the job involvement level higher up.*

*IDI, Federal Ministry of Information and Orientation, Oyo State, 04/11/2015*

This study for the purpose of consistency showed that there was a high positive correlation between workers' job involvement and workers' social interaction having ( $r=.529$ ;  $p<.05$ ) in the civil service establishments in Oyo state, Nigeria. Through this study, it is understood that workers social interaction in the civil service stands as a tool that could encourage good relationship among workers in organisations. This will go in no small measures in contributing to long-term organisational effectiveness, growth and development. An individual worker has a price to pay to attain high job involvement by caring, learning, being accommodative, taking of certain initiatives and innovations so that organisational goals and objectives could collectively be achieved.

Allen & Meyer (1990) postulated that social interaction impacted job involvement among workers due to the fact that when people come together, misunderstanding and conflict are inevitable due to individual differences. But whenever it is noticed in any system, they must be nipped from the bud and should not be allowed to escalate and get out of control. People come from all walks of lives to meet in various establishments and their socio-cultural background, religion, set of beliefs, way of life etc, are not equal, brought together by faith, have to work together to achieve organisational goals. In this circumstance, if care is not taken and seed of disharmony is allowed to germinate or properly rooted, there will be anarchy.

Trust is another problem that needs to be given attention as some workers in some of the establishments under study do not trust either their bosses or colleagues. They tend to deal with one another on platonic basis and even handle colleagues' issues bureaucratically, which can never foster good social interaction. In some of these civil service establishments, some workers are even found to hoard information or hinder free flow of information. Whenever communication seems to be at the lowest ebb, and workers' do not care for the well-being of colleagues, showing neither interest nor respect for one another could be disastrous for the organisation (Robinson, 2006).

*A respondent said:*

*In my sojourn as a senior driver working in the state Ministry of Information, I am pretty sure that there are some factors that could influence workers job involvement among which is the issue of Organisational factors, as it affect Workers job involvement positively or negatively. This has not been properly distributed within the rank and file in this place. I believe every worker is important to the organisation. But what always obtains for the senior cadre is not what we junior workers get ma. Although we still go about our normal schedule of duty but we are not treated well and equally as what is good for this may not be good for the other worker. This in effect will never go well with some of us who have no fear of God thus workers rate of commitment and job involvement level tends to be low.*

*IDI, State Ministry of Information and Orientation, Oyo State,  
24/09/2015*

Ashok (2002), in his study on job involvement, found that when job involvement is low, the relationship a worker has with the organisation cannot be really strong. Also, Uguy & Kilic, (2009) conducted a research work on job involvement and posited that organisational socialisation shows the process by which individual worker understands the values, abilities, behaviour and social knowledge indispensable for an organisational role and for taking part as a member of that establishment. Many authors and literature also submitted that healthy and mutual relationships with colleagues. Workers who receive support from their employers will promote high workers social interaction as well as attain high job involvement in the civil service establishments in Oyo state, Nigeria (Ashok 2002; Khan 2004; Putzier,2004; Ullman & Joeline 2005; Majorie 2005; Urguy & Kilic 2009; Dur 2012; Ogallo 2013;).

The study further revealed the fact that there was a significant relationship between workers' job involvement and workers' perception of the respondents ( $r = .420$ ,  $N = 812$ ,  $P < 0.05$ ). The null hypothesis is, therefore, rejected and the alternative hypothesis adopted. This study showed that there was a high positive relationship between workers' job involvement and workers' perception in the civil service establishments in Oyo state, Nigeria. From this study, we realise that workers' perception stands as a



means through which workers see job and what their concept about the job, themselves and the establishments could be like. Through this study, it is shown that some workers perceived that when they are fully involved in organisational programmes/activities, they will be adequately rewarded. Also when they are given free hand to operate or opportunities to participate in the planning and implementation of the decision processes, they tend to be highly involved. Therefore, the progress of the organisation depends largely on the effectiveness and cohesion of its workers, which is of two categories: high performing workers and low performing workers (Brown, 2003). The antecedents of workers perception as given by various authorities affect workers' morale, motivation, drive and productive capacity. This also made workers have low perception about themselves which was noticeable not only among Western World employees but in many workers of different organisations in Nigeria (Odumosu 1994; Keller 1997; Monday 1998; and Brown 2003).

The result of the findings of this study as shown on Table 4.4c on a final note revealed that the joint correlation of the independent variables (sex, educational attainment, emotional intelligence, workers social interaction, workers' perception, and career orientation) to the dependent variable (workers job involvement) in the civil service establishments in Oyo state, Nigeria was significant and that other variables not included may have accounted for the remaining variance. It also shows that individual factors in the civil service establishments in Oyo state, Nigeria will enhance workers job involvement. This study thus concludes that individual factors could to a greater extent affect the level of workers job involvement. It is thus shown from this study that emotional intelligence might not contribute to the effect or determine the status of workers' job involvement in the civil service establishments in Oyo state, Nigeria. Also the study further expose to us that career orientation was at the peak in determining the level of workers' job involvement in the civil service establishments, in addition, worker's sex determines their job involvement level to some extent while other factors such as social interaction and educational attainment also contributes to workers job involvement at a meaningful and significant level.

**HO<sub>3</sub> There was no significant differences between the Levels of Job Involvement among Workers in Federal and State establishments in Oyo State.**

**Table 4.5: Independent t-test showing the Differences in the Levels of Job Involvement among Workers in the Federal and State Establishments**

Establishment	N	Mean	SD	Std. Error	t	Sig	Remarks
State	672	43.0432	17.93961	.69204			
Federal	140	39.9643	17.03378	1.43962	.072	.172	NS
Total	812	42.5123	17.81453	.62517			

### **Interpretation**

The result in Table 4.5 showed that there was no significant difference in the job involvement of participants from Federal and State establishments ( $t = .072$ ;  $p > 0.05$ ). The mean value of the table further revealed that participants from state civil service establishment have slightly greater mean (mean = 43.04) than their counterpart from federal establishments (mean = 39.96). However, the difference is not statistically significant.

### **Discussion of Findings**

This study indicated that either in the state or federal civil service establishments, workers job involvement level is low because they tend not to be favourably disposed to their work. This is corroborated in the earlier submissions of some literatures that most civil service employees in Oyo State, like in other Nigerian civil service system do not show any interest in their jobs and because of these they cannot contribute to the progress, growth and development of the civil service establishments. These workers seems not to make their jobs central part of them sequel to the non-challant, non-committed, uncaring and high sense of complacency which in the long run brings about negative job involvement. (Alo 1984; Azinge 2011; Uzundu 2012; & Salami 2014). They tend to be less focused and not attentive on the job as suggested by Hackett, Lapierre & Hausdorf (2001). This is because most of them do not see any

reason why they should be a committed asset that could contribute to success, growth, development and prosperity of the civil service establishments where they work.

Finally, the study by implication revealed that despite the fact that the state civil service establishments have slightly greater mean than their counterpart from the federal civil service establishments, yet the difference is not statistically significant. This is in line with the result of the IDI conducted on some of the selected workers from the state and federal civil service establishments for the study who submitted thus:

*Another IDI Interviewee submitted that:*

*Despite the fact that workers in this Ministry do not receive the best from the state government, does not give us the reason to be cruel or wicked to our different patients. The reason for being compassionate to these patients is because we are dealing with human being and we have to apply caution, commitment and fear of the Lord. In this Ministry, our educational and training pursuits must correlate with the job due to its professionalism level. Also, we are given most of the tools we need to work in the Health Ministry because of the delicate nature of the job. The environment is very well managed but any improvement will be welcomed as these will go in no small way in improving our service delivery.*

*IDI, State Ministry of Health Oyo State, 21/10/2015*

*An IDI respondent said:*

*To me I will say the civil servants in the various establishments' needs overhauling because workers do not know what it means to serve the people at all. What they know how to do best in my own opinion is loitering around, a little gossip here and there and when it is time for closing, they carry their bags and baggage's and home they go. We are also all guilty of the offence of late-coming as both the senior and junior worker resumes for work when they like. The rate of indiscipline is very high in this Ministry and we just have to play the game as we see it being played if not you will pay dearly for your commitment and loyalty to your employer. When we are talking of organisational and personality factors, we need to re-orientate the workers as they tend not to know their left from their right hand neither did the*

government of this nation want to make people know anything. When you get to Ghana beside us here in Africa, you will understand that our workers in Nigeria have a long way to go as their level of job involvement within the system is very low.

IDI, Federal Ministry of Works Oyo State, 06/11/2015

**HO<sub>4</sub> There was no significant differences between the Levels of Civil Servants Job Involvement Based on their Demographic Characteristics.**

**Table 4.6a: T-test showing the Differences in the Level of Civil Servants Job Involvement Based on Sex**

Sex	N	Mean	SD	Std. Error	t	Sig	Remark
Male	457	48.7046	15.90798	.74414			
Female	355	50.5324	14.85774	.78857	.067	.309	NS
Total	812	49.5037	15.47485	.54306			

**Interpretation**

The result in Table 4.6a showed that there was no significant difference in the job involvement of male and female participants ( $t = .067$ ;  $p > 0.05$ ). The mean value of the table further revealed that female participants have slightly greater mean (mean = 50.53) than their male counterpart (mean = 48.70). Nevertheless, the difference is not statistically significant.

**Discussion of Findings**

This study revealed that female-worker participants in the civil service establishments were more involved in jobs than their male counterparts in the civil service establishments in Oyo State, Nigeria. Through this study, it is also understood that workers' gender in the civil service stands as a social construct or role of the individual worker (male or female workers). This reveals to us how deeply they are engaged and actively involved in the official activities in the way and manner the worker carries out his/her day-to-day job in the civil service establishments in Oyo State, Nigeria. Adebayo (2001), submitted that the woman is expected to raise

children, provide emotional support for the husband and never expected to perform any energy-requiring job. Studies by McDonald (2000), and Rubbery, (2004) had revealed that activities women in civil service establishments are involved in have brought about gender equality and higher female participation in jobs.

This study further revealed that workers' sex in the civil service establishments cannot be ignored or neglected although the difference is not statistically significant in determining male or female's job involvement level. This is because to a greater extent, a male worker may perform better or deeply involved in a tedious or difficult job than his female counterpart. Also, some job specifications and duties in the civil service establishments in Oyo State, Nigeria requires the services of a male worker, if for one reason or the other a female worker is sponsored to clinch such jobs, services rendered by such a female worker could be on the low level or out-rightly poor. Also, some duties in the civil service establishments in Oyo State, Nigeria, may require a female touch and when a male worker is used for such services, he might perform low because it will tantamount to a misplaced identity, which showed that such establishment is putting a square peg in a round hole. The aftermath effect will culminate to low job involvement among workers in the civil service establishments in Oyo State, Nigeria.

**Table 4.6b: Analysis of Variance Showing the Differences in the Level of Civil Servants' Job Involvement Based on Age**

Age	Sum of Squares	df	Mean Square	F	Sig.	Remark
Between Groups	51129.498	4	12782.375	72.095	.051	
Within Groups	143081.491	807	177.300			NS
Total	194210.989	811				

### **Interpretation**

The Table 4.6b showed that there was no significant difference in the job involvement of civil servants based on age ( $F_{(4,811)} = 72.095$ ;  $p > 0.05$ ). This further means that the age of the participants has no significant influence on level of civil servants job involvement.

## Discussion of Findings

This implies that there was no significant difference between workers' job involvement and the workers' age in civil service establishments in Oyo State, Nigeria. First, we know that toddlers can never be employed into the civil service establishments because of the International Labour Organisation which Nigeria is a signatory to its rules and conventions have minimum and maximum employability age. The result above indicated that both young and old workers in the civil service establishments under the study had equal opportunity of being involved in jobs and this can assist them grow faster in their chosen career depending on how hard they are ready to work.

Result from these findings shows that there was no positive relationship between workers' job involvement and age of workers in the civil service establishments in Oyo State, as the age of these workers of different categories in different tiers of government to a greater extent does not determine their effectiveness and positive contributions towards rendering services and productivity. It is, thus, gathered from this study that age does not direct and dictate workers' high involvement in civil service establishments as it has no influence on the level of civil servants' job involvement level.

The study revealed further that workers' job involvement ever since paid employment became popular is to promote in-road opportunities in productive works that could create wealth, security, human dignity and later career prospects for these workers in the civil service establishments and age does not have influence on their job involvement level (Ahmed & Islam 2011). Therefore, workers perceive job involvement as a source of satisfying some of their important needs as this is central to their life interests. Workers are also seen to be highly involved in their jobs through active participation because it gives them the opportunity under an environment that is conducive and could assist in contributing their quota to job decisions which are important to organisational growth and goal achievement. This, according to Blau and

Boal, (1987) and Balay (2000), is central to self-esteem, prestige, and honour, which indicates that job involvement, is central to workers' sense of worth and has nothing to do with workers age.

Findings of the study further showed as submitted by Robbins (2003) in his research revealed that workers' job involvement in the civil service establishments and its influence on their age have become compelling interest to industrial psychologists because of their impacts on behavioural attitudes at work. Blau (1985), Rabinowitz and Hall (1977) found that age and emotional intelligence of workers help in identifying the job, participate actively in the job and perceive job performance to be important self-worth. As described by Guest & Conway (2004), it is concerned with assumptions, expectations, promise and natural obligations which relate attitudes and age that form and govern workers' behaviour despite their age in organisation and their job involvement level. Bargade & Gibson (2007) in their studies found that emotional intelligence and age was an important predictor of key organisational outcomes including job involvement (Cheney, 2008; Scoll, Corman & Cheney; 2009).

**Table 4.6c: Analysis of Variance Showing the Differences in the Level of Civil Servants' Job Involvement Based on Length of Service**

Age	Sum of Squares	df	Mean Square	F	Sig.	Remark
Between Groups	51129.498	5	33059.128	921.509	.016	NS
Within Groups	143081.491	806	35.875			
Total	194210.989	811				

### **Interpretation**

The Table 4.6c showed that there was no significant difference in the job involvement of civil servants based on length of service ( $F_{(5,811)} = 921.509; p > 0.05$ ). This further means that the length of service of the participants has no significant influence on level of civil servants job involvement.

## Discussion of Findings

This study result revealed that the length of service of the participants has no influence on the workers' level of job involvement. Submissions from the study done by Schein (1978) stated that the individuals' self-perceived clusters of skills, needs and expectations evolving in the development of a career of any worker in the civil service establishments have no influence on their job involvement level. The study further revealed as investigated by Mouton (1998), that there was no significant difference between job involvement of psychologists concerning their length of service and those of entrepreneurship, technical/functional autonomy, service dedication and challenges Schein 1978; Mouton 1998; Boshoff, Bennett & Kellerman 1994).

Furthermore, this study goes against workers length of service in the civil service establishments which cannot be ignored or neglected in determining workers' level of job involvement. This is because to a greater extent, it is important that employees learn early on what duties and responsibilities expected of them as workers. Also, what could affect workers on the job, what is expected by them from co-workers? In addition to learning about the values and attitudes of the organisation, important policies and general procedures, information about compensation and benefits, safety and accident prevention issues, employees and unions' issues, physical facilities and knowledge must be known as part of career development potentials. Long length of service of workers (or the short of it) will not make a significant difference in how quickly a worker can become more productive.

**Table 4.6d: Analysis of Variance Showing the Differences in the Level of Civil Servants Job Involvement Based on Educational Qualifications**

Educational Qualifications	Sum of Squares	df	Mean Square	F	Sig.	Remark
Between Groups	123746.625	8	15468.328	176.275	.071	NS
Within Groups	70464.364	803	87.751			
Total	194210.989	811				



## **Interpretation**

The Table 4.6d showed that there was no significant difference in the job involvement of civil servants based on educational qualifications ( $F_{(8,811)} = 176.275; p > 0.05$ ). This further means that the educational qualifications of the participants have no influence on level of civil servants job involvement.

## **Discussion of Findings**

This study showed that there was no positive relationship between workers' job involvement and educational attainment in the civil service establishments in Oyo State, Nigeria. It revealed to a greater extent that educational attainment of workers in civil service establishments in Oyo State, Nigeria did not determine the contribution as well as the effectiveness of workers towards productivity and job involvement. It is also depicted from this study that educational attainment of worker in the civil service establishments does not stand as an effective vehicle that could help in the production and services rendered to their employers. Workers' job involvement in the civil service only requires minimum basic education but certain skills are very crucial which could be learnt while on the job before such a worker could maintain growth, development and economic advancement in the civil service establishments.

This study then, found that when workers have just the basic educational requirements, they will not need too much supervision to carry out duties.. This is because it is only an informed mind that can understand the intricacies of organisational bureaucracy. This educational attainment ranges from human to economic, social, political and cultural associations within the system. Findings by Ojokheta, & Omoregie (2008), Aderinoye, Kester & Ojokheta (2004) have shown that educational attainment by Nigerians has given them the opportunities to be gainfully employed in the civil service establishments.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study examined the extent to which organisational and individual factors correlate with workers' job involvement in the Civil Service Establishments in Oyo state, Nigeria. This chapter presents the summary of the study, conclusion, recommendations, limitations to the study and contributions to knowledge as well as suggestions for future studies.

#### 5.1 Summary

The study followed the university approved sequential format of five chapters. The study examined the extent to which organisational and individual factors correlate with workers' job involvement in the Civil Service Establishments in Oyo state, Nigeria. The first chapter covers the background to the study, statement of the problem, objectives of the study, research questions, research hypotheses, significance of the study, scope of the study. Also in this chapter, some terms that appear ambiguous and are relevant to the study were carefully defined according to their usage in the study under the operational definition of terms so as to enhance a better understanding of the strength and relationship inherent among the core variables and concepts used in the study.

The study covers a comprehensive review of past but relevant and related literature on the independent variables (organisational and individual factors) and the dependent variables (job involvement). These were done with a view to linking the present study with the past studies to assist in showing the gap that the study intends to fill. Apart from this, a theoretical review of the two theories adopted for the study (job involvement theory and personality theory), were employed to determine extent to which organisational and individual factors correlate with workers' job involvement in the Civil Service Establishments in Oyo State, Nigeria.

The study was conducted using the descriptive survey research design of the *ex-post factor* type. The study population comprised of 812 workers who had been in employment in these establishments for not less than five years (senior and junior cadres) in the federal and state ministries in Oyo state, Nigeria. The study utilizes three instruments tagged: Organisational Factors' Scale, Individual Factors' Scale and Workers' Job Involvement Scale with seventeen sub-scales. These were complimented with In- Depth-Interview for data collection.

The data collected on the demographic information on the respondents of the study were presented through the use of descriptive statistics of bar and pie charts followed by detailed discussion on each. The Chi-square, t-test entailing Pearson Product Moment Correlation (PPMC) and multiple regression analyses were employed for the analysis of data collected on the field by the researcher relating to the core focus of the study. These were complemented with the qualitative method of in-depth-interview. The findings of the study revealed that:

(i) Organisational and individual factors (independent variables) jointly and significantly predisposed workers' job involvement (dependent variable) of civil servants in Oyo state, Nigeria. Although the individual factors made the most potent contribution to the workers' job involvement and was followed by organisational factors.

(ii) There is a positive significant correlation between organisational factors and Workers' Job Involvement because it correlated with; Training Opportunities, Leadership Style, Communication System, Environmental Variability and Gender Policy. There were also significant correlations among the independent variables. All these indicated that organisational factors when available in any civil service establishment yielded a significant correlation at among workers in the civil service establishments in Oyo state, Nigeria.

(iii) There is also a positive significant correlation between individual factors and Workers' Job Involvement as it correlated with; Sex, Educational attainment, Emotional intelligence, Workers' social interaction, Workers' perception and Career orientation. The findings from this study showed that there was a positive significant relationship between workers' job involvement in the civil service establishments and other independent variables of the study (individual factors), such as gender, educational attainment, emotional intelligence, workers' social interaction, workers' perception and career orientation in the civil service establishments in Oyo state, Nigeria.

(iv) There exists a very low percentage of workers' job involvement among civil servants with team spirit, workers' level of sense of responsibility, prompt and regular office attendance, workers enthusiasm on the job, workers' work inclusion/commitment and the level of internal motivation which showed that levels of job involvement of civil servants in the civil service establishments in Oyo State, Nigeria is very low.

(v) There is no significant difference in the level of job involvement among workers at both the Federal and State establishments in Oyo state, Nigeria which further revealed that participants from state civil service establishment have slightly greater mean which indicates a higher level of job involvement than their counterpart from federal establishments. But the difference is statistically insignificant.

(vi) The result also showed that there were no significant differences in the levels of civil servants job involvement based on their demographic characteristics (sex, age, length of service and educational attainment) in the civil service establishments in Oyo State, Nigeria.

However, the last chapter which is the fifth presented a summary of the entire study, conclusion and recommendations. Contributions of the study to knowledge, limitations of the study and suggestions for further studies were also contained in chapter five.

## 5.2 Conclusion

Literature has established the importance of job involvement among workers for the continued existence of all organisations regardless of whether they are public or private sectors. Workers' job involvement is vital to the growth and development of the organisation. This is because it is when workers are highly involved in jobs that the goals and aspirations of the organisations could be attained. Succinctly, the objectives of the civil service could only be achieved where workers have the right attitude, approach and interest in pivotal roles, and are ready to carry out assigned duties. Job involvement is, therefore, defined as the extent to which a civil servant is physically and cognitively preoccupied with, engaged in, and concerned with his or her present job and the feedback received from the organisation.

The job involvement of the individual seems to be potentially fundamental to the satisfaction of certain salient psychological needs that could lead to positive organisational implications. Such work behaviour affects the individual while motivating them and keeps them deeply involved in their work or sometimes it makes people fed up of doing same job and hence workers try to detach themselves from their work emotionally and mentally. In support of the literature, the study has also established that for the civil service establishments in Oyo State to perform at optimum level, all categories of civil servants must ensure that they are highly involved in every job schedule they are saddled with.

However, for any civil servant to be fully involved in the civil service system, the results of the study showed that the joint effect of the organisational factors (training opportunities, leadership style, communication system, environmental variability and gender policy) were very germane to achieving high level of workers' job involvement in the civil service establishments in Oyo state, Nigeria. The study established the fact that gender policy was the most potent factor that dictates an effect or contributes most to workers' job involvement in Oyo state civil service establishments. Furthermore, the results also revealed that, the joint effect of the second independent variable individual factors (sex, educational attainment, emotional intelligence,

workers' social interaction, workers' perception and career orientation) were significant and the magnitude of contribution showed that career orientation made the most potent contribution to workers' job involvement level in the civil service establishments in Oyo state, Nigeria.

### **5.3 Recommendations**

Sequel to the findings as well as the conclusion arrived at in this study, the researcher, however, recommends the following:

(i) There is the need to give priority attention to all those organisational factors (training opportunities, leadership style, communication system, environmental variability and gender policy) in the civil service establishments and those in authority see to their availability at the required measure and their implementation in order to improve workers level of job involvement among the civil servants.

(ii) If the realisation of high job involvement of workers is to be attained in the civil service establishments, management should see to the formulation and implementation of policies that could promote high job involvement and each establishment should try to identify those factors militating against workers' job involvement in the civil service establishments. This is with the view of ensuring optimal identification of negative attitude that cannot promote high job involvement among workers, and try to find a lasting solution that could aid goal achievement.

(iii) It is important that every worker in the civil service establishment should be given job specification in a well defined manner by the human resources department of each of this organisation, and such job-specificity should match the skill of the individual workers. This will go in no small measure in eliminating ambiguity as well as control role conflict among workers in the civil service establishments.

(iv) The need for training of workers of all categories so as to be adequately rooted and grounded on the job is paramount. This is of great importance in the civil

service establishment in order to sensitize all stakeholders and erase turning workers to blunt axe that is useless to the holder.

(v) The individual demographic characteristics such as sex, age, and marital status, length of service, educational qualification and workers' rank should serve as very important factors in assigning critical responsibilities in the civil service establishments. This will go a long way in minimising excuses, absenteeism and reduce the rate of work-life conflict in the work-place.

(vi) Career-orientation is a necessity in the work-place in order that the issue of 'that's not my job and that work is not my responsibility' must change among the rank and file of the workers. Also, flexibility must be on ground to accommodate the leadership style and innovations. The leadership in the civil service must not allow bureaucracy erode unity, lovely, conducive and caring environment so workers could enjoy safe and dynamic system.

(vii) Work-place favouritism, god-fatherism and politics need to be properly addressed so that workers' reward system, promotions, rights and privileges are reviewed as and when due and adequate provision is made to the effect. Any approach that could bring disappointment and betrayal of trust of the workers to leaders on issues like over-due promotion, training both home and abroad, off and on-the job training etc, could cause discouragement and could resort to workers' idleness or shying away from work in the civil service establishments.

(viii) Communication is the sole of business as submitted by management experts. In that vein, it is very necessary that every worker is not left out by those in authority where information dissemination is concerned. Workers need to be involved in the decision-making within the system. Therefore, every cadre should be adequately represented to make for free, fast and easy flow of information in the civil service establishment to attain high job involvement among workers.

(ix) Workers' performance evaluation system must be in place so that when it is time for promotion, official protocols will be applied and workers must receive their performance evaluation reports which must be done without bias.

(x) In conclusion, all the organisational and individual factors studied in this research work should be given a critical consideration. Also, the civil service system in Nigeria should be restructured taking into consideration these factors when issues concerning workers' job involvement level in the civil service establishments are raised so as to sustain high job involvement in Oyo state in particular and Nigeria in general.

#### **5.4 Contributions to Knowledge**

The contributions which this research work made to knowledge include the following:

(i) Organisational and individual factors were essential factors that determine the level of workers' job involvement in the civil service establishments. These should be made available at the required measure and, where available, managers should see to its proper implementation in order to attain organisational growth and development.

(ii) The bureaucratic system of work being strictly adhered to in both the Federal and State Ministries in Oyo state, Nigeria have been observed to negatively affect worker's job involvement level and as such cannot help in the realisation of organisational goals and objectives in the civil service establishments.

(iii) The junior worker's were observed to suffer intimidation within the civil service establishments under study. This should be critically attended to so that workers within the rank and file in the civil service establishments could work as a team so as to attain high job involvement among every cadre of the workers.

#### **5.5 Limitations of the Study**

Twelve civil service establishments were selected for the study in which six each were selected from Federal and State civil service establishments in Oyo state, Nigeria. The organisational bureaucracy, work environment, needed facilities, job



hazards and job security served as limitations of the study. It was also observed that certain cadres of the study sample due to official protocol cannot speak out their minds and where certain information must not be allowed to leak out as the source could easily be traced and they could easily be fingered out and, taken up on it.

Despite the fact that the researcher was given a letter from the department of Adult Education to the responding organisations, the civil service rule of confidentiality affected the process of data collection as most of the respondents were reluctant to respond to the researcher especially during the in-depth- interview. However, all the institutions selected for the study served the purpose for which they were selected. Also, the cravings for tips and incessant demands by some civil servants before they could agree to serve as respondents in the study created a serious bottleneck on the data collection process as the researcher had no choice but to comply in most of these establishments. During the data collection, we also discover that some workers in the junior cadre in some of the establishments were graduates who decided to take up jobs as junior workers because of the level of unemployment in the country. The above stated limitations notwithstanding, the research results and findings as well as recommendations emanating from them are not affected and invalidated by the submissions of the limitations.

#### **5.6 Suggestion for Further Studies**

The need to widen the scope to include more ministries or even look at the ministries, departments and agencies (MDAs) that are outside the scope of this study cannot be over-emphasised. Parallel researches could also be carried out to ascertain if there are other variables other than organisational and individual factors that correlate workers' job involvement among workers in civil service establishments. These will complement other factors that could enhance workers' job involvement. This is necessitated in order to discover if the results of the present study could be generalised among civil service establishments for the whole country.

The following topics could be looked into for further study:

- Environmental and Human Factors as Correlates of Workers' Job Involvement in the Civil Service Establishments in Oyo state, Nigeria.
- Job Needs, Job Participation and Personality Traits as Correlates of Workers' Job Involvement in the Civil Service Establishments in Oyo state, Nigeria.
- Workers Welfare, Coping Level and Organisational Benefits as Correlates of Workers' Job Involvement in the Civil Service Establishments in Oyo state, Nigeria.

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## APPENDIX A

**Department of Adult Education  
Faculty of Education  
University of Ibadan, Ibadan**

Dear Respondent,

These questionnaires are designed to elicit information on some Organisational and Individual variables that predispose the job involvement among workers in the civil service establishments in Oyo state, Nigeria. They are foundational factors that are also solely for the purpose of the research study. Therefore, all information/ responses shall be treated with utmost confidentiality. In effect, we solicit your maximum cooperation and truth in the process of filling the questionnaires items.

Thanks for filling the questionnaire

### **SECTION A: Respondents Demographic Information**

**Instruction:** Kindly indicate your response by indicating with a tick (✓) appropriately

**Sex:** Male  Female

**Age:** 20-29  30-39  40-49  50+

**Marital Status:** Single  Married  Divorced  Separated  Widowed

**Length of Service:** 5-9 years  10-14 years  15-20 years  21-25 years   
26 years and above

#### **Educational Qualification:**

Masters  Professional Qualification  First Degree  HND  NCE

Diploma  SSCE  Others

**Rank:** Director  Asst. Director  General Manager  Asst. General  
Manager  Personnel Manager  Asst. Personnel Manager  Manager

Asst. Manager  Supervisor  Clerk  Others

**SECTION B: Organisational Factors' Scale**

Instruction: Kindly read through the following statements and rate each accordingly.

You are to tick (√) your appropriate response to each of the questionnaire items alternatives (4) VH= Very High, (3) H= High, (2) L= Low and (1) VL= Very Low.

**Training Opportunities**

S/NO	STATEMENTS	VH	H	L	VL
1	Workers training are financed in your organisation.				
2	Your organisation encourages workers to attend training programmes regularly.				
3	Attendance at training programmes among workers in your organisation is very high.				
4	Your organisation allows unconfirmed workers to attend training.				
5	Your organisation displays exceptional interest in motivating workers for training programmes.				
6	Workers have evenly distributed chances of participating in trainings.				

	Leadership Style	VH	H	L	VL
7	My boss/ supervisor is forward-looking.				
8	My boss/ supervisor is result-driven.				
9	My boss/supervisor leads by example.				
10	My boss/supervisor's leadership style enhances job performance.				
11	My boss/supervisor's leadership style enables me to overcome the job uncertainties.				
12	My boss/supervisor encourages social harmony.				
13	My boss/superior makes my work-family life interesting.				
14	My boss/supervisor gives room for free flow of communication.				

	<b>Communication System</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
15	Objectives of communication are adequately achieved in my organisation.				
16	Vertical communication system is adequate in my organisation.				
17	Horizontal communication is adequate in my workplace.				
18	The use of communication language in my organisation is appropriate.				
19	Utilisation of modern facilities enhances adequacy of free flow of information.				
20	Every worker in my organisation is computer literate, so free flow communication system is allowed.				
21	Relevant information goes round with dispatch in my organisation.				
22	Kate is hungry.				

	<b>Environmental Variability</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
23	My organisation is well-built with pleasant temperature.				
24	Workers enjoy good access to lightning.				
25	Healthy atmosphere is paramount concern in your organisation.				
26	There is room for variability of sitting positions and movements in your organisation.				
27	Parents enjoy crèche, play-room, rest-room and cloak-room in your organisation.				
28	Workers enjoy adequate ventilation and spacious office in your organisation.				
29	The nature of work in your organisation provided room for choice.				
30	My job does not become stressor in my organisation.				



	<b>Gender Policy</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
31	Organisational policies have really encouraged my job involvement to be high.				
32	Gender neutrality policies have allowed me to walk over the unconscious bias of female glass ceiling.				
33	More workers are involved in high organisational commitment in my organisation.				
34	Gender blind campaign against female boss does not exist in my organisation.				
35	Male chauvinism has been totally eradicated in your organisation.				
36	Conditions of services are favourable in my organisation.				
37	My organisation extends its care to workers domestic life.				
38	The jobs we do are too tedious for me.				

### SECTION C: Individual Factors' Scale

Instruction: Kindly read through the following statements and rate accordingly. You are to tick (√) your response.

	<b>Sex</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
1	My sex status is the strength of my career progression.				
2	Regardless of work, my family still enjoys my presence.				
3	Your sex has given you an edge over your male counterparts in your organisation.				
4	Sex does not affect my work-family life.				
5	My sex has made high job involvement possible for me in my establishment.				
6	Lead roles are meant for a particular sex in my organisation.				

	<b>Educational Attainment</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
7	My educational attainment makes me operate logically in my work-place.				
8	Workers pay attention to details because of their level of education in my establishment.				
9	In my organisation, workers implement policies bureaucratically owing to their educational attainment.				
10	Higher level of support is being displayed by workers in my establishment because of their educational attainment.				
11	Higher educational attainment attracts higher pay automatically in my organisation.				
12	Consistence to high job involvement in my organisation is due to my educational attainment.				

	<b>Emotional Intelligence</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
13	I relate very friendly with majority of co-workers in my organisation.				
14	My work-family lives are in harmony.				
15	I can work properly under the supervision of any boss.				
16	I can supervise any subordinate adequately.				
17	I am pleasant with my social life.				
18	I interact very pleasantly with people irrespective of any form of difference.				
	<b>Workers' Social Interaction</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
19	Workers display pleasant social interaction among colleagues in my organisation.				
20	Workers respect colleagues in my organisation.				
21	Workers enjoy harmonious social interaction in my organisation.				
22	There is no work-place politics in my organisation.				
23	I get maximum cooperation from colleagues.				
	<b>Workers' Perception</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
24	I feel confident towards myself on the job.				
25	My imaginative notion brings about good outcomes that motivate me on the job.				
26	Challenges give me confidence on the job.				
27	I believe in my abilities.				
28	I am motivated by the outcome of my undertakings.				
29	I have a very strong will to succeed.				
30	My personality has been a propelling factor to overcome obstacles in my organisation.				

	<b>Career Orientation</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
31	Intensive career orientation programme available for new workers helps them to be properly inducted into the system.				
32	Career orientation assists to control wastages in my organisation.				
33	Career orientation allows workers to have a proper view of the skills needed to succeed on the job.				
34	Adequate career orientation helps me to be focused on career choice in my organisation.				
35	Career orientation helps save time teaching new workers on the job.				
36	Career orientation makes team-building easy in my organisation.				

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## SECTION D: Workers' Job Involvement Scale

Instruction: Kindly read through the following statements and rate accordingly. You are to tick (√) your response.

	<b>Workers. Level of Team Spirit</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
1	Workers' performance is at maximum level due to the team work in my organisation.				
2	Workers' morale is raised because they are carried along in my organisation.				
3	Superior officers cater for self alone while negotiating.				
4	Workers safety devices and welfare affects every category.				
5	Positive result is achieved because workers operate as one big family in my organisation.				
	<b>Workers' Level of Responsibility</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
6	My working schedule is favourable				
7	My working hours is reasonable.				
8	There are enough hands for the available jobs in my organisation.				
9	Job ceiling is favourable to workers in my organisation.				
10	The nature of my job is commensurate to my take home pay.				
11	I can cope with my schedule of duty despite all odds.				

	<b>Level of Prompt and Regular Office Attendance</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
12	Workers pay attention to the attendance register and clocking-in appropriately in my organisation.				
13	Late-coming is the order of the day in my organisation.				
14	Consistency and responsiveness to schedule of duty is highly regarded in my organisation.				
15	Workers display exceptional ability to motivate colleagues by sensitizing them to keep to time in my organisation.				
16	Workers' attendance is rated low among men than women.				

	<b>Workers' Level of Enthusiasm on the Job</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
17	I am not discriminated from specific jobs set aside for others.				
18	My desire to succeed in my chosen career was influenced by my personal belief in myself.				
19	Encouragement from colleagues enhances my enthusiasm on the job.				
20	The quality of workers in my organisation has improved the service delivery.				
21	Job appraisal and constant feedbacks at my work-place serves as checks and balances to me.				
	<b>Workers' Level of Work Inclusion/Commitment</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
22	Management in my opinion listens to workers opinion at meetings.				
23	Welfare package in my organisation is generalized to boosts workers' morale and commitment.				
24	Promotion policy in my organization is made available to every committed worker.				
25	The industrial relations environment is conducive in my organisation.				
26	Workers are fully involved in organisational decisions in my organisation.				
	<b>Workers' Level of Internal Motivation</b>	<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
27	Workers are well motivated through monetary and non-monetary incentives available in my organisation.				
28	Adequate rewards for workers in my organisation motivate them.				
29	Workers' total remunerations are paid as at when due in my organisation.				
30	My organisation effects additional certificate acquired by workers promptly.				
31	Training programmes and educational pursuits are sponsored to motivate workers in my organisation.				
32	There is the provision of staff bus to facilitate workers' movement.				
33	There is share holding option for workers who have served for over a decade in your organisation.				

## **APPENDIX B**

### **IN-DEPTH- INTERVIEW GUIDE**

Venue: Site of each of the twelve (12) selected organisations.

Interviewer: Esther Abosede Olanrewaju Sanya.

The in-depth- interview will be carried out on a one-session basis in each of the selected twelve establishment in six federal and six state civil service establishments. This will make up twelve sessions in all. The purpose is to assist in eliciting information directly from respondents that could not be captured by researcher through the survey exercise from the questionnaire items.

The following issues will be covered during the in-depth-interview:

1. Organisational Factors (Training opportunities, Leadership styles, Communication system, Environmental variability and Gender policy) and Job Involvement.
2. Individual Factors (Sex, Educational attainment, Emotional Intelligence, Workers' Social interaction, Workers' Perception and Career orientation) and job Involvement.
3. Job Involvement and workers overall career prospects.
4. Type and name of the civil service establishments.