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IMPACT OF PERSONALITY AND STRUCTURAL DESIGN ON JOB SATISFACTION AMONG BANK WORKERS

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ABSTRACT

The aim of the study was to examine the impact of personality and changes in office design on employees job satisfaction among bankers. The 98 participants were drawn from 4 commercial banks in 2 southwestern cities namely Lagos and Ibadan. The participants had a mean age of 51 years and standard deviation of 3.85 for males and a mean age of 32 years and a standard deviation of 3.3 for female participants. The instrument used for the collection of data were the introversion (extraversion scales of the Eysenck personality Questionnaire, and job satisfaction index. Result showed that Extroverts (mean = 65.74) experienced significantly higher job satisfaction than introverts (mean = 58.84), $F(1,94) = 8.50$, $p < .05$. Employees in open systems (mean=63.56) experienced significantly higher job satisfaction than those in closed systems (mean=57.32) $F(1,94)=6.29$, $p < .05$. However, personality and office design did not show significant interaction effect on job satisfaction $F(1,94)=1.25$, $p < .05$. The implication of the study are that banks and other service organization need to ascertain the suitability of their workers to different job conditions. Similarly, the importance of workplace/environment design and its overbearing effects on employee productivity need to be recognized by service and manufacturing organizations.

Introduction

There exists one basic issue in organizational environment. It is that office design with employees reaction differs from organization to organization and even within organizations. In service organizations, customers and clients are often in close contact but, the case is not so with manufacturing organizations, where employees are generally shielded from the clients. Due to this fact, it is imperative that the office design in service organizations do not necessary apply to manufacturing organizations. Thus, different designs of work setting and nature has to be created to match each sector.

This means that companies which are similar in mode and status operationally will adopt similar work design patterns. Service companies agree that due to the high level of customer relations and contact, there is a need for a conducive, pleasant and safe work environment, and this undoubtedly enhance a substantial amount of cooperation between those at the buying and those at the selling end. Ideologically, this is expected to improve employee motivation and add to efficiency. However, this does not rule out the fact that work environment should be up to a desired standard.

Overtime, there was the tendency to do things differently in all aspects of the organizations due to better salaries, re-designed work area and other accompanying incentives. This expectantly was also to increase the workers' job satisfaction. However, there are cases of workers who although well paid were not getting the type of satisfaction desired from their jobs. The aim of this study therefore, was to unravel the effect of on-going structural (physical) changes in banking halls with a view to determining whether employees are better off in terms of satisfaction on the job, and also how personality affect such work attitudinal variable.

However, individuals that work in such settings differ on personality characteristics. While some are introverts, others are extroverts. According to Triandis (1989), individuals differ even as they work in organizations. This same position was earlier observed by Woodward (1958) on management and technology. Such differences are likely to reflect in their attitudes and behaviours.

Moreover, if the work environment does not provide fulfillment to the employee, this might be transferred to the customer who is requiring his/her service. It is therefore logical to say that this can affect the dispensation of services. When such happens, a regular customer patronage can fall to a low level or even thin out completely. The employee also suffers low productivity and eventual decline of job satisfaction.

This study sets as part of goal to examine the effects of changes in office design/environment in banks on employee job satisfaction in the work environment. It's therefore proper that the melting pot of the service industry, such as the bank should be the main interest of this study. Several banks have in recent years introduced different changes in order to improve the work environment with a view to achieving

positive result. It is now clear that in addition to quality products and services offered by the banks, a conducive work environment acts as a motivator to employees and a satisfier to customers. For example, the Ibadan main branch of the First Bank of Nigeria PLC made some major changes in work designs and conditions. These includes the removal of all cashier cubicle in the banking hall thereby allowing direct contact between customer and cashier as well as an extension of the official banking hours to 4.00 p.m., daily.

This demonstrates an alteration in work conditions at the branch. Prior to the change, cashiers were enclosed in cubicle cages. The cubicles were sided, open at top, transparent and Perspex made. Although, they were transparent and had holes drilled in the front for easy audibility. At times, verbal communication between cashier and customers was difficult and that meant both parties raising their voices to make themselves heard.

At occasions where the banking hall gets completely filled up, this resulted in increased noise levels, which in itself was quite unpleasant. This could affect the working mood of employees. Therefore the satisfaction resulting from the state of new office design might prove negative on these cashiers.

In the same vein, this could significantly impact on employee's job satisfaction in the organization. Mathieu & Farr, (1991) had reported in their study that job satisfaction as work attitude represents an aspect of work experience. Yet derive a form of satisfaction from his or her job may depend on variety of factors, which includes the individual's personality. However, Ivancevich and Matteson (1980) saw a person's reaction to job conditions (including satisfaction) to be based on individual factors. Personality difference become an important factor that separates individuals.

Research has shown that work design is a key issue when it comes to improving productivity and quality of work for employees (Hackman & Oldman 1976). But the structural change as is being considered in this research is relatively new and un-explored. Basically, most organizations in Nigeria have constantly taken into consideration internal structural re-design as a way of maintaining employee satisfaction rather than the actual scope of such ideology. There is no doubt that compliance, which has not appreciated the importance of structural design of their areas, is increasingly losing their competitive edges. Environmental characteristics constitute

important factor in explaining organisational structure, strategy, and performance. For example, the characteristics of the environment (such as the office design) were found to affect how employees perceive the work environment (Yasai-Ardekani, 1986).

As it were, this explains the conclusions by Thompson that organizations design is a structure to smooth out problems and keep down coordination costs as a strategic effort (Montanari, Morgan, and Bracker, 1990). The strategy according to them is the plans and actions necessary to achieve the organization goals.

Part of the dominant themes of current design strategies include environmental change such as office design. This reengineering according to Stewart (1993), is the hot new managing tool. Following the adoption of the open design system, Peter and Austin (1999) further emphasized the importance of staying in touch with customers through appropriate design. But the strategic effort hardly consider the impact of such structural imperative on the workers especially in terms of their job satisfaction level.

From literature reviewed, work designs such as change in office set-up has impact on employees as it tend to expose them to certain events. This may share similarity with studies in settings such as banks in Nigeria.

HYPOTHESES

1. Extroverts will experience significantly higher job satisfaction than Introverts.
2. Employees in open system will experience significantly higher job satisfaction than those in closed system.
3. Office design and employees' personality will jointly interact to determine his or her job satisfaction.

Method

Design

A cross sectional survey research using ex-post facto design was employed in this study. The independent variables in this study are personality, and office design, while the dependent variable is job satisfaction.

Participants

Four commercial banks were selected from two cities (Lagos and Ibadan) in the Southwestern part of Nigeria. Two of the banks were new generation (Zenith International Bank and Guaranty Trust Bank) which do not operate the cage system while two were 'old generation' (First Bank of Nigeria PLC and Savannah Bank of Nigeria PLC) operating the cage system. Of the two old generation banks, First Bank is re-engineering its design system and as such operating both systems.

The sample comprised of 62 males representing 63% of employees sampled from these banks and 36 females representing 37%. The age of participants ranged from 25-44 years with the mean age at 31 years, (Standard Deviation = 33.85).

Also from the sample, were 39 single respondents representing 40%, 56 married representing 57% and 3 divorced representing 3%. The academic qualifications of respondents were as follows:

- 14 WASC HOLDERS representing 14%
- 11 OND/NCE HOLDERS representing 11%, and
- 73 HND/B.Sc./PG HOLDERS representing 75%.

The distribution of participants among the banks were as follows:

- Guaranty Trust Bank PLC – 32 respondent (33%)
- Zenith Bank of Nig. PLC – 14 respondent (14%)
- Savannah Bank of Nig. PLC – 28 respondent (29%)
- First Bank of Nig., PLC – 24 (24%)

The distribution participants according to job level were:

- JUNIOR: 40 employees representing 41%
- SENIOR: 48 employees representing 49%
- MIDDLE MANAGEMENT: 10 employees representing 10%.

Instrument

The instrument used is a questionnaire with 5 sections A,B,C,D & E. The information profile covers the type of system operation, biographic data (AGE, SEX, MARITAL STATUS, EDUCATION, YEARS OF SERVICE, JOB LEVEL AND NAME OF ORGANISATION), job satisfaction scale with the following response options (Very satisfied (VS); Dissatisfied (D); Undecided (U), Satisfied (S) and Very Dissatisfied (VD). The cronbach coefficient for the items ranged from 0.41 to

All items were found significant and level of confidence was set at $P < 0.05$.

Procedure

Pilot study and main study were carried out in the research. All the data were collected over a month period. The researchers were personally involved in data collection. Letters were written to the corporate affairs department in each of the organizations covered by the study. This was to gain official permission for data collection.

RESULTS

The results of findings from the analysis of all data collected in the study were presented in tables. The results of the first 3 hypotheses are summarily presented in the table below. Hypothesis 1, which stated that extroverts will experience significantly higher job satisfaction than introverts, was confirmed. The results in the table below shows a significant difference between introverts and extroverts as $F_{(1,94)} = 8.50, p < .05$.

Table 1. A 2 X 2 ANOVA showing influence of personality and design on satisfaction.

SOURCE	Df	SS	MS	F	p
Personality	1	1116.6	1116.6	8.50	<.05
Design	1	826.4	826.4	6.29	<.05
Person. Vs Design	1	164.9	164.9	1.25	n.s
Error	94	12355.6	131.4		
Correc. Total	97	14463.6			

Table 2 shows the mean score of extraversion and introversion on job satisfaction. Introversion mean score of 58.84 is lower on job satisfaction when compared to extraversion mean score of 65.74, thus proving that extroverts experienced greater job satisfaction than introverts.

Duncan's Multiple Range Test - Mean Score on Job Satisfaction according to personality.

Table 2: Summary of mean comparisons of Introverts and Extroverts.

Variable	N	Mean
Introverts	59	58.84
Extroverts	39	65.74

Table 3 shows the mean scores of job satisfaction as influenced by design. Open system (New) mean score of 63.56 is higher on job satisfaction as compared to closed system (old) mean score of 57.32. Thus, employees in open system truly experience a higher job satisfaction than those in closed system as predicted by hypothesis 2.

Duncan's Multiple Range Test - Mean score on job satisfaction as influenced by design.

Table 3: Summary of Mean Comparisons of Old and New Systems on job satisfaction.

Variable	N	Mean
Old	31	57.32
New	67	63.56

The third hypothesis which considered the joint interaction of personality and office design on job satisfaction was not confirmed, $F(1,94) = 1.25, n.s.$

DISCUSSION

The first hypothesis which predicted significant difference between extroverts and introverts on job satisfaction was confirmed. This finding is supported by Triandis (1989) that differences exist among individuals based on personality differences. It is also supported by various personality theories, which identified differences in individual reaction to situations (McGae and Costa, 1997; Martsh and Miller, 1997; John, 1990; Adler, 1954 and Eysenck, 1992).

The second hypotheses which predicted differences on job satisfaction based on design was confirmed. The Woodward's (1958) view of management and technology also support the finding. Similarly, steers assessment of organizational effectiveness also point to the same direction.

Hypothesis three which proposed a joint effect of personality and design on job satisfaction was not supported by the finding and was therefore rejected. Woodward (1958),

and Triandis (1989) posited both factors have effect on satisfaction but the result did not show an interactive effect.

Despite the interesting findings in the study, differences in job satisfaction and other psychological factors among employees are normal issues to be found in high profile jobs such as those of bankers. Reasons for these are probably due to the fact that "to whom much is given much is expected". This implies that as employees in one of the best paying economic sectors, bank workers are expected to show high level of job satisfaction. But the difference that existed among personality dimension in the present study springs a great surprise. The gregarious nature of extraverts may have been the explanation for the difference.

As previously stated, motivation of the work force is achievable in a variety of ways apart from the financial incentives. Past research and related studies on work design had focused on changing the structure/characteristics of the jobs and not the structure of the work environment to achieve and improve workers' satisfaction.

While work design focuses on the features of a job that can create a feeling of progress such as level of authority, position, challenges, fringe benefits, opportunities for advancement, etc. Structural design looks at the physical environments where the job is done and considers other important aspects such as personal space (privacy) seating arrangement, noise levels, interior illumination, temperature control, technology and equipment, office size, number of windows for proper ventilation, etc. While the outcome of the previous researches cannot form a basis for collecting data, the results of the study have been objectively analysed thus providing good basis for objective analysis. A look at the analysis of variance (ANOVA) result clearly shows support for the study's hypotheses earlier put forward. This shows that extroverts obtained a better satisfaction level from their job done than did introverts. This held true in almost all the hypotheses.

From the findings of this study it can be stated that: -
The open system structural design results in higher job satisfaction for employees as found in the study. Personality was also implicated as a factor influencing job satisfaction among the workers that participated in the study. It is therefore recommended that a more extensive and in-depth research be conducted on the area, and such studies

should cover other organizational sectors. To make this possible, it will be most desirable for management to look into other issues not covered in this study that can enhance higher level of job satisfaction among workers. This can come from the assistance of such bodies such as C.I.B., M.A.N. and I.P.M. to enable and encourage organizations to make it part of organizational policy.

In the researchers' view, this is highly needed and important as the findings of this study proved. If this research's measuring scales are enlarged to cover other aspects, a more salient result will be obtained and job satisfaction may be improved.

Finally, based on the findings of this study, the researchers suggests that the open system structural design should be encouraged in the banks since it was found to lead to higher job satisfaction for employees. Bank management should focus on training employees on new design and assign individuals with certain personality dimension into units where they can be more satisfied rather than indiscriminate placement in units.

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